

## Management By Results, Quality of Care and Effectiveness of Public Management in The Regional Government, Apurimac Peru.

By

**Cañari Otero, Calixto**

Universidad Tecnología de los Andes, Abancay, Perú

Email: [calixtocanari@hotmail.com](mailto:calixtocanari@hotmail.com)

ORCID: 0000-0002-8026-1512

**Rosa Huaraca Aparco**

Universidad Nacional José María Arguedas, Andahuaylas, Perú

Email: [rhuaraca@unajma.edu.pe](mailto:rhuaraca@unajma.edu.pe)

ORCID: 0000-0003-4493-7754

**Hanco Bustinza Patricia**

Universidad Tecnológica de los Andes, Abancay, Perú

Email: [patriciahb16@gmail.com](mailto:patriciahb16@gmail.com)

ORCID: 0000-0002-4566-9010

### Abstract

The management by result considered as a new tool of public management, which seeks to achieve the magnification of positive results, with a quality of attention for the well-being and satisfaction of the citizen to allow the performance of the entity according to its strategic, economic, operational and social factors. Therefore, the objective of the research was to evaluate the influence of management by results and quality of care in the regional government of Apurimac 2022. The quantitative approach was used using the deductive method of transactional explanatory level with a sample of 296 randomly selected participants. The technique applied was the survey with a Likert-type rating scale. The results found that management by outcome and quality of care significantly influence the effectiveness of public management of the regional government of Apurimac, 2022; with an index of 0.736 according to Nagelkerke's R<sup>2</sup>, which represents the high probability ratio in 73.6% dependence on the effectiveness of public management depends on management by result and quality of care.

**Keywords:** Management by results, quality of care, effectiveness of public management.

### Introduction

Results-based Management (GfR), gained momentum as part of the process of adaptation to the New Public Management, whose foundation was to optimize the use of public resources according to the priorities established between the state and citizenship (Moreno, 2022), while it has prioritized the creation of conditions for development and social welfare and the production of services and infrastructure. This change in the role of the State, increasingly demanded by citizens who occupy the role of service users, has transformed several fronts of public administration (Lerner, 2021). In Latin America, as well as in developed countries, in the context of the Second State Reform in the 90's, the public administration changed its concern, from prioritizing procedures to obtaining results; emerging the New Management or Public Administration, decanting the model of Management by

Results (GfR), whose implementation faced the following difficulties: limitations in measuring and collecting information, weak interaction between politicians, officials and beneficiaries, bias in the definition of goals and objectives, and political instability (Essayag, 2000). Contextually, Latin America experienced numerous economic crises in most countries over the past two decades, the high frequency of economic crises in much of the region increased voter responsibility, and the need for greater control to exercise coherent government policies (Biglaiser and McGauyran, 2018). In reference to international cooperation, in the last decade there have been criticisms related to the effectiveness of aid, and by civil society, demands for greater transparency and monitoring of the actions developed, both for donors and recipients of cooperation. Around this, governments made improvements in their management, implementing the GfR and evaluation of public programs (Moreno, 2022). According to the Secretariat of Public Management (2021) in the Peruvian Republic indicates that the advances and future agenda of the public management modernization system has had its precedents in Peru (Tapia, 2022). The quality of the services is generated with the satisfaction of the needs and expectations of the client or citizen, the state does it through different agencies and in their current regulations. However, the management of Regional Government in different countries it is deficient in providing quality (Pinchi and Bardales, 2020). The shortcomings occur in most municipalities in southern Latin America, but innovation will cover that gap. According to the National Institute of Statistics and Informatics (INEI, 2018), in Peru there are 1643 municipalities, which by their very nature, are focused on the direct and autonomous management of resources that allow implementing new policies and services in the housing, tourism, health, environment sector, due to their greater approach to the population; However, there are deficiencies especially in the most remote places with fewer budgetary resources and personnel with little education in public management, generating dissatisfaction on the part of the inhabitants (Pinchi and Bardales 2020). being the first, the one with the lowest result of user satisfaction, for not having the tools to optimize their management (Tapia, 2022). Local governments (GLs) play a key role in the sustainability of public policies. Their proximity to citizens, the volume of resources and services they manage and the high levels of indebtedness and deficits caused by the public financial crisis in many industrialised countries (Randma and Kickert, 2017; Peter and Randma, 2011) make this level of government of special interest in sustainability studies, which has economic, social and environmental impacts for public entities (Edner and Baumgartner, 2006; Opp and Saunders, 2013; Stazyk, Moldavanova and Frederickson, 2014). The issue of LG's activity is also very important in research on government transparency in sustainability, a topic that is of great interest to many elements of society (Alcaraz et al., 2014; Garcia et al., 2013). The aim of the reforms, in both countries, has been to make public administration more effective, and the reforms have been based on the transfer of competences from local state authorities to regional and local self-governments.

The main objective of the research was to discuss the relationship between results-based management and quality of care in the regional government of Apurimac, Peru.

## **2. Theoretical Review and Formulation of Hypotheses**

### **2.1. Effectiveness of governance**

The current context of organizations is highly competitive and results-based management is necessary to face these social, technological and organizational challenges. Thus, Alarcón et al. (14) argue that effectiveness has its origin in business management, which is based on the link to the expected results, this result must be in balance of effectiveness and efficiency, being the relationship of results of the proposed versus what is achieved, the achievement of satisfaction of the demands of citizens. For their part, Staponites

et al., (15) mention that the effectiveness and results of management can be used as a guide for future actions, providing information on the intensity of efforts and time for achieving improvements (p. 7). However Powlen et al., (16) indicate that management effectiveness provides new opportunities to examine practical management rather than legalistic management (p. 2).

### ***2.1.1. Relationships between constructs***

#### ***Dimensions of effectiveness***

The dimensions of the effectiveness of public management proposed by Ardila and García, (17) are five dimensions of measurement which are: quality of human resources, quality of information systems, quality of other resources, level of formalization in their processes and management capacity. For their part, Cinar et al. (18) propose four dimensions, as a basis for innovation in public management, being the administrative context, the economic/technological context, the political context and the social context. In this scenario, both authors have some agreement in aligning the dimensions of the effectiveness of public management, these being the administration, the technological/economic, the political aspect and the social aspect.

Likewise, Alarcón et al. (19) have used the criteria of authors, experts and academics, in which, based on the principles of efficiency and effectiveness of management, they propose the characterization of each of the dimensions for the corresponding assessment. After having achieved the application of the surveys to academics, specialists and officials, I managed to determine four dimensions: strategic, operational, economic and social; after verifying the degree of significance according to the judgment of experts by Friedman's method, it has been possible to establish the weight of according to the importance in the following public performance: i) social, ii) strategic, iii) economic and iv) social. The dimensions proposed by the author are clearer than the other authors mentioned in the previous paragraph, it should be clarified that if they also have coincidences in several proposed dimensions; however, for the present research we will assume the proposal of Alarcón et al. (2019)

**Hypothesis 1.** Results-based management (RBM) and quality of care do not significantly influence the effectiveness of public management in GoRe Apurímac 2022.

#### ***Strategic dimension.***

The first dimension is the strategic dimension of the effectiveness of public management, which faces the achievement of strategic objectives and goals based on knowledge in response to the needs of citizens for the establishment of decisions and the approach of territorial public policies (20,19). Both authors agree that the strategic dimension has the scope of the strategic objectives and goals to respond to the requests or needs of citizens.

**Hypothesis 2.** RgpF and quality of care do not significantly influence the effectiveness of public management in its strategic dimension of GoRe Apurímac, 2022

#### ***Operational dimension.***

The operational dimension of the effectiveness of public management, which reflects the assurance of administrative actions and activities in the development of functions in the implementation of management systems, the orientations and documentation of organizational processes, the strategy of the application of processes in the physical execution of actions and the achievement of determined objectives, immersion in innovations in methods and action to improve effective public management (21,19). Likewise, the authors agree that the

measurement of the dimension is based on the management systems, physical execution process and the achievements of the proposed objectives.

**Hypothesis 3.** RappP and quality of care do not significantly influence the effectiveness of public management in its social dimension of GoRe Apurímac, 2022.

### *Social and economic dimension*

In this context, emerging new social and economic trends also have significant relevance, including in particular the ageing of society, growing social inequality, the growing need to ensure greater accountability and transparency at different levels of government, and climate change or the limited access to resources commonly observed (22). Added to this are the growing demands of citizens, the evolution of the IT field and the growing competitiveness of economies, the latter demanding an effective and efficient functioning of the State. For public institutions to anticipate and respond successfully to new emerging problems and challenges, they must think and act strategically and be able to measure their performance not only from the perspective of short-term results but, above all, taking into account long-term achievements (23,24,25,26). What seems to be particularly important in the context of all these problems is to acquire information that allows these operations to be improved in response to the current needs of the entire environment.

Improving efficiency is consistent with public administration objectives (26,28,29). The definition of measures and the measurement of performance constitute one of the stages of efficiency management.

Consequently, based on these findings, the following hypothesis is proposed:

**Hypothesis 4.** The GPR and the quality of care do not significantly influence the effectiveness of public management in its economic dimension of the GoRe Apurímac 2022

**Hypothesis 5.** RappF and quality of care do not significantly influence the effectiveness of public management in its social dimension of GoRe Apurímac, 2022

## **3. Research Method**

### **3.1. Data collection and participation**

The study was limited as a study population to the public servants of GoRe - Apurímac, which had as a universe 434 public servants among managers, specialists / professionals and technicians / administrative; of which, the study population was 296 which is made up of the group of 85 managers and 211 specialists / professionals. The study was conducted through a survey in July 2022. Respondents gave informed consent and participated in the survey. A memory-based survey was administered to the participants to the public servants of GoRe - Apurímac.

### **3.2. Survey Instrument and Measures**

It has been used for the variables of GpR and quality of care the instrument of the survey (structured questionnaire) with 26 items and 20 items respectively, whose conformation is composed of the dimensions, indicators, items and its scale of valuation of type Likert, which has the following evaluation criterion: 1 = bad, 2 = does not exist, 3= fair, 4= good and 5=excellent. Likewise, for the variable dependent on the effectiveness of public management, the survey instrument (structured questionnaire) with 30 items was also used; which was composed of 15 indicators and its Likert-type rating scale, which had the following endpoint: 1=bad, 2=does not exist, 3= fair, 4= good and 5=excellent.

### 3.3. Statistical analysis

To verify the mediation between the different variables, the specific and systematized steps were followed using coding, tabulation and statistical treatment; after that, using informative programs such as Excel Software, SPSS v.26. First, the internal reliability of the instrument has been verified, for which, Cronbach's alpha test was applied to establish the reliability of the instruments; secondly, the normality test has been verified, for which, the Kolmogorov-Smirnova-2 test has been used, evaluating the distribution of the data for each of the dimensions of the variables. Thirdly, the descriptive results for each of the variables and their dimensions have been processed; For this, the baremación of the variables and indicators has been carried out, with which, the frequencies by levels have been determined. Finally, fourthly, ordinal logistic regression has been applied for the test of general and specific hypotheses; with results obtained has contrasted the influence of the GpR and the quality of care on the effectiveness of management in the GoRe Apurímac.

## 4. Results

### 4.1. Level of results-based management - GfR

The results of the study were obtained from 121 managers, professionals and specialists of the GpR of the GoRe Apurímac, whose results are presented in Table 1, where it is established that 47.9% consider that the GpR has an acceptable level and only 8.3% consider it of high level, while the low level shows 24%; this indicates that the GpR is in the process of assimilation and improvement in the GoRe Apurímac.

Table 1. *Level of results-based management - GfR*

Level	Frequency F	Percentage %	Valid percentage	
Valid	Casualty	29	24.0	24.0
	Regular	24	19.8	19.8
	Acceptable	58	47.9	47.9
	Loud	10	8.3	8.3
Total	121	100.0	100.0	

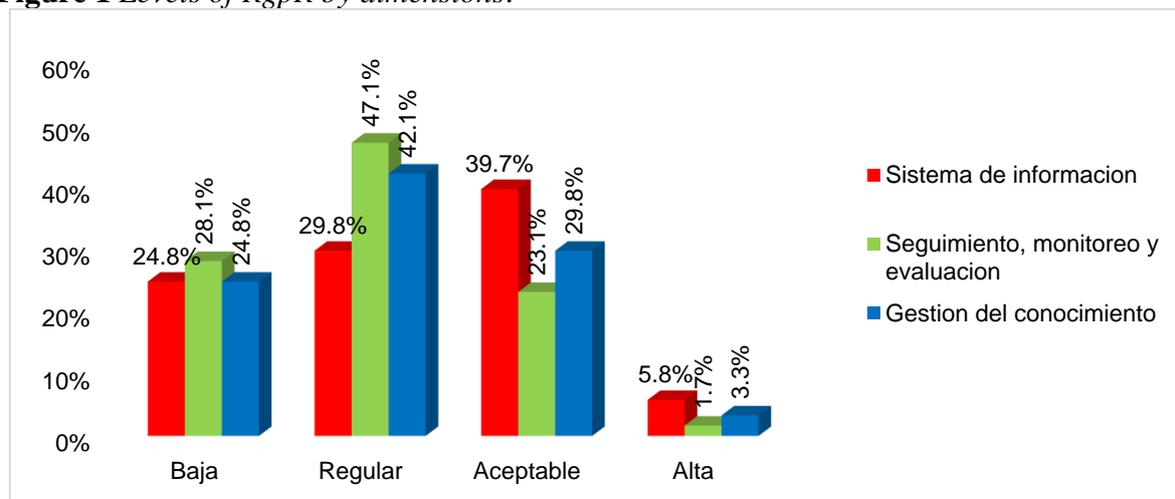
### *GfpR level by dimensions.*

The results according to the opinion of 121 servers of the GoRe Apurimac of the levels by dimensions of the GpR are shown in table 2 and figure 1, where it was highlighted that, in the dimension of the information system there is an acceptable level peak of 39.7%; while in the monitoring, follow-up and evaluation dimension the regular level with 47.1%, while the knowledge management dimension has a regular level with 42.1%; Meanwhile we can affirm that the high level only has 5.8%, 1.7% and 3.3% respectively, this allows us to affirm that even success is minimal; meanwhile in the low level results of 24.8%, 28.1% and 24.8% respectively are shown, these values represent that a quarter of the servers perceive that the GpR is incipient. Based on these results we can infer that the GPR according to its dimensions are in the process of consolidation.

**Table 2** *GfR level by dimensions.*

Dimensions	Information system		Follow-up, monitoring and evaluation		Knowledge management	
	Fi	%	fi	%	fi	%
Casualty	30	24.8%	34	28.1%	30	24.8%
Regular	36	29.8%	57	47.1%	51	42.1%
Acceptable	48	39.7%	28	23.1%	36	29.8%
Loud	7	5.8%	2	1.7%	4	3.3%
Total	121	100%	121	100%	121	100%

**Figure 1** *Levels of RgpR by dimensions.*

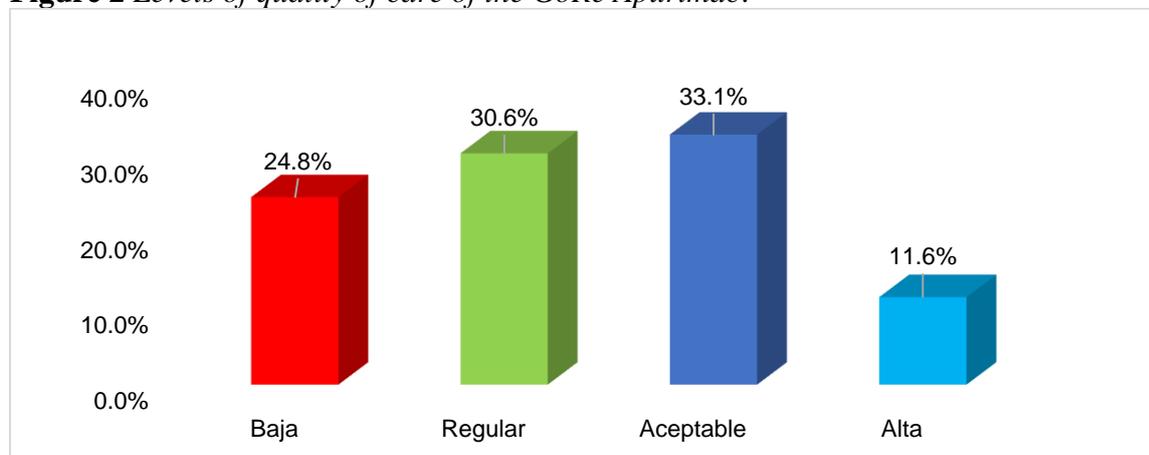


**Note:** *Own elaboration, with the results obtained from the application of the instrument to 121 servers of the GoRe Apurímac*

**Quality of care**

According to the results shown in Figure 2, 33.1% of users consider acceptable level and 11.6% of users consider high level; This shows that 55.4% of users consider it fair and low. Based on this result, the Entity must reconsider making changes and adjustments to improve the quality of care for its users.

**Figure 2** *Levels of quality of care of the GoRe Apurímac.*



**Note:** *Own elaboration, with the results obtained from the application of the instrument to 121 servers of the GoRe Apurímac*

**4.2. Level of quality of care by dimensions of the GoRe Apurímac.**

The results obtained from the level of quality of care with its dimensions tangible aspects, safety, empathy of reliability and responsiveness, are shown in Table 3 where it stands out in the dimension of reliability 45.5% consider acceptable level; In the dimension of response capacity, 33.1% consider regular level; Also, in the security dimension it is 41.3% consider acceptable level; while in the dimension of empathy 28.9% consider regular and finally in the dimension of tangible aspect is 36.4% considering themselves of regular level; We can also highlight that 20.7% consider low level in the reliability dimension. According to these results we can conclude that there are only some high peaks that manage to reach 45.5% in the reliability dimension, this indicates that the Entity must make modifications and / or reengineering to improve satisfaction in the quality of care on the part of the entity towards the user.

**Table 3** Level of quality of care by dimensions of the GoRe Apurímac.

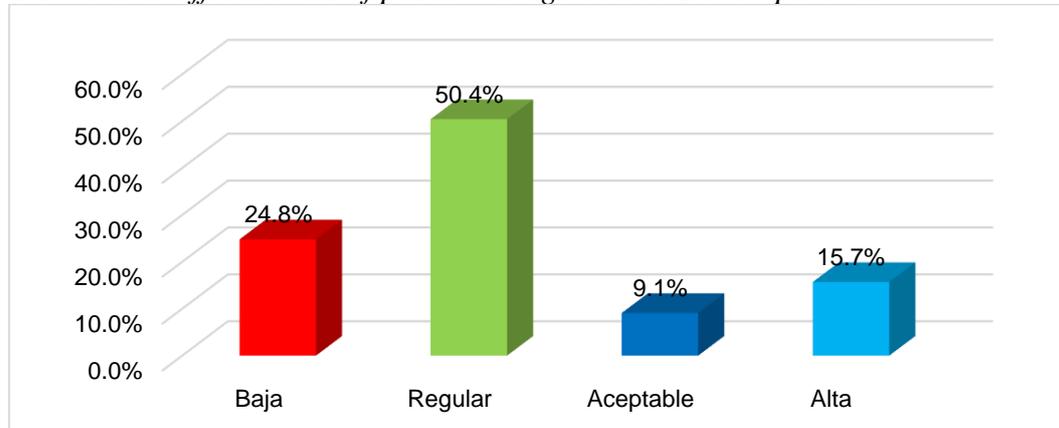
Dimensions	Level	Reliability		Responsiveness		Safety		Empathy		Tangible aspect	
		fi	%	Fi	%	fi	%	fi	%	fi	%
Valid	Casualty	25	20.7%	38	31.4%	26	21.5%	28	23.1%	27	22.3%
	Regular	38	31.4%	40	33.1%	39	32.2%	35	28.9%	44	36.4%
	Acceptable	55	45.5%	37	30.6%	50	41.3%	32	26.4%	35	28.9%
	Loud	3	2.5%	6	5.0%	6	5.0%	26	21.5%	15	12.4%
Total		121	100%	121	100%	121	100%	121	100%	121	100%

**Note:** Own elaboration, with the results obtained from the application of the instrument to 121 servers of the GoRe - Apurímac

**Effectiveness of public management**

The descriptive results of the level of effectiveness of public management according to the opinion of the servers (professionals / specialists) of the GoRe Apurímac, are shown in figure 3; According to the results shown, only 15.7% consider high level; while 9.10% of servers consider that the effectiveness of public management is of an acceptable level; Also 50.8% of servers consider regular level and finally 24.8% consider low level. From which, we can infer that the level of predominance is of regular level and low in the effectiveness of public management in the Apurimac GoRe.

**Figure 3** Level of effectiveness of public management in GoRe Apurímac.



**Note:** Own elaboration, with the results obtained from the application of the instrument to 121 servers of the GoRe Apurímac

#### 4.3. Level of effectiveness of public management by dimensions of GoRe Apurímac.

According to the results of the strategic, economic, operational and social dimensions of the effectiveness of public management of the GoRe Apurímac shown in table 4, which highlights the highest peaks of the perception of public servants of the GoRe Apurímac in the strategic dimension is 53.7% with acceptable level; In the economic dimension, the perception is 38.8% with a level of regular; while, in the operational dimension the highest perception is 45.5% of regular level and finally, in the social dimension the perception is 47.1% of regular level. From the results shown, we can infer that, according to its dimensions of the effectiveness of public management, there is a predominance in perception between the low and regular level; We also denote that the high level shows very low values in all four dimensions. We can also denote that the regular level presents high peaks of acceptance.

**Table 4** Level of quality of care by dimensions of the GoRe Apurimac

Dimensions	Strategic		Economic		Operative		Social		
	Level	fi	%	fi	%	fi	%	fi	%
Valid	Casualty	23	19.0%	36	29.8%	33	27.3%	22	18.2%
	Regular	65	53.7%	47	38.8%	55	45.5%	57	47.1%
	Acceptable	20	16.5%	25	20.7%	22	18.2%	28	23.1%
	Loud	13	10.7%	13	10.7%	11	9.1%	14	11.6%
Total		121	100%	121	100%	121	100%	121	100%

**Note:** Own elaboration, with the results obtained from the application of the instrument to 121 servers of the GoRe Apurímac.

## 5. Discussion

Research evidence suggests that the performance measurement model with the greatest potential in the area under study is the one proposed as part of the balanced scorecard. The specific result of the strategic dimension shown, do not coincide with what was mentioned by Landeo (2019) where his study had as its main objective to establish the perception of teachers on the improvement of educational quality in the province of Chíncha as a result of the GfR of the Gore from Ica; whose result does not agree with what was found on the dimension of strategic planning, where it has determined that 41% of respondents state that they definitely comply with the EP; while 35% were probably yes; Also, 7% of respondents express their indecision; while 7% of respondents pronounced that it is probably not fulfilled and, finally, 5% of respondents showed that strategic planning (SP) is definitely not complied with. Likewise, the specific result of the strategic dimension has little coincidence due to what was found with Orellana (2019), who in his research had the general objective of determining the existence of the relationship between strategic planning (SP) and results-based public management of the provincial municipalities of Huancayo and Concepción, whose result shown is close to the results of the research, where it has managed to reach the main result, obtained according to the statistics of the coefficient T of Kandall equal to 0.915 with a significance level of 5%; It represents that, with good strategic planning, a better GfR. Then we can infer that if there is the interdependence between the GfR and the strategic dimension of the effectiveness of governance. For the second specific result which was to establish the influence GfR and the quality of care in the effectiveness of public management in its economic dimension of Gore Apurimac, from whose hypothesis, it is inferred that if it significantly influences the GfR and the quality of care in the economic dimension of management effectiveness, where the statistical test of ordinal logistic regression reports a significance of

less than 0.05 with a confidence level of 95%; from the results obtained we can infer that the dependency relationship is regular median with 58.3% according to the R index<sup>2</sup> of Nagelkerke; This means that, the perception of the servers and users of the Gore Apurimac is also regular in the dependency relationship with GfR and quality of care. Thus, according to the results found in the economic dimension, there is no coincidences with what was found by Rueda (2018), where his descriptive study has managed to establish that the economic resources allocated by the local governments do not benefit from their functioning; This is due to the economic scarce for the attention of the obligations of the localities of attention and the legal lack that establishes the amounts of budget and financing foreseen since its creation. Also, the third specific result was to establish the influence GfR and the quality of care in the effectiveness of public management in its operational dimension of the Gore Apurimac, from whose hypothesis, it is inferred that if it influences the GfR and the quality of care in the operational dimension of the effectiveness of public management, where the statistical test of ordinal logistic regression reports a significance of less than 0.05 with a confidence level of 95%; from the results obtained we can infer that the dependency relationship is regular with 60.9% according to the R index<sup>2</sup> of Nagelkerke; This means that, the perception of the servers and users of the Gore - Apurimac is also regular in the relation of Dependence on GfR and quality of care. According to the results found for the economic dimension, there is no agreement with Morveli (2021), who in his descriptive study establishes that strategic planning corresponds to the allocation of budgets that support the projects and programs for their annual exercise of local government work.

Finally, the fourth specific result was to determine the influence of GpR and quality of care on the effectiveness of public management in its social dimension of the GoRe Apurimac, from whose hypothesis it is inferred, that if the GpR and the quality of care influence the social dimension of the effectiveness of public management, where the statistical test of ordinal logistic regression reports a significance less than 0.05 with confidence level at 95%; From the results obtained we can infer that the dependency relationship is regular with 65.6% according to the Nagelkerke R<sup>2</sup> index; this means that the perception of the servers and users of the GoRe Apurimac also of regulating dependence relationship with GpR and the quality of care.

Thus, the results found on the social dimension of the effectiveness of public management agree with what was mentioned by Rueda (2018), where he had the purpose of establishing the influence of public decisions within the framework of the spaces of local citizen participation in Bogotá, whose conclusion reached is that local public decision-making is very little, there is a lack of consultation with citizens; It also concludes that it is evident that the social capital of the town of Bogotá is of low level, where citizens are motivated by personal interest and not collectively, in that sense, the interested parties only participate to solve some problems that affect them directly and but not of an entire locality in general.

Likewise, according to the results found of the social dimension, there are coincidences based on what Landeo (2019) found, where he shows the existence of a statistical correlation of Pearson has determined that 78.2% have a significant relationship between the GPR and the educational response of social demand, which corresponds to the educational institutions of the province of Chincha.

Also, according to the results found of the social dimension there is little coincidence by what was found by Morveli (2021) where its objective of the management and execution of the institutional strategic plan, has found that they are generated by situations of social conflicts, which condition short deadlines, so that local efforts have to remain attentive during the implementation of their programs or projects to the presentation of any adverse situation;

the same one that distracts local management. In summary, the overall result of the GfR and the quality of care significantly influence the strategic, economic, operational and social dimensions in the effectiveness of management, from which, it is inferred that, in general, the GfR and the quality of care if they significantly influence the effectiveness of public management of the Gore Apurimac in 2022.

## Conclusions

In the research, the evaluation of the results obtained from the variables of the GpR, quality of care and the effectiveness of the public management of the GoRe Apurimac in the year 2022 was carried out, being able to find that the GpR and the quality of care significantly influence the effectiveness of the public management of the GoRe Apurimac in the year 2022, whose statement was demonstrated by the ordinal logistic regression test, where the p-value is equal to 0.000, being less than the significance of 0.05; with which, the alternative hypothesis has been accepted; while the efficiency of predicting the probability of influence of the GpR and the quality of care on the effectiveness of public management is 73.6% according to Nagelkerke's pseudo R<sup>2</sup>, this represents a regular level of dependence. Likewise, it has been established that the GPR and the quality of care significantly influence the effectiveness of public management in its economic dimension of the Apurimac GoRe in 2022, whose affirmation was demonstrated by the ordinal logistic regression test, where the p-value is equal to 0.000, being less than the significance of 0.05; with which, the alternative hypothesis has been accepted; while the efficiency of predicting the probability of influence of the GpR and the quality of care in the economic dimension of the effectiveness of public management is 58.30% according to Nagelkerke's pseudo R<sup>2</sup>, this represents a median level of dependence. Finally, it has been determined that the GPR and the quality of care significantly influence the effectiveness of public management in its social dimension of the Apurimac GoRe in 2022; whose determination was demonstrated by the ordinal logistic regression test, where the p-value is equal to 0.000, being less than the significance of 0.05; with which, the alternative hypothesis has been accepted; while the efficiency of predicting the probability of influence of the GpR and the quality of care in the social dimension of the effectiveness of public management is 65.60% according to Nagelkerke's pseudo R<sup>2</sup>, this represents a regular level of dependency

## References

- Moreno Saavedra, M. C. D. P. (2022). Results-based management in the Latin American public sector: A systematic review.
- Lerner, E. R. (2021). Methodology for accountability for results in the public sector. *CLAD Journal Reform and Democracy*, (79), 155-190.
- Essayag, S. (2000). The Results-Based Management Model in the Argentine Public Sector. Days of Academic Reflection in Social Sciences Media. Retrieved from [http://biblioteca.municipios.unq.edu.ar/modules/mislibros/archivos/essaya\\_g\\_2000.pdf](http://biblioteca.municipios.unq.edu.ar/modules/mislibros/archivos/essaya_g_2000.pdf)
- Biglaiser, G., & McGauvran, R. J. (2018). Political Mandate and Clarity of Responsibility: Economic Policies under Rightist Governments in Latin America. *Latin American Research Review*, 53(2), 250+. <https://link.gale.com/apps/doc/A549581678/AONE?u=univcv&sid=bookmark-AONE&xid=273b66e9>
- Tapia, V. A. D. (2022). Modernization of public management and its influence on the attention of citizens from local governments. *Ciencia Latina Revista Científica Multidisciplinar*, 6(2), 2405-2420.

- Pinchi, R. R., & Bardales, J. M. D. (2020). Quality of public service in the development of municipalities in the San Martín region. *Latin Science Multidisciplinary Scientific Journal*, 4(2), 1318-1332.
- Randma-Liiv, T.; Kickert, W. The impact of the fiscal crisis on public administration reforms in Europe. *J.Comp. Anal Politics. Res. Practice* 2017 , 19 , 91–99.
- Peters, BG; Peter, J.; Randma-Liiv, T. Global Financial Crisis, Public Administration and Governance: Do New Problems Require New Solutions? *Public Organ. Rev.* 2011 , 11 , 13–27.
- Ebner, D.; Baumgartner, RJ The relationship between sustainable development and corporate social responsibility. In Proceedings of the Corporate Responsibility Research Conference 2006, Dublin, Ireland, 4-5 September 2006.
- Opp, SM; Saunders, KL Pillar Talk: Local Sustainability Initiatives and Policies in the United States: Finding Evidence of the "Three E's": Economic Development, Environmental Protection, and Social Equity. *Af. Urban. Rev.* 2013 , 49 , 678–717.
- Stazyk, CE; Moldavanova, To.; Frederickson, HG Sustainability, Intergenerational Social Equity and Socially Responsible Organization. *Soc. Adm.* 2014 , 48 , 655–682.
- Alcaraz-Quiles, FJ; Navarro-Galera, To.; Ortiz-Rodríguez, D. Factors influencing the transparency of sustainability information in regional governments: an empirical study. *J. Clean. Prick.* 2014 , 82 , 179–191
- Garcia-Sanchez, I.M.; Frías-Aceituno, J.V.; Rodríguez-Domínguez, L. Determinants of corporate social disclosure in Spanish local governments. *J. Clean. Prod.* 2013, 39, 60–72.
- Alarcón-Barrero, R., Salvador-Hernández, Y., & Pérez-Pravia, M. (2020). Key dimensions of effective public management in local governments. Application in a case study. *University and Society Magazine*, 12(6), 411-420. [http://scielo.sld.cu/scielo.php?script=sci\\_arttext&pid=S2218-36202020000600411](http://scielo.sld.cu/scielo.php?script=sci_arttext&pid=S2218-36202020000600411).
- Staponites, L. R., Simon, O. P., Barták, V., & Bílý, M. (2022). Management effectiveness in a freshwater protected area: Long-term water quality response to catchment-scale land use changes. *Ecological Indicators*, 144, 109438. <https://doi.org/10.1016/j.ecolind.2022.109438>
- Powlen, K. A., Gavin, M. C., & Jones, K. W. (2021). Management effectiveness positively influences forest conservation outcomes in protected areas. *Biological Conservation*, 260, 109192. <https://doi.org/10.1016/j.biocon.2021.109192>
- Ardila-Delgado, A. & García-Solano, D. (2017). Construction of a synthetic index of municipal institutional performance in Colombia. *CLAD Journal Reform and Democracy*, 67, 125-162, ISSN 1315-2378. <https://www.redalyc.org/jatsRepo/3575/357550203005/html/index.html>
- Cinar, E., Simms, C., Trott, P&Akif-Demircioglu, M. (2022). Public sector innovation in context: A comparative study of innovation types. *Public Management Review*. 1, 1-29. <https://www.tandfonline.com/doi/full/10.1080/14719037.2022.2080860>
- Alarcón-Barrero, R., Salvador-Hernández, Y., & Llanes-Font, M. (2019). Measuring the effectiveness of public management of local governments. *Rumbos TS Magazine. A Critical Space for Reflection in Social Sciences*, 20, 175-185. <http://revistafacso.ucentral.cl/index.php/rumbos/article/view/355>
- Tamayo, N & Fernández, J. A. (2016). Cuban public administration: conceptualization and history. In L. Tabares, N. (eds.). *Public administration, concepts and realities* (pp. 26-82). Center for Public Administration Studies.
- Warner, M. E. (2017). From competition to cooperation: public administration reforms for sustainable cities. *CLAD Review, Reform and Democracy*, 67, 5-32. <https://www.redalyc.org/journal/3575/357550203001/html/>

- Gębczyńska, Alicja and Renata Brajer-Marczak. "Review of selected performance measurement models used in public administration". *Administrative Sciences* 10.4 (2020): 99.
- Bryson, John M., Barbara C. Crosby, and Laura Bloomberg. 2014. Governance of public value: beyond traditional public administration and new public management. *Public Administration Review* 74: 445–56.
- Calogero, Marino. 2010. The introduction of new principles of public management in the Italian public sector. *Transylvania Review of Administrative Sciences* 30E: 30–54.
- Micheli, Pietro and Andy Neely. 2010. Measuring Public Sector Performance in England: Looking for the Golden Thread. *Journal of Public Administration* 70: 591–600.
- Weerakkody, Vishanth and Gurjit Dhillon. 2008. Moving from e-government to e-government: a study of the challenges of process reengineering in the context of a UK local authority. *International Journal of E-Government Research* 4:1–16.
- Carmona, Salvador and Anders Grönlund. 2003. Action measures: the balanced scorecard in Swedish law enforcement. *International Journal of Operations and Production Management* 23: 1475–96.
- Yuan, Jingfeng, Alex Y. Zeng, Miroslaw J. Skibniewski and Qiming Li. 2009. Selection of performance objectives and key performance indicators in public-private partnership projects to achieve value for money. *Construction Management and Economics* 27: 253–70.