

Tools for modernizing public management: a systematic review

Herramientas para la modernización de la gestión pública: una revisión sistemática

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Abstract

The modernization of public management is a fundamental strategic process for improving the effectiveness of the State in the face of contemporary challenges. Within this framework, this research aims to identify the tools used to modernize the state apparatus. To achieve this objective, a systematic review of 19 scientific articles was conducted, based on the PRISMA method. Studies published between 2021 and 2025, available in databases such as SciELO and Scopus, as well as on search platforms such as Google Scholar, were analyzed. The results indicate a growing adoption of approaches such as process management, results-based management, e-government, blockchain, artificial intelligence, decentralized governance, and open government. Additionally, key organizational factors are highlighted, such as public ethics, citizen participation, human talent strengthening, and the development of digital skills. However, despite the progress seen, limitations related to budget execution, resistance to change, weak interoperability, and the digital divide persist. In short, the effective modernization of public management depends on the integration of emerging technologies with ethical, collaborative, and citizen-centered approaches, as well as a robust institutional framework that ensures their sustainability and positive social impact.

Keywords: public management, modernization, State.

Resumen

La modernización de la gestión pública es un proceso estratégico fundamental para mejorar la eficacia del Estado ante los desafíos contemporáneos. En este marco, la investigación se propone identificar las herramientas utilizadas para modernizar el aparato estatal. Para alcanzar este objetivo, se llevó a cabo una revisión sistemática de 19 artículos científicos, fundamentada en el método PRISMA. Se analizaron estudios publicados entre 2021 y 2025, disponibles en bases de datos como SciELO y Scopus, así como en plataformas de búsqueda como Google Scholar. Los resultados indican una adopción creciente de enfoques como la gestión por procesos, gestión por

resultados, gobierno electrónico, *blockchain*, inteligencia artificial, gobernanza descentralizada y gobierno abierto. De manera complementaria, se resaltan factores organizacionales clave, tales como la ética pública, la participación ciudadana, el fortalecimiento del talento humano y el desarrollo de competencias digitales. No obstante, a pesar de los avances evidenciados, persisten limitaciones vinculadas a la ejecución presupuestal, la resistencia al cambio, la débil interoperabilidad y la brecha digital. En síntesis, la modernización efectiva de la gestión pública depende de la integración de tecnologías emergentes con enfoques éticos, colaborativos y centrados en el ciudadano, además de un marco institucional robusto que garantice su sostenibilidad y su impacto social positivo.

Palabras clave: gestión pública, modernización, Estado.

Introduction

In recent years, public management has undergone significant technological and organizational transformation processes, driven by the need to address increasingly complex, dynamic, and demanding environments (Novoa & Valverde, 2024). This process has involved a paradigm shift, moving from prioritizing institutional needs to approaches centered on the demands and expectations of users (Soledispa-Rodríguez et al., 2020).

In this regard, as noted by Blas et al. (2022), tools for the modernization of public management are essential mechanisms for rethinking and redefining the role of the State. Thus, the aim is to improve institutional performance, particularly in terms of efficiency, transparency, and citizen participation.

From an interdisciplinary perspective, modern public management is approached by fields such as administration, sociology, and political science. Therefore, organizational theory, public policies, and evaluation methods and indicators are analyzed (Instituto para la Democracia y la Asistencia Electoral, 2008; Tobar & Dávila, 2018). Changes in this area have evolved from normative models to more pragmatic proposals that integrate institutional innovation, technological management, data selection, and strategic planning.

Among the tools of public management, process management, objective management, results management, organizational culture, open government, e-government, and organizational values stand out, enabling governments to plan, execute, and evaluate their policies more effectively (Chávez-Rivas & Heredia-Llatas, 2024). Additionally, some facilitate accountability and decision-making, thereby strengthening citizen trust. They respond not only to internal demands for efficiency but also to international commitments in governance, transparency, and sustainable development (Organización para la Cooperación y el Desarrollo Económico, 2020).

However, in Latin America and the Caribbean, these processes face structural challenges such as institutional weakness, fragmentation of competencies, and resistance to effective change (OCDE, 2020). Nevertheless, significant opportunities also arise, such as the digitization of public services, the professionalization of the sector, and the implementation of regulatory frameworks that promote continuous improvement.

Thus, it is crucial to analyze the available tools and their effective application in public administration to advance toward more modern, accountable, and agile management. In this context, the primary objective of this study is to identify the tools used for the modernization of public management. To achieve this, the following questions are formulated: How has the literature on these tools evolved? What tools are used, and what results are observed in their implementation? What advantages do they present according to the literature?

Answering these questions will help build a clearer and broader vision of the strategic importance of modernizing public management, strengthening the State, and improving services for the benefit of the community and its inhabitants.

Methodology

This research was conducted using a systematic literature review approach to identify and synthesize the main tools intended for the modernization of public management. The PRISMA model was adopted, facilitating a transparent and rigorous methodological process in the search, selection, and analysis of bibliographic sources (Page et al., 2021).

Regarding eligibility criteria, inclusion and exclusion criteria were defined to ensure the validity and relevance of the collected information.

The inclusion criteria considered:

- Scientific articles.
- Empirical studies or reviews focused on tools for the modernization of public management.
- Publications from 2021 to 2025.

- Documents in Spanish or English.
- Open-access publications.

Conversely, the following were excluded:

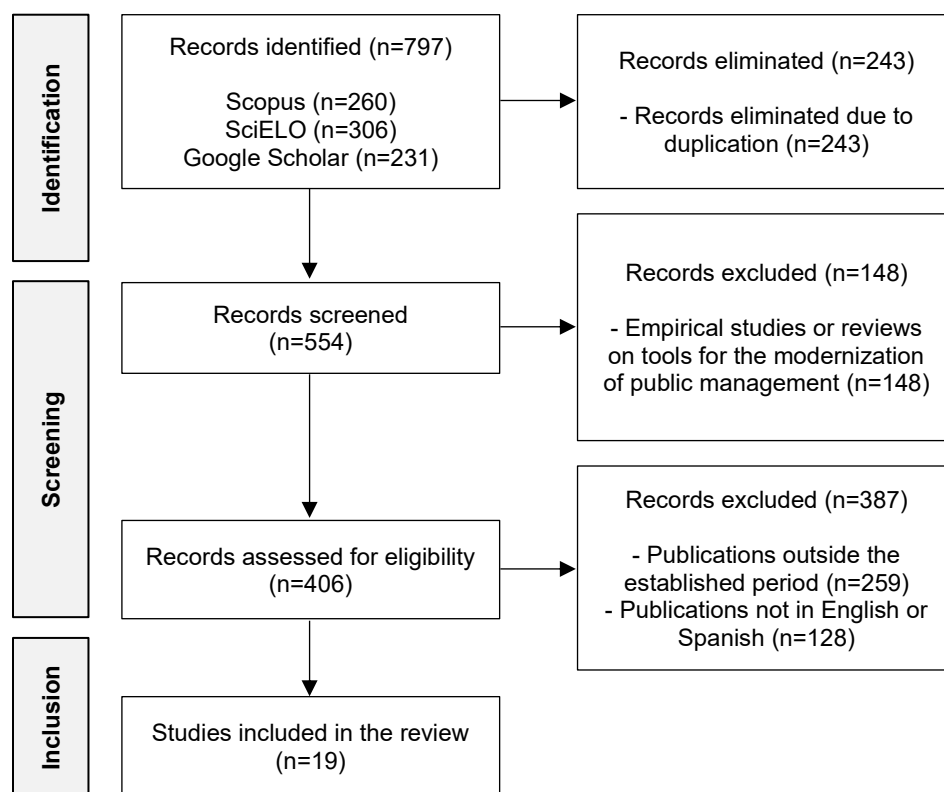
- Theses, essays, monographs, books, encyclopedias, and similar documents.
- Studies unrelated to public management or administration.
- Publications outside the established period.
- Documents in languages other than Spanish or English.
- Non-open-access publications.

The search strategy was applied in the databases SciELO and Scopus, as well as on the Google Scholar platform. Although the latter is not an indexed database, its use allowed for the location of articles in repositories and open-access journals not found in the other databases, always ensuring compliance with the aforementioned criteria.

Keywords were used, combined with Boolean operators (AND, OR), encompassing terms such as “modernization,” “public management,” “public administration,” “governance,” “public entities,” among others. Specific search equations in English were also considered, such as “modernization” AND “public administration” OR “public management” and other similar variants.

The study selection process included three stages: identification, screening, and inclusion, which are illustrated through the PRISMA flow diagram (Figure 1), ensuring the transparency and replicability of the procedure.

Figure 1
PRISMA flow diagram



During the identification stage, a thorough search was conducted in the selected scientific databases and platforms to recover as many potentially relevant studies as possible for the research, following the predefined strategy. Initially, 797 studies were recorded; however, 243 of these were eliminated as duplicates.

Subsequently, after the removal of duplicates, a preliminary screening was conducted by reviewing titles and abstracts. In this phase, studies that did not meet the established inclusion criteria were discarded, resulting in a total of 148 documents being excluded for not being related to the focus of the research.

In the final phase of the screening process, the remaining studies were carefully evaluated according to the inclusion and exclusion criteria, rejecting those that did not fully meet the methodological or thematic requirements, which led to the elimination of 387 studies. Finally, in the inclusion stage, 19 articles were selected that met all the required conditions to be part of the review.

Regarding the synthesis methodology, a table was created for the extraction and analysis of data, coding the following information for each article: author(s), year of publication, language, and journal, thus facilitating the organization and subsequent analysis of the collected data.

Table 1

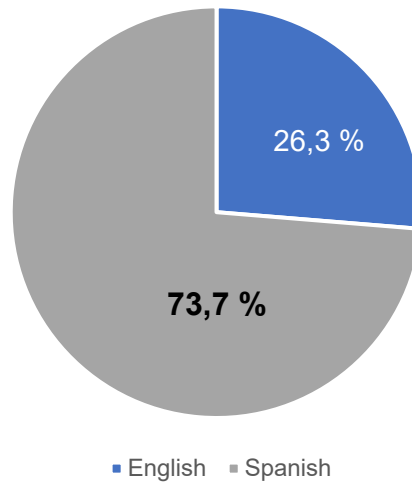
Consolidation of articles by author(s), year of publication, language, and scientific journal

Author(s) and Year	Language	Journal
Flores & Núñez (2021)	Spanish	<i>Alpha Centauri</i>
Rengifo <i>et al.</i> (2024)	Spanish	<i>Aula Virtual</i>
Svetlana <i>et al.</i> (2022)	English	<i>Transportation Research Procedia</i>
Mego <i>et al.</i> (2024)	Spanish	<i>Data and Metadata</i>
Lozano & Delgado (2025)	Spanish	<i>Visión de futuro</i>
Mendoza <i>et al.</i> (2021)	Spanish	<i>Universidad y Sociedad</i>
Barragán (2022)	Spanish	<i>Estado & comunes</i>
Cañari & Hanco (2021)	Spanish	<i>Polo del Conocimiento</i>
Medina & Rodríguez (2022)	Spanish	<i>South Florida Journal of Development</i>
Rodríguez (2022)	Spanish	<i>Ciencia Latina</i>
Delgado-Arenas <i>et al.</i> (2025)	Spanish	<i>Impulso</i>
Espino <i>et al.</i> (2024)	Spanish	<i>Prohominum</i>
Jonathan <i>et al.</i> (2024)	English	<i>Procedia Computer Science</i>
Tan <i>et al.</i> (2022)	English	<i>Government Information Quarterly</i>
Al-Besher & Kumar (2022)	English	<i>Measurement: Sensors</i>
Wong-Pretell <i>et al.</i> (2025)	Spanish	<i>Gestio et Productio</i>
Goicochea <i>et al.</i> (2024)	Spanish	<i>Revista Venezolana de Gerencia</i>
Sánchez <i>et al.</i> (2023)	English	<i>Journal of Law and Sustainable Development</i>
Alarcón <i>et al.</i> (2023)	Spanish	<i>PODIUM</i>

This systematic review was based on the collection and analysis of 19 scientific studies examining various tools aimed at modernizing public management both in the Latin American context and globally. Among the selected studies, there is a clear predominance of publications in Spanish, with 14 articles representing 73.7% of the total, while the remaining 5, equivalent to 26.3%, were written in English (see Figure 2). This data reflects significant regional scientific production, primarily concentrated in Spanish-speaking countries in the Americas.

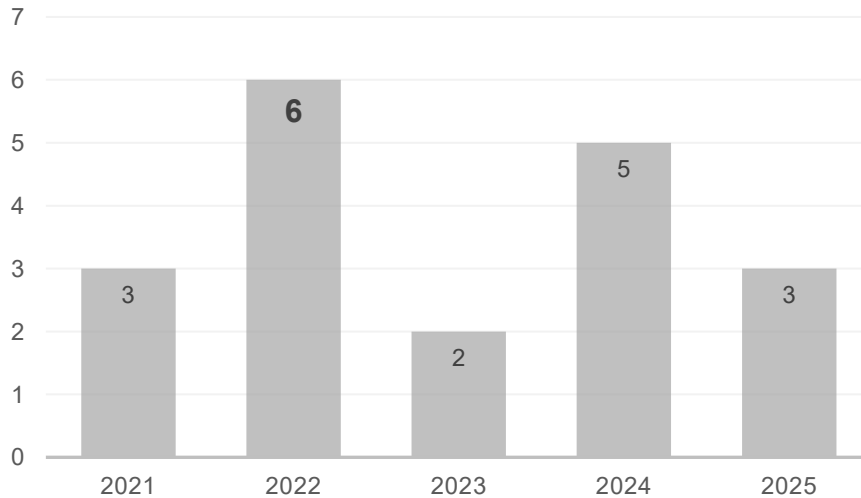
On the other hand, the inclusion of articles in English enriches the review by providing a comparative and international dimension, allowing for the incorporation of perspectives from different administrative contexts and governance models. This is particularly relevant for understanding practices implemented in countries with more advanced digital structures, thereby broadening the vision and applicability of the analyzed tools.

Figure 2
Language of articles



Regarding the age of the documents, a maximum update period of five years was established as an inclusion criterion to ensure the relevance and timeliness of the analyzed knowledge. The distribution of publications by year is as follows: three articles were included in 2021; six in 2022; two in 2023; five in 2024; and three in 2025. This distribution evidences a constant and growing effort in scientific production related to tools for the modernization of public management over the past five years.

Figure 3
Number of articles by year of publication



This overview indicates that a large portion of the articles were published in the last two years, reflecting a growing academic interest in the topic. Furthermore, these studies come from a diversity of journals specialized in various areas such as public administration, technology, law, innovation, ethics, and social development. Among the most notable publications are multidisciplinary journals like *Alpha Centauri*, *Universidad y Sociedad*, *Polo del Conocimiento*, *Gestio et Productio*, *Procedia Computer Science*, *Government Information Quarterly*, *Measurement: Sensors*, and *Transportation Research Procedia*, among others.

This variety of sources offers a multisectoral approach to the subject of study, addressing the modernization of the state apparatus from different perspectives: technical, organizational, social, and technological. Such diversity contributes to enriching the analysis and to a more comprehensive understanding of the complexities and scope of the tools applied in transforming public management.

Results and discussion

Each of the analyzed sources was carefully recorded in a data extraction matrix, facilitating the classification of each author's contributions according to the addressed themes (see Table 2). In this process, aspects such as the author(s), the identified tool, and the main findings related to its application were considered. This approach allowed for the construction of an integrated and comprehensive view of the studied phenomenon, enabling a more detailed and systematic analysis of the different perspectives and results obtained in the reviewed literature.

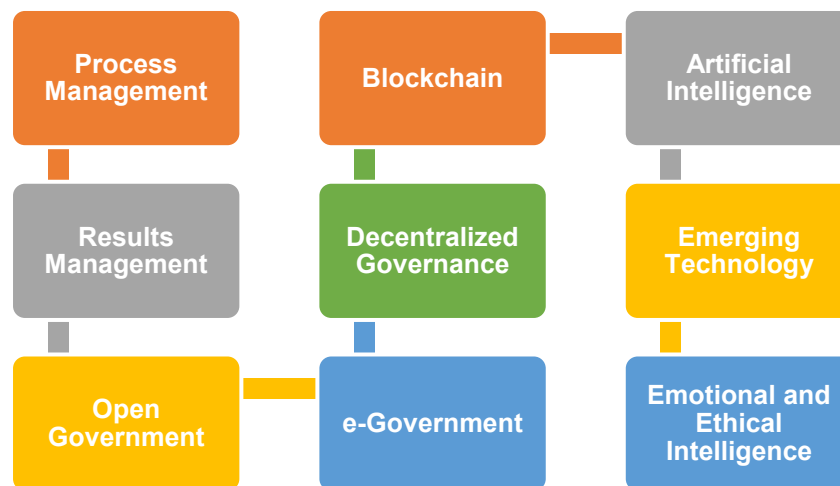
Table 2
Main findings

Author(s)	Tools	Findings
Flores & Núñez	Process management	Identify limited advances and need for greater rigor in its application when using technical standards.
Rengifo <i>et al.</i>	Results management, e-Government, ICT	Suggest that these tools must respond to the needs presented by citizens.
Svetlana <i>et al.</i>	Blockchain in public procurement	Highlight its role in transparency, cost reduction, and institutional trust.
Mego <i>et al.</i>	Digital transformation, ICT	Emphasize the importance of multiple actors in technological implementation.
Lozano & Delgado	Results management in local governments	Point out attitudinal and procedural obstacles in its implementation.
Mendoza <i>et al.</i>	Open government, e-Government	Improve interactor relationships and promote public professional development.
Barragán	ICT	Propose the integration of private good practices and the management and implementation of technology in public administration.
Cañari & Hanco	Results management	Indicate structural and political changes as a condition for modernization.
Medina & Rodríguez	Open government	Emphasize continuous dialogue between government and citizens for effective policies.
Rodríguez	Results management	Highlights public value as a goal and the need for managerial competencies.
Delgado-Arenas <i>et al.</i>	Public ethics, ICT	Advocate for the ethical role to build trust among citizens and define the foundations for responsible and transparent governance.
Espino <i>et al.</i>	Open government, use of ICT	Recommend participation from the private sector and civil society for effectiveness and credibility.
Jonathan <i>et al.</i>	Decentralized governance, emerging digital technologies	Show how ICT improves participation and accountability.
Tan <i>et al.</i>	Blockchain governance	Propose a structured guide for the implementation of blockchain by levels, generating security, discretion, privacy, and greater performance.

Al-Besher & Kumar	e-Government, AI, IoT	Propose a reference model to overcome technological and access barriers.
Wong <i>et al.</i>	Emotional intelligence	Suggest that EI improves communication, leadership, and workplace well-being.
Goicochea <i>et al.</i>	AI and automation	Highlight that security and lack of knowledge are key challenges in the public sphere.
Sánchez <i>et al.</i>	Results management	Link management with sustainable development and warn about budgetary weaknesses.
Alarcón <i>et al.</i>	Process management	Consider results management as a comprehensive strategy to improve institutional efficiency.

The analysis of the reviewed literature shows that the modernization of public management cannot be understood from a single perspective but must be approached as a multifactorial process. This process converges various technological tools, management models, normative elements, and human factors, all of which are interrelated and crucial for its success (see Figure 4).

Figure 4
Tools used in public management



One of the fundamental pillars in the modernization of public management is process management, understood as a tool aimed at optimizing operational efficiency within state institutions. Flores and Núñez (2021) highlight its potential to improve the articulation and fluidity of administrative procedures. However, in the specific case of the Ombudsman’s Office in Peru, its implementation has been slow and partial, failing to fully comply with the phases established in Technical Standard No. 001-2018-SGP/PCM. This lack of specificity in its application has generated deficiencies when attempting to incorporate it, thus evidencing the need to strengthen institutional capacities and establish greater demands to achieve the expected results.

In parallel, results management has emerged as a key strategy for transforming Peruvian public administration by focusing on social impact. Rengifo *et al.* (2024) indicate that this model should be complemented by e-Government and information and communication technologies (ICT) to effectively respond to citizens' needs and promote institutional transparency. However, challenges persist, such as a lack of financial resources, resistance to change, and the need to enhance staff training. In the municipal sphere, although there are interconnected regulations and administrative systems that facilitate the application of this strategy, procedural and attitudinal factors among public servants hinder its effectiveness (Lozano & Delgado, 2025).

On the other hand, digital technologies play an essential role in modernizing the public sector. Mego et al. (2024) emphasize that ICT not only facilitate transformation but also provide key platforms for the active participation of various social actors in different processes. Complementarily, Mendoza et al. (2021) underline that e-Government promotes fluid relationships between the State, citizens, and the productive and service sectors, helping to overcome barriers such as corruption and lack of communication, as well as fostering strategic alliances. They also emphasize the development of open government, which aims to provide services aligned with the needs of state human talent, from recruitment to separation, ensuring the optimization of their competencies in digital services like Web 2.0.

Regarding open government, this model proposes a transparent and constant dialogue between citizens and the state apparatus (Medina & Rodríguez, 2022). This approach protects the State from potential inefficiencies by fostering public policies that address social problems through accountability mechanisms and active participation. However, it is crucial to strengthen intergovernmental dialogue on issues such as security, social justice, economy, competitiveness, and internationalization, in order to generate sustainable benefits for society.

Furthermore, decentralized governance has been significantly propelled by advances in digital technologies. Jonathan et al. (2024) argue that digitalization has not only facilitated the technical implementation of decentralization but has also promoted a structural transformation in the governance system. This has encouraged more active citizen participation in public decision-making, increasing transparency and accountability, and facilitating the provision of more accessible public services without geographical barriers.

In the technological realm, the adoption of blockchain in public administration emerges as an effective solution to improve transparency and efficiency in administrative processes. According to Svetlana et al. (2022), this technology is especially useful in public procurement procedures, helping to reduce corruption, increase trust in transactions, and lower costs associated with document storage and transport. However, its implementation requires significant investments in digital infrastructure, specialized software, and robust cybersecurity measures.

Finally, Tan et al. (2022) address the application of blockchain in the public sector, noting that one of the main challenges lies in defining how to govern and manage this technology. They propose a guide that directs key decision-making for its effective use in the public sphere. This guide classifies decisions into nine types, covering aspects such as technological construction, decision-making processes, incentives for participants, and accountability mechanisms, organizing these guidelines at micro, meso, and macro levels (see Table 3).

Table 3
Considerations in Blockchain

	Type	Importance
Micro	Infrastructure architecture	Affects security, control, and costs.
	Application architecture	Ensures that the system works well for citizens and public employees.
	Interoperability	Prevents data isolation and improves state efficiency.
Meso	Decision-making mechanism	Defines the degree of participation and transparency in decisions.
	Incentive mechanism	Motivates users to act correctly and keep the system active.
	Consensus mechanism	Determines the security, speed, and sustainability of the system.
Macro	Governance organization	Ensures clarity and order in the management of the system.
	Governance accountability	Strengthens transparency and citizen trust.
	Governance control	Maintains the proper functioning of the system and justice.

Similarly, emerging technologies such as artificial intelligence (AI) and the Internet of Things (IoT) are profoundly transforming public services. According to Al-Besher and Kumar (2022), these tools enable the automation of processes, detection of threats such as cyberattacks, support for data-driven decision-making, and improvement of services in areas such as digital health, traffic control, and environmental monitoring. However, for these technologies to be truly effective, it is essential for governments to adopt reference models that guide

the design, development, and implementation of these systems in a structured manner, adequately integrating them with existing technological platforms.

In this regard, Goicochea et al. (2024) point out that the implementation of AI faces significant barriers, mainly related to ethical aspects, digital security, and especially the low level of public understanding of this technology. These limitations can generate resistance to change, inconsistencies, and distrust, making it necessary to implement policies for digital education, regulation, and technological governance that accompany the deployment of AI in the public sector. Therefore, it is recommended to provide training to both public officials delivering services and citizens utilizing them.

On the other hand, emotional intelligence (EI), although not a technological tool like AI or e-Government, represents a fundamental human and organizational resource for modernizing public management. Wong-Pretell et al. (2025) emphasize that EI positively influences leaders and public officials, helping them manage their own emotions and those of others, which fosters more effective communication and better decision-making. Additionally, it contributes to workplace well-being, as managing stress and strengthening interpersonal relationships create a healthier and more collaborative working environment.

In the Latin American context, public management requires inclusive and empathetic advances (Wong-Pretell et al., 2025). Emotional intelligence is perceived as a collective tool that not only enhances leadership and strengthens workplace climate but also elevates the efficiency and quality of public services by building positive labor relations from the ground up.

Moreover, beyond technologies, ethics solidifies as an essential component in the state modernization process. Delgado-Arenas et al. (2025) highlight that ethical public management contributes to strengthening institutional legitimacy and enhancing service quality, promoting actions based on equity, warmth, and responsibility. In summary, these tools are grouped into thematic axes that encompass structural, technological, and human dimensions, demonstrating that the modernization of public administration is a complex process that requires a comprehensive and multidimensional approach.

Conclusions

The conclusions derived from this systematic review allow for the identification of a diverse set of tools and approaches being applied to modernize public management, as well as recognizing the conditions and factors that influence their effectiveness. Among the most prominent tools are process management and results management, along with the adoption of e-Government and related technologies. The digital era, driven by information and communication technologies (ICT), has enabled a profound reconfiguration in the way the State interacts with citizens, where blockchain emerges as a disruptive technology with great potential.

Furthermore, open government and decentralized governance constitute viable alternatives that contribute to administrative modernization. Additionally, relevant human and organizational approaches, such as emotional intelligence and public ethics, play a decisive role in improving public administration.

In general terms, the analyzed studies agree that modernization cannot rely exclusively on technology or isolated structural reforms. Instead, it is necessary to articulate efficient processes, a transformative organizational culture, trained human talent, and technologies adapted to social realities. A coherent integration of these elements is essential for building a modern, inclusive public administration committed to the satisfaction and well-being of citizens.

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