

**Impact of administrative management on the optimization of public services:  
A systematic review**

*Impacto de la gestión administrativa en la optimización de los servicios públicos:  
Una revisión sistemática*

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**ABSTRACT**

This study systematically reviews scientific evidence on the influence of administrative management on the optimization of public service delivery. A systematic review was conducted in accordance with PRISMA guidelines, identifying 1,411 records published between 2020 and 2024 in Scopus, Web of Science, ScienceDirect, and SciELO. After applying inclusion and exclusion criteria, 22 studies were selected for qualitative synthesis. The findings indicate that deficiencies in managerial competencies, limited digital integration, and weak strategic articulation constrain improvements in public service performance. Conversely, the adoption of results-based management, technological innovation, and process reengineering is consistently associated with enhanced service quality, increased institutional responsiveness, and improved operational efficiency. Overall, the evidence highlights that administrative modernization, supported by digital transformation and strategic planning, plays a decisive role in optimizing public services, strengthening governance capacity, and promoting citizen-centered public administration systems in diverse institutional contexts.

**Keywords:** Management; public services; efficiency; public management; Systematic review

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## RESUMEN

Este estudio revisa de manera sistemática la evidencia científica sobre la influencia de la gestión administrativa en la optimización de la prestación de los servicios públicos. Se realizó una revisión sistemática conforme a las directrices PRISMA, identificándose 1,411 registros publicados entre 2020 y 2024 en Scopus, Web of Science, ScienceDirect y SciELO. Tras aplicar los criterios de inclusión y exclusión, se seleccionaron 22 estudios para la síntesis cualitativa. Los hallazgos indican que las deficiencias en las competencias gerenciales, la limitada integración digital y la débil articulación estratégica restringen las mejoras en el desempeño del servicio público. Por el contrario, la adopción de la gestión basada en resultados, la innovación tecnológica y la reingeniería de procesos se asocian de forma consistente con una mayor calidad del servicio, mayor capacidad de respuesta institucional y un mejor desempeño operativo. Estos resultados aportan evidencia relevante para la toma de decisiones en contextos institucionales diversos.

**Palabras clave:** Gestión; servicios públicos; eficiencia; gestión pública; revisión sistemática

## INTRODUCCIÓN

Administrative management has become a fundamental pillar within the organizational structure of public institutions, particularly in the context of public service delivery, where its effectiveness directly affects service quality, accessibility, and institutional performance (Machín et al., 2020). The continuous optimization of public services has therefore emerged as a strategic priority for public entities, aimed at responding to citizens' demands while ensuring operational sustainability and efficient resource utilization (Ordoñez et al., 2023).

According to Peña et al (2022), administrative management involves a set of coordinated practices, procedures, and policies oriented toward organizing and directing available human, financial, and material resources to achieve institutional objectives. When these practices are applied coherently, they contribute to improvements in internal processes, which directly affect the quality of services provided to citizens (Gaviria & Delgado, 2020). From this perspective, management operates as a strategic component of public organizations rather than a purely operational activity.

Nieto & Cejas (2024) examine the link between managerial practices and service improvement, emphasizing the role of strategic planning, human talent management, and information technologies in strengthening institutional performance. Evidence indicates that adequate planning and administrative control are associated with shorter response times and higher levels of user satisfaction in public service provision (Lapuente & Van, 2020).

Alvarez & Delgado (2020) highlight that results based management approaches enable public institutions to align organizational capacities with societal needs, improving decision making and accountability. The implementation of quality

management systems such as ISO 9001 has also been associated with greater process standardization and continuous improvement in the public sector (Navarro & Delgado, 2020). Research addressing digitalization and automation suggests that technologies such as artificial intelligence and big data support administrative processes by enhancing decision accuracy and operational efficiency, contributing to improvements in service delivery (Orts, 2021).

Despite these advances, challenges persist in translating managerial practices into sustained improvements in public service delivery. Service optimization requires not only efficient resource management but also coordinated institutional processes that integrate planning, organization, direction, and control as interdependent components of administrative action (Alvarez & Delgado, 2020). These components must operate in an articulated manner to generate consistent improvements in service outcomes, rather than functioning as isolated managerial routines (Navarro & Delgado, 2020). When such integration is limited, the impact of management reforms on service performance remains constrained.

Faced with the current problem of efficiency in the provision of public services, there is a lack of clarity as to how administrative management directly influences the optimization of these services. This deficiency generates a gap in knowledge about management practices that can contribute to improving the quality and efficiency of the services provided to citizens. To address this gap, there is a need to formulate key research questions, which guide a thorough analysis and allow the identification of best practices and recommendations. The questions that guide this study are: What are the administrative management practices that have proven to be effective in the optimization of public services? How does efficiency in administrative management correlate with the quality of services provided? What gaps and limitations exist in the implementation of efficient administrative management for public services? The answer to these questions will make it possible to advance in the development of more effective administrative management and, ultimately, in the improvement of public services.

In this sense, the study aimed to evaluate the impact of administrative management on the optimization of public services, through the analysis and synthesis of the scientific literature, in the same way it sought to a) identify the administrative management practices implemented in the optimization of public services, b) analyze the relationship between the efficiency of administrative management and the quality in the provision of public services, c) synthesize best practices and recommendations to optimize public services through effective administrative management, d) identify gaps and limitations in the efficiency of administrative management for public services.

## METHODS

For the present study, previously published research on municipal management in education and sports was collected, organized and analyzed following the PRISMA method that seeks to improve the reliability and replicability of bibliographic reviews. (Page et al., 2021). The systematic approach to literature

review promotes the collection of all empirical evidence that meets predefined eligibility criteria to answer a specific research question, and provides guidelines for the identification, eligibility, selection, and inclusion of relevant articles, as well as for data extraction, analysis, synthesis, and presentation of results (Migchelbrink & Van de Walle, 2022).

### Search strategy

The key search terms were carried out using four internationally recognized electronic databases (Web Of Science, Scopus, Science Direct and Scielo) and the terms and descriptors were identified. "Administrative Management", "Management Practices", "Organizational Management", "Management Efficiency", "Public Administration", "Administrative Effectiveness", "Management Processes", "Public Services", "Public Service Delivery", "Public Sector Services", "Service Optimization", "Public Administration Services", "Government Services", "Service Efficiency", "Impact", "Effectiveness", "Optimization", together with the operators AND, OR. These keywords offer a broader scope of relevant literature, allowing for a comprehensive review of the topic. Next, the search equations were prepared for each of the databases (Table 1).

**Table 1.**  
Database Search Equations

Database	Search equation
Scopus	TITLE-ABS-KEY ( "Administrative Management" OR "Management Practices" OR "Organizational Management" OR "Management Efficiency" OR "Public Administration" OR "Administrative Effectiveness" OR "Management Processes" AND "Public Services" OR "Public Service Delivery" OR "Public Sector Services" OR "Service Optimization" OR "Public Administration Services" OR "Government Services" OR "Service Efficiency" AND impact OR effectiveness OR optimization )
Web Of Science	Title: propuesta de gestión OR "administrative management proposal" OR "propuesta de administración" AND "servicios públicos" OR "public services"
ScienceDirect	Title: [Administrative Management] OR [Management Efficiency] OR [Public Administration] AND [Public Services] OR [Public Sector Services] AND Impact
SciELO	Title: propuesta de gestión OR "administrative management proposal" OR "propuesta de administración" AND "servicios públicos" OR "public services"

Note: Own elaboration

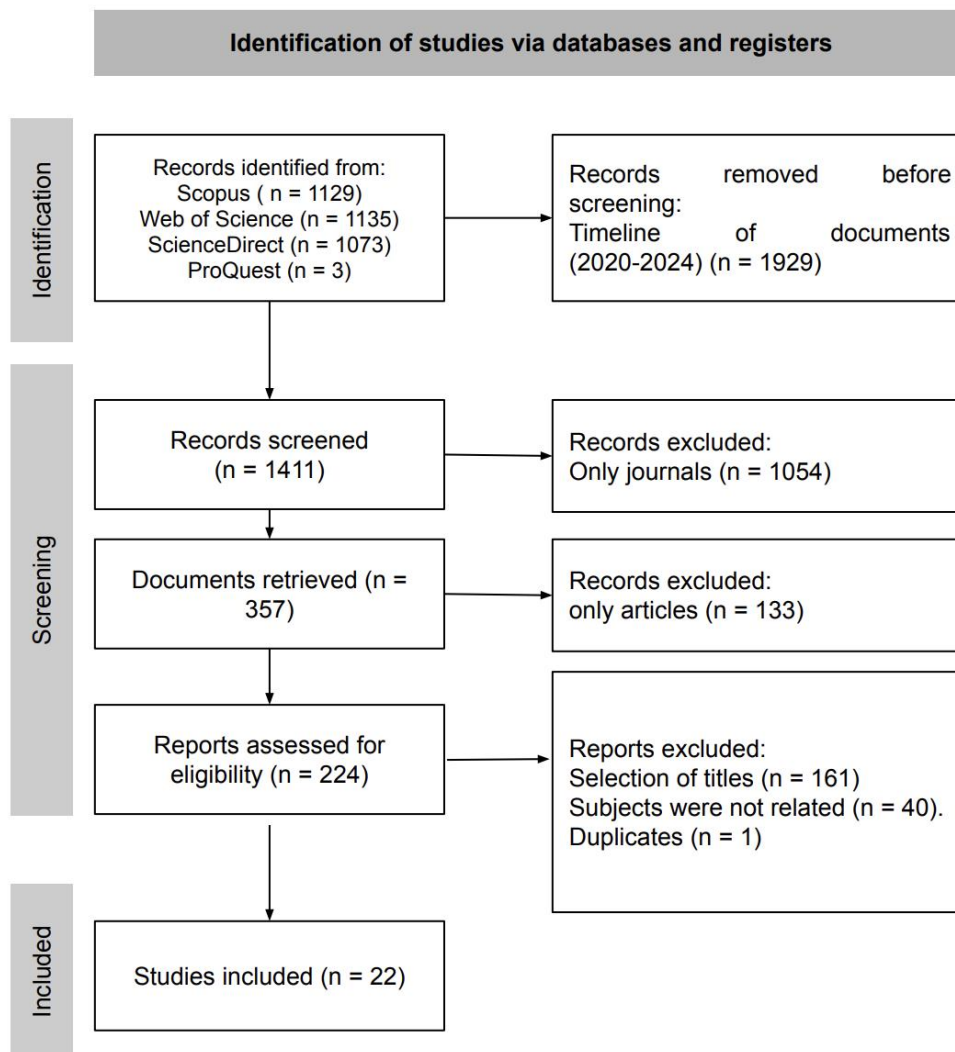
### Eligibility Criteria

To carry out this study, elements related to inclusion were taken into account, focusing on empirical articles that had gone through peer review, were in their final phase of publication and whose main topic was linked to the variables of the study. Likewise, exclusion criteria were applied to grey literature (such as theses, blogs, and others), journals were verified not to be predatory, and studies whose procedure or methodology was not clearly detailed or that were not within the time range (2020-2024) were discarded.

### Data Identification and Extraction

This search was conducted in August and analyzed articles from 2020 to 2024 and found a total of 1411 publications. After examining the criteria of relevant articles, such as journals and articles only, 224 publications were selected for detailed analysis and synthesis. After evaluating the title to assess its relevance to our research problem and reading the full abstract, we identified 22 articles that met our criteria. Data were extracted and synthesized from these publications to identify key themes and findings related to the impact of administrative management on the optimization of public services. These articles are very limited compared to the number of publications that focus solely on administrative management in the private sector (Figure 1).

**Figure 1.**  
PRISMA Item Selection Process



## RESULTS

The evidence in Table 2 includes the articles considered in the systematization of research on municipal management in education and sports, accounting for a total of 22 publications. The authors, the year of publication and the country of origin are specified.

**Tabla 2.**

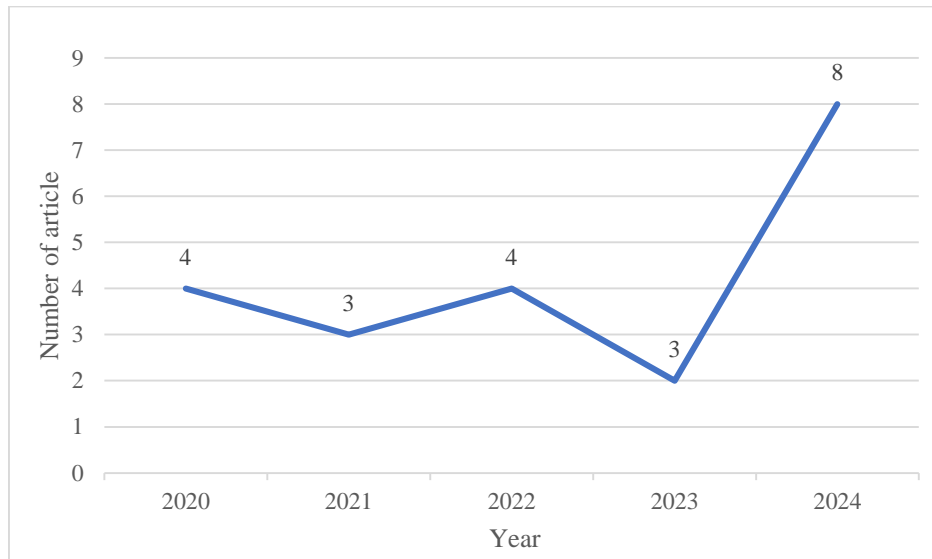
Artículos incluidos en la sistematización (n = 22)

Author	Year	Country
Latupeirissa et al.	2024	Indonesia
Castelo & Gomes	2024	Brasil
Oliveira & Gustavo	2024	Brasil
Charlirafi et al.	2023	Indonesia
Pazos et al.	2024	Perú
Linares et al.	2024	Perú
Neira et al.	2022	Perú
Cordava et al.	2022	Perú
Li & Zhang	2024	China
Casales et al.	2023	Suecia
Fahad	2023	Arabia Saudita
Sekedoua et al.	2024	Francia
Horgan et al.	2024	Bélgica
Dick et al.	2020	Ghana
Menezes et al.	2022	Brasil
Vasquez et al.	2021	Mexico
Uquillas et al.	2024	Suecia
Wen & Hsin	2021	Taiwán
Irfan et al.	2023	Indonesia
Pedrosa et al.	2020	Brasil
Galindo et al.	2020	Costa Rica
Amaral et al.	2021	Brasil

The evolution of production on the impact of administrative management on service optimization shows fluctuations in the number of articles published between 2020-2024. The research indicates an initial growth in 2020 with 4 articles, however, in 2021 there were 3 articles published, in 2022 4 articles are observed, in addition in 2023 only 3 were registered and in 2024, a recovery of 8 articles published is observed.

**Figure 2.**

Evolution of the Impact of Administrative Management on the Optimization of Public Services



### Characteristics of systematized articles

The study shows 22 documents, 6 were distributed for ScienceDirect, 11 for Scopus, 4 for Web Of Science and 1 for Scielo. The sample included in the study was 162,352 participants. In addition, it was evident that institutions such as municipalities and organizations also allowed the collection of information to solve the objectives set. Another of the outstanding characteristics of the study was contemplated by the instruments, where 65% applied interviews, 25% municipal databases and 10% applied documentary review.

### Administrative management practices implemented in the optimization of public services

The practices implemented in administrative management in the public sector are fundamental for the optimization of public services. According to (Charlirafi et al., 2023) points out that the implementation of administrative reforms aimed at effectiveness and efficiency allows an increase in the use of measurement and management systems. Likewise, (Castelo & Gomes, 2024) mention that a key tool, the use of performance measurement and management systems, has proven to be an important mechanism for the transformation of public organizations, these systems allow public managers to monitor and improve organizational performance, mediating between administrative reforms and their real impact on public services.

On the other hand, (Oliveira & Gustavo, 2024) refer that proactive management consists of risk management as an administrative management practice that can optimize the provision of public services by identifying, mitigating, and exploiting risks in a strategic manner. In such a way that (Charlirafi et al., 2023)

mentions that the use of technology and social networks helps to optimize and promote responsibility as key practices for administrative management.

### **Relationship between the efficiency of administrative management and the quality in the provision of public services,**

Pazos et al. (2024) mention that administrative management and service quality have a direct impact on the perception of service quality. However, he stressed that the absence of standardized indicators and an empirical approach in decision-making may limit the ability of these centers to truly optimize the quality of their services. On the other hand, Linares et al (2024) delve into how the modernization of administrative management through e-government in municipalities has increased the quality of public service, the implementation of digital technologies has not only improved administrative efficiency, but has also generated a substantial impact on the accessibility and transparency of public services.

However, Galindo et al. (2020) report that during the COVID-19 pandemic, the rapid adaptation to new ways of working generated efficiency in administrative management, which was important for maintaining the quality of public services during the crisis period. On the other hand, (Cordova et al., 2022) points out that the pandemic made it possible to assess the capacity to provide services in the context of a crisis. Next, Neira et al. (2022) report that administrative management ranges from planning to control of operations, which generates a direct impact on property tax collection. Likewise, (Fernandes et al., 2020) mention that government planning and leadership in a local administration context allows for the increase of improvement and increase the optimization of public services. However, such efficiency must be accompanied by a strategic, standardized approach supported by modern technologies so that its impact on service quality is truly significant and lasting (Amaral et al., 2021).

### **Practices and recommendations for optimizing public services through effective administrative management**

In order to optimize public services, an increase in practices and recommendations is needed, Sekedoua et al. (2024) mention that specialized digital tools are a key strategy that allow the integration of solutions based on planning, which allows the participation of the population in decision-making, this approach not only improves the infrastructure but also allows the improvement of the relationship between the administration and the by incorporating their contributions into the decision-making process. In addition, (Menezes et al., 2022) states that the SERVQUAL model, this approach measures and compares the user's perceptions with their expectations, allows the precise identification of areas that require improvement within the public administration, also the performance indicators are those that monitor user satisfaction and quality of service, of which are fundamental for public administration.

However, Glauco et al. (2020) point out that effectiveness indicators that are oriented towards user perception, such as ease of use, usefulness of the service,

reliability, availability, and speed, which allow for a comprehensive evaluation of the quality of digital services offered by the public sector, ensuring that they not only comply with technical standards, but also that they are aligned with the expectations and needs of citizens that are simple and understandable.

On the other hand, Vasquez et al. (2021) highlight one of the main approaches, which is the system of business resources, training and human training and education as agents of change in public management, practices to optimize public services through effective administrative management, the adoption of technologies, the promotion of education, to improve the interaction between managers and users, ensuring a more efficient, equitable and sustainable public administration. Likewise, (Fahad, 2023) points out that one of the best practices for the optimization of public services is administrative management and technology, to increase the success of e-government. Li & Zhang, (2024) also mentions that self-efficiency improves efficiency and equity in management, providing an organized structure.

### **Gaps and limitations in the efficiency of administrative management for public services.**

First, Casales et al. (2023) point out the inefficiency in administrative processes, characterized by delays and redundancies that hinder operational flow, an insufficiency of human, technological, and financial resources, which prevents administrative management from being carried out optimally. Another major constraint is the lack of training of staff, which results in a lack of skills and competencies necessary to perform administrative tasks with the required efficiency. Finally, inconsistency in communication, both internal and external, affects the effectiveness in the transmission of information and guidance to both staff and users, resulting in unequal and less efficient care. These factors combined represent the main challenges that need to be addressed to improve administrative management in public services (Horgan et al., 2024).

In addition, (Dick, 2020) emphasizes that among the main limitations are the mismatch between the financial resources allocated and decentralized responsibilities, which leaves local governments without the necessary funds to offer quality services. Likewise, the lack of administrative capacities and qualified personnel has negatively impacted the efficiency in the provision of services. However, (Wen & Hsin, 2021) focuses on the fact that the main challenges lie in insufficient infrastructure and specialized equipment, as well as the lack of trained personnel to handle modern technologies. The gaps and limitations are related to the lack of clarity in essential competencies, adequate management phases, and relevant dimensions within the municipal administration, which can hinder the implementation of sustainable practices (Uquillas et al., 2024).

### **DISCUSSION**

In this study, I seek to understand the impact of administrative management on the optimization of public services, 22 articles were reviewed, various administrative management practices that have been used in the public sector were

identified, as well as the gaps and limitations that affect the optimization of these processes. Efficiency-oriented administrative management is important for the optimization of public services (Quispe, 2022). On the other hand, (Lopez, 2021) highlights that the phases of the administrative process are fundamental, they allow for improved competitiveness and strengthening their internal and external processes, as well. (Soledispa et al., 2022) points out that strategic planning practices, human capital management.

Goicochea et al. (2024); Rodriguez (2024) point out the importance of establishing clear criteria, continuous training, and the use of technology to overcome challenges such as subjectivity and resistance to change, promoting a more efficient and citizen-oriented public administration. Likewise, (Villalobos & Linarez, 2023) they refer that digitalization is the key to simplifying bureaucratic processes, reducing costs, and improving quality of life, optimizing transparency and efficiency in administrative processes.

Perez et al., (2022) mention that the efficiency of administrative management has a direct and significant relationship with the quality of service of workers, highlighting that, characterized by adequate planning, organization, direction and control, it also points out that it is not only essential for optimization, but also guarantees the quality of the service. Likewise, (Torres, 2022) highlights that efficiency and quality are fundamental because they generate an increase in sustainable urban development and the satisfaction of the growing needs of the population. However (Cayotopa & Uriol 2020); (Huaman & Medina 2022) They point out that there is usually no relationship due to lack of training for personnel in the integration of innovative technologies, and it should not only be seen as a means to increase efficiency, but also as a means of reducing social gaps and transparency in public services.

Villalobos & Linarez (2023) states that the practices and recommendations are e-government that allows the transformation of public administration, by using information and communication technologies (ICT), improving efficiency and transparency in public services, promoting greater accountability. Refugio & Lugo (2024) Accordingly, they highlight that effectiveness indicators oriented towards user perception, such as ease of use and service reliability, are crucial to comprehensively assess the quality of digital services in the public sector. This perspective is shared by Roque, (2024) who argue that the quality perceived by users is decisive in the adoption and success of digital public services, which points to the need to prioritize the implementation of (Arévalo & Barbarán, 2022).

Although notable efforts have been made to optimize administrative management in the public sector, significant gaps persist that limit its efficiency. It is recognized that the lack of adequacy in the implementation of strategic approaches hinders the ability of institutions to respond effectively to citizen demands, which is exacerbated by bureaucratic rigidity and excessive centralization, which restricts a rapid and effective response (Alejandria et al., 2023). In addition, despite advances in modernization, the lack of trained human resources and resistance to change on the part of staff amplify these limitations, generating a decrease in the quality of public services offered (Zavaleta, 2023). Likewise, budgetary constraints, coupled

with obsolete procedures, become an obstacle that increases gaps in management, directly affecting citizen satisfaction and organizational efficiency (Rodrigues et al., 2024). These limitations, it is important that administrative management policies focus on innovation, organizational flexibility, and adequate staff training, thus allowing for a sustainable improvement in the provision of public services (Ramírez et al., 2022).

## CONCLUSIONS

In summary, the study highlights the critical relevance of administrative management in improving the efficiency and quality of public services. During the period analyzed (2020-2024), a fluctuation in research production was observed, with a significant increase in 2024, reflecting a growing interest in the optimization of public administration, driven in part by the need to adapt to contextual changes such as the COVID-19 pandemic. The reviewed articles highlight several administrative management practices critical to the optimization of public services, including the implementation of efficiency-oriented reforms, the use of digital technologies, proactive risk management, and the adoption of performance measurement tools. Likewise, a significant relationship was identified between efficiency in administrative management and the perception of quality in public services, underlining the need for standardized indicators and strategic approaches based on empirical data for decision-making.

However, the study also reveals important gaps and limitations in administrative management, such as lack of resources, insufficient staff training and inefficiency in administrative processes, which continue to represent obstacles to the continuous improvement of public services. These challenges highlight the need to address these shortcomings to achieve more efficient and sustainable management. Based on the findings, future lines of research are suggested focused on the impact of digitalization on administrative management, the development of standardized indicators to measure the efficiency and impact of administrative practices, the study of the effects of continuous training programs on administrative staff, the analysis of administrative management in crisis contexts, and research on how to improve equity and access to services public, especially in vulnerable communities. These areas of research could make valuable contributions to the field of public management, encouraging more effective and sustainable practices in the optimization of public services.

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