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# MODERNIZATION OF THE PERUVIAN STATE AND ITS IMPACT ON THE PUBLIC MANAGEMENT OF STATE ORGANIZATIONS

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## ABSTRACT

*This study analyzes the relationship between the modernization of the Peruvian State and its impact on the public management of state organizations. It highlights advances, challenges, and gaps in implementing policies focused on efficiency, transparency, and service quality. A mixed-method design with qualitative emphasis was applied, combining a documentary analysis of regulations, plans, and reports with semi-structured interviews with officials and specialists. To ensure the rigor of the data, it was examined through thematic coding and triangulation. The findings indicate progress in the areas of digitization, administrative simplification, and results-based management. However, challenges persist in the areas of coordination, resistance to change, and staff training. Impacts are more significant in institutions with leadership and innovation-oriented cultures. The study integrates normative, organizational, and perceptual perspectives, providing empirical evidence to support decision-making and the design of modernization policies. The proposal includes indicators to assess the impact of reforms on management performance.*

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**KEYWORDS:** State Modernization, Public Management, State Organizations, Public Policy, Peru.

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## INTRODUCTION

The modernization of the State is a continuous process aimed at improving the capacity of public institutions to respond in an efficient, transparent, and timely manner to citizen needs (Pollitt & Bouckaert, 2017). In Latin America, this initiative has been closely aligned with the principles of New Public Management (NPM), a framework that advocates for the adoption of private sector practices such as results-based management, performance evaluation, and accountability to enhance state management (Hood, 1991; Osborne, 2010).

Peru has experienced notable advancements in state modernization, marked by significant milestones. These include the approval of the Framework Law for the Modernization of State Management in 2002, the implementation of results-based management in 2013 through Supreme Decree No. 004-2013-PCM, and more recently, the National Policy for the Modernization of Public Management to 2030 (Presidency of the Council of Ministers, 2022). This regulatory framework aims to consolidate an open, decentralized, citizen-focused State (National Civil Service Authority, 2024).

The modernization of the State has evolved significantly over the past two decades, shifting from reforms inspired by New Public Management (NPM) to approaches of "governance of the digital age" and digital transformation (DT). These changes have led to a reconfiguration of structures, processes, and capacities within the public sector. As early as 2006, Dunleavy *et al.* argued that the NPM paradigm was reaching its limits, with process integration, decentralization, and IT-driven redesign becoming the new norm. This shift in approach carries significant implications for organizational structure and management. This shift signifies a transition where technology is no longer merely a support for incremental automation, but rather a catalyst for fundamental management redesign.

In a similar vein, Mergel, Edelman, and Haug (2019) define digital transformation in the public sector as a socio-technical process that transforms service models, structures, and organizational culture, not only digitizing procedures. Its framework, derived from interviews with experts, underscores that TD requires data governance capabilities, end-to-end process redesign, change management, and interorganizational collaboration. In the field of public management, this shift necessitates the development of novel managerial competencies, enhanced agility, and the implementation of an interoperable technological

infrastructure to ensure the delivery of public value.

The concept of public value serves as the primary lens for assessing the impact of modernization on management practices. According to the review by Twizeyimana and Andersson (2019), there are six value domains to consider. The following are key performance indicators: (1) improved services, (2) administrative efficiency, (3) open government capabilities, (4) ethical and professional behavior, (5) trust in government, and (6) social value/well-being. These findings suggest a shift in management focus from input-output indicators to outcomes perceived by citizens and data ecosystems. Transparency, participation, and integrity are identified as key management outcomes, not just conditions.

The intersection of public management and digital government has become a distinct agenda. The "crossroads" concept proposed by Gil-García, Dawes, and Pardo in Public Management Review underscores the necessity for theories and methods that seamlessly integrate management, public policy, technology, data, and context. This approach emphasizes comparative and problem-oriented research, such as interoperability, collaborative networks, and public value assessment. This approach not only encourages the adoption of systems but also emphasizes broader organizational and capacity reform.

### *Recent comparative evidence*

Brazil (federal). A case study in *Government Information Quarterly* on Startup gov.br shows how startup principles and public innovation practices (experiments, agile teams, user focus) can accelerate TD at the federal level. Evidence suggests an impact on innovation capabilities and interagency coordination, with direct implications for digital portfolio governance models and agile procurement.

Hungary (local governments). A longitudinal analysis in *the International Journal of Public Administration* (2017–2022) of a centralized document management system for more than 3,000 municipalities finds substantial reduction in case times and standardization of processes; the effect spills over even to paper-based procedures, suggesting that reengineering and central IT governance produce systemic efficiency gains. For public management, it reinforces the value of common architectures and shared service centers.

Mexico (subnational). A study in *the International Review of Administrative Sciences* on perceptions of digital government and AI in Jalisco shows openness to AI to improve services, but also concerns about equity, accountability, and institutional capacities. In

management, this implies strengthening algorithmic governance, risk management and analytical skills of public personnel.

Global trends. Recent systematic reviews in *Public Management Review* document the drivers, processes, and impacts of digital change in the public sector, noting that the effects depend on the alignment between organizational redesign, human capabilities, data governance frameworks, and technology adoption strategies.

### *Implications for public management*

**From digitalization to redesign:** effective modernization transforms processes and structures (back-office and front-office), not just "online" services; it requires leadership with digital skills, change management, and inter-institutional collaboration.

**Public value as a compass:** Performance metrics should capture trust, openness, integrity, and well-being, as well as efficiency and quality.

**Data and platform governance:** Interoperable architecture, common standards, and shared services increase efficiency and reduce asymmetries between entities.

The modernization of the Peruvian State is a strategic process aimed at strengthening institutional capacity, improving the quality of public services, and promoting citizen-centered management (Presidency of the Council of Ministers, 2022). In today's global environment, marked by digital transformation, growing demand for transparency, and the need for administrative efficiency, it is essential to assess the effectiveness of policies and mechanisms employed to transform public management (Pollitt & Bouckaert, 2017).

Despite the development of regulatory frameworks such as the Framework Law for the Modernization of State Management (2002) and the National Policy for the Modernization of Public Management by 2030, the literature indicates that structural challenges persist, including institutional fragmentation, resistance to change, and gaps in technical capacities (Valeriano Ortíz, 2012; Redalyc, 2021). By analyzing the impact of these processes on the performance of state organizations, we can identify both achievements and limitations that hinder effective reform.

The study's value lies in its provision of empirical evidence, which can inform the development and implementation of more effective public policies. These policies should promote institutional innovation, continuous improvement, and citizen confidence. Furthermore, by integrating the

normative, organizational, and perception perspectives of key actors, a comprehensive vision is offered that contributes to the advancement of knowledge in the field of public management and state governance in the Peruvian context.

In recent decades, Peru has implemented a series of reforms aimed at modernizing the state apparatus. These reforms have been designed to enhance the efficiency, transparency, and quality of public management (Presidency of the Council of Ministers, 2022). The approval of the Framework Law for the Modernization of State Management in 2002, the creation of the National Civil Service Authority (SERVIR) in 2008, and the implementation of the National Policy for the Modernization of Public Management by 2030 are regulatory and political milestones that have sought to transform state organizations so they can respond more effectively to citizen demands (National Civil Service Authority, 2024).

However, various studies indicate that, despite regulatory and technological advances, structural and operational limitations persist. These include weak inter-institutional coordination, fragmentation of competencies, cultural resistance to change, and insufficient training of personnel (Valeriano Ortíz, 2012; Redalyc, 2021). These weaknesses directly impact the ability of institutions to implement public policies efficiently and sustainably.

The lack of comprehensive evaluations that measure the real impact of modernization processes on public management makes it difficult to identify gaps and design evidence-based improvement strategies (Pollitt & Bouckaert, 2017). In light of this scenario, it is essential to investigate how the implemented reforms have affected the operations of state organizations, taking into account both the normative and institutional dimensions, as well as the perceptions of the involved actors.

The objective of this research is to analyze the relationship between the processes of modernization of the Peruvian State and its impact on the public management of state organizations. This approach enables us to understand how reforms aimed at efficiency, transparency, and quality of services impact institutional dynamics and citizen perceptions. According to Ramió (2019), state modernization is a complex process involving regulatory and technological changes, as well as transformations in organizational culture and capabilities of public officials. In this sense, the analysis of this object of study is relevant to identify the progress made, the persistent limitations, and the opportunities for improvement that contribute to

strengthening the governance and performance of the public sector in Peru.

Similarly, the object of study becomes relevant because it enables us to assess the State's ability to address social demands through effective public policies. The literature indicates that the modernization of public management should be understood as a comprehensive process that articulates technological innovation, institutional redesign, and professionalization of the civil service (Peters & Pierre, 2020). In the Peruvian case, these dimensions are key to overcoming structural problems such as institutional fragmentation and resistance to change. Analyzing how modernization initiatives translate into tangible improvements in public administration provides empirical evidence and guides the formulation of strategies that align more closely with citizens' needs.

This study offers an innovative approach by analyzing the modernization of the Peruvian State from a comprehensive perspective that combines the regulatory framework, institutional capacity, and the perception of key actors in public management. In contrast to previous studies that have addressed legal or administrative aspects in a piecemeal fashion (Valeriano Ortíz, 2012; Redalyc, 2021), this research presents a comprehensive, multidimensional analysis supported by empirical data and updated documentary sources.

The study's originality lies in its application of an analysis model that evaluates the real impact of modernization policies on organizational performance. This model considers both objective indicators and the subjective assessment of those who participate in public management. This approach enables a more precise assessment of the efficacy of reforms, leading to the identification of structural deficiencies, and the formulation of data-driven guidelines for enhancement (Pollitt & Bouckaert, 2017).

Similarly, the study contributes to academic debate and the formulation of public policies. It offers useful information for decision-makers, managers, and academics interested in administrative modernization and governance in the Latin American context. This research establishes a direct connection between reform processes and their tangible results in public management, thereby expanding the available knowledge and proposing a replicable framework.

## RESEARCH METHODOLOGY

The research approach is mixed and refers to the intentional integration of qualitative and quantitative

methods within the same study. This approach takes advantage of the strengths of both and mitigates their individual weaknesses. According to Raimondo and Newcomer (2017), this approach "allows for a deeper and more contextualized understanding of complex administrative phenomena by combining the statistical robustness of quantitative data with the interpretative richness of qualitative data" (p. 459).

The mixed approach is a type of research in which one or a team of researchers combines elements of qualitative and quantitative approaches. These elements include perspectives, data collection, analysis techniques, and inference. The purpose of this combination is to achieve breadth and depth in the understanding and corroboration of the phenomenon under study. (Johnson et al., 2007, p. 123)

This research is classified as basic research, also referred to as pure or fundamental research. It constitutes a theoretical study whose primary objective is to generate new knowledge or theories about the foundations of observable phenomena, without an immediate practical application (OECD, 2015).

Basic research, also known as pure or fundamental research, is characterized by its theoretical orientation and its purpose of expanding scientific knowledge without seeking an immediate practical application.

The present study utilizes a non-experimental, cross-sectional research design, meaning it collects data at a single time point using a Likert-type survey, without manipulating variables. This approach is useful for estimating citizens' perceptions of public administration and identifying factors such as quality of government and policy implementation in a given context. As illustrated in the study by Ciliska et al. (2022) conducted in Indonesia, "A Likert scale questionnaire uses simple random sampling to acquire cross-sectional data."

Most quantitative studies in public administration employ a non-experimental cross-sectional design, as they collect citizen perception data through surveys at a single time point (Kim et al., 2024). This model has proven to be a valuable tool for estimating satisfaction levels and analyzing descriptive associations between variables without manipulating them. For example, Engdaw (2020) clearly states that his study was based on a non-experimental descriptive design. It was a public satisfaction survey carried out in a single temporal collection.

### *Population and sample*

- Population: 280 public bodies
- Sample: 162 public agencies are directed by

officials who lead processes of improvement in public management in the same number of respondents. For the sample, the statistical formula for finite populations, or with a known sampling frame, was taken into account

$$Z = 1.96$$

$$E = 0.05$$

$$p = 0.5$$

$$q = 0.5$$

$$N = 280$$

$$n = \frac{N * Z_{\alpha}^2 * p * q}{e^2 * (N - 1) + Z_{\alpha}^2 * p * q}$$

Replacing values we have  $n = 162$

According to Sánchez and Reyes (2015), the sample is a portion of the population being studied and from which additional primary data will be collected, it must be a representative sample of the entire population. Likewise, it will have a sample capacity of 162, at the rate of one respondent per public body, the respondents are civil servants who lead processes of improvement in public management within public bodies

### **Techniques and instruments for collecting information:**

#### **- Technique**

According to Domínguez, R. (2025). Techniques deal with the concrete steps within a method: for example, surveys, interviews, desk analysis, focus groups, or observation. These techniques aim to operationalize research activities under a systematic and replicable approach.

Survey: In this study, this technique is used in the study of the variables of the modernization of the State and public management, because with its application it is possible to reveal the current reality of these variables and thus achieve the objectives of this work.

#### **- Instruments**

Questionnaire: Two questionnaires were implemented, one for each variable, the validity of the content of the instrument covers all aspects or dimensions of the phenomenon to be measured, for this purpose the judgment of experts was used, who verify whether the questions are the dimensions of the variable, in the variable modernization of the state, three dimensions were studied: open government, e-government and inter-institutional articulation, in the public management variable, the following dimensions were studied: Citizen orientation, unitary and decentralized state and efficient, inclusive and open; In both the

questionnaires had the same number of dimensions, indicators and questions, with a total of 12 questions for each research variable through which information was collected and analyzed. Taherdoost (2022) adds that the questionnaire is a key tool to minimize errors and ensure relevance and clarity in data collection

#### **- Statistical treatment:**

For the research, Microsoft Excel was used to organize the data collected in the questionnaire. Considering the above results, it allows us to understand the current situation of each variable and its description. The SPSS statistical software was then used to measure and confirm the relationships between the variables studied. Indicates the relationship between the dimensions of the variables.

**Design and data.** Quantitative analysis will be carried out complementary to the qualitative approach. Measures with Likert-type items (1-5) and sociodemographic variables.

**Purification.** Review of outliers ( $z > |3.29|$ ; Mahalanobis distance for multivariates), missing values (Little's MCAR; multiple imputation if  $< 10\%$ ), rank consistency, and reverse coding when applicable.

#### **Reliability and validity.**

Internal consistency: Cronbach's alpha (target  $\geq .70$ ) and Total Omega.

Construct validity: KMO ( $\geq .60$ ) and Bartlett's sphericity test ( $p < .05$ ).

AFC/ACP to explore dimensions; AFC if there is a theoretical model (CFI indices  $\geq .90$ , RMSEA  $\leq .08$ , SRMR  $\leq .08$ ).

**Descriptive.** Means, standard deviations, medians, and percentiles by variable/scale; 95% confidence intervals. Bar/violin graphs for Likert items.

**Assumptions.** Normality (Shapiro-Wilk), homogeneity (Levene), independence (Durbin-Watson in regression). If they are violated, use non-parametric tests or robust estimators.

## **RESULTS**

This section presents the results of the analysis of the data obtained from the application of the questionnaire to the 162 participants in the sample. To guarantee the quality of the information, the integrity of the records was first verified, showing that all the cases were valid and processed, without reporting excluded data. Subsequently, the reliability of the instrument was evaluated using Cronbach's alpha coefficient, which allowed the internal consistency of the variables *Modernization of the State* and *Public Management* to be verified, ensuring that

the items included in each scale coherently measure the constructs proposed.

**a) Validity and reliability of instruments**

*Table 1: Data Processing Summary.*

		N	%
Cases	Valid	162	100
	Excluded	0	0
	Total	162	100

*Table 2: Statistic of reliability of the variable modernization of the state*

Cronbach's alpha	N of elements
0.969	12

*Table 3: Reliability Statistic of the Public Management Variable*

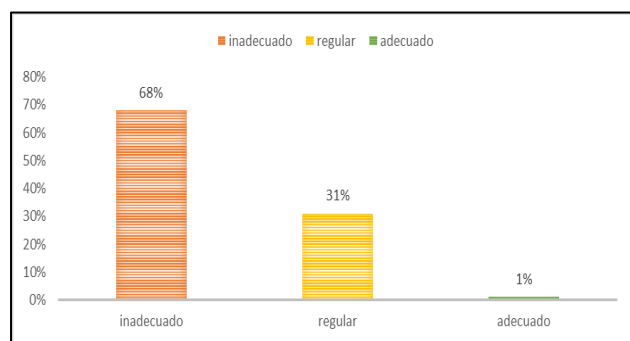
Cronbach's alpha	N of elements
0.964	12

Regarding the reliability of the variables analyzed, the results showed optimal levels of internal consistency. For the variable *Modernization of the State*, made up of 12 items, a Cronbach's Alpha coefficient of 0.969 was obtained, while for the *Public Management* variable, also made up of 12 items, the coefficient reached a value of 0.964. Both indicators far exceed the minimum recommended threshold of 0.70 to accept the reliability of an instrument (Nunnally & Bernstein, 1994), placing them in the range considered excellent (George & Mallery, 2003). These results confirm that the items included in each dimension have a high correlation with each other, which ensures the internal validity of the measurements made in the study.

**b) Analysis of the results**

*Table 4: Modernization of the Peruvian State*

Qualification	Rank			Freq.	%
	Since	Until			
Inadequate	12	27		110	68%
Regular	28	43		50	31%
Adequate	44	60		2	1%
Total				162	100%



*Figure 1: Modernization of the Peruvian State.*

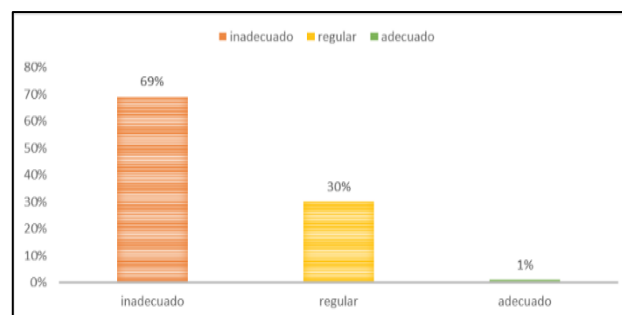
Table 4 and Figure 1 show the distribution of frequencies with respect to the levels of perception of

the modernization of the Peruvian State. The results show that the majority of respondents rate modernization at an inadequate level, with a total of 110 participants (68%). Secondly, 31% (50 participants) consider that modernization is at a regular level, while only 1% (2 participants) perceive it as adequate.

These findings show that, from the perspective of the respondents, the modernization of the State still faces serious limitations, with a critical perception of its level of progress predominating. The low percentage of responses in the appropriate category reflects that the policies and actions implemented so far have not been fully consolidated in public management, which raises the need to strengthen strategies aimed at administrative efficiency, transparency and improvement in the provision of services.

*Table 5: Public management.*

Qualification	Rank		Freq.	%
	Since	Until		
Inefficient	12	27	111	69%
Regular	28	43	49	30%
Efficient	44	60	2	1%
Total			162	100%



*Figure 2: Public management.*

Table 5 and Figure 2 show the perception of the respondents regarding public management. The results show that a large majority consider it inefficient, reaching a total of 111 participants (69%). Secondly, 30% (49 participants) rate it as fair, while only 1% (2 participants) perceive it as efficient.

This panorama highlights a predominantly critical evaluation of the performance of public management, indicating a low level of satisfaction and confidence in the processes and results achieved by state institutions. The low proportion of respondents who consider it efficient indicates that, from the citizen's point of view, there are deficiencies in terms of effectiveness, quality of services, and capacity to respond to social demands. The results indicate the necessity of implementing reforms to enhance planning, transparency, and accountability in the realm of public management.

**Table 6: Correlation between open government vs citizen orientation.**

		Open Government	Citizen-oriented
Open Government	Correlation coefficient	1,000	0.671**
	Sig. (bilateral)	.	0,000
	N	162	162
Citizen-oriented	Correlation coefficient	0.671**	1,000
	Sig. (bilateral)	0,000	.
	N	162	162

Table 6 shows Spearman's correlation between *Open Government* and *Citizen Orientation*. The coefficient obtained was 0.671 with a significance level of  $p = 0.000$  ( $p < 0.01$ ), which indicates a positive, high and statistically significant correlation between both variables.

This means that as *Open Government* practices are strengthened –based on transparency, access to public information, and citizen participation– *Citizen Orientation* in public management also tends to improve. In other words, the results show that the

implementation of open government policies is directly associated with a greater capacity of public institutions to respond to social demands, promote quality services, and foster citizen trust.

The magnitude of the correlation ( $\rho = 0.671$ ) allows us to conclude that there is a solid relationship between both dimensions, which supports the hypothesis that the modernization and openness of the government have a significant impact on the orientation and attention provided to citizens.

**Table 7: Correlation between e-government vs unitary and decentralized.**

		E-Government	Unitary and decentralized
E-Government	Correlation coefficient	1,000	,656**
	Sig. (bilateral)	.	,000
	N	162	162
Unitary and decentralized	Correlation coefficient	,656**	1,000
	Sig. (bilateral)	,000	.
	N	162	162

Table 7 shows the relationship between the *Electronic Government* and *Unitary and Decentralized State* variables through Spearman's Rho coefficient. The result yielded a value of  $\rho = 0.656$  with a significance level of  $p = 0.000$  ( $p < 0.01$ ), which indicates a positive, high and statistically significant correlation between both variables.

This finding indicates that the enhancement of e-government tools and practices –including the digitization of processes, administrative simplification, and online access to public services– is directly linked to a more effective alignment between the unitary character of the

Peruvian state and the decentralization process. In essence, the integration of digital technologies promotes seamless collaboration and coordination among various levels of government, enhancing the efficiency and accessibility of services in decentralized territories.

The strong correlation between e-government use and the unitary structure of the state ( $\rho = 0.656$ ) supports the hypothesis that e-government use is a key factor in balancing the demands of decentralization, contributing to a modern, transparent, and results-oriented public administration.

**Table 8: Correlation between inter-institutional articulation vs efficiency, inclusion and open government.**

		Inter-institutional coordination	Efficient, inclusive and open
Inter-institutional coordination	Correlation coefficient	1,000	,686**
	Sig. (bilateral)	.	,000
	N	162	162
Efficient, inclusive and open	Correlation coefficient	,686**	1,000
	Sig. (bilateral)	,000	.
	N	162	162

Table 8 shows the relationship between *Interinstitutional Articulation* and the *Efficient, Inclusive and Open* dimension through Spearman's Rho coefficient. The result obtained was  $\rho = 0.686$  with a significance level of  $p = 0.000$  ( $p < 0.01$ ), which indicates a positive, high and statistically significant correlation between both variables.

This finding allows to affirm that greater articulation between public institutions directly favors efficiency in management, the inclusion of different social actors and government openness. In other words, when State entities coordinate and

collaborate effectively, conditions are generated that strengthen transparency, equity in access to services, and citizen trust.

The magnitude of the correlation ( $\rho = 0.686$ ) is the highest recorded among the associations analyzed in this study, which highlights the importance of inter-institutional cooperation as a strategic axis to promote the modernization of the State. These results suggest that, without adequate coordination between levels and sectors of government, efficiency, inclusion, and openness policies run the risk of fragmenting or losing impact in their implementation.

**Table 9: Correlation between the modernization of the State vs. public management by 2023.**

		Modernization	Public management
Modernization	Correlation coefficient	1,000	,689**
	Sig. (bilateral)	.	,000
Spearman's Rho	N	162	162
	Correlation coefficient	,689**	1,000
Public management	Sig. (bilateral)	,000	.
	N	162	162

Table 9 presents the relationship between State *Modernization* and *Public Management* as of 2023, evaluated using Spearman's Rho coefficient. The analysis yielded a value of  $\rho = 0.689$  with a significance level of  $p = 0.000$  ( $p < 0.01$ ), which indicates a positive, high and statistically significant correlation between both variables.

This result indicates a clear correlation between the modernization processes of the Peruvian State and the performance of public management. The implementation of modernization policies, such as the digitization of procedures, administrative simplification, strategic planning, and the improvement of regulatory quality, has been shown to enhance the efficiency, transparency, and effectiveness of public management.

The magnitude of the correlation ( $\rho = 0.689$ ) indicates that the modernization of the State cannot be understood in isolation, but as a process directly linked to public management. This makes it an essential combination to achieve a government that is more citizen-oriented, inclusive, and responsive to social demands. These findings support the central hypothesis of the study, which posits that modernization is a key factor in transforming public management in the current landscape, characterized by the need for efficiency and institutional legitimacy.

### **Global comparative analysis of correlations**

The inferential results allow to establish a comprehensive overview of the relationships

between the variables studied. In general, all the correlations obtained were positive, high, and statistically significant ( $p < 0.01$ ), which confirms that the different axes analyzed are strongly associated in the framework of the modernization of the Peruvian State.

First, the strongest correlation was found between Inter-institutional Articulation and Efficiency, Inclusion, and Open Government ( $\rho = 0.686$ , Table 9). This finding underscores the importance of coordination between state entities in ensuring efficient, inclusive, and open management for citizens. Secondly, the relationship between State Modernization and Public Management ( $\rho = 0.689$ , Table 9) demonstrates that both processes form an inseparable binomial, where advances in modernization directly impact the quality of management.

Similarly, the correlation between Open Government and Citizen Orientation ( $\rho = 0.671$ , Table 6) demonstrates that transparency and engagement are crucial in enhancing the State's ability to address citizen needs. Finally, the correlation between Electronic Government and Unitary and Decentralized State ( $\rho = 0.656$ , Table 7) confirms that digitalization and the use of technologies contribute to articulating state unity with decentralization processes, favoring efficiency at different levels of government.

The findings indicate that the modernization of the state by 2023 should be regarded as a comprehensive process. In this regard, inter-

institutional articulation, government openness, digitalization, and public management must converge to promote a more efficient, inclusive, and citizen-oriented state model.

## DISCUSSION OF THE RESULTS

This study evaluated the relationship between various dimensions linked to the modernization of the Peruvian State and public management. The study was based on a sample of 162 participants. The results, in general terms, show that citizen perceptions regarding modernization and state management are critical, with a predominance of qualifications of inadequate and inefficient. However, the results of the inferential analysis indicate positive and significant correlations between key variables, such as open government, e-government, inter-institutional articulation, and public management. This provides relevant empirical evidence for the field of public administration.

### *Modernization of the State and Public Management: An Overview*

The research findings indicate that the modernization of the Peruvian State and public management by 2023 is associated with a deficit state. In terms of specific observations, 68% of survey respondents found modernization to be inadequate, and 69% deemed public management inefficient. Notably, only 1% viewed both processes as adequate or efficient. This discrepancy underscores a gap between the regulatory framework that promotes modernization and results-based management in Peru and the perception of institutional actors regarding its practical implementation.

These findings align with prior research in Latin America, which suggests that despite the implementation of reforms aimed at efficiency, transparency, and accountability, systemic challenges persist, including institutional fragmentation, limited inter-institutional coordination, and the limited integration of digital technologies (Arellano-Gault & Cabrero, 2020; Peters & Pierre, 2020). In the Peruvian case, although the Framework Law for the Modernization of the State (2002) and the National Modernization Policy for 2030 (PCM, 2022) establish ambitious objectives, the evidence collected shows that progress has been insufficient to consolidate modern, results-oriented public management.

### *Reliability of measuring instruments*

Before analyzing the relationships between variables in detail, it is important to note that the instruments used to measure both the modernization

of the State and public management presented high levels of reliability ( $\alpha = 0.969$  and  $\alpha = 0.964$ , respectively). According to George and Mallery (2019), values above 0.9 indicate excellent internal consistency, thereby providing robustness to the results. This guarantees that the conclusions of the present research are firmly rooted in a solid methodological foundation.

### *Open Government and Citizen Orientation*

One of the most salient findings pertains to the substantial correlation between open government and citizen orientation ( $\rho = 0.671$ ,  $p < 0.001$ ). This indicates that the principles of transparency, participation, and accountability are closely linked to citizens' perception of the quality of public service.

The international literature supports this relationship. Recent studies have emphasized that open government fosters social trust, strengthens institutional legitimacy, and promotes an organizational culture based on ethics and public value (Meijer, Curtin, & Hillebrandt, 2012; Wirtz & Birkmeyer, 2015). Furthermore, Twizeyimana and Andersson (2019) posit that the cornerstones of digital and open government are indispensable for engendering a favorable impact on citizens, a finding that aligns with the conclusions of this study.

In the Latin American context, the Open Government Network (2021) notes that openness initiatives still face limitations due to low technical capacity and a deficit of innovation in public services. This explains why, in Peru, regulatory advances do not translate into a generalized positive perception.

### *E-Government and Decentralization*

Another noteworthy finding is the positive correlation between e-government and the unitary-decentralized model ( $\rho = 0.656$ ,  $p < 0.001$ ). This finding confirms that the digitization of processes and interoperability are necessary conditions to efficiently articulate a State that, although unitary, requires coordination between levels of government.

Comparative research supports this interpretation. Mergel, Edelmann, and Haug (2019) argue that digitalization in the public sector has the potential to transform internal processes and redefine the relationship between levels of government, with the potential to reduce administrative duplication and promote a more efficient use of resources. In their study, Gil-García et al. (2018) emphasize that interoperable systems promote institutional integration and enhance the ability to address complex social needs.

In European countries such as Estonia and

Hungary, the implementation of unified electronic platforms has improved intergovernmental coordination, reduced transaction costs, and optimized the delivery of public services (International Journal of Public Administration, 2021). This lends further credence to the applicability of the findings to the Peruvian case, where fragmentation and duplication of functions represent a significant challenge.

### ***Inter-institutional articulation and inclusive efficiency***

The analysis also demonstrated a significant correlation between inter-institutional articulation and an efficient, inclusive, and open management model ( $\rho = 0.686$ ,  $p < 0.001$ ). This outcome indicates that collaboration among public entities is a crucial element in strengthening a modern State.

Collaborative governance has been a subject of extensive study in contemporary literature, emphasizing the significance of inter-institutional networks and collaborative efforts between state agencies, civil society, and the private sector (Ansell & Gash, 2008; Kettunen & Kallio, 2021). The research by Gil-García, Dawes, and Pardo (2018) provides evidence on how data articulation and governance mechanisms strengthen public innovation and contribute to more inclusive and results-oriented management.

In the Peruvian case, this finding reflects the need to transition to multilevel governance models that allow for a comprehensive approach to challenges such as decentralization, risk management, and the provision of social services. These challenges require coordination that extends beyond the competencies of a single sector.

### ***Modernization of the State and public management***

The correlation between modernization of the State and public management ( $\rho = 0.689$ ,  $p < 0.001$ ) is one of the most conclusive results of this study. This relationship demonstrates the direct impact of administrative modernization initiatives on the perception and performance of public management. This finding aligns with the theoretical approaches of authors such as Pollitt and Bouckaert (2017) and Osborne (2010), who argue that state reform is a central determinant in the transformation of public management systems.

Dunleavy *et al.* (2006) had already warned that the transition to the governance of the digital age implies overcoming the limitations of the New Public Management and adopting a comprehensive

approach to digital, organizational, and cultural transformation. The results of this study indicate that Peru is currently in the initial stages of this transition process. However, it should be noted that this process is still in its early stages and is facing significant challenges in terms of implementation.

### ***Theoretical and practical implications***

From a theoretical perspective, the findings support the validity of approaches that conceptualize modernization as an integral process, where normative, organizational, technological, and cultural factors converge. They also provide empirical evidence to the debate on the role of digitalization and collaborative governance as fundamental pillars of contemporary public management.

The results indicate the necessity for modernization policies in Peru to encompass more than just the formulation of regulations; their effective implementation is equally crucial. This necessitates the enhancement of technical and managerial capacities at all levels of government, the promotion of technological interoperability, and the consolidation of inter-institutional coordination mechanisms.

The modernization of the State should not be understood as an end in itself, but rather as a means to generate public value, strengthen citizen confidence, and consolidate a public administration at the service of sustainable development.

These results align with the findings in the international literature, which emphasizes the need to address state modernization in a systematic manner, considering the interdependence between openness, digitalization, articulation, and efficient management (Mergel *et al.*, 2019; OECD, 2025). The findings of this study demonstrate that the modernization of the Peruvian State by 2023 is progressing within a multifaceted process. The primary challenge lies not only in formulating policies but also in implementing them with the capacity for inter-institutional coordination, citizen inclusion, and territorial coherence.

## **CONCLUSIONS**

The results of this study affirm that the modernization of the Peruvian State is a key factor in the consolidation of a more efficient, inclusive, and citizen-oriented public management. The empirical evidence obtained confirms significant correlations between the main axes analyzed: open government, e-government, inter-institutional articulation, and public management. Specifically, the robust

correlation between modernization and public management ( $\rho = 0.689$ ;  $p < 0.01$ ) underscores the tangible impact of digitalization, administrative simplification, and strategic planning on institutional effectiveness. The results of the study indicate that inter-institutional articulation is associated with efficiency and citizen inclusion. The statistical analysis of the data revealed a strong correlation between these two factors ( $\rho = 0.686$ ;  $p < 0.01$ ). This finding underscores the importance of enhancing coordination mechanisms between different levels and entities of the State.

In summary, it is concluded that state modernization cannot be approached in a fragmented manner, but as an integral and systemic process, in which digitalization, transparency, decentralization, and institutional articulation operate together to achieve a legitimate and sustainable governance model. The results of the study support the central hypothesis that modernizing the state is crucial for enhancing public management standards and effectively addressing the challenges posed by a democratic and globalized environment.

### Limitations of the study

Despite the contributions obtained, the research has certain limitations. First, the study focused on a specific sample of 162 cases, which, while allowing statistically valid results to be obtained, could limit generalization to the entire national context. Secondly, perception instruments were primarily used, which can introduce biases derived from the subjectivity of the participants. Third, the inferential analysis was restricted to bivariate correlations, without exploring multivariate models that could provide greater robustness to understanding the relationships between the variables.

The research was conducted within a defined time frame (2023), ensuring that the results reflect a reality situated in this context. Future research should broaden the temporal spectrum, employ mixed methodologies, and deepen comparative analyses between regions or levels of government. This would allow for a more complete understanding of the advances and challenges of modernization in the Peruvian state.

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Sixto Alejandro Morey Trigoso: Conceptualization, Data Processing, Research, Methodology, Project Management, Supervision, Writing

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Gina Estephanie Justo Pacori: Project Management, Resources, Oversight, Writing – Original Draft, Writing – Proofreading and Editing

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The authors declare that there is no conflict of interest of a personal, institutional or financial nature in the development and presentation of this research.

### Data Availability Statement

Data supporting the findings of this research are available upon reasonable request from the author. For reasons of confidentiality and ethical safeguard, they are not disseminated publicly but may be provided to interested researchers who require it for academic or scientific purposes, always guaranteeing the protection of the information of the participants.

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