

MODERNIZATION OF THE STATE: ANALYSIS OF ADMINISTRATIVE TRENDS IN THE PROCESS OF IMPLEMENTATION OF THE LAW IN PUBLIC INSTITUTIONS

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ABSTRACT

The objective of the study is to analyze the administrative trends in the process of implementation of the state modernization law in public institutions, which was developed applying qualitative methodology and for the systematic review the document analysis instrument was applied, applying the Pyramid diagram selection criteria. The main result obtained was that the trend with the greatest participation in the implementation process was the application of technological tools due to its direct relationship with the pillars of modernization, mainly citizen participation and administrative simplification. Finally, with respect to the results, the article concluded that there are deficiencies in the process of implementing modernization mainly in the pillars of management by results and management by processes, which are explained by the intervention of political and cultural factors.

Keywords: public modernization, trends and processes.

INTRODUCTION

The modernization of the State is a fundamental process aimed at optimizing the efficiency, activity and transparency of public institutions in terms of the fulfillment of their functions. In a global sphere represented by the alleviation of social and economic insufficiencies, States face the challenge of applying their administrative distributions and the components of public policy execution, with the aim of quickly and safely showing the shortcomings of citizens. Therefore, this issue is not restricted to the affiliation of innovative technologies and the digitalization of services, but also encompasses the transformation of traditional bureaucratic experiences and the strengthening of institutional capacities towards the correct execution of laws. The study of administrative trends in this area allows us to identify the components that directly affect the effectiveness of public services and the competitiveness of institutions in achieving their strategic objectives. Among the important challenges are corruption, lack of transparency, and excessive bureaucracy, elements that extend the obstacle to the effective execution of public policies in various regions of the world (Rebello & Young, 2023).

In several peoples, countries, corruption continues to be a structural challenge that arduously deteriorates the implementation of laws. According to Transparency International (2022), this problem harms the inhabitant's trust in public institutions, mainly in regions such as Africa and Eastern Europe, thus hindering administrative modernization efforts. In Europe, countries such as Greece and Italy have significant resistance to the digitalization of administrative techniques, delaying the implementation of reforms and limiting the effective delivery of public services (OECD, 2021). In Latin America, this mechanism is held back by the lack of articulation between the different levels of government (national, regional and local). In the case of Brazil, for example, the implementation of pavement public policies tends to stop due

to poor intergovernmental coordination, affecting the safe application of environmental and social regulations (Mendes, 2020).

In Peru, excessive bureaucracy symbolizes one of the main difficulties for the effective implementation of laws and reforms. An explanatory example is the Law on Prior Consultation, which, despite its objective of certifying the rights of indigenous peoples, has exposed significant delays due to the inaccuracy of the intersectoral relationship and administrative rigidity (Mejía & Valdivia, 2019). Likewise, corruption at the regional and local levels seriously restricts the modernization of the State. In the Ancash Region, for example, the mismanagement of resources and repeated cases of corruption have hindered the execution of infrastructure projects, directly affecting the effectiveness of public services (CGR, 2021). Despite the government's efforts to digitize services through the Gob.pe platform, the low adoption of technology in various sectors limits the implementation of regulations such as the Digital Government Law (Ramos & Torres, 2020).

In the Amazonas region, the lack of adequate infrastructure represents a critical problem for the implementation of laws, essentially in rural areas where connectivity is limited, making it difficult to access basic public services and, with it, administrative modernization (Pérez & Rojas, 2022). In addition, corruption in some local governments has slowed down the development of essential projects, undermining both policy implementation and citizen trust in institutions (Ojo Público, 2021). Disparities between urban and rural areas also affect the effectiveness of public services; the implementation of laws in sectors such as health and education has been insufficient in indigenous communities due to the scarcity of resources and fragile administrative planning (Vargas & Chávez, 2020).

Faced with this reality, the following question arises: What are the administrative trends in the process of implementing the law in public institutions with respect to the modernization of the State?

At the theoretical level, this research is justified in the conceptual and normative foundations that support the Law on the Modernization of Public Management, which includes elements of various theoretical currents. Among them is Max Weber's bureaucratic theory, which proposes the rational and legal organization of state structures, while acknowledging the risks of administrative rigidity and inflexibility. Likewise, contemporary approaches such as the new public managerialism, the theory of good governance, innovation in the public sector and digital governance are incorporated. The critical analysis of the limitations of these approaches has made it possible to restructure the current regulatory framework, establishing a comprehensive plan for the modernization of public management.

From the methodological perspective, the research is based on the findings of previous studies on state modernization, which show progress in the recovery of citizen trust in institutions, especially in relation to administrative simplification and orientation towards results. These factors, which have traditionally generated discomfort among users, are fundamental pillars of the new legislation. In this framework, a qualitative descriptive approach is adopted, with the intention of analyzing the experiences and perceptions around the process of implementation of the law.

On the practical level, the research becomes relevant by offering a retrospective analysis that allows observing the changes that occurred before and after the implementation of the Law on the Modernization of Public Management. These changes include citizens' persistent distrust of institutions, especially those run by local, regional, and national governments. In addition,

institutional evaluations show various deficiencies in terms of organization and performance, attributable to the lack of innovation and the complexity of administrative procedures.

The general objective of the current research is to analyze the administrative trends in the process of implementation of the Law of Modernization of the State in public institutions. Accordingly, the following specific objectives have been proposed: i) To identify the level of implementation of the Modernization Law in public institutions, based on its five fundamental pillars, ii) To carry out a comparative analysis of the main administrative trends observed in these institutions. Finally, the general hypothesis states that there are various administrative trends that affect the process of implementation of the Law on the Modernization of the State in public institutions.

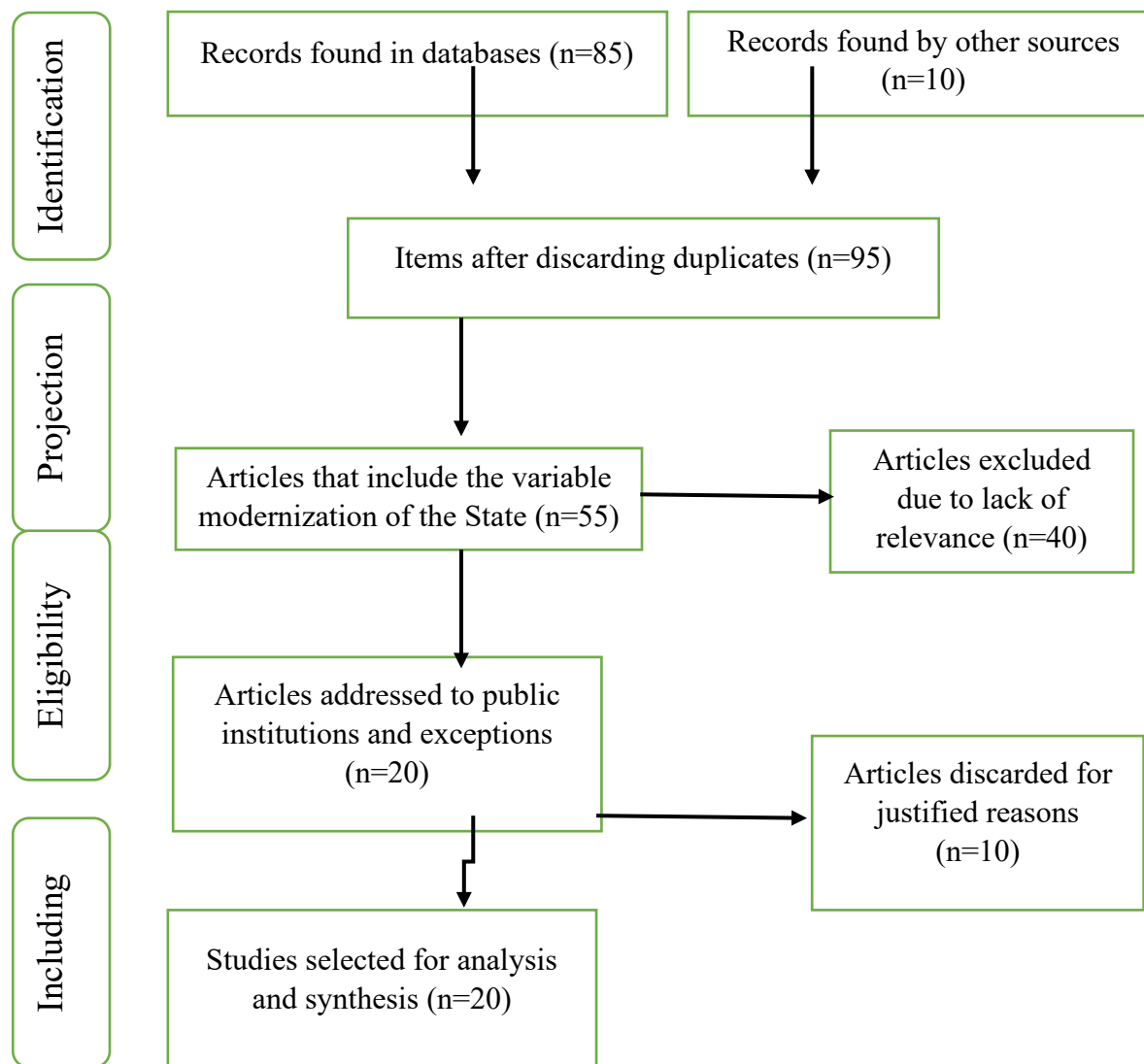
METHODOLOGY

This study is based on a qualitative approach since it seeks to analyze and understand in a deeper way the complex phenomena through the extraction and analysis of relevant documents, with a systematic review analysis to explore the context of the modernization of the state in the different institutions at the local, national and regional levels (Ríos-González, 2024) .

The design of this research is of the documentary analysis type, which is a technique that allows examining and evaluating the data included in documents in order to obtain significant data that contribute to answering the research questions posed (Martínez Corona et al., 2023). Data extraction was carried out in a systematic manner using details about the study design, characteristics of the participants, main discoveries and information collection techniques related to the variable modernization of the state, the qualitative data were analyzed through a thematic analysis approach, following the guidelines established by this type of systematic review research. to identify patterns, emerging themes and variations in perspectives reported by participants in the chosen studies.

For the systematic review, the prism diagram method was applied, in which in order to promise transparency and integration in the systematic review of research, it was decided to carry out the database selection method only from studies that belonged to electronic databases such as PubMed and Scopus. covering articles published from January 2020 to June 2024. The search terms included combinations of keywords related to the modernization of the State. After the removal of duplicates, a total of 20 articles were identified. The choice of articles was carried out in three stages: screening of titles and abstracts, evaluation of the full text of potentially relevant articles and, finally, inclusion of studies that met the predefined exclusions and eligibility inclusions. Data selection was carried out using a standardised form, recording information on study design, participant characteristics, data collection methods and main findings.

Figure 1
Revision Diagra Prism



Source: Ortiz (2024)

The validity of the systematic review process and qualitative analysis was ensured by data triangulation, where multiple researchers independently reviewed article choice, data selection, and thematic analyses. Regular discussions were held to resolve discrepancies and reach consensus on the findings (Alzás& García, 2017).

This study was developed taking into consideration the ethical principles of scientific research, ensuring the privacy and discretion of the participants in the studies reviewed. In addition, it was done by citing the copyright, by applying the corresponding citations in an appropriate manner, from all the sources used.

It was recognized that this study may have inherent limitations, such as dependence on the quality and availability of the articles included in the review analysis. We discussed these limitations to contextualize the findings and conclusions of the study.

RESULTS AND DISCUSSION

The following chapter shows the results found in the systematic review verified with the purpose of studying the modernization of the State in the different sectors of the institutions in terms of their tendencies in the implementation of the law. The findings were established through sections that show the process of selecting studies, their characteristics, the results and the analysis of their methodological procedure.

At the beginning, 1200 studies were identified, from the data sources of Scopus, pubmed and Redalyc, after eliminating and applying the criteria that exclude and include (from the years 2020 to 2024, including the variable modernization of the State in its title, the study must be aimed at public institutions with the exception of studies that contain theory or information relevant to the systematic review, 20 studies were selected for study using the prism flow method shown in Figure 1.

Table 1
Characters of the selected articles.

Nº	Author and Year	Type of study	Instrument and technique	Contribution
1	Falcon et al. (2024)	Qualitative	Document Analysis	The modernization of the State in Latin America has been marked by efforts to increase the efficiency and transparency of the public sector. Administrative reforms, promoted since the 1990s, have sought to reduce bureaucracy and improve management systems with the help of information technologies. However, it is concluded that implementation has been uneven and that political and cultural factors have limited its success.
2	Fausto et al. (2021)	Qualitative	Document analysis	It establishes the application of modernization based on six pillars, transparency in procedures and management, electronic government as a simplification strategy, accountability as a friendly policy to regain trust,

				access to information as part of the transparency system, and finally electronic government, which facilitates administrative simplification.
3	Correa (2024)	Quantitative	questionnaire	With respect to modernization policies in universities, the author conceptualizes it as a constructivist theory, which seeks to implement the systematic order of procedures that encompass university management, with the outcome of achieving the efficiency and effectiveness of public management, but without affecting its level of autonomy vis-à-vis the central government. On the other hand, it proposes a modernization with a sense of continuous improvement that links administrative actions with the multiple perspectives and needs of society.
4	Olivia Díaz Reyda Torres (2023)	Systematic review	Literature review	The author analyzes the advances in the modernization of the State in different countries, focusing on the use of technologies to optimize efficiency and transparency in public management. Research finds that although progress has been made, implementation is uneven due to political and cultural factors.
5	Portilla De los Ríos, Cintya Jacqueline (2021)	Qualitative	Interviews with public officials	The researcher conceptualizes the modernization of the State as a process that seeks to optimize administrative efficiency without compromising the autonomy of public institutions. The study emphasizes the importance of a citizen-centered modernization, which articulates administrative policies with social needs. In addition, it proposes an approach that links digital transformation with social inclusion and

				government transparency.
6	Aguirre, Carlos (2021)	Descriptive	Document analysis	The author explores how digital transformation can impact public administration, promoting both efficiency and democratization of processes. Aguirre stresses that modernization policies must be linked to a sense of continuous improvement and adapt technological innovations to local socio-political realities, without losing sight of the democratic principles that underpin them.
7	Economic Commission for Latin America and the Caribbean (ECLAC) (2022)	Evaluation	Public Policy Review	ECLAC analyzes the modernization of the State in several Latin American countries, highlighting digitalization as a central pillar. It is concluded that the main challenge is the integration of technologies in public administration to improve efficiency and transparency, while seeking to maintain a close relationship with citizen demands. Modernization must be inclusive and lead to equity in access to public services.
8	Hernández, Miguel and Contreras, Luis (2020)	Quantitative	Surveys of citizens and public servants	The study explores the perception of citizens about the processes of modernization of the State in Mexico. The authors conclude that there is a gap between the policies promoted and citizen expectations, suggesting that modernization should focus on the creation of citizen participation mechanisms and greater transparency to build trust in government.
9	Ramírez, Sofía (2021)	Exploratory	Case Analysis	This study addresses administrative reforms in Ecuador, focusing on the implementation of information technologies in public management. Ramirez suggests that modernization should focus not only on technical efficiency,

				but also on equity and sustainability, promoting a continuous improvement approach that integrates multiple societal perspectives.
10	Silva, Jorge and González, Ana (2023)	Mixed	Documentary analysis and interviews	This study explores the modernization of the State in Chile and its relationship with digital transformation policies. The authors highlight that digitalisation has made it possible to make progress in improving public management, but warn that inequalities in access to technology can hinder the success of reforms. They propose a modernization that incorporates an inclusive vision, where technological efficiency goes hand in hand with social justice.
11	Medina, Laura (2020)	Qualitative	Interviews and policy analysis	The study explores the modernization of public administration in Argentina, arguing that reforms have been more oriented towards administrative efficiency than citizen participation. Medina proposes a modernization approach that combines technical improvement with the strengthening of participatory democracy, where management decisions include civil society.
12	Rodríguez, Martín (2021)	Correlational	Surveys and statistical analysis	The study analyzes the relationship between the modernization of the State and the citizens' perception of transparency in Peru. Rodríguez concludes that modernization should not only focus on technology, but also on the creation of policies that reinforce accountability and citizen participation, ensuring that technological innovations are not used to perpetuate practices of

				government opacity.
13	García, Elena (2022)	Systematic review	Literature review	García reviews the progress made in the modernization of the State in several Latin American countries, highlighting the central role of digital transformation in improving public administration. However, it warns that modernization should not be seen as an end in itself, but as a tool to promote social inclusion and equity in the provision of public services.
14	Torres, Ana María (2023)	Case Study	Documentary analysis and interviews	Torres' study focuses on the process of modernization of the State in Colombia, particularly on the acceptance of new technologies in the public sector. The author suggests that modernization should be accompanied by training and training policies for civil servants, ensuring that technological innovations do not generate inequalities between those who can access them and those who cannot.
15	Olivia Reyda Díaz Torres (2023)	Systematic Review	Bibliographic review of the literature in Spanish and English, published in indexed journals.	With respect to the modernization of the State, the author conceptualizes it as an evolutionary process that has been driven mainly by the need to optimize the efficiency and transparency of public administration. In its review of 80 scientific papers, it concludes that although progress has been made in several countries, progress has been uneven due to socioeconomic and political factors. It proposes that effective modernization should be based on the continuous improvement of state capacities, integrating the specific needs of society with evaluation mechanisms that promote a more flexible and accountable public administration.
16	Piedra, J. (2021)	Qualitative	Desk review and	This study addresses the

		descriptive	policy analysis	implementation of AI in the modernization of the Peruvian state, pointing out that this process implies both benefits and challenges for public administration. It conceptualizes modernization as a need to implement technology to optimize efficiency and transparency in public management. However, it warns that it is essential to consider the ethical and regulatory framework, in addition to the technological and educational infrastructure, to ensure an adequate and equitable implementation of AI in public administration.
17	UNESCO (2022)	Normative and comparative study	Documentary analysis and international conferences	This study examines the ethical framework of the implementation of AI in the modernization of the state at the global level, with a special focus on the Latin American region. The document states that modernization must include human values, transparency and accountability, and underlines the importance of international forums to promote cooperation in AI. The study highlights that, although some countries have made rapid progress in this field, developing nations still struggle in infrastructure and technological capabilities.
18	Jiménez, C. (2021)	Quantitative	Surveys and regression analysis	This study focuses on the modernization of public administration in the National Police of Peru. He argues that the modernization of the state not only depends on implementing technologies, but also on optimizing human talent management and continuous feedback. The author concludes

				that modernization must be aligned with strategic planning, to generate sustainable changes in public administration, especially in critical institutions such as the police.
19	Huamani, M. (2021)	Quantitative correlational	Surveys correlational analysis and	This study investigates the correlation between state modernization and administrative management in a municipal context. Huamani finds a high correlation between modernization and management efficiency, especially in areas such as sourcing and human resources. The study highlights that digitalization and control to improve public administration in a modern and efficient environment, proposing the creation of technological tools for the evaluation of employees and the use of resources efficiently.
20	OECD (2020)	Comparative	Documentary review comparative analysis and	In this study, the OECD assesses the progress of the modernization of the state through the implementation of artificial intelligence in its member countries. The report concludes that AI is a key tool for optimizing efficiency in public administration. However, it also underlines the importance of regulatory frameworks that guarantee an ethical use of technology, as well as the need to optimize the training and knowledge of public officials so that they can adapt to technological changes in public management.

The modernization law is executed based on five pillars, follow-up, monitoring, evaluation and knowledge management, meritocratic civil service, institutional organization, process management and results-based budgeting. From the compilation of the different sources, it has been obtained as a result that the implementation plan for the modernization of the state has had a positive impact on the maintenance of the credibility of public institutions, on the

workload, facilitating that certain procedures are less bureaucratic and at the operational level a better work performance is observed.

With respect to administrative trends, it was found that depending on the labor sector, they differ with respect to the approach to their objectives and the management of their results, such is the case established by Fausto et al. (2021) in which, with respect to a regional public management, they establish the trend of friendly politics for the recovery of the trust of its users, in addition to strengthening systems that facilitate transparency, such as the electronic government system. On the other hand, in the academic and university approach, the prevailing trend is management based on the constructivist theory that, according to Correa (2024), seeks through this theory to systematize fixed procedures from random ones, in order to standardize processes and achieve efficiency and administrative operational effectiveness, involving their autonomy from the regulatory order of the central government. Finally, 60% of the selected authors show an administrative tendency to innovation through digital transformation, in order to establish policies for continuous improvement.

CONCLUSIONS

With respect to the general objective of the analysis of administrative trends in the process of implementation of the law of modernization of the state in public institutions, it was concluded that the trend with the highest level of centralization was that of computer innovation, since according to the results obtained in the selected studies it was found that it was the trend that strategically benefited the strengthening of most of the pillars, Among them administrative simplification, citizen participation and transparency, another trend that also contributed positively was the streamlining of processes and administrative simplification, since it was one of the trends with the greatest marking to generate an increase in the level of trust of citizens and the state administration.

With respect to the first specific objective of identifying the level of implementation of the modernization law in public institutions based on its five pillars, the study concluded that despite the great advances in public modernization, the one that has had the greatest centralization is administrative simplification, however there are still deficiencies that are the result of the intervention of political and in some cases cultural factors. Because there is still a percentage of the population skeptical of technological changes and the world of computer science and virtualization of administrative processes. On the other hand, with respect to the other pillars, the study concluded that implementation is deficient, which is why public administration has not yet managed to regain the trust of citizens, likewise the pillar of results-based management has been mainly affected by the level of corruption.

With respect to the comparative analysis of the main administrative trends of public institutions, it concluded that the one with the greatest presence in the implementation process was that of technological tools, since it is a trend that has a higher level of association with the pillars established in administrative management, especially with that of administrative simplification. which is one of the pillars in which over the years the greatest interest has been placed since it has a prudential impact on the trust that citizens place in institutional administrative management, as well as on the increase in citizen participation, since currently institutions have the duty to digitize their services in order to reduce queues in the areas of documentary processing, among others.

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