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Public resource management and public value generation: systematic review (2020-2024)

Gestión de recursos públicos y generación de valor público: revisión sistemática (2020-2024)

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Vladimir Lennin Guerrero Zárate
https://orcid.org/0000-0002-8984-6082
vguerreroz@ucvvirtual.edu.pe
Universidad César Vallejo. Peru

Sandy Sarita Altamirano Cáceres
https://orcid.org/0009-0000-2878-9195
saltamiranca11@ucvvirtual.edu.pe
Universidad César Vallejo. Peru

Regis Manuel Guerrero Zárate
https://orcid.org/0009-0002-5043-4440
rguerreroz@ucvvirtual.edu.pe
Universidad César Vallejo. Peru

Ricardo Edmundo Ruiz Villavicencio
https://orcid.org/0000-0002-1353-1463
reruizvi@ucvvirtual.edu.pe
Universidad César Vallejo. Peru

Abstract

The management of public resources is a strategic component in ensuring state effectiveness and the generation of public value. This study conducted a systematic review of academic publications between 2020 and 2024 on the management of state resources and their contribution to public value. A structured search strategy was applied to the Web of Science, Scopus, EBSCO, and ProQuest databases, following the PRISMA 2020 guidelines, with inclusion criteria focused on thematic relevance, full-text accessibility, and an explicit focus on human, financial, technological, or material resources. After the screening and exclusion process, 35 studies met the established criteria. The findings show a predominance of human resource analysis (65.5%), followed by financial resources (25.7%). In contrast, technological and material resources receive less attention, despite their growing role in the modernization of the state apparatus. Management and control functions emerge as the most relevant managerial activities in the creation of public value, especially in performance monitoring, strategic planning, and efficiency in resource allocation. It is concluded that recent literature conceives public value as the result of state management capable of articulating leadership, transparency, efficiency, and strategic use of resources, with an emphasis on human and financial performance. This evidence reaffirms the need to integrate innovative approaches—such as digitization and collaborative governance—to strengthen state capacities and maximize the value generated for citizens.

Keywords: public resource management, public value, public governance.

Resumen

La gestión de los recursos públicos constituye un componente estratégico para asegurar la efectividad estatal y la generación de valor público. El presente estudio realizó una revisión sistemática de la producción académica publicada entre 2020 y 2024 sobre la gestión de los recursos del Estado y su contribución al valor público. Se aplicó una estrategia de búsqueda estructurada en las bases de datos Web of Science, Scopus, EBSCO y ProQuest, siguiendo las directrices de PRISMA 2020, con criterios de inclusión centrados en la pertinencia temática, la accesibilidad al texto completo y el enfoque explícito en recursos humanos, financieros, tecnológicos o materiales. Tras el proceso de cribado y exclusión, 35 estudios cumplieron los criterios establecidos. Los hallazgos evidencian un predominio del análisis de los recursos humanos (65.5%), seguido de los recursos

financieros (25.7%). En contraste, los recursos tecnológicos y materiales reciben menor atención, pese a su papel creciente en la modernización del aparato estatal. Las funciones de dirección y control emergen como las actividades gerenciales más relevantes en la creación de valor público, especialmente en la supervisión del desempeño, la planificación estratégica y la eficiencia en la asignación de recursos. Se concluye que la literatura reciente concibe el valor público como el resultado de una gestión estatal capaz de articular liderazgo, transparencia, eficiencia y uso estratégico de los recursos, con énfasis en el desempeño humano y financiero. Esta evidencia reafirma la necesidad de integrar enfoques innovadores—como la digitalización y la gobernanza colaborativa—para fortalecer las capacidades estatales y maximizar el valor generado para la ciudadanía.

Palabras clave: gestión de recursos públicos, valor público, gobernanza pública.

Introduction

Traditional public management has generally pursued the well-being of the state collective; however, reform movements such as New Public Management (NPM) have proposed its modernization by incorporating knowledge and practices from the private sector to improve efficiency and maximize public value (Latanza & Jaja, 2020; Valdés et al., 2023). In this vein, NPM seeks to generate greater public value through the optimization of state resource management, encompassing the strategic use of resources, the application of strategies, and interinstitutional collaboration to enhance public services (Barragán, 2022; Adrianzén et al., 2022). Likewise, public resource management applies to all levels of government and constitutes a strategic component for the quality and sustainability of state action.

The challenges in public resource management are cross-cutting in nature. In Europe, four of Spain's fifteen autonomous communities exhibit medium-to-low efficiency levels in their use of these resources (Campos et al., 2022). Proper public resource management is crucial for maximizing social welfare and equity, as it directly impacts the benefits derived from government policies. In Latin America, public resource management faces various challenges, including corruption, lack of transparency and planning, and economic-political uncertainty, among others, which limit its effectiveness (Moya & Torres, 2024; Valdez, 2019). This problematic landscape highlights the need to analyze not only resource availability but also how these resources are managed to effectively contribute to public value.

The health sector demands efficient management due to the complexity of its services and their direct impact on people's lives and well-being (Soler et al., 2022; Beresford, 2019). Public resource management must therefore be flexible and prioritize public health and social welfare, as these constitute sources of public value (Virtanen & Jalonen, 2023; Mesías et al., 2020). Otherwise, deterioration in collective well-being and health could negatively affect the economy, society, the environment, and political stability (Mohsin et al., 2023; Negrín & Ortún, 2024), ultimately undermining public value and weakening the state's capacity to respond to emerging citizen needs.

The state of the art regarding state resource management reveals it to be a critical area of public administration. Public Administration Theory prioritizes efficiency, displacing the traditional bureaucratic model with scientific and flexible approaches such as New Public Management (Mancheno et al., 2019; Arias, 2019). Other approaches, such as Governance Theory and Public Value Theory, emphasize public-private collaboration and a results-oriented focus, offering new perspectives for public resource management; however, their analysis should incorporate emerging trends such as e-government and citizen participation, among others (Zelicovich, 2022; Chilet, 2019). These currents agree that resource management cannot be analyzed in isolation, but rather in relation to contemporary mechanisms of public value generation.

The management of public resources as a source of public value constitutes a constantly evolving field, driven by theoretical and methodological advances, as well as innovative practices such as e-government (Madan & Ashok, 2023), which are transforming public administration. Nevertheless, persistent challenges highlight the need for efficient, transparent, and participatory management. To continue research on state reform and modernization, it is essential to analyze the literature that explores public resource management as a generator of public value (Blas et al., 2022; Muñoz, 2022; Arias et al., 2019). According to Guzmán (2021), the analysis of public resource management falls within the paradigm of new public management, which, in line with Solesdipa et al. (2020), seeks state modernization, improved institutional development, and strengthened public administration. However, the literature still exhibits conceptual dispersion regarding the integrated analysis of different resource types (human, financial, technological, and material) and their joint contribution to public value, revealing a gap in systematic synthesis.

Based on the foregoing, the following research question was formulated: What is the assessment of the academic output on state resource management as a source of public value? From this problem, the study set out

to evaluate recent academic production on state resource management as a source of public value through a systematic review for the period 2020–2024.

Methodology

This study is a systematic review that carried out a qualitative synthesis of academic output on public resource management as a source of public value. The review was conducted following the general guidelines of the PRISMA 2020 Statement to ensure transparency, methodological rigor, and traceability in the study selection process. The search for academic publications was carried out in open-access and subscription databases, including Web of Science (WOS), Scopus, EBSCO, and ProQuest.

The keywords established were "gestión," "administración," "uso," "manejo," "dirección," "recursos del Estado," "recursos públicos," and "valor público," which were used individually or in combination using Boolean operators AND and/or OR in the search fields of the selected databases. Search strategies were systematically applied to titles, abstracts, and keywords of documents, complemented by filters for language, publication period, and document type.

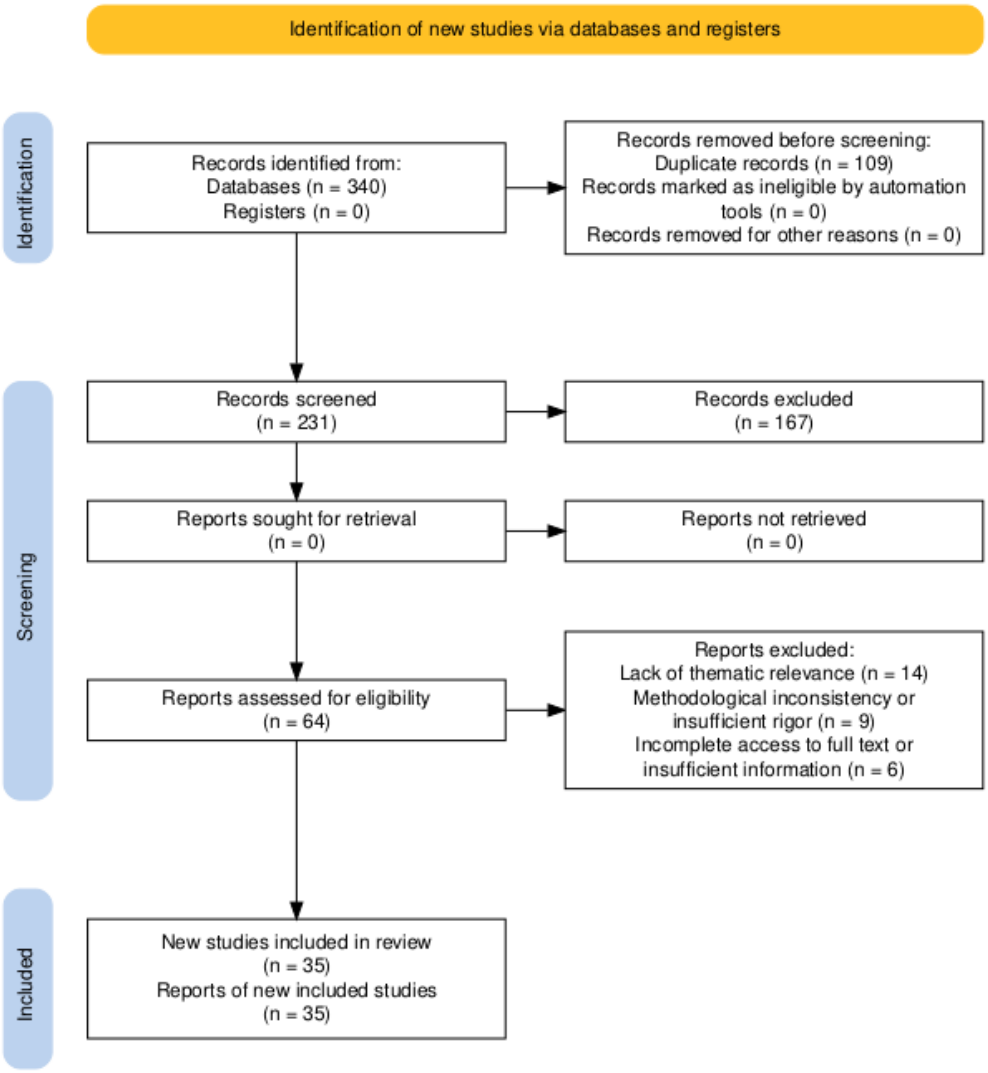
The retrieved publications were exported and organized in a Microsoft Excel database, where duplicate records were identified and removed, and a preliminary title-and-abstract review was conducted to verify compliance with the selection criteria. Subsequently, a full-text review was performed to assess the thematic, methodological, and conceptual relevance of each study, resulting in the inclusion of 35 scientific publications in the qualitative synthesis. This process is represented in the PRISMA flow diagram.

For each selected article, the type of public resource addressed was analyzed, considering human, financial, technological, and material resources. Likewise, drawing on Henry Fayol's Classical Administration Theory, the perspective from which the public resource is managed and public value is generated was examined, based on the functions of planning, organizing, directing, and controlling (Vásquez & Castellanos, 2023; Cabana et al., 2020). The coding and categorization process was carried out through comparative analytical reading, enabling thematic classification of the articles according to resource type and predominant administrative function.

Results

The qualitative synthesis of the academic literature was based on 35 scientific publications addressing public resource management as a source of public value (Figure 1), following a progressive screening process that excluded 167 studies for not meeting the selection criteria and 29 articles during full-text review due to lack of thematic relevance, in accordance with the established methodological protocol.

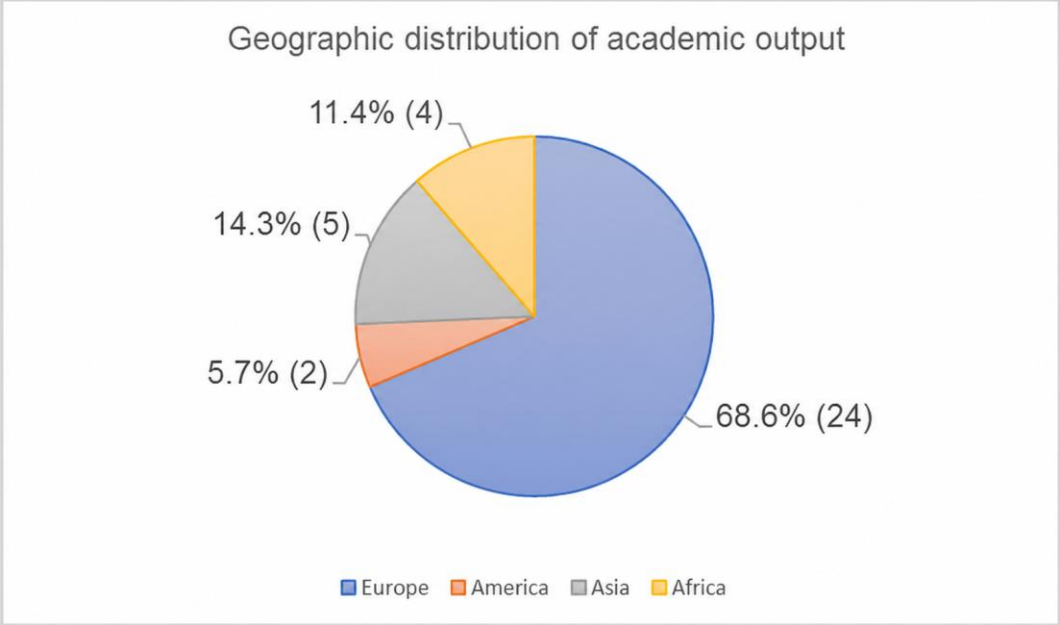
Figure 1
PRISMA flow diagram for the selection of studies included in the systematic review (2020–2024)



Note: The diagram follows the PRISMA 2020 guidelines and the methodological recommendations for systematic reviews put forward by Haddaway et al. (2022).

The academic publications on the subject originated predominantly from Europe (68.6%), with notable contributions from the United Kingdom (5), Russia (3), and Spain (3). Second, scientific output came from Asia (14.3%), with China predominating (3). To a lesser extent, the studies analyzed came from Africa (11.4%) and the Americas (5.7%), the latter region represented by one publication from Brazil and one from the United States (Figure 2 and Table 1). These results reveal a greater research concentration in European contexts and lower visibility of studies from Latin America.

Figure 2
Provenance of academic output on public resource management



Note. The figure shows the percentage distribution of the geographical provenance of the publications analyzed in the systematic review.

The academic publications on public resource management came from journals indexed in at least one database such as Web of Science (WOS), Scopus, EBSCO, and/or ProQuest. Of the total analyzed, 51.4% (25) corresponded to articles published in Q1 journals, evidencing the relevance of the topic and its visibility in high-impact academic journals. Next, 14.2% (5) of publications were in Q2 journals and another 14.2% (5) in Q3 journals, further reinforcing the importance of public resource management in medium-to-high-impact dissemination venues. It should be noted that none of the publications analyzed came from Q4 journals, and only 20.0% (7) had no assigned quartile (Table 1), suggesting adequate editorial quality in the corpus analyzed.

Table 1. *Academic publications on public resource management 2020-2024.*

No.	Author	Methodology	Journal	Quartile	Country	Indexing
1	Campos et al. (2022)	Empirical study – efficiency analysis	*Journal of Regional Research*	Q2	Spain	Scopus, ProQuest,
2	Amoako et al. (2023)	Quantitative empirical study	*South African Journal of Business Management*	Q3	South Africa	WOS, Scopus
3	Sánchez et al. (2023)	Applied correlational study	*Journal of Law and Sustainable Development*	Q2	Spain	Scopus
4	Boselie et al. (2021)	Theoretical review / state of the art	*Public Management Review*	Q1	United Kingdom	Scopus
5	Noja et al. (2021)	Quantitative study – econometric models	*Resources*	Q1	Switzerland	Scopus
6	Michelena et al. (2022)	Bibliometric study	*Revista de Gestao e Secretariado-GESEC*	NA	Brazil	WOS
7	Li and Liu (2021)	Computational study / modeling	*Scientific Programming*	NA	China	WOS
8	Wang et al. (2024)	Theoretical study – strategic models	*Journal of the Royal Society B: Biological Sciences*	Q1	China	Scopus

9	Vasyunina et al. (2023)	Theoretical study – conceptual analysis	*Emerging Sciences Journal*	Q1	Russia	Scopus
10	Felicio et al. (2021)	Quantitative empirical study	*Journal of Business Research*	Q1	Portugal	Scopus
11	Yilmaz (2022)	Applied theoretical review	*Public Administration*	Q1	Turkey	Scopus
12	Innocent et al. (2024)	Empirical study in universities	*Global Journal of Human Resource Management*	NA	Nigeria	EBSCO, ProQuest
13	Al-Qudah et al. (2020)	Quantitative correlational study	*Problems and Perspectives in Management*	Q2	Ukraine	Scopus
14	Wolowiec and Bogacki (2021)	Descriptive analysis / case study	*International Journal of New Economics and Social Sciences*	NA	Poland	EBSCO
15	Haricharan (2023)	Conceptual–managerial study	*South African Journal of Business Management*	Q3	South Africa	WOS, Scopus
16	Hameed et al. (2021)	Quantitative empirical study	*Public Personnel Management*	Q1	United States	EBSCO, ProQuest, Scopus
17	Mahmoud and Othman (2023)	Case study	*Management and Labour Studies*	Q3	Jordan	WOS, Scopus
18	Thanh (2022)	Quantitative study / socioeconomic impact	*Environmental Science and Pollution Research*	Q1	Germany	WOS, Scopus
19	Kvashina et al. (2021)	Descriptive study on digitalization	*SHS Web of Conferences*	NA	Russia	EBSCO, WOS, ProQuest
20	Shuyu (2023)	Applied theoretical analysis	*SHS Web of Conferences*	NA	Russia	EBSCO, WOS, ProQuest
21	Hoti et al. (2021)	Empirical study – IT in public sector	*European Journal of Sustainable Development*	NA	Serbia	EBSCO
22	Scupola et al. (2022)	Qualitative case study	*Goverment Information Quartely*	Q1	Denmark	WOS, Scopus
23	Madan and Ashok (2023)	Systematic review	*Goverment Information Quartely*	Q1	United Kingdom	WOS, Scopus
24	Schnell and Gerard (2022)	Critical theoretical review	*Review of Public Personnel Adiministration*	Q1	Italy	Scopus, EBSCO, ProQuest
25	Lucifora and Prenestini (2023)	Public–private comparative study	*PLOS ONE*	Q1	Italy	WOS, Scopus
26	Mahdavi et al. (2023)	Applied empirical study	*Heliyon*	Q1	Iran	Scopus
27	Feng et al. (2023)	Modified Delphi method	*BMJ OPEN*	Q1	China	WOS, Scopus
28	Petros et al. (2022)	Empirical study – hospital management	*Frontiers in Public Health*	Q1	Ethiopia	Scopus
29	Vrabková and Vankova (2021)	Quantitative study – efficiency	*International Journal of Environmental Research and Public Health*	Q2	Czech Republic	Scopus
30	Hampel and Hajduova (2023)	Applied descriptive study	*Risk Management and Healthcare Policy*	Q2	Poland	WOS, Scopus

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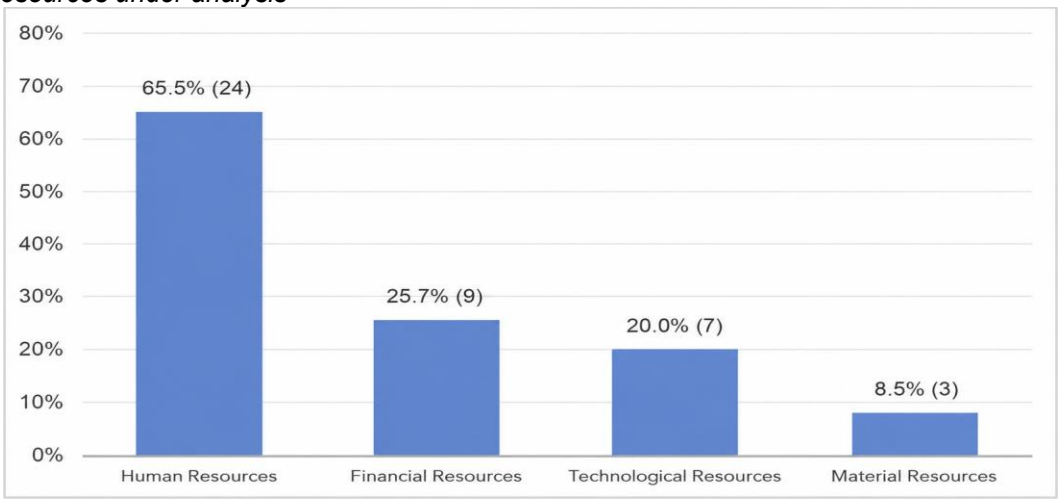
31	Negrín and Ortun (2024)	Consensus article / sectoral review	*Gaceta Sanitaria*	Q3	Spain	Scopus
32	Quin et al. (2023)	Bibliometric study	*Human Resources for Health*	Q1	United Kingdom	Scopus, EBSCO
33	Fattahi et al. (2023)	Planning models / applied research	*European Journal of Operational Research*	Q1	Netherlands	Scopus, EBSCO
34	Nyawira et al. (2022)	Empirical study – health efficiency	*BMC Health Services Research*	Q1	United Kingdom	Scopus, EBSCO, ProQuest
35	Demo et al. (2024)	Quantitative study / measurement modeling	*RAUSP Management Journal*	Q3	United Kingdom	Scopus, EBSCO

Note. The table synthesizes the 35 publications included in the systematic review, detailing authorship, journal, quartile, country of origin, and corresponding indexing indices for the period 2020–2024.

The analysis of public resource management reveals a predominant focus on human capital, with 65.5% of publications dedicated to the study of public sector workers and other government personnel. In second place, 25.7% of academic output focuses on the management of public financial resources, that is, on how the state administers funds and economic assets to meet its institutional objectives (Figure 3). These results show a marked research orientation toward human and financial components as central axes of contemporary public management.

Figure 3

Type of public resources under analysis



Note. The figure presents the proportional distribution of the types of resources analyzed in the selected publications, allowing visualization of the predominant thematic emphasis in recent literature.

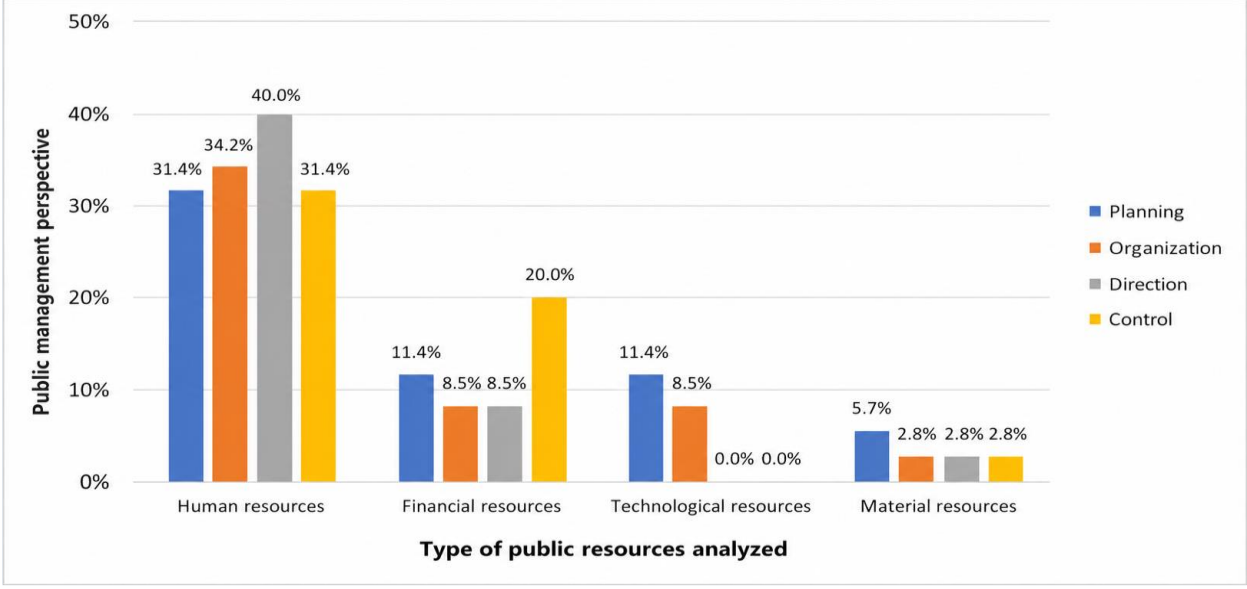
Technological resources (20.0%) are addressed with regularity in academic output, including analysis of information systems and digital platforms, which are fundamental for improving the efficiency and effectiveness of government operations. In contrast, the management of material public resources (8.5%) is the least studied in the reviewed investigations; this category includes infrastructure, maintenance equipment, and supplies (Figure 3), revealing a research gap regarding the physical supports of state management.

From the perspective of Henry Fayol's classical administration theory, 40.0% (14) of the publications addressing human public resource management focus on the directing function as a tool to optimize personnel performance and commitment. Likewise, 34.2% (12) of the studies center on the organization of public entities, analyzing how human resources are structured, coordinated, and managed to achieve institutional objectives efficiently. Meanwhile, 31.4% (11) of the articles on human public resource management focus on planning and control, addressing the design, adjustment, supervision, and evaluation of strategies aimed at aligning personnel

with public policies. These administrative functions, working together, seek to optimize the state apparatus and strengthen public value generation (Figure 4).

Figure 4

Analytical perspective on public resource management



Note. The figure shows the comparative distribution of management perspectives applied to the study of different types of public resources, revealing differentiated patterns in the predominant analytical focus.

In 20.0% (7) of the academic publications, financial resource management is approached from a control perspective, focusing on the supervision, regulation, and adjustment of activities related to the administration of public entities' financial resources to ensure their efficient and effective use. Regarding technological resource management, 11.4% (4) of the publications analyzed address this resource type from a planning perspective, oriented toward the design and development of plans and strategies to align technology use with organizational objectives. Similarly, planning constitutes the predominant administrative function in 5.7% (2) of the articles dealing with state material resource management, focused on the projection, preparation, and long-term organization of physical resources—goods, equipment, and infrastructure—to support the functioning and strategic objectives of public entities (Figure 4). These findings confirm that planning is a key function in the management of structural and technological resources for public value generation.

Discussion

The studies analyzed show that public resource management continues to be strongly influenced by hierarchical structures and formal procedures, as noted by Li and Liu (2021), Inga and Arosquipa (2019), and Lucifora and Prenestini (2023). Nevertheless, the literature reveals a progressive transition toward more flexible approaches characteristic of New Public Management, highlighted by Yilmaz (2022), Mahmoud and Othman (2023), Schnell and Gerard (2022), and Shuyu (2023), who agree that reforms oriented toward efficiency, leadership, and coordination contribute to strengthening public value creation. Taken together, these authors maintain that administrative modernization must be accompanied by rational resource allocation practices, strategic direction, and effective oversight to avoid performance gaps among state entities.

In the financial domain, the results show consensus regarding its structural relevance for ensuring the sustainability of public services. Sánchez et al. (2023), Felicio et al. (2021), López (2021), Noja et al. (2021), and Tirard (2020) concur in pointing out that budget execution, transparency, and control mechanisms are determining elements for efficient management, especially in contexts of fiscal pressure and crisis scenarios. During the pandemic, studies such as those by Fattahi et al. (2023) and Mahdavi et al. (2023) showed that the state's response capacity depends largely on the articulation between financial management, strategic planning, and evidence-based decision-making. Taken together, these findings confirm that responsible fiscal governance acts as a direct mechanism for fostering citizen trust and public value generation.

Regarding technological resources, the available evidence, although less abundant, highlights their high transformative potential. Research by Amoako et al. (2023), Espinoza (2022), Hoti et al. (2021), Scupola et al. (2022), Kvashina et al. (2021), and Thanh (2022) agrees that digitalization contributes to reducing inefficiencies, improving administrative traceability, and expanding interaction between public institutions and citizens. These studies indicate that the adoption of digital government, process automation, and the use of collaborative platforms constitute structural components for increasing public value, especially in developing countries where operational limitations in state management persist.

Finally, human and material resources emerge as critical dimensions of public management. Regarding human resources, the works of Demo et al. (2024), Quin et al. (2023), Hampel and Hajduova (2023), Hameed et al. (2021), Haricharan (2023), Vrabková and Vankova (2021), Al-Qudah et al. (2020), Michelena et al. (2022), Innocent et al. (2024), Wolowiec and Bogacki (2021), and Feng et al. (2023) evidence the need to strengthen the functions of planning, organizing, and directing state personnel, considering factors such as workplace well-being, motivation, managerial competencies, and the institutional environment. Regarding material resources, studies such as those by Fattahi et al. (2023) and Wang et al. (2024) highlight that their strategic distribution, regulatory compliance, and adequate operational planning directly contribute to the functioning of the state apparatus and the generation of sustainable public value.

Conclusions

Public resource management focuses mainly on the human and financial resources that the state uses to achieve governmental objectives; in these areas, public value generation is achieved to a greater extent through the directing and controlling functions. Although technological and material resources receive less attention in academic output, planning predominates as the key mechanism for public value creation in their management.

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