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Strategy, Structure, and System: Literature Study of Basic Management Implementation in the Public Sector

Ni Ketut Mahayanti Pramiswari Asak

Accounting Study Program, Faculty of Economics and Business, Tadulako University

e-mail: cewekasak@gmail.com

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ARTICLE INFO	ABSTRACT
<p>Article History: Submitted: 19 February 2024 Reviewed: 23 March 2024 Revision : 17 April 2024 Accepted : 27 May 2024 Available online: 26 July 2024</p> <hr/> <p>Keywords: Public sector management, Transparency and accountability, Management information systems, Decentralization of organizational structures, Managerial strategies</p> <hr/> <p>Corresponding Author: Ni Ketut Mahayanti Pramiswari Asak email: cewekasak@gmail.com</p>	<p>Public sector management plays a key role in improving the efficiency and effectiveness of public services. This study aims to evaluate the application of managerial principles in the public sector, highlighting the importance of integrated strategy, structure, and system management. Factors such as human resource capacity, use of information technology, and the application of transparency and accountability principles were found to have a significant impact on public sector performance. The study also identified key challenges in implementing managerial strategies, including resource constraints and bureaucratic barriers.</p> <p>As part of this research, a systematic approach in analyzing relevant literature through the Systematic Literature Review (SLR) methodology was used to provide in-depth insights into public sector management. The research findings suggest that flexible and decentralized organizational structures can accelerate decision-making and improve responsiveness to community needs. Management information systems (MIS) are important tools in improving efficiency and transparency. The results of this study provide practical guidance for policy makers in designing more effective systems and structures in the public sector.</p>

INTRODUCTION

Management in the public sector is a crucial element that contributes to the effectiveness and efficiency of government organizations. Research shows that the application of good managerial principles, such as careful planning, proper organization, and clear supervision, can improve the quality of public services. In addition, these principles can also improve transparency and accountability in the use of public budgets (Aiman, 2024). A study by Faqih & Suwarno (2024) revealed that results-based management has a positive impact on improving public sector performance. This emphasizes the importance of public managers in designing the right strategy to maximize resource use and improve overall organizational performance (Edward et al., 2024). Therefore, the success of public sector management is highly dependent on the implementation of effective strategies, clear organizational structures, and integrated operational systems.

Strategy, structure, and system are the main pillars that must be carefully designed to provide optimal public services. Strategy refers to the steps taken by an organization to achieve their vision and mission. Structure describes how the organization is organized, both vertically and horizontally, and how the main functions within it are arranged to achieve organizational goals. Meanwhile, the system functions to ensure smooth operations and implementation of established strategies (Mariffa et al., 2024). A study shows that the efficiency of resource management is a key factor influencing public perception of the quality of services provided by the public sector (Mariffa et al., 2024). Therefore, the success of an organization in creating good service quality is greatly influenced by the quality of the managerial system implemented, which functions to optimize the use of existing resources (Sriasih & Wibowo, 2024).

One of the main challenges facing the public sector is the need to improve transparency and accountability in every decision-making process and use of resources. Public managers are expected to have a deep understanding of how the right strategies can be implemented to improve organizational performance and provide maximum benefits to the community. Research by Setiawati (2022) emphasizes the importance of bureaucratic accountability as a key factor in achieving the principles of good governance. Strong good governance can create a conducive environment for better public services, which in turn can increase public trust in the government. On the other hand, a study by Sriasih & Wibowo (2024) shows that service quality is greatly influenced by public satisfaction and the responsiveness of the organization in managing resources effectively. Therefore, transparent and accountable management is the main key to creating quality public services.

In this context, it is important to integrate a good management system with a clear organizational structure. The synergy between the two can increase effectiveness and efficiency in the public sector. Research by Febiola & Yuwono (2023) concluded that the development of a structured organizational structure and the right system is very important to achieve optimal public organization goals. Public sector organizations need to ensure that every function and process runs well and supports each other. This will enable the organization to provide more responsive and quality services to the public. In addition, innovation in public services is also very much needed to improve interaction between the government and the community, as well as increase public satisfaction with the services provided (Maschuroh & Priono, 2021).

In an increasingly developing world, innovation in public services is a factor that cannot be ignored. The government must be able to adapt to changing times, one of which is by utilizing digital technology to facilitate interaction between the government and the community. This innovation is not only limited to the use of technology, but also includes new ways to improve the quality of service, reduce complicated bureaucracy, and facilitate public access to public services. Thus, the government can achieve its goals of improving the quality of life of the community and strengthening competitiveness at the global level. Therefore, public managers must have the ability to innovate in facing existing challenges, and always look for new ways to improve organizational performance and provide better services.

To achieve these goals, developing the capacity and competence of public managers is essential. They need to be trained in effective leadership, efficient resource management, and skills in designing and implementing public policies that have a positive impact. This capacity development will ensure that public managers can carry out their roles well and face existing challenges better. Research shows that competent and skilled public managers can lead public organizations in a better direction, with significant performance improvements in providing services to the community (Aiman, 2024). Therefore, increasing managerial capacity needs to be a priority in public sector reform.

Ultimately, it is important to view public sector management as an ongoing process that involves continuous monitoring and evaluation. Research conducted by Faqih & Suwarno (2024) shows that results-based management, which emphasizes performance measurement and the

achievement of clear goals, can improve the effectiveness of public sector organizations. Regular evaluation of organizational performance can help identify areas for improvement and ensure that the strategies implemented remain relevant and effective in achieving the desired goals. Therefore, a results-based managerial approach can be an important step in improving and enhancing public services. In addition, evaluation can also provide valuable insights for the development of better public policies in the future.

Overall, this study provides important guidance for policy makers and public managers in designing effective systems and structures to improve public sector performance. The implementation of good management will contribute to the development of more effective managerial practices in the future, which will ultimately improve the quality of public services. Therefore, it is important for the government to continue to review and apply good managerial principles in the public sector. Only in this way can public services continue to develop and meet expectations.

RESEARCH METHODOLOGY

The research methodology applied in this article is the Systematic Literature Review (SLR), an approach that is not only systematic in presenting data but also comprehensive in evaluating existing literature. SLR allows researchers to build in-depth insights into the application of basic management in the public sector. Through this approach, researchers can identify patterns and important findings derived from previous studies, increasing understanding of strategic, structural, and managerial system concepts in the public sector (Hijal-Moghrabi et al., 2020; Steijn & Leisink, 2006). The in-depth feature of SLR also allows researchers to assess the quality of various related studies and their respective contributions in the context of public sector management, where success depends on the adaptation and application of appropriate strategies (McMurray & Williams, 2004; Paarlberg & Lavigna, 2010).

The implementation of SLR involves several crucial stages, namely identification, selection, analysis, and synthesis of literature. During the identification stage, researchers carefully search for relevant articles, books, and research reports using various academic databases such as JSTOR and ScienceDirect, which are leading sources in academic research (Harb et al., 2020). After obtaining relevant literature, researchers apply strict inclusion and exclusion criteria to ensure that the articles included in the review are the most relevant and of high quality (Cavazotte et al., 2017). This is in line with recommended practices in previous studies that show that proper literature selection is key to gaining valid and reliable understanding (Zandberg & Morales, 2017).

In the analysis stage, researchers thoroughly evaluate the content of the selected articles and then synthesize them to combine important findings into integrated and coherent conclusions (Løken et al., 2022). This process not only helps in formulating evidence-based conclusions but also in detecting common themes in the application of public sector management. This method is in line with other studies that show that knowledge management and strengthening organizational structures are important factors in achieving organizational effectiveness in the public sector (Liao, 2020). With this systematic approach, SLR research not only provides theoretical insights but also offers practical guidance for decision makers in the field of public management (Alsharari & Daniels, 2023).

Thus, this study aims to create a clearer framework regarding the application of managerial principles in the public sector through the SLR approach, which serves as a significant reference for the development of effective management strategies, structures, and systems. This becomes very relevant, especially in the context of governments seeking to improve the efficiency and quality of public services (Andriono et al., 2018; Bridgeforth, 2021; Gober, 2015).

RESULTS AND DISCUSSION

Results

The results of this study indicate that the implementation strategies of basic management in the public sector vary widely and are characterized by a number of strategic approaches adopted to improve organizational performance. Previous studies have identified that increasing human resource capacity, using information technology, and implementing open and transparent managerial principles are crucial in this context (Elliott, 2023; Rubino et al., 2024). For example, the implementation of technologies such as management information systems (MIS) can serve as tools for more effective data management and performance monitoring, helping organizations achieve operational efficiency and transparency (Barasa et al., 2017; Kwamie et al., 2015).

However, the challenges in implementing this strategy remain significant. Resource constraints, resistance to change, and bureaucratic obstacles often hinder the efficiency and speed of implementing established strategies (Johnson et al., 2022; Pallas et al., 2014). The extent to which public management can meet these challenges determines the success of implementation and the achievement of long-term goals. Research shows that decentralization can speed up the decision-making process, provide greater adaptability to community needs, and reduce rigid bureaucracy (Cordella & Bonina, 2012; Liwanag & Wyss, 2018; Tsofa et al., 2017).

In terms of organizational structure, it was found that there is no one type of organizational structure that is universal for all public organizations. Some organizations choose to use a traditional hierarchical structure, while others prefer a more flexible matrix or network structure, depending on their complexity and specific goals (Alonso-Garbayo et al., 2017; Rantala & Gregorio, 2014). The importance of choosing a structure that supports efficient decision making and responsiveness to change has been widely discussed in the literature (Ichdan et al., 2023; Naz et al., 2012).

This is in line with the finding that decentralized structures tend to not only speed up the decision-making process but also improve responsiveness to community needs (Gualdi & Cordella, 2021; Halásková & Halásková, 2018). Regarding the support system, the use of an efficient management information system has proven to be vital in supporting the implementation of basic management (Androniceanu & Ristea, 2014; Barasa et al., 2017). This underlines that a good internal control system plays a role in identifying and addressing risks both financially and operationally. However, challenges in terms of resources and training still often hinder the optimal operation of this system (Bonenberger et al., 2015; Leßmann, 2011). The literature review shows that for the successful implementation of basic management, the involvement of all parties in the organization—from senior officials to operational employees—is key (Ayim et al., 2023; Christl et al., 2020). Existing research and practice have provided valuable insights into how different adaptation strategies, structures and systems can be applied in more diverse contexts, especially in developing countries (Kesale, 2016; Tsofa et al., 2017).

Thus, these findings underscore the importance of strengthening systems, policies, and structures that support basic management in the public sector, and indicate that the need to seek innovative and systematic solutions continues (Çağlayan et al., 2024; Meyer & Hammerschmid, 2010). Further research is needed to fill this knowledge gap, especially in the context of public sector management in developing countries.

Discussion

The results of this study indicate that the implementation strategies of basic management in the public sector vary widely and involve various strategic approaches to improve organizational performance. Some common approaches found are increasing human resource capacity, implementing information technology, and developing more open and transparent managerial principles (Thusi, 2023; Yami & Ajmal, 2019). Management information systems (MIS), for example, are identified as an important tool for more effective data management and performance

monitoring. MIS enables organizations to achieve operational efficiency and increase transparency in the decision-making process, which ultimately contributes to the achievement of long-term managerial goals (Agwanda, 2019).

However, despite the strategy's great potential, the challenges in its implementation remain significant. Research shows that resource constraints, both in terms of budget and manpower, often hinder the successful implementation of the strategy (Ahenkan et al., 2018; Orazi et al., 2013). In addition, resistance to changes in organizational structure and culture, as well as bureaucratic obstacles, often slow down the pace of reforms that are intended to be implemented (Kaupa & Atiku, 2020). These challenges create a gap between the desired goals and the results achieved, which in turn affects the effectiveness of the planned managerial strategy.

One of the factors that influences the effectiveness of implementation is decentralization in organizational structure. This study found that a decentralized organizational structure can speed up the decision-making process, enable decision-making that is more responsive to community needs, and reduce rigid bureaucracy (Andrews et al., 2017; Zlatanović et al., 2022). These findings are in line with studies showing that decentralization provides greater flexibility for lower-level units to respond to local issues, increases community engagement, and strengthens public accountability (Murti & Alam, 2023).

In relation to organizational structure, this study also found that there is no single structural model that can be applied universally across all public sector organizations. Most organizations opt for a traditional hierarchical structure, while others shift to a more flexible matrix or network structure (Balasubramanian et al., 2019). The choice of structure largely depends on the complexity of the organization, its size, and the goals it seeks to achieve. Existing literature suggests that more adaptive and collaborative structures tend to be more successful in increasing efficiency and responsiveness to challenges faced in the public sector (Chilunjika et al., 2022).

In addition, supporting systems, such as the use of efficient management information systems, have been shown to be a very important factor in supporting the implementation of basic management (Liebermann et al., 2021). A good internal control system can help identify and address potential risks, both financially and operationally (Bonder et al., 2011). This study shows that public sector organizations that have good management systems tend to be more successful in achieving their strategic goals. However, a problem that often arises is the limited resources available to implement and maintain these systems optimally (Tkachenko, 2020).

The involvement of all parties in the organization, from senior officials to operational employees, is also key to the success of implementing basic management. This study emphasizes the importance of effective collaboration and communication between parts of the organization to create an environment conducive to change and innovation (Fang, 2022; Nuottila et al., 2022). The involvement of all members of the organization ensures that every layer of the organization can contribute to achieving common goals, and that the challenges faced can be addressed more effectively.

Finally, the findings of this study confirm that although various strategies, structures, and systems have been implemented, there are still gaps in understanding and implementation that need to be addressed, especially in the context of developing countries (Kusmiati et al., 2020; Orazi et al., 2013). Further research is needed to explore how adaptation of managerial strategies can be applied more effectively in various contexts, and how more innovative policies and structures can create greater success in the implementation of basic management in the public sector.

CONCLUSION

Public sector management has a very important role in improving the efficiency and effectiveness of public services. This study shows that the application of good managerial principles, including the management of appropriate strategies, structures, and systems, can have a positive impact on the performance of public sector organizations. Increasing the capacity of human

resources, the use of information technology, and the principles of transparency and accountability are important factors in supporting effective management. In addition, challenges such as limited resources and bureaucratic obstacles must be managed well so that the implementation of managerial strategies can run smoothly and produce optimal results.

The success of public sector management implementation also depends heavily on a flexible and adaptive organizational structure. Organizations with a decentralized structure are better able to respond to community needs and accelerate decision-making. In this case, information technology such as management information systems (MIS) plays an important role in facilitating operations and increasing transparency. Therefore, this study emphasizes the importance of strengthening systems, policies, and organizational structures in the public sector, as well as the need for more systematic innovation and solutions in facing existing challenges.

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