

The Resilience of Public Sector Management: A Systematic Literature Review

Afzal Izzaz Zahari¹, Zubir Azhar¹, Jamaliah Said^{2*} and Nurisyal Muhamad³

¹*School of Management, Universiti Sains Malaysia, Penang, Malaysia*

²*Accounting Research Institute (ARI HICoE),
Universiti Teknologi MARA, Shah Alam, Malaysia*

³*Institute of Professional Studies,
Universiti Poly-Tech Malaysia, Kuala Lumpur, Malaysia*

ABSTRACT

Common ground issues remain unresolved in public sector management worldwide. Limited systems and a lack of resources require governments to evaluate their approaches when managing public sector organisations. Improving organisational resilience is deemed crucial to prevent harmful effects on the government, such as mismanagement and inefficiency in delivering public services. Thus, this systematic literature review sought to intensify the understanding of the link between management and organisational resilience in the public sector context. This study reviewed past public sector management theories, concepts, and models based on 399 accessed works of the published literature. In order to achieve an effective management approach, common themes were identified to obtain in-depth insights on definitions, applications, and challenges in public sector management, including digitalisation and governance areas. The findings suggested that the technological themes were crucial in achieving resilient public sector management. Recent findings of practice applications provide relevance to current public sector management issues. An opportunity exists for public sector organisations to improve their overall performance and achievements through efficient public sector management. Developing clear goals and designing strategic technological implementation are potential areas that must be explored in the public management literature.

Keywords: Effectiveness, Management, Public Sector, Resilience

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* Corresponding Author: Jamaliah Said; Accounting Research Institute, Universiti Teknologi MARA, Malaysia; Email: jamaliah533@uitm.edu.my Tel: +603-55444920

INTRODUCTION

The settings of public sector management have evolved over the years by creating new values and operational capabilities needed to form a fully effective public sector organisation. Public sector management was initially associated with traditional public administration with bureaucracy and hierarchical departments, and it employs traditional leadership in its system (Lynn Jr, 2001; Bryson, Crosby, & Bloomberg, 2014). The New Public Management has introduced innovations such as dynamic relationships and performance-based outcomes (Samaratunge & Wijewardena, 2009). These types of management approaches have a common goal, which is to deliver the designated outcome set by the leaders in their organisation. The concepts involved in overall public management are a continuous challenge for governments globally. Governments are groups of people with the power or authority to govern the nation. They are responsible for political, economic, and social developments (Osborne, 1993). The management concepts in government vary for nations globally as different aspects of capacity must be evaluated, such as the nation's culture, wealth, and maturity. The development of thought and practice on management in the civil service differs from business administrations (Gray & Jenkins, 1995; Keeling, 2018). Governments have a crucial role in delivering the service to the public. A competently managed government must be able to deliver the outputs and outcomes without failure. Their success depends on their ability to coordinate, manage, and assign public sector employees in the government to perform within the assigned parameters (Walker & Andrews, 2015). This situation presents the dilemma constantly argued in government administration, including what types of performance indicators should be used or what can be done to ensure that these public sector employees perform effectively to achieve the desired output.

Traditional public administration and New Public Management are subsequently faced with the challenge of implementing technology and digitalisation in their administration. Governments are forced to adopt e-government, the application of information and communication technologies (ICT), in government machinery to root out inefficient processes (Schelin, 2007; Malodia, Dhir, Mishra, & Bhatti, 2021). Recent challenges include forward-thinking concepts, such as using digital technologies, big data, and artificial intelligence in government administration and

management to ensure a clear process flow. This review seeks to sharpen and strengthen the link of understanding of public sector management in achieving overall resilience. In order to accomplish the study aims, the main questions addressed were based on the following focus areas of how was the management conceptualised in the context of resilience from a theoretical and practical point of view.

Public Management and Resilience

The discussion of resilience concerning public policy and management has gained significant attention (Bracci & Tallaki, 2021). A growing body of literature has analysed the importance of public sector organisations' operations and explored the antecedents contributing to their resilient capacity. Strong leadership in public management has led to the efficient handling of such disasters. A recent occurrence is the strong impact of the COVID-19 pandemic on the global economic, social, and political landscape (Censolo & Morelli, 2020). Governments or public authorities that are inefficient in handling unprecedented scenarios will be too late to attend to the matter. The analysis of corrupt or inefficient countries revealed that these nations were less successful in the vaccination process of their population (Farzanegan & Hofmann, 2021). During the pandemic, a research project interviewed thousands of patients across Central and Eastern Europe. The findings indicated that people were willing to make informal payments to access public healthcare (Horodnic, Williams, Drugă, & Incaltarau, 2021). These findings indicated that the weaknesses in public healthcare policy and management are directly linked to corruption and inefficiency. Thus, understanding resilient public management would increase the understanding and achieve higher levels of resilience in public management.

METHODOLOGY

This study utilised a systematic literature analysis approach to detect the relevant research regarding the research question to identify the understanding of the concepts used within these studies (Xiao & Watson, 2019). A systematic literature review is a process of reviewing the literature to answer the research questions through a systematic methodology to evaluate the information in the body of knowledge (Rother, 2007). The

concepts included surveying the overall listing available in the field topic, searching for relevance, and using only validated and established materials. The development and form of a research gap can be done through rigorous analysis of existing literature (Farooq, 2017). This study used a five-step approach in conducting the systematic literature review (Khan, Kunz, Kleijnen, & Antes, 2003). Table 1 explains the systematic literature review used in this study. Each step utilised methods used in a complete systematic literature review. The research subject discussed was highly specific and adopted a comprehensive search approach through a systematic literature review to obtain relevant information on the topic (Rother, 2007).

Table 1: Systematic Literature Review Approach

No.	Method	Description
Step 1	Framing the research question	The systematic literature review begins with a well-formulated research question
Step 2	Identifying relevant work	Determining and classifying relevant articles related to the discussed subject
Step 3	Quality of studies	The studies should be in the context of peer-reviewed sources
Step 4	Overall evidence	Data collected is run through an analytical process
Step 5	Interpretation of findings	Exploring the findings and recommendations that can be made in the discussed subject

Source: (Khan et al., 2003)

The overall systematic literature review process is a more precise concept than a traditional literature review process. The selections of articles to be included and excluded in the review must be established based on prior works of literature obtained through the data collection process. Literature reviews have improved drastically through technology with the establishment of tiered-level journals and recognised publications (Markpin et al., 2008). Various studies have adopted impact factors, indexing, or author-level metrics and rankings when undertaking a literature review. The objective of these studies was to become the leading source of information in their particular field of study (Egger, Juni, Bartlett, Holenstein, & Sterne, 2003). Nevertheless, some may argue that good-quality journals are being delisted from these indexing services (Willinsky & Wolfson, 2001).

Data collection methods in this study were based on the quality of the literature and their connection to the discussed research questions. The

database was based on management, business, and social science fields. Table 2 shows the selection criteria for the database listings and keywords used in the literature search. The keywords are based on combinations of wordings of management, public sector management, and resilience. The database was based on fields of studies in social science that were commonly used for database searches in literature reviews (Levine-Clark & Gil, 2009; Tarí, Molina-Azorín, Pereira-Moliner, & López-Gamero, 2020).

Table 2: Criteria Used for the Systematic Literature Review

No.	Database Selection	Description	
1	Emerald	Subscribed to management subjects	
2	Scencedirect	Multi-discipline subscription	
3	EBSCOhost	Multi-discipline subscription	
4	Springerlink	Multi-discipline subscription	
5	Taylor & Francis	Subscribed to social sciences	
Keyword Combinations			
No.	Keyword 1	Keyword 2	Keyword 3
1	Management	Public	Resilience
2	Public Sector	Management	Resilience
3	Public Sector	Resilience	
4	Management	Resilience	
5	New Public Management	Resilience	

The main premises for using the selected database were that these databases were subscribed by the researchers and were fully accessible for obtaining the necessary information to produce this study. These resources were well-known and established databases used in various management research and literature reviews (Levine-Clark & Gil, 2009; Fitriana, Eriyatno, & Djatna, 2011; Zhang, Irfan, Khattak, Zhu, & Hassan, 2012; Tarí et al., 2020; Pfister & Lehmann, 2021). The study only included materials obtained from academic journals, empirical findings, literature discussions, case studies, and academic reviews. Books, non-academic papers, general discussion notes, and conference papers were excluded. These selections ensured that only high-level quality works of literature were selected in the overall findings of the subject matter. The timeline of the works of literature selected was based on a ten-year range from 2012 to 2022.

Table 3: Search Results based on Database

No.	Database Selection	Total Search Results	Second Level Selection
1	Emerald	296	39
2	ScienceDirect	63	46
3	Ebscohost	4249	148
4	Springerlink	2056	33
5	Taylor & Francis	2239	133

Articles were selected through refinement and the precise processing of the included criteria of keyword combinations. Ebscohost linked the article information to other platforms such as Springerlink, Emerald, and Open Access. Thousands of results emerged through the search result process. The relevance of each article to management-related areas was also considered (refer to Table 3). The second level selection was based on the relevant context and research question proposed in the study. A total of 399 articles were available in the database for content analysis. Each article was processed and analysed in accordance with the relevant subject matter to address the research question and gather significant findings in the current literature.

Research Question

The research questions addressed in this study were:

1. What is the relationship between management practices and organisational resilience in the public sector
2. How can this understanding inform strategies for improving public sector performance and service delivery?

This study addressed two primary research questions concerning public sector management and organisational resilience. Firstly, it investigated the relationship between management practices and organisational resilience within the public sector context, aiming to further explore how various management approaches influenced the ability of public sector organisations to adapt, withstand challenges, and maintain effectiveness. Secondly, the study explored how an understanding of this relationship can inform

strategies for enhancing public sector performance and service delivery. By examining these questions through a systematic literature review, the study sought to provide insights that can guide policymakers and practitioners in developing more effective management strategies, ultimately contributing to improved performance and service delivery in the public sector.

Table 4: Top 5 Overview Articles by Database

Database		Emerald		
Journal	Authors	Title	Year	Output
Journal of Accounting & Organizational Change	Enrico Bracci and Mouhcine Tallaki	Resilience capacities and management control systems in public sector organisations	2021	Financial shocks foster the investment in Management Control Systems (MCS), cyclically strengthening or developing new anticipatory and coping capacities. The paper is one of the first to identify how facilitating MCSs can make an organization more resilient.
International Journal of Public Sector Management	Nick Sciulli, Giuseppe D'Onza, Giulio Greco	Building a resilient local council: evidence from flood disasters in Italy	2015	Financial resources and external relations management promote Local Council's resilience
Journal of Humanitarian Logistics and Supply Chain Management	Krichelle Medel, Rehana Kousar and Tariq Masood	A collaboration–resilience framework for disaster management supply networks: a case study of the Philippines	2020	The article explores the role of collaboration and resilience in disaster management supply networks (DMSNs). Resilience criteria defined as robustness, flexibility, velocity, and visibility.
Continuity & Resilience Review	Samuel Mafabi and Francis Comet Kabagambe	Nurturing organisational resilience through knowledge management: a qualitative inquiry of parastatals	2021	Identifies various knowledge management practices for addressing organizational challenges. Reports on organisational resilience mechanisms.

Journal of Enterprise Information Management	Benjamin Faro, Babak Abedin and Dilek Cetindamar	Hybrid organizational forms in public sector's digital transformation: a technology enactment approach	2021	Suggests organizations need a hybrid combination of networks and bureaucracy to support strategic needs for nimbleness and resilience. Presents four hybrid organizational forms (4R) to accommodate networks and bureaucracy, varying based on the level of resiliency and nimbleness required.
Database	ScienceDirect			
Journal	Authors	Title	Year	Output
International Journal of Disaster Risk Reduction	Alexander Cedergren, Henrik Hassel	Building organizational adaptive capacity in the face of crisis: Lessons from a public sector case study	2024	Organizations need to anticipate and prepare for foreseeable threats and develop capacity to adapt to unforeseen challenges. Preconditions to adapt exist before a crisis, but knowledge gaps exist on how these preconditions are established and maintained.
Climate Services	Emma L Yule, Kate Donovan, June Graham	The challenges of implementing adaptation actions in Scotland's public sector	2023	Highlights key challenges in Scotland's public sector from risk assessment to adaptation planning and implementation. Highlights the lack of analysis of the adaptation section of public bodies' duties reports.
Heliyon	Erstu Tarko Kassa, Jing Ning	A systematic review on the roles of knowledge management in public sectors: Synthesis and way forwards	2023	Identified three research themes: Knowledge management for organizational improvement, citizens' satisfaction, and collaborative innovation management.

Government Information Quarterly	Samuel Fosso Wamba, Serge-Lopez Wamba-Taguimdje, Qihui Lu, Maciel M. Queiroz	How emerging technologies can solve critical issues in organizational operations: An analysis of blockchain-driven projects in the public sector	2024	Key improvements include public service governance, administrative efficiency, open government capabilities, process innovation, and operational and administrative performance improvement.
Heliyon	Mohammed Zaid M. bin Hammad, Jamaiah binti Yahaya, Ibrahim bin Mohamed	A model for enterprise resource planning implementation in the Saudi public sector organizations	2024	Emphasizes the importance of understanding the value of IT to organizations. Highlights the challenge of Enterprise Resource Planning (ERP) adoption.
Database		EBSCOhost		
Journal	Authors	Title	Year	Output
Journal of Economic Interaction and Coordination	Butkus, Mindaugas, Schiuma, Giovanni, Bartuseviciene, Ilona, Volodzkiene, Lina, Rakauskiene, Ona Grazina, Dargenyte-Kacileviciene, Laura	Modelling organisational resilience of public sector organisations to navigate complexity: empirical insights from Lithuania	2024	Public sector organizations are complex adaptive systems that need to adapt and evolve. The article explores the role of resilience in these organizations and the interactions between resilience elements
Journal of Health and Human Services Administration	M. L Roach, Charlene M. L., Acolla Lewis-Cameron, Acolla, Tenisha Brown-Williams	Organizational Resilience in Public Sector Organizations: Destination Management Organizations	2023	Examines effectiveness of resilience processes in Small Island Developing States (SIDS) during global crisis.

Review of Public Personnel Administration	Phil Kim, Wonhyuk Cho, In Yang	Workplace Disruption in the Public Sector and HRM Practices to Enhance Employee Resilience	2024	Resilience-enhancing Human Resource Management (HRM) practices like special leave assistance programs influence perceptions of workload and work intensity. Higher satisfaction with resilience-enhancing HRM is associated with lower turnover intention.
Review of Public Personnel Administration	Geoff Plimmer, Evan M. Berman, Sanna Malinen, Esme Franken, Katharina Naswall, Joana Kuntz, Karl Löfgren	Resilience in Public Sector Managers	2022	Defines employee resilience (ER) as the ability to adapt and thrive in challenging circumstances. Based on positive psychology and conservation of resources theory. Validates ER scale and examines job factors associated with heightened ER in public sector managers.
Public Policy and Administration	Thomas Schillemans, Sjors Overman, Matthew Flinders, Per Laegreid, Martino Maggetti, Yannis Papadopoulos, Matthew Wood	Public sector accountability styles in Europe comparing accountability and control of agencies in the Netherlands, Norway, Switzerland and the UK	2024	The paper introduces the concept of accountability styles for comparing accountability practices across different countries. It uses the concept to explain why accountability practices differ between administrative systems. State strength, administrative concentration, and historical legacies contribute to the variance.

Database		SpringerLink		
Journal	Authors	Title	Year	Output
GeoJournal	Md. Mafizur Rahman	Governance constraints in building climate resilience: Evidence from coastal Bangladesh	2023	Effective governance is crucial for implementing climate actions and building resilience. The study identifies governance constraints in building community resilience to climate change
Management Review Quarterly	Katarzyna Sienkiewicz-Małyjurek, Maciej Szymczak	Understanding public service supply chain management: a systematic literature review	2023	Public service delivery is complex due to economic, social, and technological crises. It defines public service supply chain management as a synchronized process of co-creating value in public networks.
International Journal for Equity in Health	Nonhlanhla Nxumalo, Jane Goudge, Lucy Gilson, John Eyles	Performance management in times of change: experiences of implementing a performance assessment system in a district in South Africa	2018	Performance Assessment in South Africa's District Health Service Performance assessment (PA) is crucial for improving human resource performance.
Higher Education	Sofia Bruckmann, Teresa Carvalho	Understanding change in higher education: an archetypal approach	2018	Examines shift from traditional bureaucratic to managerialist higher education institutions. Uses case study approach of six public universities in Portugal. Explores archetypal hybridism through systems and structures and interpretive scheme. Findings outline efficient-collegiality hybrid archetype, based on document analysis and interviews.

Public Organization Review	Abdorreza Ghanizadeh, Roohallah Noori, Akbar Hassanpoor & Yousef Vakili	Considering and Validating the Leadership as a Driver in Public Sector Organizations Performance Management	2022	Leadership component often overlooked in performance management models. Concept and scope of leadership component inconsistent with organizational behavior management. Three levels: performance management components, leadership component dimensions (traits, behaviors, context), and leadership subcomponents.	
Taylor and Francis					
Database	Journal	Authors	Title	Year	Output
Information Systems Management	Nripendra P. Rana, Vishanth Weerakkody, Yogesh K. Dwivedi, Niall C. Piercy	Profiling Existing Research on Social Innovation in the Public Sector	2014	Systematically analyzes existing knowledge on social innovation. Identifies societal impact areas and limitations.	
Asia Pacific Journal of Public Administration	Nandi T. Glassie	Public sector management and reform: Cook Islands experience	2018	Discusses need for ongoing attention in small island developing states. Emphasizes importance of public sector reform for socio-economic development.	
Information Systems Management	Ramzi El-Haddadeh, Zahir Irani, Jeremy Millard, Antonius Schröder	Toward a Coherent Methodological Framework for Examining Social Innovation in the Public Sector	2014	Examines a methodological framework for public sector social innovation. Provides foundations for empowering citizens and influencing societal changes.	
International Journal of Public Administration	Bernd W. Wirtz	Artificial Intelligence and the Public Sector—Applications and Challenges	2018	AI advancements present opportunities for public sector AI usage. Need for holistic understanding of AI-based applications and challenges.	

The International Journal of Human Resource Management	Jonathan Morris, Catherine Farrell	The 'post-bureaucratic' public sector organization. New organizational forms and HRM in ten UK public sector organizations	2007	Research based on information from ten public sector organisations' interviews. Although structural adjustments have been made, outdated authority structures still exist. There has been a decline in seniority-based remuneration, career paths, and job security.
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Source: (Morris & Farrell, 2007; El-Haddadeh, Irani, Millard, & Schröder, 2014; Rana, Weerakkody, Dwivedi, & Piercy, 2014; Sciulli, D'Onza, & Greco, 2015; Bruckmann & Carvalho, 2018; Glassie, 2018; Nxumalo, Goudge, Gilson, & Eyles, 2018; Wirtz, Weyerer, & Geyer, 2019; Medel, Kousar, & Masood, 2020; Bracci & Tallaki, 2021; Mafabi & Kabagambe, 2021; Faro, Abedin, & Cetindamar, 2022; Plimmer et al., 2022; Ghanizadeh, Noori, Hassanpoor, & Vakili, 2023; Kassa & Ning, 2023; Rahman, 2023; Roach, Lewis-Cameron, & Brown-Williams, 2023; Sienkiewicz-Malyjurek & Szymczak, 2023; Yule, Donovan, & Graham, 2023; Bin Hammad, Yahaya, & Mohamed, 2024; Butkus et al., 2024; Cedergren & Hassel, 2024; Kim, Cho, & Yang, 2024; Schillemans et al., 2024; Wamba, Wamba-Taguimdje, Lu, & Queiroz, 2024)

Content Analysis and Data

The content analysis was based on the progression of theoretical development in the public sector management scenario concerning how it had changed over the years. The practice perspective was based on the progress and developments of public sector management in achieving higher levels of resilience.

In the context of this research article, the decision to narrow down the scope included articles that aligned with the highlighted objective of conducting a focused and in-depth analysis of the relationship between management practices and organisational resilience in the public sector. While the initial claim of reviewing 399 articles suggested a broad scope, it was imperative to prioritise selected relevance, quality over quantity to ensure the scope of relevance of the used literature in the systematic review process. By adhering to the rule of thumb and selectively including articles that directly contributed to addressing the research questions, we aimed to enhance the specificity and depth of our analysis. Table 4 shows the overview of articles that had been used to represent the information and data used within the systematic literature review process.

This approach enabled us to explore deeply into the context of public sector management and resilience, uncovering insights that are important and actionable for informing strategies to improve public sector performance

and service delivery. Similar articles related to these field had only used around a narrowed list of twenty to forty relevant articles for the systematic literature reviews (Xiao & Watson, 2019; Sienkiewicz-Małyjurek & Szymczak, 2023; Butkus et al., 2024). Through this deliberate selection process, we aimed to provide a comprehensive yet focused examination of the subject matter, yielding meaningful implications for theory, practice, and policy in the realm of public sector management.

Application of Theory

Theories have been applied in many various ways in discussing public management and its accompanied practices throughout the years. The most commonly used theory in public sector management was the principal-agent theory. The theory is based on the principle that the actor disposes of the resources to realise the interest. The agent accepts these resources and manages them on the principal’s behalf (Braun & Guston, 2003). This theory was mainly used in traditional public administration models where the selected or serving official public acts as the agents of the people, who are the principal (Lane, 2007). The discourse on public management theories stated that the science of administration started when people initially attempted to resolve issues related to administration and management (Stivers, 2000). It began when management challenges started to appear in public administration management cycles. The government or the principal were responsible, as an entity or organisation, for executing the desired duties set by the policymakers.

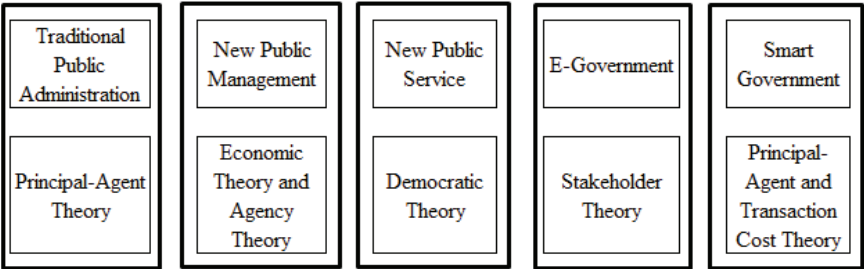


Figure 1: Theoretical Outliers

Traditional public administration had always been the key discussion point in effective government administration concepts. Figure 1 represents the overall flow of theoretical outliers and their transition from the commonly

used principal-agent theory. The New Public Management approach started in the early 1980s. The concept advocated that government organisations should operate with a highly-business-like approach (van Helden & Reichard, 2018). This concept has emerged from intense discussions on how a public sector organisation should operate. The motives and motivations were different compared to the private sector. Public organisations' operations should be different as they are complex and culturally rooted in traditional or cultural pretexts (Gray & Jenkins, 1995). Thus, most theoretical discussions and practical research on public management were focused on the agent's wants and needs, not the holistic concept concerning the public sector. The New Public Management was thought to bring positive changes to future public management administration. Nevertheless, traditional public administration has existed since the government's development (Kapucu, 2006). Arguably, opportunities for improvements constantly existed in public management theoretical discussions. New ideas, innovations, and concepts in public administration initiated new changes and approaches in the overall scientific community.

The New Public Service was introduced in the early 2000s with the aim of bringing an opportunity to evaluate New Public Management. Electronic government or e-government started to gain prominence in the early 2000s when the public service was connected with technology to deliver its services (Teicher, Hughes, & Dow, 2002). A smart government is an extension of New Public Management, including aspects of principal-agent and transaction cost theory (Criado & Gil-Garcia, 2019). It utilised key aspects of the Internet of Things (IoT) by changing its traditional structures and processes for improved innovations to develop higher levels of public management (Wirtz, Weyerer, & Schichtel, 2019).

Table 5: Comparison of Perspectives in Public Management

Management Concepts					
	Traditional Public Administration	New Public Management	New Public Service	E-Government	Smart Government
The theoretical and epistemological foundation	Principal-agency theory	Economic theory and Agency Theory	Democratic Theory	Stakeholder Theory	Extension of New Public Management (including aspects of principal-agent and transaction cost theory)
Source	(Lane, 2007)	(Kapucu, 2006)	(Paagman, Tate, Furmueller, & de Bloom, 2015)	(Rose, Flak, & Sæbø, 2018)	(Criado & Gil-Garcia, 2019)
Timeline	Since the beginning of “a” government	The 1980s	The 2000s	The 2000s	The 2010s
Application Concepts					
Role of government	Rowing	Steering	Serving	Digital	Smart
Accountability	Hierarchical	Market-driven	Multifaceted	Multifaceted	Multifaceted
Structure	Bureaucratic	Decentralised	Collaborative	Collaborative using technologies	Collaborative using smart technologies and applications
Source	(Denhardt & Denhardt, 2000)	(Denhardt & Denhardt, 2000)	(Denhardt & Denhardt, 2000)		

Progression of Practice

This study considered the current research trends by discussing the theoretical development of public sector management. The main trends of the empirical studies were analysed and compartmentalised into three main categories: governance, financial perspectives, and digitalisation. The categorisation enabled the researcher to develop a streamlined objective, although other important aspects in public management, such as sustainable green development, would be briefly considered and assessed. The main focus of the study was on public management trends that encourage resilience, as per the second research question. Figure 2 represents the three categories in the current public sector management practices. These areas were frequent areas of coverage in public sector management research. Figure 2 illustrates the three recurring themes based on the content analysis of the collected materials

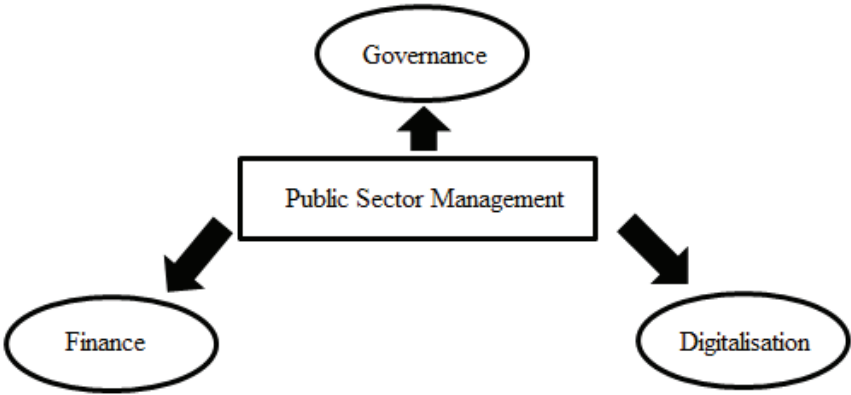


Figure 2: Categories of Public Sector Management Research Area

Governance is the process of governing or monitoring the direction of the organisations. Finance is related to managing resources and financial techniques used in public sector management. Digitalisation is the change in the government through technological implementation to improve overall public sector management services. The change in the environment and structure has made these categories important in current literature research. Table 5 shows the overall categories and sub-categories of practice in public sector management. The table also shows the frequency of the topic discussed in research and the main sources used in this study. The results are based on the overall search findings in the selected databases. Only the highest-rated research papers were selected in this discussion.

Table 6: Overall Sub-Categories of Practice in Public Sector Management

Public Sector Management Context	Antecedents	Supporting Factors 1	Supporting Factors 2	Main Sources	Number of Results
Governance	Cooperative behaviours	Working with different parties	Using external parties such as NGOs or private companies	Sciulli et al. (2015) Mavrodieva and Shaw (2019)	90
		Developing a collaborative culture		Tuurnas et al. (2019)	107
	Social capital	Networking		Blackman et al. (2017)	60
	Adaptive government	Change in policy based on the current environment	Goals and targets are modified	de Abreu and de Andrade (2019)	85
	Shared resources	Shared services		Paagman et al. (2015)	31
	Human capital	Training	Knowledge	Mafabi and Kabagambe (2021)	36
		Skills	Adaptive knowledge	Brewer et al. (2005) Ferguson et al. (2013) Nyaupane et al. (2020)	34
		Dynamic leadership	Leadership qualities of the leaders using an entrepreneurship approach	Liddle and McElwee (2019)	49
Finance	Flexible budget	Priority based expenses		Padovani et al. (2021)	65
	Financial management	Accrual accounting		Lampe et al. (2015) E. Zhang (2022)	64
Digitalisation	Technology	Communication	Process flow	Rosacker and Rosacker (2010)	37
		Control systems		Bracci and Tallaki (2021)	55
		Social media	Governments are now using trending e-platforms	Jalonen et al. (2021) Fissi et al. (2022)	66

*NGO – Non-governmental organisations

Application of Governance in Public Sector Management

Governance plays an important part in public sector management. The International Federation of Accountants (IFAC) stated that governance is managing the organisation for the stakeholders, who are the nation's

members (Alles, 2010). Public governance in the public sector focuses on delivering output with good governance practice at an organisational level (Ace, 2014). The shared resources concept reflects using the same government machinery in day-to-day operations (Paagman et al., 2015). For example, the use of similar services, such as financial departments, can be linked together. Besides, similar services, such as public transportation, can be linked to reduce leakages in the government. There were instances where the English government streamlined its procurement services to reduce the strain on its resources (Patrucco, Walker, Luzzini, & Ronchi, 2019). Arguably, procurement services in the public sector may be more ineffective than private ones due to different scenarios of decision-making capabilities and available resources (Patrucco, Moretto, Ronchi, & Luzzini, 2019). Recent literature has subsequently explored other aspects of shared services, such as sharing similar systems or goals, in collaborating with inter-agencies, entities and departments (Amsler & O’Leary, 2017; Siddiquee & Xavier, 2020).

Application of Finance in Public Sector Management

Finance in public sector management has constantly been reflected in government performance research. The impact finance has in terms of financial management, resource planning, budgeting, or financial acuteness remains an area of interest as the government has limited resources and is required to plan on its expenses. Nations have resorted to implementing New Public Management reforms by downsizing their organisations, undertaking effective operations, and introducing the performance management concept (De Vries & Nemec, 2013). Governments must assess the type of financial management processes to be adopted to achieve financial stability. For instance, the government should determine whether using accrual accounting treatments would positively impact the public administration and can immediately change budget expenses to handle unexpected environmental changes.

Flexible budget managements are unique and would only occur during a disaster or a sudden environmental change. The weightage of changing these plans is crucial to improve the resilience levels of a government that operates continuously. An unstable or unreliable government would not be favoured and adversely affect the social capital of the government. The COVID-19 pandemic has forced local government organisations to change

their spending by focusing on recoverability and sustainability (Padovani et al., 2021). Governments globally have implemented financial incentives to assist people, businesses, and various public entities unable to weather sudden environmental changes (Jamil & Hossain, 2022). An adaptive change in financial expenditures would be crucial for crisis management that would ensure the overall resilience of the government.

Application of Digitalisation in Public Sector Management

The interface of the government has changed with the introduction of technology over the past century. Technology has introduced innovative capacity in communication and daily use. Identifying a person without a smartphone is difficult in developing nations and well-developed nations. Technology usage has changed people's communication with each other and the government. Government services through e-government initiatives were spearheaded in various countries for various reasons. E-government is the use of technology to govern government functions to improve efficiency and develop a highly transparent government (Eyob, 2004). Awareness of e-government services would likely improve the overall process of public management (Rosacker & Rosacker, 2010). Decisions can be made swiftly and with fewer limitations through an effective communication method (Criado & Gil-Garcia, 2019).

DISCUSSION AND INTERPRETATION

The motivation behind this study was to gain fundamental knowledge on the development of public sector management. The study revealed that governance, finance, and digitalisation as key research areas. Based on the result of the content analysis, public sector management had applied various concepts, contexts, and theoretical background implementation with the intent of improvement of overall efficiency and services. In order to answer the general research question, the theoretical viewpoint on public sector management was mainly focused on the core of the principal-agent theory, as it was the core value of public sector management. Correlation bridges effective service management for the interest of the people of any nation. The practical application revealed that public sector management was constantly evolving as the research areas have expanded and are not limited only to the areas of social science management. The inter-dependencies

with other areas, such as technology or social value, indicated that other research approaches are worthwhile to explore.

Developed nations were deemed to have maximised their capabilities and are constantly adapting to immediate changes in the environment. Research areas could be limited as researchers must be able to access the capacity to explore its potential capabilities and impact. Governments should be encouraged to embrace improvements to their involvement, such as in education, medicine, and public order (Meijer, 2016). Progress in public sector management research, especially in technological applications, requires global research. In summary, the public sector management advocating resilience encouraged further possibilities and challenges in public sector research. Various issues must be addressed when it involves public sector management as efficiency and improving public services are the main pillars of public sector advancement.

CONCLUSION

In conclusion, the application of governance, finance, and digitalization in public sector management reflected the evolving landscape of governmental operations in response to contemporary challenges and opportunities. Similar studies had highlighted and shown the need for a dynamic or innovative form of government administration (Morris & Farrell, 2007; El-Haddadeh et al., 2014; Rana et al., 2014; Glassie, 2018). Governance, as underscored by a number of literature in this review highlighted managing organisations for the benefit of stakeholders, thereby highlighting the importance of accountability, transparency, and stakeholder engagement in public sector management (Rahman, 2023; Schillemans et al., 2024). The concept of shared resources, effective public service management through initiatives such as streamlined procurement services, underscored the value of collaboration and efficiency in leveraging government resources effectively. Moreover, the application of finance in public sector management is important for ensuring financial stability, resource allocation, and resilience in the face of unforeseen challenges such as the COVID-19 pandemic. Recent studies had focused on the impact of COVID-19 and how government were able to adapt and improve overall resilience of such events (Cedergren & Hassel, 2024). Flexible budget management strategies

and adaptive financial expenditures are essential for enhancing government resilience and responsiveness to dynamic environments.

Furthermore, the integration of digitalisation into public sector management has transformed governmental operations, enabling improved communication, efficiency, and transparency. E-government initiatives have revolutionised people-government interactions, allowing for streamlined service delivery, enhanced decision-making, and increased accessibility to government services (Nxumalo et al., 2018; Faro et al., 2022; Wamba et al., 2024). The utilisation of technology facilitated swift decision-making and reduces bureaucratic barriers, thereby enhancing overall governance effectiveness and responsiveness to the people's needs. However, while digitalisation presents significant opportunities for improving public sector management, challenges such as digital divide and cybersecurity threats must be addressed to ensure equitable access and data security.

In essence, the importance of governance, finance, and digitalisation in public sector management highlights the importance for governments to adapt and innovate in response to evolving societal, economic, and technological dynamics. By embracing principles of good governance, implementing sound financial management practices, and harnessing the transformative potential of digital technologies, public sector organisations can enhance their resilience, public sector management, effectiveness, and service delivery capabilities, ultimately advancing the public interest and overall well-being.

Study Limitations and Future Research

While this study provides valuable insights into governance, finance, and digitalisation in public sector management, it has some limitations. The review's scope may have missed some relevant studies, potentially overlooking important perspectives. Additionally, the focus on existing literature might limit the depth of analysis and miss emerging trends. Furthermore, findings might not be universally applicable due to differences in governance structures and technological landscapes across regions. There could also be biases in the selected literature, affecting the interpretation of results.

Future research in public sector management can also explore the integration of artificial intelligence (AI) technologies into governmental operations. Limited studies had explored this as not that many governments are currently implementing such measures (Wirtz, Weyerer, & Geyer, 2019). AI holds significant potential to enhance efficiency, decision-making, and service delivery in the public sector. By leveraging AI algorithms for data analysis, predictive-modelling, and automation of routine tasks, governments can streamline processes, optimise resource allocation, and improve responsiveness to people's needs.

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