

Public management: A view from the elements of fiscal control in Venezuela

Gerencia pública: Una mirada desde los elementos de control fiscal en Venezuela

Firas Abou Barmo*

ABSTRACT

Public management takes particular characteristics from the State model, and with particularities from the processes that support quality and efficiency. This research aims to characterize public management, under a look from the elements of fiscal control in Venezuela. The methodology is descriptive documentary type. The findings show that the related and appropriate principles to guarantee its effective development is fiscal control, in order to highlight the innovative elements that define it. It is concluded that public management is oriented from the elements that define fiscal control, becoming a method that supports the democratic surveillance of the Venezuelan public apparatus.

Keywords: Public management; fiscal control; Transparency, Surveillance; Quality; Quality.

RESUMEN

La gestión pública toma características particulares del modelo de Estado, y con particularidades de los procesos que sustentan la calidad y la eficiencia. Esta investigación pretende caracterizar la gestión pública, bajo una mirada desde los elementos del control fiscal en Venezuela. La metodología es de tipo documental descriptiva. Los hallazgos muestran que los principios afines y apropiados para garantizar su efectivo desarrollo es el control fiscal, para destacar los elementos innovadores que la definen. Se concluye que la gestión pública se orienta desde los elementos que definen el control fiscal,

* Civil Engineer. E-mail: firasabou2319@gmail.com. ORCID: <https://orcid.org/0009-0002-6840-9630>

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convirtiéndose en un método que apoya la vigilancia democrática del aparato público venezolano.

Palabras clave: Gestión pública; control fiscal; transparencia, vigilancia; calidad.

INTRODUCTION

The processes of globalization and modernization have generated structural reforms in the management of various countries around the world. In this decade the transformation is visible and assumes characters that are properly called managerial, which are characteristic of the subjects who are responsible for the decision making process. These characters have their peculiarity and contribute significantly from several points of view, on the one hand to the role of management in the public sector from the strategic point of view and on the other hand on the basis of directing and creating operational processes for the fulfillment of objectives strictly related to the organization.

Although, nowadays, democratic governments that propose citizen participation, social control, accountability, among other methods, take and acquire a primordial position cooperation and intergovernmental coordination, i.e. the visualization of information with social justice and equality towards the most disadvantaged, it is then crucial the existing constitutional and legal guidelines from the territories to present the precepts that will guide the management. From here arises the notion of a democratic and participatory government that together with the idea of a participatory public management (Stiglitz, 2012).

In this sense, how to reflect on the notions or elements that conceptualize public management, in this case it is necessary to consider the following questions: How to understand public management from the territories; which are the key subjects or actors that intervene or participate in public management; to answer all these questions it is evident that there is a diversity of concepts created from the reality of different countries and that their public management is closely linked to the economic model that is being developed (De la Garza, 2028).

As a result, it can be identified that many of the proposals of Public Management currently propose the emergence as an option for governments seeking to strengthen representative democracy and legitimacy of governments, they must perform efficient actions, in correspondence with citizen demands (Guerrero, 2014).

In this sense, it is assumed that public management for the purpose of this research is the set of processes and operational results that actors and strategic levels of the organization execute to achieve strategic objectives that are associated with the object to the reason to which they are dedicated from the mission, from various methods or procedures in certain time and territories that are supported by the legality and formality of its administrative structure.

A diversity of methods supports public management and, as part of these, control, however, from the fiscal point of view, it makes important contributions from the architectures defined for its systematization. In several countries, fiscal discipline and the sustainability of public finances is a challenge for its organization and monitoring, which is key to the economic and social development of the territories.

In Venezuela it is a challenge to reduce the fiscal imbalance, which requires institutional reforms, political decision, and effective methods and instruments. In this sense, the objective of this research was to characterize public management from the perspective of the elements of fiscal control in Venezuela.

MATERIALS AND METHODS

This research process was oriented from a descriptive and documentary follow-up of the research by analyzing a diversity of bibliographic texts from the scopus database (Tamayo et al., 2003), the Venezuelan constitution and laws, specifically a process of collection, critical analysis and interpretation of information on public management and fiscal control was carried out, approached from critical thinking and hermeneutics as techniques that support the analysis of the research results.

RESULTS

The concept of quality associated with terms of control, has passed throughout this century from a stage where it did not exist as a systematic task to another, where quality assurance starts from the design of the product and its respective process, which Ishikawa has qualified as the emergence of a new generation in quality control activities.

Quality has evolved through four eras: the inspection era (19th century), which was characterized by the detection and solution of problems due to product non-uniformity; the era of statistical process control (1930s), focused on process control and the appearance of statistical methods for the same purpose and for the reduction of inspection levels; the era of quality assurance (1950s), which is when the need arose to involve all departments of the organization in the design, planning and execution of the design, planning and execution of quality assurance programs; the era of quality assurance (1950s), which is when the need arose to involve all departments of the organization in the design, planning and execution of quality policies; and the era of strategic management for total quality (1990s). In this order of ideas, quality for management is key, to the extent that the processes generated and the results are close to the planned purposes.

If there is no quality first, productivity cannot be a good consequence. Quality is an exclusive function to be exercised by the person. And that exercise is simply a mental condition, i.e. an attitude. Obviously the consequence is productivity, i.e. a positive tendency to do things well. And there is not only productivity but also efficiency,

effectiveness, performance and profitability. Although these are management parameters that give indisputable support to fiscal control, it is necessary to evidence from the criteria of the subject who develop the activities, the object in its reference gives sustenance, method characterized by the procedures carried out and purpose the route that will give orientation and the legal elements are potential in its discussion see table I.

Table I. *Criteria from the management, management and administration standpoint*

Criteria	Management	Management	Administration
Subject	Action	Manager - leader	Administrator
Object	Execute	Strategic management of the organization	Establish analysis limits
Method	Correct management resources	Application of effective knowledge	Understanding of administrative knowledge
Purpose	Achieving success with appropriate means	Generating development, taking resources and producing more resources	Planning, organization, management and control of resources.

Source: Own elaboration, 2023.

To exercise quality is simply to produce something in some way. If it is the first time there is effectiveness, if the least effort was used there is efficiency, if the result is more than expected it is performance and if the achievement is shared there is profitability. The basic factors in the exercise of quality and directly related to productivity are the following: the person, the activity, the documents, the equipment and installation, the resources, the products and results. These factors are invariable and always present, they are simultaneous and automatic.

Public Management in Venezuela: A footprint with features of institutional transformation.

In Venezuela, since the advent of the revolutionary process, constitutional transformation processes have been implemented since 1999, which incorporated citizen participation processes in public management. The search for transformations in the legal, social, economic and institutional order of the country supports the thesis of overcoming the social inequalities of the population. It is the creation of a new institutional framework that has its origin in the constituent process, which sought especially to highlight the problems of exclusion. In the specific case of participation, the National Constituent Assembly of 1999 designed an innovative policy on participation,

aimed at establishing the framework for action, organization and operation of the future popular power of Venezuela, and from this incorporation, public management is oriented under new perspectives.

As established in Article 2 of the Constitution of the Bolivarian Republic of Venezuela, "Venezuela is a democratic and social State of Law and Justice, which upholds life, liberty, justice, equality, solidarity, democracy, social responsibility and, in general, the preeminence of human rights, ethics and political pluralism as the highest values of its legal system and its actions" (National Assembly, 1999). Based on these principles, it is the duty of public management to organize and act as the main guidelines for the advancement of integral public management.

Specifically, Article 62 of the Constitution of the Bolivarian Republic of Venezuela states that "All citizens have the right to participate freely in public affairs, directly or through their elected representatives. The participation of the people in the formation, execution and control of public administration is the necessary means to achieve the protagonism that guarantees their full development, both individually and collectively. It is the obligation of the State and the duty of society to facilitate the generation of the most favorable conditions for its practice. Thus, through this article, the formal efforts to incorporate citizens in the decision-making processes of the public apparatus of the Venezuelan State are present.

In this sense, public management cannot transform the factors that establish the real social and economic dynamics in a capitalist society, since it does not directly affect the processes of transformation of the economic, political and ideological structures of power, in which it is conditioned. In this sense, it is important to consider the structural and territorial nature of management in constitutional frameworks as well as in public policies (Kliksberg, 2002).

In Venezuela, progress in the transformation processes of public management is visible from the legal guidelines that create political and administrative conditions to manage changes, however, it is necessary that these styles of public management in reality lead to legal and theoretical approaches that are potentially innovative to address adversities and threats both internally and externally, from the various relationships and linkages that take place (Carbonero, 2012).

Progress is being made in efforts through public presentations by revolutionary leaders committed to a public management project adapted to the Venezuelan reality from public and private organizations, although progress from the fiscal, social and cultural policies are limited, indicators show progress in terms of the establishment of specific policies for participation and monitoring of public management at different levels of government, in parallel with the support of ongoing citizen participation experiences that demand the adaptation and search for new legal, institutional and financial guidelines to support it and give it systematized content (Hernández et al., 2015).

In order to achieve the objectives of the new administrative trends, through processes of control, monitoring and management results, it is necessary to involve citizens in the process of generating and evaluating public policies.

Citizens would create a synergy with the government, which would carry out actions to respond to citizen demands, then what are the actions from public management for the consolidation of public policies, which give content to decision making, although these are issues that are necessary to discuss them from the constitutional and legal, we need public officials committed to a thinking and a style of direction that gives strength to a country project, consequently citizens will evaluate these actions, which would cause an increase in government legitimacy.

In view of this, governments have devoted themselves to encouraging citizen involvement in the public sphere, creating mechanisms where citizens can present their problems and evaluate governmental responses to their requests. Therefore, it is necessary to analyze, if a study on the new trends in public administration is prepared, the effectiveness of these mechanisms in order to know the impact of citizen participation in strengthening public management.

CONCLUSIONS

In the rest of the world, the design and implementation of clear fiscal rules to impose limits on deficits, spending and public debt, with well-defined, responsible and transparent decision-making bodies, is becoming more and more frequent. From a broad approach, fiscal control is the set of activities carried out by competent institutions to achieve, through different systems and procedures, the regularity and correctness of the administration of public assets.

Key to progress is the performance of the control bodies as responsible subjects, defined from the legality that is supported by constitutional norms and laws, regulations, decrees, among others, which dominates the system of governance and the performance of the Public Power Bodies. In this sense, public management, its style of direction and quality are an account of a fiscal control that is necessary for the country in its system of regulation of the national patrimony.

The management process refers to planning and organizing the structure of organs and positions that make up the company, directing and controlling its activities.

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