

Relationship between the quality of municipal management and progress of the urban environment

Relación entre calidad de gestión municipal y progreso del entorno urbano

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ABSTRACT

Municipal management and urban development are two interrelated aspects that shape the environment and the quality of life of the inhabitants in local communities. Based on this statement, the objective of this study was to determine the relationship between municipal management and urban development in the district of Juliaca, 2024. The methodology used was quantitative, non-experimental and correlational. The instrument was a questionnaire with a reliability index of 0,910, which was applied to a sample of 169 passers-by. The results were a correlation coefficient $Rho=0,736$ and a value of $p=0,000$ indicating a strong positive correlation between municipal management and urban development in the district of Juliaca, suggesting that as the quality of municipal management improves, urban development also improves significantly. It is concluded that good municipal management has a direct and considerable impact on the progress and quality of the urban environment.

Keywords: Municipal Management; Urban Development; Corporate Leadership; Participatory Government; Planning; Organization; Governance.

RESUMEN

La gestión municipal y el desarrollo urbano son dos aspectos interrelacionados que configuran el entorno y la calidad de vida de los habitantes en las comunidades locales. En base a esta afirmación, el objetivo del presente estudio fue determinar la relación de la gestión municipal y el desarrollo urbano del distrito de Juliaca, 2024. La metodología utilizada fue cuantitativa, no experimental y correlacional. El instrumento fue un cuestionario cuyo índice de confiabilidad fue de 0,910, el cual se aplicó a una muestra de 169 transeúntes. Los resultados fueron un coeficiente de correlación $Rho=0,736$ y un valor de $p=0,000$ que indican una correlación positiva fuerte entre la gestión municipal y el desarrollo urbano en el distrito de Juliaca, esto sugiere que, a medida que la calidad de la gestión municipal mejora, también mejora significativamente el desarrollo urbano. Se concluye que una buena administración municipal tiene un impacto directo y considerable en el progreso y la calidad del entorno urbano.

Palabras clave: Gestión Municipal; Desarrollo Urbano; Liderazgo Corporativo; Gobierno Participativo; Planificación; Organización; Gobernanza.

INTRODUCTION

Municipal management and urban development are two interconnected aspects that shape the environment and quality of life of citizens in local communities. Efficient municipal management, based on transparency, citizen participation, and institutional commitment, meets the needs of the population equitably and responsibly. Therefore, municipal management must be transparent and focus on the development of verifiable plans, taking advantage of technology to improve efficiency and competitiveness.^(1,2) For their part, Henry et al.⁽³⁾ warn of the risk of disorderly development, where municipal management causes adverse environmental impacts, and therefore emphasize the need for careful and sustainable management that promotes urban development.

In this context, in Asia, Rosehan et al.⁽⁴⁾ conclude that there is a positive relationship between effective municipal management and sustainable urban development. However, they note that there are opportunities for improving management in the region. Tierolf et al.⁽⁵⁾ underscore the importance of integrating management into urban development policies in Asia. Mabon et al.⁽⁶⁾ point out that policies and governance in municipal management are necessary to promote urban development, highlighting the importance of collaboration between urban developers and civil society to ensure effective municipal management.

In Europe, Bayar et al.⁽⁷⁾ concluded that public management plays a crucial role in promoting urban development, underscoring the need for sustainable energy policies to foster sustainable urban development. The financing of infrastructure development in urban areas in Hungary has undergone a significant change with the implementation of the Modern Cities program. Unlike Hungarian regional programs of the last century, this new approach is inspired by the French statist and dirigiste tradition of the 1960s. It uses similar tools and methods, such as planning contracts, centralized financing, and centralization of decision-making. Despite these similarities, there is no evidence to support the idea that the program marks a new model of urban development, especially given the limited social participation in defining development objectives. In recent decades, the European Union has implemented several measures to adapt its cities to sustainable development. Among these initiatives, the Sustainable and Integrated Urban Development Strategies (EDUSI) stand out, which have provided funding to many Spanish cities. These strategies aim to address problems such as urban decline and revitalization, promote the productive potential of cities, and counteract population decline.

In North America ⁽⁸⁾ reports that local governments in the region will need to address urban sustainability through specialized design in the coming years. This analysis considers the impact of the urbanization process on current human development conditions and economic prospects in the region, especially in North America.

In Central America, Enrique et al.⁽⁹⁾ highlight the importance of municipal management, which is related to infrastructure and urban development. This approach to governance fosters deliberative and participatory collaboration, which is crucial for addressing and resolving complex public problems. In addition, the paragraph points out how cross-border processes and constant interaction between local and foreign actors influence the perception and management of these challenges, underscoring the need to consider both global circumstances and local resources and conditions in managing these issues. Valencia et al.⁽¹⁰⁾ conclude that there is a positive relationship between municipal management and urban development, which in poor areas of Metropolitan Tijuana focuses on analyzing and promoting city rights. These rights include living in spaces free from hostility and violence, as well as having access to education and work. It is emphasized that the city is not only a physical space but also a field of political interaction where power interests clash.

López⁽¹¹⁾ examines the urban development of Palencia, focusing on the relationship between municipal governance and urban development. Based on a detailed analysis of local culture and government needs, a plan has been proposed to improve these urban areas by integrating symbolic but underutilized elements. The aim was to revitalize these areas through architectural and urban interventions that encourage citizen participation and improve livability, thereby contributing to enriching the character and quality of life in the city. Raudales et al.⁽¹²⁾ assess perceptions of local government management and its relationship to urban growth in two rural areas of Honduras, using a questionnaire of 114 households covering topics such as access to drinking water, infrastructure, education, and living conditions. Although most have access to water, they face serious problems, such as high poverty, with 43 % below the poverty line, and a general lack of awareness of municipal support programs. The survey reveals significant dissatisfaction with the performance of local governments, highlighting the need to integrate these perceptions into the formulation of future urban and rural development policies. Rosas et al.⁽¹³⁾ examine how urbanization and metropolitan areas increase the number of vehicles in cities, causing public and private traffic congestion. They propose changes to traditional approaches to urban transport research and highlight the importance of participatory government in addressing the challenges of 21st-century urbanization.

In South America, Díaz⁽¹⁴⁾ shows that municipal governance policies are related to urban development through an exclusive operational network that provides effective channels of communication and social engagement with citizens, small traders, and entrepreneurs to promote urban development.

At the national level, Mendoza⁽¹⁵⁾ examines the impact of municipal management on tourism and socioeconomic development in Bagua, Peru, in 2023 at a level corresponding to 68,7 %. The study concluded that there is a significant correlation between effective local government management and positive city development, emphasizing the importance of local politics in socioeconomic and tourism progress. On the other hand, Medrano⁽¹⁶⁾ research analyzes citizen participation in local government management. It is important to emphasize that citizen participation promotes transparency and commitment between institutions and citizens, despite barriers such as ignorance, mistrust, and apathy. Social media plays a crucial role in the dissemination of municipal information. Research shows that greater citizen participation and access to information improve the performance of local authorities in urban development. Godoy⁽¹⁷⁾ research aims to investigate the relationship between municipal governance and population safety in the Ayacucho region. A validated questionnaire was used to assess perceptions of how municipal governance affects safety in the area. The results show a significant correlation between effective municipal government and better security conditions for residents of the territory, suggesting that improving municipal management could have a positive impact on local security.

The district of Juliaca faces several significant challenges in terms of municipal management and urban development. Despite being a key commercial and transportation hub in the south of the country, Juliaca suffers from inadequate urban planning, poor infrastructure, and municipal management that has failed to address the growing problems of urbanization effectively. These challenges could be related to the quality of life of its inhabitants, limiting the city's potential for sustainable development.

The municipal administration faces significant constraints, with a lack of capacity to plan and execute urban development projects effectively. This results in inefficient management and an inability to respond to the needs of the population. In addition, inadequate solid waste management and industrial pollution are critical problems that affect public health and the environment. The scarcity of green areas and well-maintained public spaces limits opportunities for recreation and leisure, negatively affecting the quality of life of residents. This lack of adequate public spaces and community programs has weakened social cohesion and the sense of community among the inhabitants of Juliaca.

For these reasons, the objective of this study was to determine the relationship between municipal management and urban development in the district of Juliaca in 2024. This is justified at a theoretical level due to the need to deepen our understanding of the links between local public administration and urban development in specific contexts such as Juliaca, making it imperative to study these relationships. Theories and conceptual frameworks relating to municipal management, urban planning, and local politics provide a solid basis for examining how municipal decisions and actions affect the configuration of the urban environment and the satisfaction of community needs.

In practical terms, the research is justified because its results provide information and guidance to municipal officials and other key actors on how to improve urban management and promote more equitable and sustainable development in Juliaca. By providing empirical data, analysis, and evidence-based recommendations, this work seeks to contribute to the formulation of more effective policies and the design of concrete interventions that respond to the needs and aspirations of the urban community of Juliaca.

At the social level, the study is justified by its potential to improve the quality of life of Juliaca's inhabitants significantly. Through its findings and contextualization of municipal management and its impacts on urban development, this study provides evidence-based information to guide local authorities in the implementation of more equitable and sustainable policies, fostering a more cohesive, safe, and healthy urban environment for the entire community. This will not only benefit current residents but also lay the foundations for inclusive and resilient urban development that can withstand future challenges.

METHOD

The research was basic or pure. In this regard, Gallardo⁽¹⁸⁾ argues that basic research does not have immediate practical purposes, but instead aims to increase knowledge. A quantitative approach was used. In this regard, Espinoza et al.⁽¹⁹⁾ state that the quantitative approach collects data to test hypotheses based on numerical measurements, inferential analysis, and the establishment of behavioral patterns. The design was non-experimental and cross-sectional. Sánchez et al.⁽²⁰⁾ establish that non-experimental designs are those that are carried out without arbitrarily manipulating the variables, because their objective is to observe phenomena as they occur in their real and natural context, for subsequent analysis. It was correlational. According to Ñaupas et al.⁽²¹⁾ correlational studies measure two variables without the researcher manipulating or controlling them, and the results can be positive, negative, or zero.

The population for this research study consisted of 300 passers-by on the main avenues and streets that are being rehabilitated in the unit of analysis. The sample consisted of 169 passers-by. In this regard, Gallardo⁽¹⁸⁾ argues that the population refers to the set of objects or people about which specific characteristics or situations are to be known; the sample design includes a series of processes aimed at choosing and selecting a sample from this population, ensuring that the sample maintains the same characteristics that guarantee the accuracy of the results.

The technique used to collect the information was a survey, and the instrument was a questionnaire consisting of 17 questions, from question 1 to 8 for variable 1, and from question 9 to 17 for variable 2. According to Cequea et al.⁽²²⁾ a questionnaire is a document containing a set of questions that are coherently written and organized sequentially, by a previously planned objective.

To ensure content validity, a panel of experts was consulted, composed of three professionals familiar with the issues and variables of the study. These experts reviewed the items in the study, evaluating their relevance, appropriateness, and clarity. For the inferential analysis, SPSS v.26 statistical software was used, employing the Kolmogorov-Smirnov test to verify the normality of the data, given that the sample exceeded 50 units. As a result, it was decided to use a non-parametric statistic.

RESULTS

Table 1. Descriptive results for municipal management				
	Freq.	%	% Val.	% Accum.
Deficient	2	13	13	13
Average	94	56	56	69
Good	44	26	26	95
Excellent	9	5	5	100
Total	169	100	100	

Table 1 shows the frequency distribution obtained for the municipal management variable in the district of Juliaca, which reflects

a varied perception of the effectiveness of municipal management among residents and/or respondents.

Thirteen percent of respondents perceive municipal management as deficient, indicating that a significant minority of the population is dissatisfied with the municipal administration, identifying serious problems in administrative efficiency, transparency, service provision, and citizen participation. Criticisms in this category may be related to the municipality's inability to address critical issues such as poor infrastructure, lack of adequate basic services, and corruption or lack of transparency in decision-making.

The majority of respondents (56 %) consider municipal management to be average. This is the predominant category, suggesting that, although the municipal administration fulfills some of its basic functions, numerous areas require significant improvement. Respondents who perceive management as average probably see some efforts and achievements on the part of the municipality, but also face persistent problems in areas such as urban planning, infrastructure maintenance, and efficient provision of public services.

Twenty-six percent of respondents rate municipal management as good. This group believes that the municipal administration has been successful in several key areas, providing quality public services, managing resources adequately, and maintaining a certain level of efficiency in decision-making. The perception of good management suggests that, in certain areas, the municipality has implemented effective policies and made notable progress in urban development and in meeting the needs of the population.

Only 5 % of respondents perceive municipal management as excellent. This small percentage indicates that, although there are notable achievements, they are not widespread enough to be widely recognized by the majority of the population. Respondents who consider municipal management to be excellent see a highly efficient, transparent, and effective administration in all its functions, achieving a significant positive impact on the quality of urban life.

The majority consider management to be average, indicating that there is basic compliance with functions, but also an urgent need for improvement in several areas. Municipal management should focus on addressing the shortcomings identified by the majority of respondents in order to raise the perception of its management and, ultimately, improve the quality of urban life in the district.

Table 2. Descriptive results for urban development				
	Freq	%	% Val.	% Accum.
Deficient	4	2	2	2
Average	79	47	47	49
Good	77	46	46	95
Excellent	9	5	5	100
Total	169	100	100	

Table 2 shows the frequency distribution obtained for the urban development variable in the district of Juliaca, reflecting a varied perception of the state of urban development among residents and/or respondents.

Two percent of respondents consider urban development in Juliaca to be poor. This percentage indicates that a small minority perceives serious problems in infrastructure, public services, urban planning, and quality of life in the city. Although this category is in the minority, it highlights the presence of critical areas that need urgent attention to improve living conditions in these areas.

A majority of respondents (47 %) perceive urban development as average. This is the predominant category, suggesting that, although efforts have been made in urban development, numerous areas require significant improvement. Respondents in this category likely recognize that some basic urban development functions are being fulfilled. However, they also encounter persistent issues in areas such as infrastructure, public service provision, and urban planning.

Forty-six percent of respondents rate urban development as good. This group believes that significant progress has been made in infrastructure, public services, urban planning, and quality of life.

The perception of good urban development suggests that, in several areas, the municipality has implemented effective policies and projects that have significantly improved urban conditions.

Five percent of respondents perceive urban development in Juliaca as excellent. This small percentage indicates that, although there have been notable achievements, these are not widespread enough to be widely recognized by the majority of the population. Respondents who consider urban development to be excellent see modern, well-maintained infrastructure, high-quality public services, and effective, visionary urban planning.

The majority consider urban development to be fair or reasonable, indicating that practical efforts have been made but also highlighting the need for continued improvement.

However, there are still areas that require attention and improvement to raise overall perceptions and ensure equitable and sustainable urban development.

The municipal administration should continue working to improve infrastructure, public service provision, urban planning, and environmental sustainability to create an urban environment that improves the quality of life for all Juliaca residents.

Table 3 shows a correlation coefficient of $Rho=0,736$, indicating a strong positive correlation between municipal management and urban development in the district of Juliaca. As the quality of municipal management improves, urban development also improves significantly. This implies that good municipal administration has a direct and considerable impact on the progress and quality of the urban environment. Furthermore, the value of $p=0,000$ suggests rejecting the working hypothesis and accepting the researcher's hypothesis.

Table 3. Contingency table for general hypothesis

			Gestión municipal	Desarrollo urbano
Spearman's rho	Municipal management	Correlation coefficient	1,000	0,736**
		Sig. (bilateral)		0
		N	169	169
	Urban development	Correlation coefficient	0,736**	1
		Sig. (bilateral)	0,000	
		N	169	169

Note: **. The correlation is significant at the 0,01 level (bilateral).

These results confirm this correlation, highlighting the critical importance of effective municipal management for the progress and quality of the urban environment. Local authorities should therefore focus on strengthening municipal management, improving infrastructure and public services, and promoting citizen participation to ensure sustainable and equitable urban development. Implementing these recommendations can lead to a healthier, more inclusive, and prosperous urban environment, significantly improving the quality of life of Juliaca's residents.

Table 4. Contingency table for specific hypotheses

		Planning	Organization	Governance
Municipal management	CC	0,650**	0,594**	0,625**
	Cont. (bilateral)	0,000	0,000	0,000
	N	169	169	169

Note: **. The correlation is significant at the 0,01 level (bilateral).

Table 4 shows the inferential results of the present study. About municipal management and urban development planning, the correlation coefficient $Rho=0,650$ indicates a strong positive correlation between municipal management and urban development planning, suggesting that an improvement in municipal management is strongly associated with more effective urban planning. Effective planning involves the creation of long-term strategies, adequate zoning, and a balanced distribution of resources and services; furthermore, the p-value of 0,000 indicates acceptance of the researcher's hypothesis.

Regarding municipal management and urban development organizations, the correlation coefficient of $Rho=0,594$ indicates a moderate to strong positive correlation, suggesting that effective municipal management is associated with improved urban development organizations. Effective organization within municipal administration includes a clear structure, adequate assignment of responsibilities, and efficient coordination between departments; furthermore, the value of $p = 0,000$ indicates acceptance of the researcher's hypothesis.

About municipal management and governance in urban development, the correlation coefficient $Rho=0,625$ indicates a strong positive correlation between municipal management and governance in urban development, suggesting that efficient municipal management is strongly associated with good urban governance. Good governance includes transparency, citizen participation, and accountability, which are essential for sustainable and equitable urban development; furthermore, the value of $p = 0,000$ indicates acceptance of the researcher's hypothesis.

The results of this study confirm that there is a strong relationship between municipal management and several critical aspects of urban development in Juliaca. Therefore, effective planning, administrative organization, and good governance are fundamental for sustainable and high-quality urban development. In this context, local authorities should focus on strengthening these aspects of municipal management to promote a more functional, healthy, and prosperous urban environment. Implementing these recommendations will contribute significantly to improving the quality of life of the inhabitants of the district of Juliaca and ensuring balanced and sustainable urban development.

DISCUSSION

The results of the study, which confirm a strong positive relationship between municipal management and urban development in Juliaca, underscoring the importance of effective municipal administration, are supported by the existing literature on public management and urban development.

This is consistent with Rosehan et al.⁽⁴⁾ who emphasize that effective municipal management is fundamental to sustainable urban development. Their study points out that adequate urban planning and efficient provision of public services are essential components for improving the quality of life of residents. The findings in Juliaca, which suggest that good municipal management is associated with better urban development organization, are in line with the conclusions of Rosehan et al.⁽⁴⁾ who also emphasize the importance of citizen participation and transparency in public management.

They are similar to Tierolf et al.⁽⁵⁾ who investigate the relationship between governance and urban development, concluding that good governance, characterized by transparency, citizen participation, and accountability, is crucial for quality urban development.

The results of the study in Juliaca, which show a strong positive relationship between municipal management and urban development governance, reinforce the conclusions of the aforementioned study. The evidence from Juliaca highlights that strengthening urban governance can facilitate a more participatory and accountable urban environment, which is consistent with their recommendations.

They are consistent with Mabon et al.⁽⁶⁾ who analyze the impact of municipal management on urban sustainability and argue that efficient and well-structured management is crucial for sustainable and equitable urban development. The findings from Juliaca, which highlight the need for effective municipal planning and equitable distribution of resources, are aligned with the ideas presented. This study provides additional evidence that implementing efficient management practices can lead to a more functional, healthy, and prosperous urban environment.

Similarly, Bayar et al.⁽⁷⁾ explore the role of municipal management in the progress and quality of the urban environment and conclude that local authorities should focus on strengthening planning capacity and ensuring adequate zoning to achieve sustainable urban development. The results in Juliaca, which indicate that effective municipal management contributes significantly to more orderly and sustainable urban development, corroborate the conclusions of the aforementioned studies and emphasize that adequate planning and efficient governance are essential for improving the quality of life of residents.

The discussion with the studies by Rosehan et al.⁽⁴⁾, Tierolf et al.⁽⁵⁾, Mabon et al.⁽⁶⁾, and Bayar et al.⁽⁷⁾ confirms that the findings of the study in Juliaca are consistent with the existing literature. Efficient and well-structured municipal management is not only fundamental for the organization and sustainability of urban development, but also improves governance and, ultimately, the quality of life of residents. Implementing recommendations such as strengthening urban planning, promoting transparency and citizen participation, and ensuring equitable distribution of resources can lead to a more sustainable, equitable, and efficient urban environment.^(23,24)

CONCLUSIONS

About the overall objective, the results of this study reveal a strong positive correlation between municipal management and urban development in the district of Juliaca. This result suggests that as the quality of municipal management improves, so does urban development significantly. The strength of this correlation indicates that good municipal administration has a direct and considerable impact on the progress and quality of the urban environment. Effective municipal management encompasses aspects such as urban planning, public service provision, transparency, and citizen participation, all of which contribute to a healthier and more functional urban environment.

About the first specific objective, the results of this study reveal a strong positive correlation between municipal management and urban development planning in the district of Juliaca. This result suggests that an improvement in municipal management is strongly associated with more effective urban planning, which involves the creation of long-term strategies, adequate zoning, and a balanced distribution of urban resources and services.

About the second specific objective, the results obtained show a significant correlation between these variables, suggesting that improvements in municipal management are associated with more efficient and effective organization of urban development in Juliaca. The strength of this correlation highlights the importance of efficient municipal management as a crucial factor for progress and the proper structuring of the urban environment. This result implies that the policies, strategies, and practices implemented by the municipal government have a direct and tangible impact on how the district develops and organizes itself urbanistically.

Regarding the third specific objective, which aims to investigate the relationship between municipal management and urban development governance, the results indicate a significant correlation between these variables. This suggests that efficient municipal management is strongly associated with good urban governance, which is an essential component for achieving sustainable and equitable urban development. The strong correlation identified underscores the importance of municipal management practices that promote and strengthen urban governance.

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CONFLICT OF INTEREST

The authors declare no conflicts of interest.

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