

Public Management Innovation in Improving the Quality of Public Services: A Systematic Literature Review 2015–2025

Chekwume Okolie

Faculty of Business Administration, University of Nigeria Nsukka, Obukpa Rd, Nsukka 410105, Enugu, Nigeria

DOI: <https://doi.org/10.61656/pmar.v7i1.449>.

ABSTRACT

Purpose: This study seeks to systematically identify, analyze, and synthesize the scientific literature on public management innovation and its impact on public service quality. The aim is to clarify how innovation strategies contribute to improving responsiveness and effectiveness in contemporary governance.

Method: A Systematic Literature Review (SLR) was conducted using the PRISMA protocol to ensure rigor and transparency. The selection process yielded 10 relevant articles published between 2015 and 2025 from reputable scientific databases, which were then analyzed and synthesized to capture prevailing themes and evidence.

Findings: The review reveals that public management innovation significantly enhances service quality when supported by collaborative governance, citizen co-creation, evidence-based measurement, and adaptive institutional frameworks. However, challenges persist, including organizational resistance to change, inadequate measurement frameworks for innovation outcomes, limited citizen engagement capacity, and fragmented inter-organizational coordination.

Implication: The findings carry theoretical implications by reinforcing the role of innovation as a determinant of public service quality, practical implications by highlighting the need for integrated approaches that combine technological, organizational, and citizen-centered dimensions, and policy implications by urging governments to design strategies that address resistance, strengthen citizen participation, and improve coordination across institutions.

Originality: This study contributes originality by offering a comprehensive synthesis of recent literature on public management innovation through a structured SLR approach. It highlights both the enabling factors and barriers to innovation, providing a nuanced understanding that can guide future research and inform policy-making for sustainable improvements in public service delivery.

Keywords: public management innovation, public service quality, collaborative governance, systematic literature review, co-creation.

Article info: Received: 11 December 2025; Revised: 15 January 2026; Accepted: 21 January 2026

Correspondence:

* Chekwume Okolie and Email: chekwume.okolie@unn.edu.ng

Recommended citation:

Okolie, C. (2026). Public Management Innovation in Improving the Quality of Public Services: A Systematic Literature Review 2015–2025, *Public Management and Accounting Review (PMAR)*, 7 (1), pp 1-11.

1. INTRODUCTION

Public management innovation has transformed from a mere policy option into a strategic imperative for any government organization seeking to remain relevant, responsive, and accountable to an increasingly critical and informed citizenry. Over the past three decades, public sectors worldwide have faced intensifying pressures from multiple directions: citizen demands for faster, more personalized, and more transparent services. Fiscal constraints forcing governments to do more with ever-limiting resources; and technological advances fundamentally changing public expectations for how governments deliver services (Adams, 1990). Public management innovation emerges not merely as a reactive response to external pressures, but as a proactive force driving fundamental transformations in how governments formulate policies, manage organizations, and deliver services to their citizens



(Ansell et al., 2023). De Vries, Bekkers, and Tummers (2016), through a comprehensive systematic literature review of 181 articles and books, assert that innovation in the public sector encompasses five interrelated analytical dimensions: the definition of innovation, types of innovation, objectives of innovation, antecedents, and outcomes and impacts of innovation on organizations and society. This multidimensional complexity is what makes the study of public management innovation very relevant and urgent to be analyzed systematically to produce a comprehensive and strong evidence-based understanding.

The development of public management theory in the last two decades has given rise to various new paradigms that emphasize the importance of innovation as an instrument of governance transformation. Krogh and Triantafillou (2024) indicated that the shift from New Public Management (NPM), which emphasizes efficiency and market mechanisms, to New Public Governance (NPG), which prioritizes collaborative networks, trust, and public value, has opened up wider space for innovative approaches in public service delivery. Denhardt and Denhardt (2015), in their critical reconsideration of the New Public Service, assert that the renewed governance paradigm must position citizens' interests not as objects of service, but as active subjects in the entire process of formulating, implementing, and evaluating public services that directly affect their lives. This perspective fundamentally changes the way public organizations understand innovation—no longer as a mere technology project or internal efficiency, but as a social process involving dialogue, negotiation, and collaboration between various actors with diverse interests. The theoretical implications of this paradigm shift are broad and profound, as it demands a complete redefinition of what is meant by "success" in public management innovation—whether success is measured by internal efficiency or by the tangible value perceived by citizens as the ultimate recipients of the service.

Collaborative innovation, as the most promising approach in modern public management innovation, has received considerable academic attention in the past decade (Lopes & Farias, 2022). Torfing (2019) systematically explains why and how multi-actor collaboration can be a superior driver of innovation compared to traditional hierarchical approaches or market-based competitive mechanisms that once dominated the NPM era. Collaborative innovation requires the active involvement of diverse actors—government officials, civil society, the private sector, academics, and ordinary citizens—in a creative process that generates novel solutions to complex and often nefarious public service problems. However, as emphasized by Sørensen and Torfing (2018), collaborative innovation co-initiation processes in urban spaces remain very rare despite government's claimed commitment to involving citizens in service design. The gap between the rhetoric of participation and the reality of authentic citizen engagement is one of the most fundamental obstacles that must be understood and addressed in developing truly transformative public management innovations that have a real impact on improving the quality of services to all levels of society.

The challenge of systematically and validly measuring and evaluating public management innovation is one of the most pressing academic and practical challenges in the field. Arundel, Bloch, and Ferguson (2019), in their comprehensive review of public sector innovation measurement, concluded that there is sufficient evidence to develop a comprehensive public innovation measurement framework, although many of the questions in the Oslo Manual, designed for the private sector, could still be adapted to the public with appropriate modifications. This measurement problem is not simply an academic technicality but has very real policy consequences (Lewis, 2015). Without a valid and reliable measurement framework, policymakers cannot know whether investments in public management innovation are actually producing measurable improvements in service quality, or merely creating the illusion of innovation that does not substantially change citizens' experiences of interacting with government institutions. Buchheim, Krieger, and Arndt (2020) furthered this argument by finding that public sector innovation research remains overly focused on product/service and process innovation, while governance and paradigmatic innovation, the most transformative, remain under-researched and under-understood.

The co-creation and co-production as innovation mechanisms that actively engage citizens has become one of the most prolific themes in contemporary public management innovation literature (Bentzen et al., 2020; Capolupo et al., 2020; Ciepielewska-Kowalik, 2025). Voorberg, Bekkers, and Tummers (2015) in their systematic review of 122 articles and books on co-creation and co-production with citizens in public innovation found that most research still focuses on identifying factors that influence the co-creation process, while almost no attention is paid to the tangible outcomes of the process. This finding highlights a critical gap between the design of innovative co-creation processes and the ability of public organizations to capitalize on these processes into tangible and measurable service improvements for citizens. The question of who truly benefits from the co-creation process—

whether all citizens or only those with high social capital and participation capacity—is an equity issue that needs to be a central consideration in the design of genuinely inclusive and socially just public management innovation programs.

Given the urgency and complexity outlined above, this study aims to provide a systematic mapping of the current scientific literature on public management innovation and its impact on the quality of public services in the 2015–2025 period. The problem formulation in this study includes three main questions: (1) What factors predominantly drive the success of public management innovation in improving service quality? (2) What systemic challenges hinder public management innovation? and (3) What types of innovation have proven most effective in producing sustainable improvements in the quality of public services? The purpose of this study is to identify, synthesize, and analyze the current scientific literature on public management innovation through a systematic and transparent SLR approach, in order to produce a synthesis of knowledge that can serve as a reference for researchers, practitioners, and policymakers in designing innovation strategies that are more effective, inclusive, and have a real impact on improving the quality of public services in a sustainable and equitable manner.

2. RESEARCH METHOD

2.1. Research Design

This study employed the Systematic Literature Review (SLR) approach, a scientific synthesis research method that aims to systematically, transparently, and replicably identify, evaluate, and interpret all scientific evidence relevant to a specific research question. SLR was chosen for its ability to generate a comprehensive knowledge map of literature scattered across multiple sources while minimizing subjective selection bias. The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, as updated by [Page et al. \(2021\)](#), served as a reporting framework to ensure the quality, transparency, and completeness of the review process conducted in this study.

2.2. Data Sources and Collection

The literature search was conducted on trusted, openly accessible scientific databases, including Google Scholar, Scopus, DOAJ (Directory of Open Access Journals), and Semantic Scholar. The keywords used included: "public management innovation", "public sector innovation", "public service quality", "collaborative innovation", "co-creation public service", "citizen participation", "service delivery innovation", "new public governance", and their combinations using the Boolean operators AND/OR. The search was limited to articles published between 2015 and 2025 to ensure the relevance and recency of the literature used in the analysis.

Inclusion Criteria:

1. Articles published between 2015 and 2025
2. Articles in Indonesian or English
3. Discuss public management innovation and its impact on the quality of public services
4. Available in open access or accessible through trusted databases
5. Are empirical research articles, conceptual studies, or literature reviews that have undergone peer-review.

Exclusion Criteria:

1. Articles in the form of editorials, short opinion pieces, or book reviews
2. Articles that do not specifically discuss public management innovation or the quality of public services
3. Articles whose full text cannot be accessed
4. Articles that are duplicates of different search results

2.3. Article Selection Process

The selection process was carried out in four stages according to the PRISMA flow. The first stage was identification, where a total of 312 articles were found from all databases used (Google Scholar: 155, Scopus: 98, DOAJ & Semantic Scholar: 59). The second stage was screening based on titles and abstracts, where after removing 41 duplicate articles, 271 unique articles were obtained, which were then filtered to remain 75 relevant articles. The third stage was an eligibility assessment based on full-

text reading, where 65 articles were excluded because they were not relevant to the study focus, were not fully accessible, or the methodological quality did not meet established peer-review standards. The fourth stage was final inclusion, resulting in 10 final articles used as the basis for analysis in this study. The PRISMA selection flow diagram is presented in Figure 1.

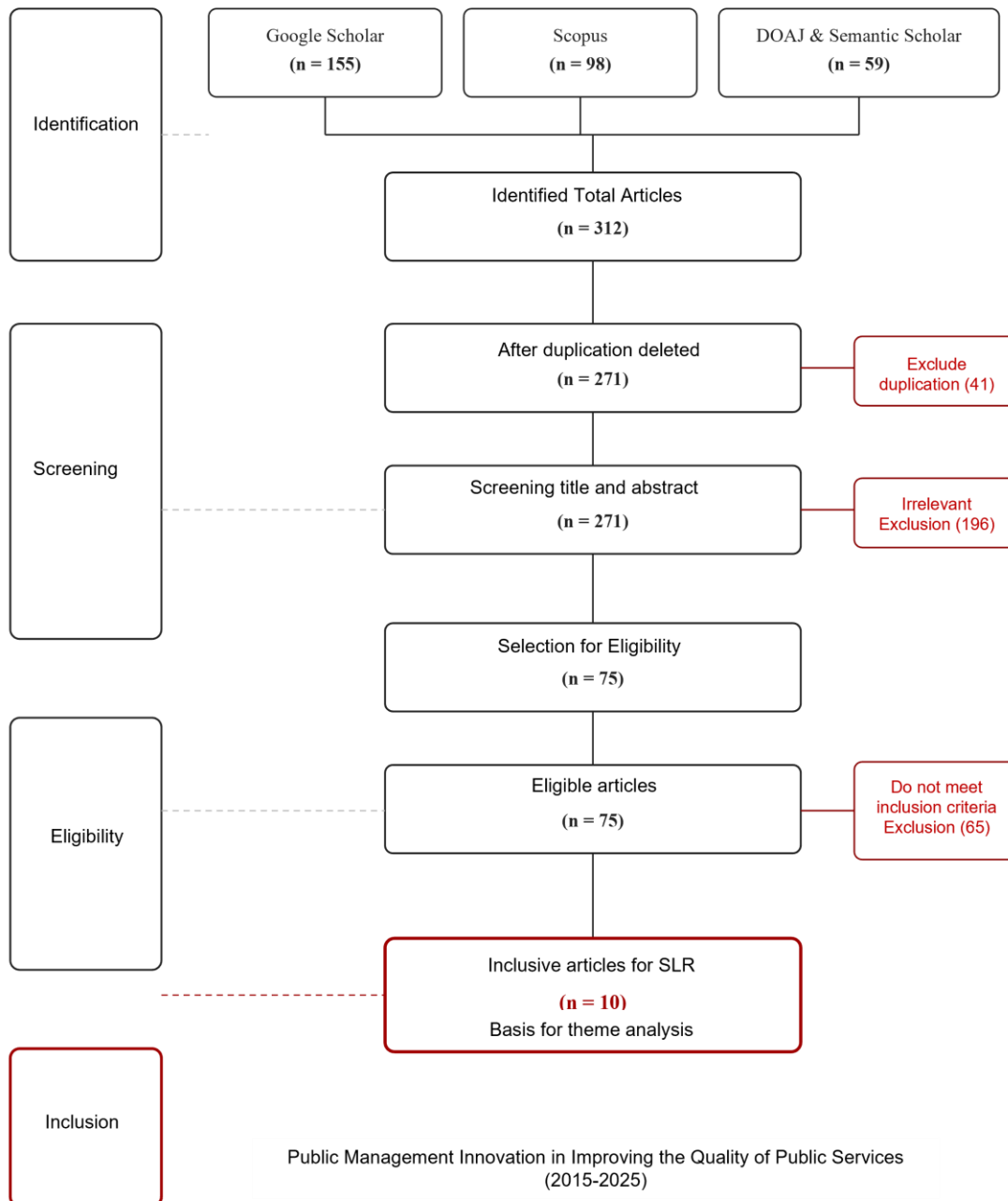


Figure 1. Prisma Process
Source: Authors' selection – Prisma (2025)

2.4. Data Extraction and Analysis

Data were extracted from each article using a standardized extraction form that included: author name, year of publication, title, journal, study themes, research methods, key findings, and policy implications. Thematic analysis was conducted to identify dominant patterns, trends, and themes emerging from all included literature, resulting in a coherent synthesis of knowledge that can serve as guidance for practitioners and policymakers.

3. RESULTS AND DISCUSSION

General Characteristics of Included Articles

Based on the selection results using the PRISMA protocol, 10 articles were identified that met all inclusion criteria and were ready for thematic analysis. These articles came from various reputable international journals indexed in trusted scientific databases, covering public administration, public management, public policy, and government innovation systems. In terms of publication year, the articles were distributed between 2015 and 2025, with a significant concentration in the 2018–2024 period, indicating increasing global academic interest in public management innovation, particularly following the COVID-19 pandemic, which catalyzed accelerated public service reforms worldwide. In terms of methodology, there was a rich variety, ranging from systematic literature reviews and meta-analyses to qualitative research based on expert interviews, comparative case studies, and conceptual studies developing new theoretical frameworks. The geographic of the studies encompassed Western Europe, North America, and Scandinavia, as well as cross-country comparative studies, reflecting the topic's global relevance, although perspectives from developing countries remain underrepresented in the primary literature. [Table 1](#) presents a summary of the 10 included articles.

Table 1. Journal Inclusion Results in Systematic Literature Review

No	Author	Year	Title	Journal	Method	Main Finding
1	De Vries, Bekkers, and Tummers	2016	Innovation in the public sector: A systematic review and future research agenda	Public Administration	SLR (181 articles)	The five-dimensional framework of public innovation; the antecedents and impacts of innovation are multifactorial and contextual.
2	Voorberg, Bekkers, and Tummers	2015	A systematic review of co-creation and co-production: Embarking on the social innovation journey	Public Management Review	SLR (122 articles and books)	Co-creation focuses on antecedent factors; actual outcomes are still very little empirically researched.
3	Torfing	2019	Collaborative innovation in the public sector: The argument	Public Management Review	Conceptual Review	Multi-actor collaboration excels in driving public innovation; leadership and institutional design determine success
4	Demircioglu & Audretsch	2017	Conditions for innovation in public sector organizations	Research Policy	Qualitative-Survey	Five key conditions for innovation: experimentation, feedback loops, motivation, response to poor performance, and budget constraints
5	Sørensen & Torfing	2018	Co-initiation of collaborative innovation in urban spaces	Urban Affairs Review	Case Study Qualitative (3 cases in Denmark)	Collaborative innovation co-initiations are still rare; their conditions, processes, and impacts are highly dependent on local context.
6	Mergel, Edelmann & Haug	2019	Defining digital transformation: Results from expert interviews	Government Information Quarterly	Qualitative-Expert Interview	Digital transformation requires changing the core processes of public organizations, not simply digitizing old procedures.
7	Buchheim, Krieger, and Arndt	2020	Innovation types in public sector organizations: A systematic review of	Management Review Quarterly	SLR–Typology Analysis	Research dominates on product/process innovation; governance and paradigmatic

No	Author	Year	Title	Journal	Method	Main Finding
			the literature			innovation are still very under-researched.
8	Arundel, Bloch, and Ferguson	2019	Advancing innovation in the public sector: Aligning innovation measurement with policy goals	Research Policy	Policy and literature review	The public innovation measurement framework needs to be developed based on the policy context, not simply an adaptation of the Oslo Manual.
9	Haug, Dan & Mergel	2023	Digitally-induced change in the public sector: A systematic review and research agenda	Public Management Review	SLR– bibliometric analysis	Changes resulting from digitalization are multidimensional; human actors are more decisive than the technology itself.
10	Denhardt and Denhardt	2015	The new public service revisited	Public Administration Review	Conceptual Review	The New Public Service paradigm emphasizes citizens as active subjects, not objects of services; innovation must be based on public values.

Source: Previous Research

Factors Driving the Success of Public Management Innovation

The results of a thematic analysis of the 10 included articles identified four main themes that consistently emerged throughout the literature related to public management innovation and its impact on service quality.

Organizational Conditions as a Foundation for Innovation

The first fundamental theme in the literature analyzed is the importance of internal organizational conditions as a prerequisite for successful public management innovation. Demircioglu and Audretsch (2017), through a comprehensive quantitative analysis, identified five critical conditions that determine the innovation capacity of public organizations: the ability to experiment without penalty for failure, the existence of functional feedback loops, the motivation of officials to continuously improve service quality, the organization's ability to respond constructively to poor performance, and budget pressures that encourage creativity in finding efficient solutions. These five conditions do not exist in isolation but interact within a complex organizational ecosystem: a culture that values experimentation can only thrive if a reliable feedback system is in place, and a feedback system is only useful if there is real motivation and capacity to act on the information obtained. This finding has crucial practical implications for public organization leaders: investment in public management innovation cannot be limited to the procurement of technology or technical training alone, but must encompass a comprehensive transformation of the organizational culture, including building a tolerance for constructive risk and failure as part of a continuous collective learning process.

De Vries et al. (2016) reinforce this perspective by finding from their systematic review that the antecedents of innovation in the public sector are multifactorial and highly contextual. Individual characteristics of civil servants, such as orientation toward change, tolerance for ambiguity, and capacity for creativity, interact with structural factors such as decentralization of authority, openness of communication between levels, and leadership support for new ideas, to determine how fertile an innovation ecosystem develops in a public organization. Furthermore, their review also revealed that previous research tends to assume that innovation always produces positive impacts, when in reality, the impact of innovation is highly dependent on the quality of the implementation process and the context in which it is implemented. This critical finding underscores the urgency of a more nuanced and realistic approach to designing public management innovation programs, one that focuses not only on the creation and launch of innovations but also ensures that the implementation process and impact evaluation are managed equally seriously.

Multi-Actor Collaboration as a Driver of Service Innovation

A second prominent theme in the literature analyzed is the central role of multi-actor collaboration in driving high-quality, impactful public management innovation. Torfing (2019), in his influential conceptual study, asserts that collaborative innovation, defined as a creative problem-solving process

in which diverse actors work across institutional boundaries to develop and implement innovative solutions, has a significant comparative advantage over hierarchical or competitive innovation approaches. This advantage lies in its ability to integrate the knowledge and resources of diverse stakeholders: government officials bring understanding of regulations and procedures, citizens bring local knowledge of real-world needs, the private sector brings technical and entrepreneurial capacity, and academics bring analytical methodologies and comparative perspectives. This rich integration of perspectives makes collaborative innovation potentially more relevant, more creative, and more readily accepted by the public because they feel they have participated in the formulation process from the outset.

However, [Sørensen and Torfing \(2018\)](#) demonstrated through a comparative case study of three collaborative innovation co-initiations in Danish urban spaces that the greatest challenge in collaborative innovation lies not in the implementation stage, but rather in the co-initiation stage, where various actors need to jointly identify and formulate the problems to be solved through innovation. Although the government rhetorically claims a commitment to involving citizens from the beginning of the innovation process, in reality, genuine co-initiation remains very rare due to institutional barriers, power asymmetries between government and citizens, and limited participation capacity among citizens who do not have sufficient time or resources to engage intensively in the innovation formulation process. This finding makes an important contribution to our understanding of why many “citizen participation” programs in public service innovation do not produce truly transformative innovations—because such participation occurs too late in the process, where the configuration space and fundamental decisions are already unilaterally determined by the government before citizens are invited to provide their input.

Evidence-Based Innovation Measurement and Evaluation

A third crucial theme in the literature analyzed is the urgent need for a valid, reliable, and truly aligned public management innovation measurement framework. [Arundel et al. \(2019\)](#) convincingly demonstrate that while there is sufficient evidence from various public sector innovation surveys to develop a comprehensive measurement framework, its implementation remains highly fragmented and inconsistent across countries and sectors. Existing innovation measurement instruments tend to blindly adopt the private sector's approach, which focuses on profitability and market share, without adequately adapting to the unique characteristics of the public sector, which is driven by public value, democratic legitimacy, and accountability to all citizens without exception. This misalignment between what is measured and the actual goals of public management innovation—improving public value, citizen trust, and the quality of life—creates a situation where governments optimize for the wrong metrics, producing innovation reports that appear impressive but do not reflect the actual improvements experienced by citizens on the ground.

[Buchheim et al. \(2020\)](#) delve deeper into this issue by identifying that the innovation typology used in research and public policy is still overly dominated by two types: product/service innovation and process innovation. Meanwhile, the two most potentially transformative innovation types—governance innovations that change how decisions are made and power is distributed—and paradigmatic innovations that fundamentally change how an organization understands its mission and values—have largely escaped the attention of research and policy evaluation. The implications of this finding are profound: innovation programs that focus solely on product and process innovation will produce incremental improvements in efficiency, but will fail to produce fundamental transformations in how government interacts with citizens and creates truly meaningful public value in the lives of the people it serves.

Digital Transformation and Public Management Innovation

A fourth theme that consistently emerges in the literature is the complex relationship between digital transformation and public management innovation. [Mergel, Edelmann, and Haug \(2019\)](#), through in-depth interviews with experts, found that digital transformation in the public sector is often narrowed down to merely digitizing existing bureaucratic procedures. However, true digital transformation requires fundamental changes to core organizational processes, service delivery models, and the way governments engage with their citizens. The fundamental distinction between digitization, which converts physical documents to digital formats, and digital transformation, which fundamentally changes the way governments operate and create value, is often misunderstood or deliberately ignored by public organization leaders who are more comfortable with incremental change. [Haug, Dan, and Mergel \(2023\)](#) add a critical dimension by demonstrating, through their systematic review, that the changes induced by digitalization in the public sector are multidimensional and cannot be reduced to

technological factors alone. Rather, it is human actors, leadership, and the organizational that ultimately determine whether digitalization will result in real service innovation or simply reproduce old ways of working in a new digital package that does not meaningfully change the citizen experience.

Denhardt and Denhardt (2015) provide an important normative factors for all discussions on public management innovation by asserting that regardless of the form and instrument of innovation, whether digital, collaborative, or paradigmatic, all innovation in public management must be based on a deep commitment to the values of the New Public Service: serving citizens rather than customers, prioritizing the public interest, valuing active citizenship over mere entrepreneurship, thinking strategically but acting democratically, and understanding that accountability is not as simple as a free market that measures everything by profit and efficiency. This normative perspective is crucial to maintaining the orientation of public management innovation on its fundamental goal of improving the quality of life for citizens and strengthening public trust in government institutions, and not getting caught up in technical pragmatism that optimizes internal metrics while ignoring public value, which should be the primary compass of every innovation decision in the public sector.

4. CONCLUSION

This research successfully identified and synthesized 10 selected scientific articles on public management innovation and its impact on the quality of public services through a Systematic Literature Review method following the PRISMA guidelines for the 2015–2025 period. Based on a comprehensive thematic analysis, the following key conclusions can be drawn. First, public management innovation is a multidimensional, highly contextual phenomenon that cannot be adequately understood through a single perspective. Innovation success is determined by the dynamic interaction between internal organizational conditions, including a culture of experimentation, feedback mechanisms, and innovative leadership, and external factors such as pressure from citizen demands, the governance, and the availability of adequate resources and institutional capacity. Top-down, technocratic approaches to innovation have been shown to tend to produce shallow and unsustainable innovation, while approaches that combine internal organizational perspectives with active citizen and stakeholder engagement have a much higher probability of success in producing tangible and measurable improvements in service quality.

Second, multi-actor collaboration is the most promising driver of public management innovation, but also the most challenging to realize authentically. Genuine innovation co-initiations, in which citizens and stakeholders are involved not only as validators of existing designs but also as co-designers from the very beginning of the problem-setting process, remain very rare in practice, despite being widely promoted rhetorically. This gap between the promise of participation and the reality of authentic engagement is one of the most fundamental obstacles that must be addressed through bold institutional reforms and more structurally inclusive program design.

Third, existing public management innovation measurement frameworks remain woefully inadequate to capture the full value dimensions that innovation generates for citizens and society. The dominance of product and process innovation measurement has resulted in the most transformative governance and paradigmatic innovations being overlooked by policy evaluation. Developing a holistic measurement framework capable of capturing the impact of innovation not only on internal efficiency but also on public trust, citizen participation, and tangible improvements in social welfare is an urgent and agenda for both academics and public management practitioners.

Finally, digital transformation in public management offers enormous opportunities to improve service quality, but only when understood and implemented as a comprehensive organizational transformation, not simply a modernization of technological infrastructure. Human factors, leadership, and organizational have proven to be far more crucial to the success of digital-based innovation than the sophistication of the technology used. Investments in human capacity and organizational cultural change must run parallel and proportionally with investments in technological infrastructure to produce substantial and sustainable transformation.

4.1. Recommendations

Based on the research findings, here are five recommendations for stakeholders to consider in developing public management innovation: For governments and leaders of public organizations, it is recommended to build an internal innovation ecosystem that supports experimentation and learning from failure, by allocating adequate resources not only to the development of new innovations but also

to evaluate the tangible impact of innovations on the quality of citizens' experiences in receiving public services in a comprehensive and inclusive manner.

For policymakers at the national and regional levels, it is recommended to develop a comprehensive public management innovation measurement framework aligned with public value objectives, capable of capturing not only indicators of internal process efficiency but also indicators of citizen trust, user satisfaction, and the long-term social impact generated by various public service innovation programs.

Academics and researchers in public administration and public management are advised to expand their research focus on governance innovation and paradigmatic innovation, which have been largely under-researched. They are also advised to develop longitudinal research methodologies capable of tracking innovation processes from initiation to long-term impact across diverse contexts, including greater attention to the developing countries, which remains largely underrepresented in the global literature.

Public service practitioners in the field are advised to actively develop the capacity for genuine innovation co-initiation with citizens and communities by designing participation mechanisms that are structurally inclusive and not solely targeted at citizen groups with existing social capital and high participation capacity. This ensures that the benefits of service innovation are truly felt by all levels of society without exception.

For donor agencies and international development partners, it is recommended to prioritize support for holistic public management innovation capacity building programs that encompass technological, institutional, and human resource dimensions simultaneously while ensuring that the innovation standards and frameworks promoted are truly tailored to the local environment, capacities, and development priorities of the recipient countries.

4.2. Limitations

This study is limited by the relatively small number of articles (10) included in the review, which may not fully capture the breadth of research on public management innovation. The reliance on specific databases and the time frame of 2015–2025 also restricts the scope, potentially excluding relevant studies outside these parameters. Furthermore, the synthesis is based on secondary data, which means the conclusions depend on the quality and depth of the original studies reviewed.

In summary, this research highlights the critical role of public management innovation in enhancing the quality and responsiveness of public services. Through a systematic literature review guided by the PRISMA protocol, the study finds that collaborative governance, citizen co-creation, evidence-based measurement, and adaptive institutional frameworks are key drivers of improved service quality. At the same time, challenges such as organizational resistance, limited citizen engagement, and fragmented coordination remain significant barriers. The study underscores the need for integrated approaches that combine technological, organizational, and citizen-centered dimensions, offering theoretical, practical, and policy insights while contributing originality through a structured synthesis of recent literature.

Generative AI Statement

The author declared that Generative AI was used in the creation of this manuscript. The author affirms that, while generative AI was used to support the drafting process, all intellectual contributions, data interpretation, and final revisions were undertaken by the author. Responsibility for the accuracy, originality, and integrity of the content rests solely with the author.

Abbreviations

SLR – Systematic Literature Review

PRISMA – Preferred Reporting Items for Systematic Reviews and Meta-Analyses

NPM – New Public Management

NPG – New Public Governance

Funding

This research received no external funding.

Availability of data and materials

The data and materials should be easily accessed as stated in the references.

REFERENCES

- Adams, J. (1990) Breaking Away: India's Economy Vaults into the 1990s, *India Briefing*, 1990. Taylor & Francis, Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9780429033636-4/breaking-away-india-economy-vaults-1990s-john-adams>
- Ansell, C., Sørensen, E. and Torfing, J. (2023), Public administration and politics meet turbulence: The search for robust governance responses. *Public Admin*, 101: 3-22. <https://doi.org/10.1111/padm.12874>
- Arundel, A., Bloch, C., & Ferguson, B. (2019). Advancing innovation in the public sector: Aligning innovation measurement with policy goals. *Research Policy*, 48(3), 789–798. <https://doi.org/10.1016/j.respol.2018.12.001>.
- Bentzen, T. Ø., Sørensen, E., & Torfing, J. (2020). Strengthening public service production, administrative problemsolving, and political leadership through co-creation of innovative public value outcomes? *Innovation Journal*, 25(1), 1-28. Article 4. https://www.innovation.cc/scholarly-style/2020_25_1_4_sorensen-torfing_pscproblem-solving.pdf
- Buchheim, L., Krieger, A., & Arndt, S. (2020). Innovation types in public sector organizations: A systematic review of the literature. *Management Review Quarterly*, 70(4), 509–533. <https://doi.org/10.1007/s11301-019-00174-5>.
- Capolupo N, Piscopo G, Annarumma C (2020), Value co-creation andco-production in the interaction between citizens and public administration: A systematic literature review. *Kybernetes*, Vol. 49 No. 2 pp. 313–331, doi: <https://doi.org/10.1108/K-07-2018-0383>.
- Ciepielewska-Kowalik, A. (2025). Between constraint co-production and real co-creation of public services: citizen involvement as public service innovation. Lessons from Poland. *Journal of Contemporary European Studies*, 33(1), 198–215. <https://doi.org/10.1080/14782804.2024.2363872>.
- De Vries, H., Bekkers, V., & Tummers, L. (2016). Innovation in the public sector: A systematic review and future research agenda. *Public Administration*, 94(1), 146–166. <https://doi.org/10.1111/padm.12209>.
- Demircioglu, M. A., & Audretsch, D. B. (2017). Conditions for innovation in public sector organizations. *Research Policy*, 46(9), 1681–1691. <https://doi.org/10.1016/j.respol.2017.08.004>.
- Denhardt, J. V., & Denhardt, R. B. (2015). The new public service revisited. *Public Administration Review*, 75(5), 664–672. <https://doi.org/10.1111/puar.12347>.
- Haug, N., Dan, S., & Mergel, I. (2023). Digitally-induced change in the public sector: A systematic review and research agenda. *Public Management Review*, 27(1), 1–25. <https://doi.org/10.1080/14719037.2023.2234917>.
- Krogh, A. H., & Triantafillou, P. (2024). Developing New Public Governance as a public management reform model. *Public Management Review*, 26(10), 3040–3056. <https://doi.org/10.1080/14719037.2024.2313539>
- Lewis, J. M. (2015). The politics and consequences of performance measurement, *Policy and Society*, Volume 34, Issue 1, March 2015, Pages 1–12, <https://doi.org/10.1016/j.polsoc.2015.03.001>.
- Lopes, A. V. & Farias, J. S. (2022). How can governance support collaborative innovation in the public sector? A systematic review of the literature, *International Review of Administrative Sciences*, Volume 88, Issue 1. <https://doi.org/10.1177/0020852319893444>.

- Mergel, I., Edelmann, N., & Haug, N. (2019). Defining digital transformation: Results from expert interviews. *Government Information Quarterly*, 36(4), 101385. <https://doi.org/10.1016/j.giq.2019.06.002>.
- Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., ... Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *BMJ*, 372, n71. <https://doi.org/10.1136/bmj.n71>.
- Sørensen, E., & Torfing, J. (2018). Co-initiation of collaborative innovation in urban spaces. *Urban Affairs Review*, 54(2), 388–418. <https://doi.org/10.1177/1078087416651936>.
- Torfing, J. (2019). Collaborative innovation in the public sector: *The argument*. *Public Management Review*, 21(1), 1–11. <https://doi.org/10.1080/14719037.2018.1430248>.
- Voorberg, W. H., Bekkers, V. J. J. M., & Tummers, L. G. (2015). A systematic review of co-creation and co-production: Embarking on the social innovation journey. *Public Management Review*, 17(9), 1333–1357. <https://doi.org/10.1080/14719037.2014.930505>.