The Performance of Public Administration in Romania - A Bibliometric Analysis of Specialized Literature

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Abstract

This paper defines the research problem by examining how the performance of public administration in Romania has evolved in response to major institutional, technological, and societal transformations, situating the discussion within broader debates on governance efficiency and modernization in contemporary social sciences. It analyses the performance of public administration in Romania through a bibliometric approach applied to specialized literature published between 1990 and 2025. The study highlights the main research directions by analysing 244 articles from the Web of Science Core Collection database and using the VOSviewer tool to map author networks and relevant keywords. By integrating insights from recent empirical studies on administrative reform and digital governance in Central and Eastern Europe, the paper identifies how Romanian scholarship both reflects and contributes to ongoing international discussions about public sector innovation, accountability, and sustainability. The results show a concentration of research around pivotal authors who facilitate the connection of different clusters, as well as a thematic orientation focused on institutional reform, performance management, digitalization, sustainable development, and improving efficiency at the local level. The study highlights the interdisciplinary nature of the field and reveals that administrative performance is analysed from an integrated perspective, combining institutional, technological, economic, and social factors. Overall, the study's objective is to provide a comprehensive and empirically grounded overview of how research on administrative performance in Romania aligns with contemporary theoretical debates and contributes to understanding the modernization of public administration in a European context.

Keywords: Performance, Public Administration, Bibliometric Analysis, Administrative Reform, Digital Governance

Introduction

The purpose of this study is to examine the evolution, focus, and impact of research on public administration performance in Romania, and to situate it within current international debates on governance, efficiency, and modernization. Performance in public administration has become a central topic in recent decades, both globally and in the Romanian context. Internationally, governments are placing increasing importance on administrative performance as the instrument for ensuring quality public services and greater efficiency in policy implementation (Van der Kolk, 2022). Not only Romania, but most countries treat the public sector's performance as a strategic priority, recognizing that an efficient management system can offer a competitive advantage over other administrations and increase citizen satisfaction (Profiroiu et al., 2013).

In Romania's case, especially after the post-communist transition and accession to the European Union, administrative reforms have focused on the principles of the New Public Management, promoting efficiency, effectiveness, and results orientation as pillars of public administration modernization (Ropret et al., 2019; Şandor, 2006). However, contemporary social science debates increasingly emphasize the need to go beyond efficiency-based paradigms, integrating perspectives on transparency, participatory governance, and digital transformation. This paper therefore seeks to clarify how the Romanian academic discourse on administrative performance has evolved in relation to these global theoretical and empirical developments.

Recent empirical evidence further demonstrates that performance in public administration is strongly linked to innovation, sustainability, and digital transformation. Mustea (2022) and Profiroiu (2022) highlight that institutional performance in Romania depends not only on managerial efficiency but also on the adoption of new governance models that foster transparency and collaboration. Studies published in Sustainability (Pripoaie et al., 2024) and ScienceDirect (Greavu-Şerban et al., 2025) reveal a multidimensional view of digitization in Romanian public administration, showing that digital tools significantly improve institutional responsiveness and citizen engagement. Additionally, research by Abdullah et al. (2022) and Radu (2023) emphasizes structural challenges related to human resource allocation, accountability, and capacity gaps, factors that directly affect administrative efficiency.

In a context marked by limited public resources and increasingly diverse social needs, the importance of achieving performance in the Romanian public sector has grown exponentially (Cicea et al., 2020). Thus, efficient management of financial, human, material, and informational resources has become a necessity, with the performance of public institutions being essential for a good governance and for meeting citizens' expectations (Radu, 2023).

The performance of public administration is an essential indicator of institutions' ability to respond effectively and responsibly to the needs of the society (Christensen & Gazley, 2008; Gębczyńska & Brajer-Marczak, 2020). After Romania joined the European Union in 2007, the improvement of administrative performance became a priority, as European integration brought higher standards of efficiency, transparency, and accountability in governance (Profiroiu, 2022; Hintea, 2002). More recent empirical studies (Mustea, 2022; Radu, 2023; Profiroiu, 2022) underline that administrative performance must also be assessed through

innovation capacity, sustainability indicators, and citizen engagement, dimensions that this paper integrates into its bibliometric framework.

In parallel, recent bibliometric analyses, such as Ţiţă et al. (2023) and Burlacu et al. (2025), provide methodological guidance for mapping the evolution of research themes related to performance management and digital transformation in public administration. These studies demonstrate that tools like VOSviewer and Bibliometrix are increasingly used to visualize collaboration networks, thematic clusters, and the conceptual development of the field, thus offering a robust empirical foundation for the present paper's approach.

Public administration in Romania continues to face significant challenges related to efficiency, transparency, and accountability. Administrative efficiency, in the sense of the judicious use of public resources to achieve desired results, remains below optimal levels, both in comparison with citizens' expectations and with practices in other EU member states (Mustea, 2022). Comparative studies indicate that Romania has one of the smallest public sectors in the EU as a share of GDP, but this does not necessarily translate into an agile or effective administration (European Commission, 2017). On the contrary, excessive bureaucracy and complicated procedures have often been cited as obstacles to the business environment and citizens' relations with the state. Many public institutions suffer from a shortage of qualified staff in certain areas, alongside a surplus of staff in unproductive structures, reflecting an inefficient distribution of human resources (Abdullah et al., 2022). Furthermore, administrative fragmentation (numerous agencies and authorities with overlapping responsibilities) and the lack of effective inter-institutional coordination led to wasted resources and delays in the implementation of public policies.

Beyond these structural inefficiencies, recent studies such as "The Digital Performance Analysis of Public Administration" (Voinea, 2024) and "A Multidimensional Perspective of Digitization in Romanian Public Administration" (Greavu-Şerban et al., 2025) demonstrate that digitalization exerts a direct positive effect on institutional efficiency, transparency, and accountability. These findings suggest that technology-driven reforms are reshaping how administrative performance is conceptualized and measured in Romania, linking it more closely to European trends in sustainable and data-based governance.

The challenges related to efficiency, transparency, and accountability are interconnected and have both institutional and cultural roots. They indicate the need to continue reforms not only at the formal level, but also at the level of organizational culture and everyday practices in public administration.

Accordingly, this study aims to (1) provide an explicit statement of the research problem, the uneven development of administrative performance studies in Romania and their limited integration in global academic discourse; (2) demonstrate the significance of this problem by linking it to ongoing theoretical debates in social sciences; and (3) use bibliometric analysis to map the evolution, structure, and impact of research on this topic. These objectives guide the structure and scope of the paper, offering readers a clear understanding of its analytical framework and contribution.
Bibliometric analysis of the existing literature on public administration performance in Romania

Given the extensive and complex nature of the literature on performance in public administration, we conducted an extensive and in-depth analysis of the current level of knowledge in the field, using a qualitative method based on a bibliometric analysis of scientific literature published between 1990 and 2025, focusing on Romania.

The analysis was conducted based on a set of publications identified by the keywords *public administration*, *public sector*, *efficiency public administration, performance public administration, management public administration*, and *KPI public administration*, including only works published in English that refer to Romania as their geographical area of reference. The search was conducted in the Web of Science Core Collection (WoS) database, and the process led to the identification of a sample of 244 documents. The articles identified as meeting the search criteria were screened to verify their compliance with the objectives of the study.

To process and visualize bibliometric data, they were imported into the VOSviewer application, a tool that facilitates the visualization of similarities and the application of multidimensional scaling techniques, and which aims to generate bibliometric maps (Ismail & Hartati, 2023; Abdolhamid et al., 2023). After processing the data, analyses were performed to identify various objects of interest, such as keywords and authors, used in examining the structure and trends of the research (Wei et al., 2024). This approach provides an overview of research trends in the field of public administration and aims to contribute to the understanding of its theoretical and practical development in the Romanian context.

VOSviewer operates by transposing data into structures represented by elements, such as scientific articles or authors, alongside links that highlight the relationships between them (Van Eck & Waltman, 2010). The bibliometric maps generated consist of such interconnected elements, and the links can signify both bibliographic coupling relationships between publications or authors and associations between relevant terms. The intensity of the links expresses the cohesion degree of the connections. Higher values indicate strong associations and facilitate a more accurate visualization of the networks of influence and collaboration in this field. Consequently, the identified elements, together with their interdependencies, can be organized into distinct clusters (or thematic groups), each reflecting a specific area of interest within the bibliometric network (Merigó & Yang, 2017).

The analysis was performed using VOSviewer 1.6.19 software, acknowledged for its ability to represent bibliometric networks in a clear and visual manner. This tool stands out for its advanced data mapping and cluster generation features, which allow for the investigation of citation and co-authorship relationships. The data used was extracted from the Web of Science Core Collection, an internationally acknowledged platform in the field of bibliometric studies (Ţiţă et al., 2023; Yu, 2022). The selection process began by defining the keywords such as "performance indicators" and "public administration", followed by the application of inclusion and exclusion criteria, which resulted in the final set of articles. This was exported to a .txt file and then imported into VOSviewer to allow proper data analysis.
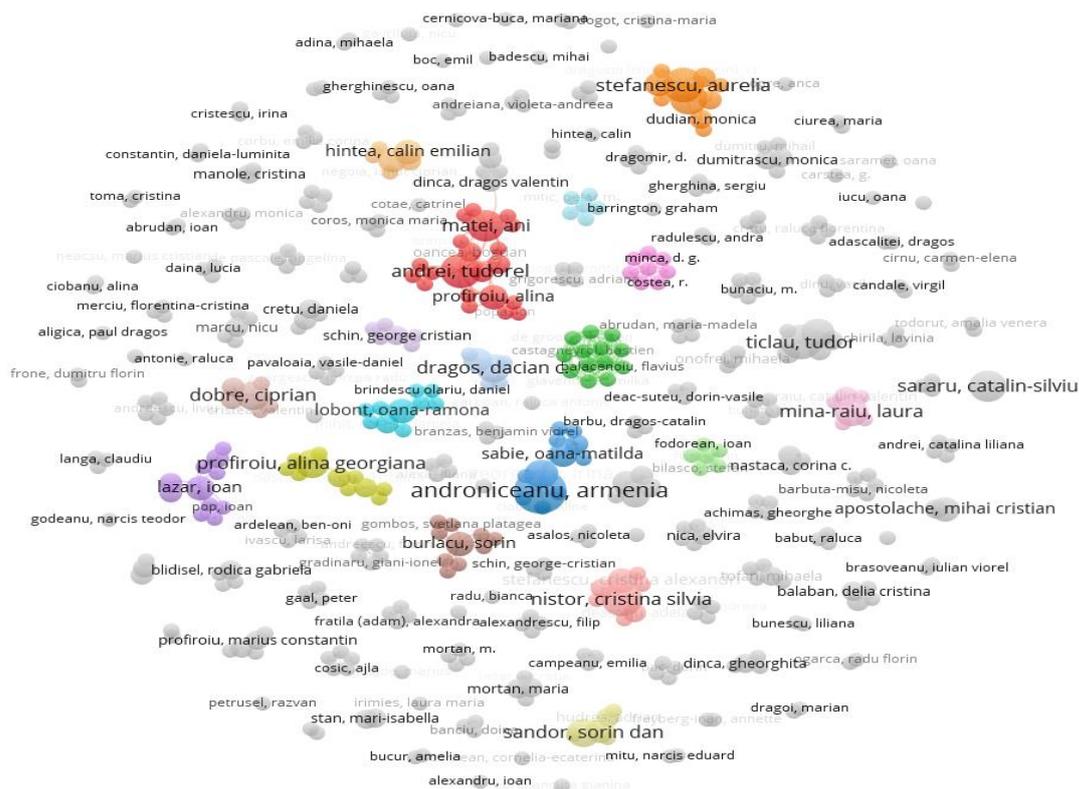
Figure 1: Network of authors who have published at least one paper in the field of public administration performance in Romania, 1990-2025
Source: Data processed using VOSviewer

The presented bibliometric analysis highlights the network of authors who have published at least one paper in the field of public administration performance in Romania between 1990 and 2025. The size of the nodes indicates the productivity of the authors (number of indexed publications), while the thickness of the lines between them indicates the frequency of collaborations. The colours mark the membership of distinct clusters, groups of authors who collaborate predominantly with each other, suggesting the existence of schools of thought or regional/institutional academic networks.

In the presented network, Androniceanu Armenia occupies a central position, indicating a significant role in connecting different groups of authors in the field of public administration performance in Romania. The relatively large size of the node suggests a significant volume of publications in this field, and its central location reflects both the diversity of collaborations and the ability to act as an intersection between several research clusters. In her study, Androniceanu (2017) examines how local public institutions in Romania have integrated quality management systems and focuses on the efficiency and quality of public services and the perceptions of the staff involved. In the first part, the author provides an extensive theoretical framework on quality management, presenting the main conceptual approaches and recent developments in the field. In the empirical part, the article presents results from research conducted in local government, with the objectives of assessing the degree of implementation of quality systems and standards, as well as identifying human resource perceptions of their impact on the activity of institutions. The study reveals that the adoption of these quality management tools can lead to improved institutional performance by

increasing efficiency, transparency, and beneficiary satisfaction. The author makes recommendations for significant structural reforms to harmonize Romanian local public services with European cost and quality standards and to strengthen the public interest of European citizens.

Among the leading authors highlighted in the bibliometric analysis are Andrei Tudorel and Matei Ani, who, together with Țușa Erika and Nedelcu Monica, are the authors of the paper *Characteristics of the Reforming Process in the Romanian Public Administration System*, published in 2009. The study analyses the essential features of the reform process in Romanian public administration, highlighting both the strategic directions and the contextual particularities that influenced these transformations. The authors argue that the reform process was deeply marked by the post-communist transition, Romania's accession to the European Union, and the need to align with European governance standards. The reform is described as a dynamic but fragmented process, characterized by multiple legislative and institutional initiatives aimed at improving the efficiency, transparency, and accountability of the public sector.

The study highlights several defining elements of the reform: decentralization of powers to local authorities, modernization of public management through the adoption of New Public Management principles, digitization of services, and professionalization of the civil service (Andrews & Van de Walle, 2013). At the same time, the authors highlight that these changes were often implemented in a context of political and economic instability, which limited the coherence and efficiency of the reform process. In particular, the lack of an integrated long-term strategy and the influence of politics in the decision-making process were significant barriers (Volacu, 2018).

The paper focuses on the interaction between institutional reform and organizational culture, emphasizing that real change in public administration requires not only legislative changes, but also a transformation of the values and behaviours of public officials. The authors conclude that the future of Romanian public administration depends on the ability to implement coherent reforms based on a unified strategic vision, the strengthening of administrative capacity, and the active involvement of citizens in governance processes.

Another relevant author is Profiroiu Marius Constantin, who, in his work with Tapardel and Mihaescu, called *Performance Analysis of the Romanian Public Administration* (2013), gives a comprehensive view of the mechanisms for evaluating and improving the performance of public administration in Romania, with a focus on adapting it to European and international standards. The authors emphasize that administrative performance cannot be reduced to the mere fulfilment of institutional tasks, but must be evaluated in terms of efficiency, effectiveness, transparency, and the ability to respond to citizens' needs. In a context characterized by structural reforms, integration into the European Union, and pressure for modernization, performance analysis becomes a strategic tool for guiding public policies and allocating resources.

The study highlights that one of the main obstacles to high performance is the lack of coherent and integrated monitoring and evaluation systems. The authors argue that the application of performance indicators, combined with administrative auditing and

comparative analysis between similar institutions, can contribute significantly to improving the quality of administrative action. It also draws attention to the importance of developing the professional skills of public administration staff and using digital technologies to optimize internal processes and improve interaction with citizens.

A central aspect of the research is the link between administrative performance and public trust in state institutions. According to the authors, efficient and transparent administration not only provides quality services but also contributes to strengthening the legitimacy of governance. In this sense, performance evaluation must include both quantitative and qualitative dimensions, considering the perceptions of the final beneficiaries of public services (Profiroiu et al., 2013). The paper concludes that the success of the modernization of Romanian public administration depends directly on the implementation of a robust performance evaluation framework, adapted to local realities but aligned with international best practices.

The work by Rădulescu, Mănescu, Popescu, and Burlacu, entitled *Sustainable Development in Public Administration: Research, Practice, and Education*, analyses how the principles of sustainable development are integrated into public administration in Romania, both at the level of policies and practices and in the educational process of future professionals in the field. The authors emphasize that public administration plays an essential role in achieving sustainable development goals, having the responsibility to design, implement, and evaluate public policies that balance economic, social, and environmental dimensions. In this sense, sustainable development is presented not only as a theoretical concept, but as a strategic imperative that must guide modern governance.

The study highlights that Romania, as a member state of the European Union, is committed to aligning national and local strategies with the UN's 2030 Agenda, but the process is often hampered by factors such as institutional fragmentation, lack of inter-institutional coordination, and limited resources. The authors argue that an effective public administration must overcome these barriers by strengthening institutional capacity, modernizing public management tools, and adopting effective mechanisms for monitoring progress (Meier & O'Toole, 2002). In addition, integrating education for sustainable development into the academic curriculum of public administration programs is considered essential for training a new generation of competent employees who are aware of the long-term impact of administrative decisions.

The research also draws attention to the need for collaboration between public administration, academia, civil society, and the private sector in order to generate innovative solutions to current challenges, from climate change to social inclusion. The authors emphasize that the successful implementation of sustainable development principles in Romanian public administration depends on an integrated approach based on transparency, public participation, and accountability. The paper concludes that the future of public administration in Romania is closely linked to its ability to embrace sustainable development not only as a policy statement, but as the foundation of administrative practice.

Another significant work identified in the bibliometric analysis is the study by Dragoș and Neamțu, entitled *Reforming Local Public Administration in Romania: Trends and Obstacles*,

which analyses the dynamics of reform processes in local public administration in Romania, highlighting both the major directions of change and the challenges that hinder modernization. The authors emphasize that, after Romania's accession to the European Union, local administration reform has become a strategic priority, aiming to increase efficiency, decentralize, improve the quality of public services, and create a transparent and accountable institutional framework. The trends identified include the digitalization of services, the professionalization of human resources, the diversification of public management tools, and increased citizen involvement in the decision-making process.

However, the study shows that reforms are often fragmented and slow due to structural and contextual factors. Among the major obstacles, the authors mention reluctance to change on the part of public administration staff, insufficient financial resources, lack of legislative consistency, and the influence of politics in local government management. There are also significant disparities between administrative-territorial units, which makes it difficult to implement uniform performance and quality standards. In addition, limited institutional capacity, especially in rural areas, restricts the absorption of European funds and the implementation of innovative public policies.

The authors emphasize the importance of an integrated approach, in which reform strategies are linked to the development of administrative capacity and the strengthening of local autonomy. In this sense, decentralization is seen not only as a technical process, but as a mechanism for bringing the administration closer to the real needs of the community. The conclusion of the paper is that the success of local public administration reform in Romania depends on a combination of sustained political will, adequate resource allocation, professionalization, and active civic engagement.

From an academically relevant perspective, this structure indicates a concentration of scientific influence around a few opinion leaders, which is a characteristic of emerging or consolidating fields. The presence of connections between authors from different academic canters suggests that performance in public administration is approached in an interdisciplinary manner, involving economists, political scientists, lawyers, and management experts. At the same time, the analysis highlights that some clusters are strongly anchored in international networks, which can be confirmed by further investigations into co-authors with external affiliations.

The presented network highlights the existence of a solid core of central authors who have contributed significantly to research on performance in public administration in Romania between 1990 and 2025. The central position of authors such as Androniceanu Armenia, Andrei Tudorel, Matei Ani, and Profiroiu Alina Georgiana indicate not only a consistent volume of publications, but also an essential role in connecting different research clusters. The distribution of clusters shows that the field is structured into distinct scientific communities, but interconnected through these pivotal authors, who facilitate knowledge exchange and interdisciplinary collaboration. Thus, the network confirms the importance of these central figures in the theoretical and applied development of the concept of administrative performance in Romania, as well as their potential to stimulate the expansion and diversification of future research.
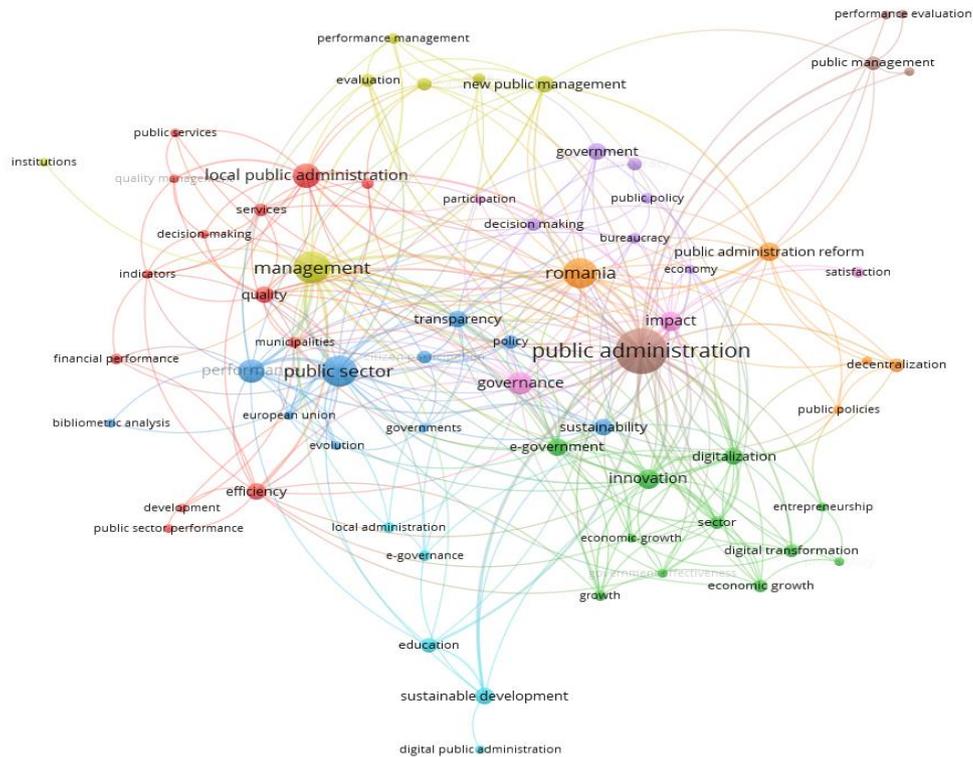
Figure 2: Co-occurrence analysis of keywords in the field of public administration performance in Romania, 1990-2025
Source: Data processing using VOSviewer

Figure 2 presents the results of the bibliometric analysis based on keywords, with the aim of identifying central concepts and recurring thematic relationships in the existing literature on public administration and performance evaluation. Each node in the network represents a keyword extracted from the investigated studies, and its size indicates the frequency of use of the term; the larger the node, the more often the term is mentioned in the selected literature. The assigned colours highlight the distinct thematic clusters, grouping terms that frequently co-occur in the same scientific documents.

The map reveals the existence of several distinct thematic clusters, each grouping terms according to their frequency of co-occurrence in the literature and their degree of semantic correlation. The figure illustrates the results of a bibliometric analysis based on keywords, with the aim of highlighting the main concepts and recurring thematic relationships in the literature on public administration and performance evaluation. Within the network, each node corresponds to a keyword identified in the analysed studies, and its size indicates the term's frequency of use; the larger the node, the more frequently the term is mentioned in the studied literature. The colours mark the various thematic clusters, grouping terms which frequently appear together in the same research papers.

A central element of the network is the term *"public administration"*, which acts as a conceptual pivot and connects multiple research directions. Terms such as *"public sector"*, *"governance"*, *"innovation"*, and *"management"* gravitate around it, suggesting that studies in the field of public administration in Romania focus on the intersection between public sector efficiency, governance, innovation processes, and management practices.

The cluster represented by shades of red includes terms such as *"local public administration"*, *"services"*, *"efficiency"*, *"quality"* and *"decision-making"*. This highlights that a substantial part of literature is focused on the local level of administration. This orientation emphasizes the concern for improving the quality of public services, optimizing decision-making processes, and increasing efficiency in local administration. The presence of the terms *"municipalities"* and *"financial performance"* suggests an increased interest in evaluating financial performance and comparing different administrative-territorial units.

Another cluster, represented in green, brings together terms such as *"innovation"*, *"digitalization"*, *"economic growth"* and *"sustainability"*. This area of the network highlights the fact that recent research focuses on the digital transformation of public administration and its link to sustainable economic development. The association with terms such as *"entrepreneurship"* and *"digital transformation"* shows that there is an integrated approach to administrative reform, which includes both technological modernization and the stimulation of innovation as a driver of development. In the same cluster, concepts such as *"sustainable development"* and *"e-governance"* appear, suggesting a convergence between digitalization and sustainable development goals.

The yellow cluster includes terms such as *"new public management"*, *"evaluation"*, *"performance management"* and *"government"*. This suggests that studies are oriented towards modern public management models, with an emphasis on performance evaluation and government efficiency. This segment reflects the influence of international theories and practices on Romanian public administration, particularly through the adoption of new public management principles. The interconnections of this cluster with the central terms indicate that reforms inspired by private management are seen as an essential tool for improving administrative performance.

The orange cluster includes terms such as *"public administration reform"* *"decentralization"* and *"public policies"*. This highlights the concern for structural changes in public administration, thus emphasizing the importance of decentralization and public policy reform. The association with the term *"impact"* indicates researchers' interest in measuring the effects of these reforms on institutional performance and governance quality.

Figure 3: Network of organizations that have published at least one paper in the field of public administration performance in Romania, 1990-2025
Source: Data processing using VOSviewer

Figure 3 shows the network of organizations that have published at least one paper in the field of public administration performance in Romania between 1990 and 2025, based on data processed using VOSviewer. The analysis reveals that the main research centres are concentrated around prestigious universities, which have become key players in the development and consolidation of specialized literature in this field. The dominant position of the Bucharest University of Economic Studies and Babeș-Bolyai University in Cluj-Napoca stands out, as these institutions form central nodes in the network and generate the strongest connections with other academic organizations. The considerable size of these nodes reflects a high volume of publications, confirming their role as poles of excellence in research related to public administration performance. At the same time, the visible connections between these institutions and other universities (such as the University of Bucharest, Alexandru Ioan Cuza University in Iași, and Lucian Blaga University in Sibiu) suggest the existence of recurring collaborations and consolidated co-authorship networks, which contribute to the diversification and deepening of the topics addressed.

The map also indicates the existence of distinct thematic clusters, represented by different colours, which reflect the specializations and research directions addressed by academic organizations. For example, the cluster in which ASE Bucharest is located highlights close connections with international institutions, which underlines its openness to external collaboration and contribution to the internationalization of Romanian research. At the same time, the positioning of Babeș-Bolyai University as another centre of gravity shows a consolidation of interdisciplinary research, particularly through the integration of public administration topics with aspects related to political science and economic studies. The presence of other organizations such as the University of Craiova, the West University of Timișoara, or the Technical University of Cluj-Napoca signals broader regional involvement,

even if these institutions occupy peripheral positions in the network, with relatively low visibility compared to the main centres.

The analysis suggests that the network structure is relatively concentrated around a few major institutions, and the intensity of the links between them indicates a tendency towards the consolidation of academic communities with a high degree of cohesion. At the same time, the distribution of nodes shows that, in addition to the leading organizations, there are also institutions with sporadic participation, which paints a picture in which quality research is polarized, but with potential for expansion and diversification by stimulating inter-institutional collaboration. Overall, the network highlighted in Figure 3 demonstrates that Romania has strong research hubs in the field of public administration performance, with a dynamic that favours the development of convergent thematic directions and the consolidation of the international visibility of scientific results.

From a thematic perspective, the reviewed literature indicates four major directions:
➢ reform and decentralization of public administration, are aimed at bringing institutions closer to citizens and increasing decision-making efficiency;
➢ application of performance management tools, inspired by the private management model, to assess the efficiency and effectiveness of public services;
➢ digitalization and innovation, increasingly associated with sustainable development objectives and the transformation of administrative processes;
➢ improving the quality of public services at the local level, an area perceived as being closest to the real needs of communities.

This thematic structure illustrates an integrated and interdisciplinary approach, in which institutional, economic, social, and technological aspects come together to form a comprehensive framework of administrative performance.

The presence of dense connections between these areas indicates an interdisciplinary approach and a tendency to integrate the various dimensions of public governance. Thus, the conceptual map not only charts the main directions of research, but also suggests a development of the field, in which public administration in Romania is analysed from a complex perspective that combines institutional, technological, economic, and social factors. This structure allows not only an understanding of the thematic evolution of research, but also the identification of emerging directions, such as digitalization integrated with sustainability, which can guide future policies and strategies in the field.

Conclusion
The bibliometric analysis of the existing literature on the performance of public administration in Romania highlights the fact that this field has undergone significant development since 1990, especially after Romania's accession to the European Union. Research conducted between 1990 and 2025 shows a concentration of academic interest on recurring themes: institutional reform and modernization of the administrative structure, application of new public management principles and development of performance evaluation mechanisms, digitalization and innovation in administration, and integration of sustainable development principles into government policies and practices. All these

directions confirm the attempt to transform public administration into a more efficient, transparent, and citizen-oriented sector.

The network of authors and collaborations highlighted by the bibliometric analysis suggests the existence of a core group of researchers capable of influencing the coherence and development of the field. Authors such as Androniceanu, Profiroiu, Matei, and Andrei have significantly contributed to consolidating theoretical and applied knowledge through studies that address both the institutional and practical dimensions of performance. This concentration of scientific production around a few key figures indicates a phase of scientific maturity in the field, but also the need to diversify and expand research in order to respond to emerging challenges.

This study also highlights the persistent limitations of public administration in Romania. Among the most significant challenges are institutional fragmentation, excessive bureaucratic procedures, a shortage of financial and human resources, and the influence of politics on decision-making. These issues have often hampered the coherence and effectiveness of reforms, leading to fragmented implementation and difficulties in adapting to European standards. Significant disparities also persist between different administrative-territorial units, particularly between urban and rural areas, creating gaps in the provision of public services and access to resources.

To sum up, the literature and bibliometric analysis show that the future of Romanian public administration depends on its ability to implement coherent reforms and promote an organizational culture based on transparency, accountability, and innovation. Strengthening administrative capacity, professionalising human resources and adopting digital solutions integrated with the principles of sustainable development are essential directions for improving performance. At the same time, the active involvement of citizens, collaboration with academia, and partnerships with the private sector can contribute to shaping a modern administration capable of responding to the challenges of contemporary society and strengthening public confidence in state institutions.

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