

Chapter 1 : Public service and service delivery - Essay UK Free Essay Database

The article subsequently argues for a "public service dominant" approach. and by setting a research agenda for a public-service dominant theory for the future. public service delivery.

Public service and service delivery INTRODUCTION Service delivery is more complex in the public sector as it is not just about meeting expressed needs, but finding out the needs that are not expressed, setting priorities, resource allocation and publicly justifying and accounting for what has been done Gowan, et al. In most developing countries like Nigeria, the public sector plays significant role in service provision as it controls much of the economic resources. In view of this, public agencies have come under pressure and debate in recent years in terms of their efficiency and effectiveness in service delivery with respect to the needs and rights of the citizens. This according to Carvalho et al. The essential elements of NPM as explained by Pollitt are budget cutting, disintegrating traditional bureaucratic organizations into separate agencies, decentralization within the agencies, separating the function of public service delivery from purchasing, introducing market mechanisms, working to performance targets, indices and output objectives, flexibility in public employment, and laying more emphasis on service quality and customer responsiveness. Hence, it has become expedient to rethink public service delivery in order to improve their quality Roy and Seguin, to satisfy public needs, please people and firms as much as possible, favour good governance and national economic competitiveness Carvalho et al. A good and effective governance aids public service delivery in the public sector as it encourages better decision making and the efficient use of resources and strengthens accountability for the stewardship of those resources. Effective governance is characterized by robust scrutiny, which provides important pressures for improving public sector performance and tackling corruption. Effective governance can improve management, leading to more effective implementation of the chosen interventions, better service delivery, and, ultimately, better outcomes. Therefore, the provision of public services in the country is the primary responsibility of the government, complemented by the private sector. The financing of projects for the provision of these services such as education, health, agriculture, water and sanitation, power, housing and urban development, justice, defence and Security among others is usually carried out through annual government budgetary provisions. The responsibility of the public service is to deliver services that the private sector may not deliver at all or to deliver services to those who cannot afford the market price of the product. This discrimination in the provision of public services is responsible for the gap in development between urban and rural areas in Nigeria presently Darma. The problems faced by the public service in Nigeria and other African countries in terms of service delivery, started in the s, where African countries experienced severe economic decline. There was also a sharp decline in the quality of governance and the delivery of services. In fact, two of the important explanations for poor economic performance are the decline of governance and the quality of services Adamolekun, The concept is as old as human civilization but however, it has acquired new meaning and has gained great usage in contemporary public administration. Yaqub and Abubakar , defined governance as the totality of the process of constituting a government as well as administering a political community. Similarly, Ninalowo , defined governance as the totality of executive or administrative functions of the state, with a view of fulfilling terms of social contract or constitutional obligations to the citizenry. Igho Natufe , defined governance as the process and system by which a government manages the resources of a society to address socio-economic and political challenges in the polity. For erstwhile governor of Lagos state, Bola Ahmed Tinubu , governance is the process of decisions making and the process by which decisions are executed or not implemented. Therefore, governance is the sum total of ways by which the general affairs of the commonwealth is managed in the interest of all. According to Johnson , governance is associated with issues relating to the mechanisms required to negotiate various interests in the society. It encompasses a series of mechanisms and processes designed to maintain the system, in order to empower the citizenry and domesticate the process by the society. This is because government at whatever level enunciates and implements policies, programs and projects through the instrumentality of the public service. Most public services are service-oriented. Junaidu and Aminu, Public

services are defined as those services which are mainly, or completely, funded by taxation. Most typically, public services would include the following areas of public management: As such, they can differ markedly from commercial private-sector services in a number of ways. Examples of this type of arrangement would include the contracting out of local government services, such as refuse collection and local transport, to private companies, as well as the privatization of certain central government functions, such as the prison services Humphreys, In some cases, compulsory competitive tendering resulted in similar services still being provided by public service staff but on different terms and conditions of employment than those which applied before contract out Escott and Whitfield, Flynn noted that public services do not normally operate for financial profit or require immediate payment for goods and services prior to delivery. If public services are charged for, then they are not usually sold to customers at commercial prices set to produce profits. In the public services, different guiding principles such as equitable treatment and the allocation of resources according to need, pervade the processes of decision making, management and provision. As a result, financial subventions many be given to the service providers e. I want to stress that the principles of fairness and equity are most important when we come to examine the concept of quality in public administration. Of course efficiency and effectiveness are key elements, but unlike his or her counterpart in the private sector, the public service customer or client seldom has the choice of an alternative competitive supplier. Equity of treatment is, therefore, very important and should not be lost sight of when efficiency measures, including, for example, contracting out of public services are implemented. Within the public service, a different culture prevails internally. This can place demands upon the management of public service delivery. For example, public service managers often have to balance the needs of the general public as users, with accountability to their elected representatives. Another key aspect of the organizational climate within which the public service operates has been described by Murray Yet what we see is a far cry from this. Indeed, people are always bewildered when we consider the state of governance in Nigeria. This is because of the high level of poverty and infrastructural decay in spite of the abundant resources with which God has blessed the country. This failure is as a result of the way the government goes about its day to day activities. Omotose, et al, After over three decades of military rule, from with the exception of and eighty-two 82 days in when the Interim National Government held sway , Nigeria transited to democratic civil regime on May, 29, Unfortunately, since restoration of democratic rule, Nigerians is nowhere near the realization of the ideals of good governance. In the area of the rule of law, Nigeria is replete with abuse of rule of law. The judicial arm of government for example, which is the one saddled with the responsibility of protecting the rights of the people has either assisted or impeded course of good governance in areas such as revenue allocation, status of local government, intrigues associated with impeachment of certain political office holders, human rights, etc Ayodele, Accessing the state of governance in the country requires identifying how the pillars of governance come into play in public policy making and service delivery in the country. These pillars of governance are; participation, consensus, accountability, transparency, responsiveness, effectiveness and efficiency, equity and inclusiveness, as well as rule of law. These are in turn used to analyse the essence of public policy covering; distributive, redistributive, regulatory, reorganizational, and symbolic, among others as well as in the provision of such services as security, education, infrastructure, health, environment protection, privatization, etc. The level of participation of the government is very low as government employs top-down approach, and government plans for the people and not with the people. As observed by Ajakaiye and Akinbinu This they argued has most concretely been reflected from the way people have been denied their right to choose their leaders and the incidence and prevalence of other human rights violation. Transparency and accountability are two interrelated and complementary concepts in our understanding of governance. The concept of transparency has been described as openness in government activities and entail the features of freedom of expression on the part of the citizenry, willingness on the part of the government to receive and evaluate new ideas, easy access to information and leadership, among others. It is observed that transparency in government operations is increasingly regarded as an important precondition for good governance and sustainable economic growth. Central to the concept of transparency in public service is fiscal transparency. Everything relating to the use of public funds should be done in the interest of the state and with a view of ensuring the

benefits and development of the citizens. It equally involves accurate and reliable data. In the main, the importance of transparency is underscored by its role in enhancing good governance and accountability as well as in eliciting confidence in government by the people. One of the obstacles standing in the way of good governance in the country is corruption. According to Ologbenla, corruption is one of the three-monsters the country is grappling with. Others are bad leadership and bad governance. Nigeria continues to feature prominently amongst the most corrupt countries in the past three decades. According to a survey result on corruption index, conducted by the Transparency International, Nigeria is ranked 2. The inefficiency of the bureaucracy is another obstacle in the way of good governance. Bureaucracy is inevitable in any country and inseparable part of an organized society. But Nigeria bureaucracy is not efficient in management and administration. Put differently, Nigeria bureaucracy is no longer the engine room for governance. It is an ineffective institution for checks and balances as well as continuity. Bureaucrats are not accountable, responsive and transparent to the people. Lack of bureaucratic accountability can be attributed to bureaucratic corruption. But there is no effective mechanism to make them accountable, responsive and transparency Adeosun, Nepotism is another stumbling block in the realization of good governance in Nigeria. The rulers in this country pursue nepotism. They give privileges and undue advantage to their family members, friends and associates, kiths and kins in the distribution of public resources. Similarly, Ekpo, p. At this juncture, it is imperative to examine the impediments to effective public service delivery in Nigeria. Following Okafor, the structural problems confronting the public Service in Nigeria can be categorized as: The personnel regulations state requirements for entry into the bureaucracy as well as the procedure for promotion and dismissal. Public Service rules in Nigeria state a long list of requirement for entry, including federal character Nnoli, In theory, positions are supposed to be filled based on merit but in practice, political, family, ethnic and religious considerations are important factors in public Service appointment Mohr ; Adebayo ; Yesufu Promotion in Nigeria public Service is based on seniority. Rules for promotion fail to differentiate between productive and non-productive workers. Dismissal is uncommon except during the mass Purge of Murtala-Obasanjo Administration in As regards personnel qualifications, workers entering the public Service through the use of political or family influence may lack the required technical skills for their positions. Besides, on-the-job training programmes are weak and ineffective Otobo, Also, compounding the skills problem is the emphasis on filling slots rather than matching workers skills with the need of the position. Thus, many of the skills that public servants have are wasted Okafor, The public Service tends to be overstaffed with workers who lack the requisite skills for their positions Jike, ; Otobo, ; Nwachukwu, Moreover, Public Servants are poorly paid. Most of them earn just a little in the face of rising inflation brought about by deregulation policies of government Onyeoruru, Because of this state of affairs many have resorted to multiple job-holding in the informal sector, thereby impacting negatively on their attitude and commitment to work. Furthermore, poor and outdated equipment, lack of office space and poor filing systems in the work place act as impediments to the effectiveness of the public service in Nigeria Okoh,

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This article argues that current public management theory is not fit for purpose – if it ever has been. It argues that it contains two fatal flaws – it focuses on intraorganizational processes at a time when the reality of public services delivery is interorganizational, and it draws upon management theory derived from the experience of the manufacturing sector and which ignores the reality of.

Theory of Human Service Delivery by Casey Reader - Updated September 26, The theory of human service delivery entails an understanding of how people work within systems to deliver services. People are a resource unlike any other in that their value and availability can be difficult to quantify. Services are judged partly by subjective criteria, so understanding the quality that is provided by any service system can be tricky. Theorists attempt to understand how to build the best system for the best services. Intangibility Services are fundamentally intangible. They cannot be touched or handled. They exist as events and cannot be resold or shared between parties. Delivering a service to a person involves having a real person interact with her and meet her needs. For delivering any service to a person, the system designer must first consider the human element involved. The people delivering the service must be capable of interacting in a positive and effective manner. Variability Given that services exist as events, they tend to be more variable than other products that an organization can provide. The quality of one service to the next will differ more sharply. Organizations can improve the quality and consistency of their services only by great effort. A constant attempt must be made to gain customer feedback and to understand the ways that service can be improved. Often it is necessary to institute a training program. Video of the Day Brought to you by Techwalla Brought to you by Techwalla Limits The fundamental limit on the service that any organization can provide is the number of people that it has in its workforce. One person can be stretched only so far in how many tasks she can accomplish in a given amount of time. In order to increase the quality or quantity of any service, it is often necessary to increase the people involved. The more difficult the service, the more costly it will be. Ideology Many theorists of human service delivery stress the importance of an internal credo or ideology for an organization. In order to motivate the people delivering services, and to provide them with broad guidelines, it is necessary to communicate a greater mission. By having a broader vision before them, people will be better able to process a diversity of challenges and to justify their own work. Internal ideologies tend to work best by being aspirational.

Chapter 3 : Public service motivation - Wikipedia

Keywords: European strategies, public service delivery, Gov 1. Introduction Over the last ten years, the adoption of web-based technologies has changed the way government offices provide public services.

Common Models[edit] How Public Service Motivation PSM is Used[edit] PSM helps employees get the most out of their job experience and is rapidly evolving to work towards employee goals and company needs effectively. Efforts to manage employee behavior within government organizations by focusing on financial rewards may not have the desired effect and could potentially have a negative impact on employee motivation and performance seeing as how those that do work in the public sector are usually not motivated by financial gain. One area or aspect of management that relies heavily on motivation is when an organization or company determines how to distribute rewards to employees. Gottfredson emphasized that rewards may be the most important tool that business leaders have to coordinate and motivate team members [1] with the idea that rewards can be monetary or promotional, but motivation plays a key part in how hard employees will work to receive rewards. Previous research emphasized that PSM was influenced by various social and political factors that ultimately drive employees to take an interest in the public sector. The history and concept of public service motivation has been studied by authors who contributed to the understanding of the practice itself such as Perry and Wise who coined the term PSM in , and other political figures such as Woodrow Wilson who founded the field of Public Administration. Mission Valence enhances the satisfaction that an individual experiences or anticipates to receive from advancing the organizational mission, and in turn, it has the "potential to influence the ability of the organization to recruit, retain, and motivate its employees. With the desire to help others, public employees are more likely to seek employment within a public organization because the particular mission of that organization often aligns with their own personal values. Previous studies enhance the notion that leadership along with effective management can increase employee mission valence through its ability to promote public service motivation. Transformational leadership Transformational leadership moves away from a traditional management perspective that is based on self-interest and the exchanging of rewards for positive performance, and instead proposes the ideology of value based leadership to inspire and thus motivate employees. Transformational leadership can motivate employees by appealing to their ideals and moral values, which in turn leads to a more effective and meaningful work environment. Transformational leaders create shared organizational value through "inspirational communication, ongoing practices, setting meaningful goals and designating significant work. The Role of Organizations in Promoting PSM[edit] The impact of organizational institutions can either have a positive or negative ramifications on the motivational attitude of employees. Various scholars and researchers emphasize the role of organizations as an important aspect of PSM and indicate several factors that face employees on a regular basis that could either promote or hinder PSM. Perry and Wise specify those factors of an organization that influence PSM to include culture within an organization which can negatively be associated with PSM as hierarchical cultures tend to emphasize rule-based control of employees and bureaucratic personality, [4] employees that experience red tape who often are characterized with lower levels of PSM as red tape includes rules regulations, and procedures that remain in force and entail a compliance burden, but do not advance the legitimate purposes the rules were intended to serve. Educational level of organizational members reportedly had a positive relationship on the overall level of PSM of the individual. Wright, Pandey, and Moynihan emphasize that it is vital that organizational leaders understand the various factors that affect PSM in order help employees achieve their goals within the organization and provide for a better work environment. Fields[edit] Early authors in the field of public administration described differences between public and private employees and concerns over motivating public sector employees. Crewson argued that a responsive and cost-effective government should acknowledge that a failure to properly understand the motivations of public employees may have undesirable short term effects such as low job performance which may lead to long term effects such as the permanent displacement of the public service ethic. After closely observing employees in the public section, material indicated that when PSM encourages individuals it can

spark innovation. When employees are rewarded for previous accomplishments in the workplace, they are motivated to do even more, although that motivation is not necessarily coming from a genuine place and instead comes from the desire to receive more rewards. Such factors demonstrate that if the external factors that act on the public servant are negative, PSM will influence the behavior of the individual for a period of time that is smaller than the professional career of that individual. If the extrinsic factors are positive, PSM can influence the behavior of the public servant throughout their entire career. The reason behind this behavior is because employees who work for non profits already have a passion for the work that they do. Many employees who hold jobs within the public sector and non-profit organizations do not receive large salaries. It is important for an organization to motivate its employees and align their values and characteristics with the mission and values of the agency rather than subject employees to a stressful and hostile work environment motivated by financial gain. Leadership practices should emphasize to employees the importance of motivation and involvement which can ultimately help the agency or organization in the hiring and retention process if they are aware of the motives of their employees. These factors can lead to surface acting which is characterized by adjusting observable emotional expressions to mask true feelings, pretending to feel a desired emotion, and faking emotional displays. It is hard to evaluate the motivation of each individual working in the public sector when they exhibit a false persona. Representing an agency or organization in the public sector often requires one to display and act in a certain behavior and attitude. This behavior often leads to surface acting. Employees are constantly under the influence of interactions between other employees and customers. Many citizens expect a certain level of satisfaction from each level of government which often burdens the employee with an immense amount of pressure to fulfill those expectations and who in turn will often face backlash and harsh criticism when citizens feel they are not satisfied. Employment Relationship[edit] If an employee finds themselves in a hostile, stressful work environment this can deter motivation and counteract productivity which can ultimately effect the individuals goals, expectations, and disrupt the balance of the workplace. Motivation stems from an individuals desire to satisfy the needs for automaton, direct communication between employees, and asocial inclusions. Having an open approach in the workplace can help new less experienced employees feel a sense of involvement and value which an ultimately increase their motivation to succeed and continue with the organization and vie for its success. As generational changes continue to occur and public sector employees rotate between positions, it is vital to understand how employment relationships can be improved in order to increase public service motivation. Nonprofit employees are becoming more similar to public employees based on motivational aspects such as intrinsic rewards.

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vides conceptual and practical guidance on alternative service delivery frameworks for extending the reach and access of public theinnatdunvilla.com series also covers safeguards for the protection of the poor, women, minorities and.

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A system dynamics model articulating the service delivery theory was empirically validated via calibration to match the structure and behavior of a service center.