

Service Delivery and Good Governance in Public Sectors: A Review of Literature

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Abstract : *The impartial of this review to analyses the contribution of service delivery in creating Good governance through the organization. A theoretical framework relating to the characteristics of Good governance principles and the role of service delivery based on those characteristics developed. The relationship between service delivery and contribution of Good governance principles for the organization's sustainability, which based on a social, ethical, democratic, and economic basis, involves some essential aspects concerning people serving aspects on the perspective of Consensus orientation, Accountability, Participation, Transparency, Responsiveness, Effectiveness, and Efficiency and following the Laws and regulations. The integration of principles of good governance with possible approaches and practices of service delivery leads to developing a model that underpins the contribution of service delivery to create and practice good governance and citizen's satisfaction on the organizations. The review aimed to explore how service delivery influences good governance to change organizational culture, and it may affect the civil service performance in the organization to assure good governance through service delivery and corporate sustainability.*

Keywords: - good governance, good governance principles, service delivery and organizational sustainability.

1. Introduction

Service delivery frequently describes the looked-for objective of an organization's development through Good governance principles. Even though it is a relatively new term, the principles of Good governance, however, are not new. Many are developing Commonwealth countries faced with significant issues such as poor leadership to motivate and manage and to have outdated Service delivery policies, plans, processes, and structures in vital public institutions.

The Thematic Adviser's role is to promote public sector development through strategic interventions in leadership development and service delivery to achieve good governance-related outcomes and contribute towards pro-poor growth and sustainable development in the countries.

Besides, by examining literature relating to service delivery and Good governance principles at the organizational level, this paper concludes that Good governance principles contribute to establishing good service delivery for corporate sustainability by promoting Participation, Consensus orientation, Accountability, Transparency, Responsiveness, Effectiveness, efficiency, and Rule of Laws. This review also argues that establishing Good governance in the organization is possible through relevant service delivery practices supporting the eight characteristics mentioned above of Good governance principles. The paper sustained as follows: reviews the relevant literature, describes the relation of Good governance principles and service delivery, discussion, and conclusion.

2. Methodology

This review analyses the contribution of service delivery in creating good governance for organizations' sustainability. Beginning with Zadar (2013), the archival research method facilitates the author to organize a reliable knowledge base in this research area. In the other side, this academic review analyses the contribution of Good governance principles in creating good service delivery for organizations' sustainability. In this review, the data collected from relevant documents from different studies and electronic sources of internet websites of Hua Zhong University of Science and Technology (HUST) online Library widely used. Besides different books, journal articles, policies, and other research materials to achieve the objective of this review purpose.

Beginning from (ValerieJohnson, 2018) indicated, to conduct a systematic review of the literature to produce evidence-informed content in management, the reviewer uses the archival method. In considering the objective of this review, the methodology proposed by Sam Agere, (2018) is regarded as the most appropriate since they suggest how to conduct a literature review systematically by using an archival method with three stages. The three steps are planning the study, conducting a review, and reporting and dissemination. This review follows these three stages to achieve the review objective.

3. Literature review

3.1. Public Service delivery and Its Relation to good Governance

Good Governance from public sector points of view is also called corporate governance and has many different definitions. Accordingly, Gisselquist (2014) defines public sector (corporate) governance as the processes by which organizations direct, control, and held to account. It encompasses authority, accountability, Transparency, leadership, direction, and management exercised in the organization. As, Wampler & Touchton,(2011) describe, public governance has “a comprehensive coverage, including how an organization manages, it's business and other structures, its culture, its policies and strategies and the way it deals with its various stakeholders. In the same manner, the determination of Good Governance in the Public Sector (International Framework) is to stimulate better service delivery and improved accountability by establishing a benchmark for good governance in the public sector. Most governance codes focus on delivering good governance practices at an organisational level (Али А., 2018). As, Lvw et al., (2003) the spirit and notion encompass how public sector organizations clear their responsibilities of stewardship by being open, accountable, and prudent in decision making, in providing policy advice, and in managing and delivering programs.” Public sector governance includes the policies and events used to direct an organization’s activities to provide reasonable assurance that objectives met and operations carried out in an ethical and accountable manner (C.R.Kothari, 2013).

As (Hernández et al., 2017), sound functioning public sector delivers quality available services consistent with citizen preferences just as advancing private market-drove development as a similar time. The overseeing financial assets judiciously are viewed as essential to the accomplishment of Millennium Development Goals. The same to Hernandez, the UNDP, 1997 (PNUD, 2015) (the United Nations Development Programs), Good public sector governance generally focuses on two main requirements of institutions:

- a) Performance refers to the institution uses its governance arrangements to contribute its overall presentation and the delivery of its goods, services, or programs.
- b) Conformance is an institution uses of its governance arrangements to make sure it meets the requirement of the law, regulation, published standards, and community expectations of goodness, accountability, and openness.

3.2. Accountability and service delivery

Accountability is one of the keystones of good governance theory, which denotes the responsibility of the government towards the governed and the mechanism through which people can exercise their influence over the- government(Costa et al., 2007). Accountability is a complex and multi-faceted concept that is difficult to define in precise terms (Koroso et al., 2013). It is applicable based on their responsibility in governmental institutions, the isolated sector, and civil society organizations must be answerable to the public and their institutional stakeholders. In general, the organization is responsible for those who will be affected by its decisions or actions. Accountability cannot be compulsory without transparency and the rule of law (Koroso et al., 2013).

The public at an organizational level, service delivery has accountability towards its stakeholders such as owners, employees, unions, and society. The service delivery accountability described here is a continuous cycle or system (Kenosi, 2011). A systemic approach enables an agency to identify, collect, and use the information or data on which accountability is eventually based. Service delivery accountability starts with identifying the agency's strategic goals. Following that, agency service delivery goals in support of the strategic objectives defined by the organization annual plan(Summermatter & Siegel, 2009). Then, performance measures developed in organizations and a baseline established to permit assessment of whether the goals are actuality met (Gilbert Kiplimo & Patrick Amisi, 2018). When these measures are together with the Merit System Principles framework, the agency can develop a profile and comparisons of how well it performs in implementing service delivery consistent with the Principles, the backbone of the service delivery principles (Summermatter & Siegel, 2009).

3.3. Transparency and service delivery

Transparency means that decisions applied by management and their enforcement make in a manner that follows the rules and regulations (ESCAP, 2019). Besides, the Public administration literature review shows that transparency in public institutions receives as one of the fundamental descriptions of good governance. When citizens are adequately informed and capable of seeing what government officials are doing, they can excitedly interact with their government institutions to set up a dialogue on social and economic development issues in the society (M.Hamza, 2017).

Transparency, as broadly distinct, relates to the full flow of information within a polity. Lengthy literature pressures the importance of the provision of information to the populace to ensure the accountability of government emphasizes the role of transparency as a factor of government performance (Hollyer et al., 2012). According to Arndt & Oman, (2011), socially appropriate service delivery has to: (a) treat employees following the principles of respect, transparency, honesty, and long-term

nature of changes; and (b) respect employer's privacy, and, as a consequence, to have respect, freedom, and autonomy as organizational values. The distribution of information during the organization is critical to providing high-quality service and products to its customers. Information dissemination involves making information available to decision-makers wherever they locate (Hollyer & Vreeland, 2018). Employees who transparently have access to such information are more likely to feel empowered and are better able to participate in decision-making Hollyer et al., (2012) and it makes them give good service delivery to citizens. Information distribution also helps managers accept more participative leadership styles and work configurations, leading to greater employee involvement and, ultimately, better employee relations Gomez-Mejia et al., (2003) make employ confidence and productivity.

3.4. Rule of Law and service delivery

It is a broader political consensus that the rule of law is a necessary foundation for efforts to achieve good governance (S & Council, 2007). One rule of service delivery is Citizen's charters, helping public agencies to manage the expectations of service users, providing a framework for consultations with service users, encouraging public agencies to measure and assess performance, making public agencies more transparent, pushing public agencies to improve performance, and increasing satisfaction of service users (History et al., 2018).

Besides, Justice value as central in Good governance. Therefore, it values justice as most important for establishing a just society in which people from all occupations, from different faiths, can live in peace and harmony with no discrimination(PNUD, 2015). Equally, important, good governance requires a proper legal structure that must be applied objectively to give full protection to the human rights of the people, most especially those minorities(S & Council, 2007). Implement the rule of law effectively; there must be an unbiased implementation of laws that require an independent judiciary, an impartial, and a corrupt-free police force Thomas g Weiss, (2000) on service delivery.

The rule of law mentioned to a principle of governance in which all institutions and entities, public and private, including the state itself, we are accountable to regulations that publicly broadcast, equally enforced, and independently adjudicated, which were consistent with international human rights norms and standards (S & Council, 2007). It obligatory, as well, measures to ensure adherence to the principles of supremacy of law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, (Aulianida et al., 2019).

3.5. Participation and service delivery

It refers to the procedure by which both all citizens have a voice in decision making directly or through legitimate middle institutions that represent their interests (Lopes et al., 2017). Good governance also requires that civil society have the opportunity to participate during the formulation of development strategies that directly affected communities, and groups should be able to participate in the design and implementation of programs and projects (Stumbraitė-Vilkišienė, 2007). Even where projects have a secondary influence on specific localities or population groups, there must be a consultation process that considers their views. This feature of governance is an essential element in securing commitment and support for projects and enhancing the quality of their implementation (Li et al., 2020). On the one side, Wosen Ketema, (2019) mentions some researchers take Participation to mean simply engaging with any particular activity. On the other side, investigators define Participation as a process through which people impact and share control over development initiatives (World Bank, 2003).

As an author to the New Public Management "customer" model (van de Walle, 2003) proposed a "new public service" idea. Which grounded on the ideas of democracy, citizen and citizen participation as a vital requirement for democratic governance. These carried two distinct concepts are named government and governance, which interrelated in the local public service delivery and quality improvement processes (Roy, 2017). This trend increases the participation rate of citizens through in the corporate level decisions and permits listening bottom level issues of the workforce by the top management of the organizations (e.g., making labour laws to be practiced in the organization)(Rich, 2020). In the same manner, Local government and project staff together with government carry out participatory monitoring in different projects. The systematic process supports appropriate decision making for each scheme (regarding technology, location and use) where the community itself can address its problems related needs and plan accordingly (Rautanen & White, 2013).

Many service delivery policies and practices promote the Participation of organizational members and employees in workplace activities and decision-making (Tadesse, 2019). These policies and procedures are teamwork, diversity management, stock-ownership plan, employee suggestion scheme, work-family balance practices, benefit-sharing programs, family-friendly work practices, equal employment opportunities, affirmative action, empowering employee, open-book management (Tadesse, 2019). And also, commitments orientated on service delivery practices provide pieces of evidence for good governance in the organizations through good governance principles (Tadesse, 2019). As, Muriu, (2013) team works to improve the participation rate of organizational members in corporate-level decisions making and their implementation and improve the participation rates of female employees in the administrative activities and functions. To encourage, motivate female employees, and increase their Participation, an organization should combine family-friendly corporate programs with supervisor support (Kima et al., 2015).

According to Li et al., (2020), employee ownership, if properly implemented, can align the interest of employees with those of other shareholders. Such employees will likely take a long-term view of the organization, its strategy, and its investment policies by their service delivery. Besides, the stakeholder perspective suggests that organizations build up a system of employee involvement and Participation in decision-making through formal and informal consultation processes on service delivery (Lau et al., 2017). Citizen participation is distinct as a part of democratic public service delivery and primarily means the incorporation of those who are pretentious by the performance of the service organization (Stumbraitė-Vilkišienė, 2007).

3.6. Efficiency and service delivery

Efficiency is a common-sense management principle in that it reduces costs and increases productivity (CEPAL, 2015). The thought of good governance should ensure efficiency in the use of resources of a nation has not compromised the crucial needs of citizens. Limited human and financial resources are practical without unnecessary waste, delay, or corruption to the extent (Hookana, 2011). According to the description Summermatter & Siegel, (2009), civilized areas must be financially sound and cost-efficient in their management of revenue sources and expenses, the administration and delivery of services, and in the enablement, based on relative advantage, of government, the private sector, and communities to contribute formally or informally to the urban economy.

The efficiency of the programs should be concerning their impact on service delivery goals. Setting Service standards must be relevant and meaningful to the individual user. They must cover the aspects of services which matter most to users, as revealed by the consultation process, and they must be expressed in terms of relevance and quickly understood ways (PASD Togetherer, 1958). It is not enough to have the plans; they must be high-quality programs that satisfy employees' needs to serve the citizens (Sam Agere, 2010). The public participation has improved efficiency in the utilization of national resources because the citizens are allowed to identify the public sectors where the need is felt the most and the best way to implement government projects (Gilbert Kiplimo & Patrick Amisi, 2018).

Besides, the measures of the economy, efficiency and effectiveness are necessary to assess the productivity of resource use in government. The government spends its resources to deliver infrastructure and services to the population and to encourage community development (CEPAL, 2015). The new public management theory intended to improve the quality services, save public expenditure, improve governmental operations efficiency, and make policy implementation more effective (Mongkol, Kulachet, 2011).

3.7. Consensus Orientation and service delivery

There are several performers and as many views in a given society. Good governance needs mediation of the different interests in society. It helps to reach a broad consensus in society on the best part of the whole community to achieve government plan. It requires a comprehensive and long-term perspective on the need for sustainable human development and achieves the goals of such action (UNESCAP, 2019). Providing More and Better Information is one of the most powerful tools at the customer's disposal is exercising his or her right to excellent services (PASD Togetherer, 1958).

The service delivery and other practices in the organizations are positively related to the consensus orientation dimension of good governance at the corporate level. Nowadays, in many countries, service delivery is approached with a context-specific nature (Kosec & Wantchekon, 2018). Service delivers professionals design, implementing systems and practices by considering the context. They believe the Historical, Cultural, and Social context of a given society/community or the country in designing and implementing organizational policies and practices (Government, 2020).

The consensus orientation through Good governance principles dimension to service delivery is critical (Roy, 2017). Because multi-national companies operate in diverse cultural and economic environments, multi-national companies need to provide equal opportunity in all international citizens activities to serve, regardless of their gender, race, age, and cultural background (Kosec & Wantchekon, 2018).

As, Richard & Kirby, (1999) the policies and practices of an organization do not effectively reflect workplace equality, then employees will create a bad image and perception about the entire processes of the organization Employee-oriented or centred service delivery practices and developing consensus contribute to creating good governance in an organization. Consensus oriented service delivery practices address the personal and family needs of employees beyond the minimum legal requirements and motivate for good service delivery to citizens (PNUD, 2015).

3.8. Responsiveness and service delivery

Good governance refers to the effort of institutions and processes to serve all stakeholders within a reasonable timeframe (Haile, 2018). As Wosen Ketema (2019) describes, Responsiveness refers to institutions and processes try to not only serve all

stakeholders but also to the public servants. Responsiveness to the public, UNESCAP, (2009) by methods and procedures to enforce the public will. Good governance needs that institutions and processes try to serve all stakeholders within a reasonable period. Through service delivery, a group can take action to promote the "good" for employees as well as other stakeholders. These kinds of initiatives of service delivery improve its Responsiveness (Gilbert Kiplimo & Patrick Amisi, 2018).

According to Blackburn, Sabatier and Yankelovich citizens who receive quality feedback and receptiveness when interrelating with government through public contribution are likely to perceive that they gain useful policy information that helps them to understand better government agencies and community issues (J. Walton Blackburn and Willa Marie Bruce, 1995). Gradually Responsiveness on service delivery is increasing over time and all modifications and calls for changes, new developments, emerging concepts, and practices reflect the responsive nature of this field (Gilbert Kiplimo & Patrick Amisi, 2018).

Responsiveness is a critical component of government and citizens' decision-making; then, improvements in its accessibility and dependability stand to benefit many dimensions of governance, including service delivery. Service delivery is particularly problematic in rural areas to give fast response, which contains the mainstream of the world's poor but faces single logistical challenges due to their remoteness(Kosec & Wantchekon, 2018).

3.9. Effectiveness and service delivery

Effectiveness is primarily the process of doing the right things (Cole and Kelly, 2011). Therefore, the principle as it applies to good governance means doing things right within the society by the government, using the resources available. It emphasizes that power must come up with action plans which address the necessities of the company as the resources available put into best use in the organization. Effective service delivery is a dominant precondition for government organizations, on the off chance, that they are to address resident's issues (Sections, 2003).

They are incorporating in public service design and delivery the views of citizens and businesses' to reflect their needs and raise the services' increased effectiveness, quality and responsiveness (Action, 2010). Efficiency and effectiveness of the organizations intricate in the objective can be evaluated/assessed using these indicators. They give insight into the level of corruption, accountability and transparency as well (Koroso et al., 2013). Good governance outlines or codes usually end with a commitment to a list of public values (de Graaf & Paanakker, 2015). For instance, Eliwa (2006) distinguish four clusters of values that are relevant to the assessment of good governance: lawfulness, integrity, democracy, and effectiveness. Human resource management practices, namely employee empowerment, training and development, appraisal system compensation is the main factor for the success of a firm on employee retention. In this study, we aim to study how employees regard importance of their empowerment, equity of compensation, job design through training and expectancy toward effective performance management on their retention. An effective human resource management practices, namely employee empowerment, training and development, appraisal system compensation is the main factor for the success of a firm on employee retention. In this study, we aim to study how employees regard importance of their empowerment, equity of compensation, job design through training and expectancy toward effective performance management on their retention

4. Discussion

The thematic Adviser's role of this review is to promote public sector development through strategic interventions in the fields of good governance and service delivery to achieve Good governance by applying Good governance principles interrelated outcomes and contribute towards pro-poor growth and sustainable development (Dea, 2019).

Initially, understanding service delivery or the critical perspective of good governance principles needs in this review context. Progress of an alternative and crucial perspective of good governance is inevitable and necessary for the evolvement or applicability of good service delivery in the organizations through good governance principles to sustain organizations. Critical viewpoint views the service delivery practices as a way of life for employees to develop and donate to the organizations fully and create Good governance by applying Good governance principles rather than management to control the employee's performance. Building Good governance through service delivery promotes employees to develop and contribute to assembly fully. Service delivery practices are a way of intervening in an employee's life to make employees sacrifice more of themselves to the needs of the organization and society. Nowadays, all organizations design and implement several service delivery practices which , based on ethical, social, democratic, and economic principles with the support and contribution of serving citizens well. For example, BPR (businesses process reengineering), BSC (businesses score cared) citizen charter and policies, procedures are desirable for both men and women to help and overcome the problems of officers in serving citizens(Coggburn & Schneider, 2003).

The goal of Good Governance in the Public Sector (International Framework) is to inspire better service delivery and better-quality accountability by establishing a benchmark for good governance in the public sector. The International Framework intended not to replace national and sectoral governance codes (International Federation of Accountants (IFAC), 2013). Instead, it anticipates that those who mature and set national governance codes for the public sector will mention to the International Framework in updating

and reviewing their codes. Where codes and direction do not exist, the International Outline will provide both a shared empathetic of what establishes good governance in the public sector and an influential incentive for positive action.

To bring good governance in the public sector, both governing bodies and individuals working for objects obligation act in the public interest at all times, consistent with the supplies of legislation and government policies, evading self-interest and, if necessary, act against an apparent organizational interest. Acting in the public interest suggests a wider benefit to society, which should result in positive outcomes for service users and other stakeholders. This provides benefits to the organizations, individuals and society, which can result from good service delivery promoting good governance in the organization. A strong service delivery system, which is based on social, ethical, democratic, and economic dimensions, can establish and maintain good governance in the organization by developing appropriate attitudes, behaviors and cultures that support for the survival of organizations by achieving good governance. This is important for organizational survival and sustainability. At the same time, organizational sustainability may be the outcome from the implementation of good governance oriented service delivery practices in the organizations.

5. Conclusion

The service delivery policies and practices, in general, have more significant potential and opportunities to exercise an influence on Good governance and bad service delivery. All the initiatives must plan in-service delivery goals, strengthening Good governance and sustaining organization, strengthening the role and capacity of public service institutes, and promoting the sharing of best practices in service delivery and exemplary good governance principle implementation to achieve Good governance principles outcomes. They contribute towards improving employ stability, public service delivery, which in turn will contribute towards the reduction of poverty and promote sustainable development among the Commonwealth countries. As indicated in the review literature, main good governance principles. Include “Participation of the customers in public sector institutions, efficiency and effectiveness of the services provided, accountability and responsiveness of top officials and workers of the institutions, transparency of the decision-making process, a manifestation of the rule law and principle of ethics at all levels of service provision (A Anton Arulrajah, HHDNP Opatha, 2010). Thus, this review rigorously reviews empirical literature the relation of practicing good governance principles in its perspective and service delivery implementation of government organizations to sustain organizational performance.

However, based on this review, the author concludes that by having good service delivery policies and practices and by following basic ethical, social, democratic, and economic principles, organizations can create and maintain good governance through service delivery. Good governance in the organization finally leads to organizational sustainability, since the nature of the review theme and concepts, related to the relationship between service delivery and good governance (principles of Good governance) at an organizational flat. Contribute towards improving available help transference, which like this will contribute towards the decrease of hardship and advance practical turn of events for organizations.

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