

Client-Oriented Management in the Public Services Sphere as a Factor in Increasing the Level of Life Satisfaction

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Abstract—The subject of the research in this article is client-oriented management in the sphere of public services. The relevance of this topic is determined by the search for new methods and concepts of management in the public services sphere in connection with the need to move from the consumption society, the development of human and social capital. The purpose of this study is to build a model for the implementation of client-oriented management in the public services sphere, aimed at maximizing the happiness of society. By analyzing and comparing the criteria of happiness, people's needs and indicators of the effectiveness of service providers in public services, it is proved that more than a third of the current indicators do not reflect the level of happiness and satisfaction of the population. To implement client-oriented management in the public services sphere, it is necessary to introduce benchmarks for consumers of state (municipal) services, which characterize the level of their satisfaction and happiness.

Keywords—Public Services, Happiness Economics, Balanced Scorecard.

I. INTRODUCTION

At present, the development of society and the economy in particular is seeking of new directions and vectors in connection with the need to move from a consumer society to a society that seeks to preserve its tangible and intangible heritage and wealth for the future generation. Therefore in economic theory, as well as in the construction of the goals of public administration by the governments of many countries, has been intensively developed the welfare theory, the study of happiness economics, in which attempts are being made to evaluate level satisfaction lives of the population as a primary objective of the state, as opposed to financial, economic well-being.

In this regard, the purpose of this article is to build a model for implementing client-oriented management in the public services sphere aimed at maximizing the happiness of the society by integrating in assessing of effectiveness activities of public authorities the criteria proposed for assessing happiness in the world community.

II. GOALS OF FUNCTIONING AND MANAGEMENT OF THE GOVERNMENT SERVICES SPHERE IN THE WORLD COMMUNITY

The public administration sector performs the function of providing non-market services for their collective and (or)

individual consumption, as well as redistribution of income and wealth [1,2,3,4].The sphere of government services is aimed at the reproduction of social and human capital. Important in the implementation of service concept of the functioning and development of the government is to understand it as a system that ensures the proper state and development of other systems - society, satisfaction of its needs, interests, expectations [5, p. 84], which requires overcoming the dominant of the internal orientation of the subjects of the public administration sector over the external. At the same time, the maximum achievement of the goals of the participants in the interaction is ensured by realizing the interests of the external entity [4,6,7,8].

The definition of the interests of an external entity and an assessment of the level of their achievement should be put in the basis of measuring the effectiveness of the management activity in the public services sphere. The achievement of interests by an external entity in interaction with the public administration sector is one of the indicators of social satisfaction. Scientists participating in the study of the economic theory of happiness and governments of the world focused its attention on him assessed. In particular, the government of Bhutan in 1998 approved this as the main approach, in Russia, the indicators of "satisfaction" are used to assess the effectiveness of state bodies [9]. However, at present, often methods for assessing the effectiveness of public services are focused on the internal environment, including in Russia [10].

In this regard, consider it necessary to build a theoretical and practical-oriented model that ensures the implementation of the principles of overcoming the dominant of the internal orientation of the general government sector, based on subject-oriented management and the concept of the economics of happiness and well-being.

III. CLIENT-ORIENTED MANAGEMENT IN THE PUBLIC SERVICES SPHERE BASED ON OF THE ECONOMIC THEORY OF HAPPINESS

The main Reference-subjects from the external environment for the general government sector is the population and the business community. With this orientation, the subject-oriented management is transformed into a client-oriented [11], for which four principles are typical [4]:

- the principle of integrating of process management and management of orientational interactions;
- the principle of integrating of technologies for resource management and management of orientation interactions;
- the principle of integrating management technologies based on results and management of orientational interactions;
- the principle of integrating technologies for marketing relations and management of orientational interactions.

The implementation of these principles is possible with the help of a balanced scorecard hereinafter referred to as the BSC (see Table 1) [12].

TABLE I. BSC IN THE PUBLIC SERVICES SPHERE BASED ON THE PRINCIPLES OF CLIENT-ORIENTED MANAGEMENT

Elements BSC	Stages of public service delivery				
	Input		Process	Output	
Principles of client-oriented management	Integrating of technologies for resource management and management of orientation interactions		Integrating of process management and management of orientational interactions	Integrating management technologies based on results and management of orientational interactions	
Perspective BSC	Material and financial resources	Employees	Internal processes	Public and business	Employees and Material and financial resources

The advantage of this tool is that it includes non-financial indicators, with which you can assess the level of "happiness" of the population, not in terms of income, since happiness and incomes are related only up to a certain point, as studies show [13]. At the same time, the importance of selecting non-financial indicators comes to the forefront, since the goals of interaction of external entities are non-financial from the point of view of internal subjects. On the one hand non-financial indicators should meet the principles of client-oriented management, on the other hand characterize the level of happiness of consumers in the sphere of public services. The most difficult and controversial issue remains the criteria for assessing the level of "happiness". A detailed approach to grouping such factors was proposed by Bruno S. Frey: family relationships, financial situation, work, socialization, friends, health, personal freedom, and personal values. It is based on some criteria that indicators can be selected in the perspective of "Public and business".

In addition, these criteria correlate with the Maslow pyramid, which is based on human needs (see Fig. 1) [14]. Therefore, when testing the non-financial indicators included in the "Public and business" perspective, it is necessary to determine which of the categories of human needs they satisfy. Conversely, for the introduction of a new indicator, first establish what satisfaction is required by what needs to be monitored.

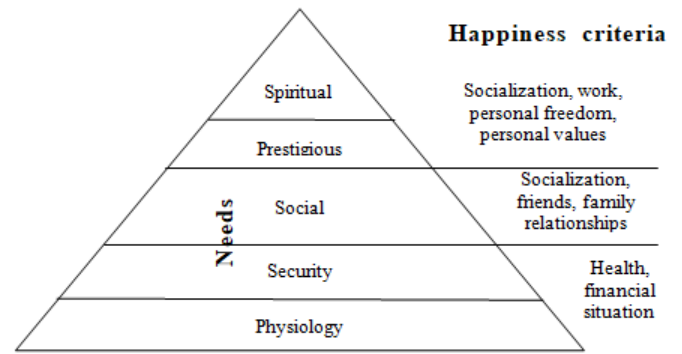


Fig. 1. Interrelation of criteria for assessing happiness according to B.S. Frey and needs for A.H. Maslow .

In the literature, a rather large number of indicators are proposed for each BSC perspective. Let's analyze the application of the Maslow's pyramid of needs for testing the indicators included in the prospect of the BSC "Public and business". For example, the indicators used in assessing the effectiveness of public authorities in Russia, and the indicators proposed to assess the effectiveness of management of the subsystem of municipal education services [12] (see Table 2). Out of 16 indicators 6 do not allow assessing the satisfaction of the needs and happiness of the population, therefore, they should be excluded from the assessment as not conforming to the principles of client-oriented management.

TABLE II. TESTING INDICATORS FOR EVALUATION OF HAPPINESS CATEGORIES

Indicators	Needs / Happiness criteria. Comment
The proportion of pupils of 11 (9) classes who passed the Unified State Examination (GEA) from the number of students	Prestigious / work. Only indirect influence on the work, because it does not reflect the level of achievements
Average mark of the Unified State Examination	
The level of satisfaction of parents (legal representatives) with the quality of education	All the criteria of happiness, since the indicator is subjective and measured by each individual according to the totality of personal perceptions about the norm of the quality of education
The number of subjects of small and medium-sized businesses per 10 thousand people	Security, prestigious / Financial situation, work, personal freedom.
The share of the average number of employees (without external part-time workers) of small and medium-sized enterprises in the average number of employees (without external part-time workers) of all enterprises and organizations	Does not reflect the level of happiness / satisfaction of needs. The reasons for changing this indicator may not be related to these criteria.
The volume of investments in fixed assets (excluding budgetary funds) per 1 resident	Does not reflect the level of happiness / satisfaction of needs.
The share of profitable agricultural organizations in the total number of them	Does not reflect the level of happiness / satisfaction of needs.
The proportion of the length of public roads of local importance that do not meet regulatory requirements in the total length of public roads of local importance	Security / Does not reflect the level of happiness by the specified criteria.

Table continuation

The proportion of the population living in settlements that do not have a regular bus and / or railway communication with the administrative center of the urban district (municipal district), in the total population of the urban district (municipal district)	Security / Does not reflect the level of happiness by the specified criteria.
Average monthly nominal salary of employees	Does not reflect satisfaction of needs / Financial situation.
The proportion of children aged 1 to 6 years who receive pre-school educational services and (or) service for their maintenance in municipal educational institutions in the total number of children aged 1 to 6 years	Security, social / Socialization.
The proportion of children aged 1 to 6 years who are registered for identification in municipal pre-school educational institutions in the total number of children aged 1 to 6 years	Does not reflect satisfaction of needs / Financial situation.
The proportion of children aged 5-18 years who receive supplementary education services in organizations of different organizational and legal forms and forms of ownership in the total number of children in this age group	Security, social, siritual / Socialization.
The level of actual provision of cultural institutions from the regulatory requirements	Does not reflect the level of happiness / satisfaction of needs.
The total area of living quarters, an average of one inhabitant	Does not reflect the level of happiness / satisfaction of needs.
The area of land allocated for construction per 10 thousand people	Does not reflect the level of happiness / satisfaction of needs.

IV. CONCLUSION

Thus, to implement client-oriented management in the public services sphere it is necessary to introduce benchmarks for the client (population and business) - consumers of state (municipal) services that characterize their level of satisfaction and happiness. To select these criteria, which at the same time are indicators of the effectiveness of public services sphere, propose to use both the Maslow's pyramid of needs and the happiness criteria proposed by Frey to measure the integral index of happiness. Analysis of the indicators used in Russia showed that more than a third of them actually do not reflect the level of happiness and satisfaction of the population and

business. Modernization of these indicators is the next stage of research in the field of client-oriented management as a factor in increasing the level of life satisfaction.

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