

ANALYSIS OF QUALITY OF SERVICE TO THE PUBLIC IN BODIES GOVERNMENTAL: PLANNING, COMMUNICATION AND PRODUCTIVITY

Maienne Francisca da Silva

SUMMARY

The main goal of public service is to meet the needs of the population and defend the interests of the State regarding present and future actions, hence strategic planning. This study aimed to emphasize the quality of service in the public sector through planning, communication and productivity. This is a descriptive, qualitative study of bibliographical nature. For data collection, systematic searches were carried out in literature available in Internet databases, such as SciELO Virtual Magazines and Libraries, CAPES Periodicals, Online Libraries, in addition to research in own books. Where the inclusion criteria for the literature review were all journals available in the databases, national and international. The exclusion criteria were journals that were not available in full, that were in the form of a summary or that were not yet coherent with the proposed objective. In this intent, communication emerges as a continuous and facilitating process for public institutions in relation to the engagement of employees and their respective functions.

Keywords:Public Service; Management; Strategy; Communication.

ABSTRACT

The main target of public service is meeting the needs of the population as well as defending the interests of the State with regard to present and future actions, therefore, strategic planning. This work aimed to emphasize the quality of service in the public sector through planning, communication and productivity. This is a descriptive, qualitative study of a bibliographic nature. To collect data, systematic searches were carried out in literature available in Internet databases, such as SciELO's Magazine and Virtual Libraries, CAPES Periodicals, Online Libraries, in addition to searches in own books. Where the inclusion criteria for the literature review were all journals available in national and international databases. The exclusion criteria were journals that were not available in full, that were in abstract form or that were not consistent with the proposed objective. In this sense, communication emerges as a continuous and facilitating process for public institutions in the face of the engagement of employees and their respective functions.

Keywords:Public Service; Management; Strategy; Communication.

1 INTRODUCTION

The main objective of public services is to meet the needs of the population as well as to defend the interests of the State with regard to present and future actions, therefore, strategic planning. The management of public services can be understood as a set of state actions that support political organizations of equal autarchy in the exercise of government functions, which organize the achievement of the public purposes they produce (KUAZAQUI *et al*, 2005).

Approaching the right people with a leadership profile and who know how to deal with Communication in organizational spaces tends to generate more credibility in the services provided by employees, thus increasing engagement. Likewise, it is important to have an Internal Communication Plan, where you can map out the topics that should be addressed for the good performance of the institution. However, it is necessary to understand the processes of the institution and its services provided, because, contrary to what one might think, this influence helps in compliance with Communication measures to improve productivity, service and assistance various (CEZAR, 2019).

Thus, it is clear that technological resources, in their entirety, cannot satisfy all service needs. Public and private organizations operate in a dynamic corporate environment that is constantly evolving. As a result, changes occur in internal and external operations in favor of the growth and evolution of cities.

Thus, this work aimed to emphasize the quality of service in the public sector through planning, communication and productivity. Given the above, therefore, the theme delimited for this study is pertinent to description, since it is essential for public bodies to strive to satisfy

the needs of users, as this provides the opportunity to improve service.

The interest in this topic is driven by the need for descriptions and clarifications about such a contemporary and complex context that shows signs of resistance. Above all, it is highly relevant to what concerns the constant changes with the adoption of instruments that allow greater flexibility, innovation and integration, to meet the needs with excellence within the public sector.

It is therefore justified to study this topic in the sense that with correct communication in the workplace, the public sector can also achieve success and demystify the understanding that public service is not and cannot be efficient. And in this sense, this article addresses the quality of service in the public sector: planning, communication and productivity.

The research in question is of a descriptive, qualitative nature of a bibliographic nature, which in the conception of (GIL, 2008), has as its fundamental utility to describe the distinctions of a certain phenomenon or population by establishing relationships between variables, through bibliographic research.

For data collection, systematic searches will be carried out in literature available in Internet databases, such as SciELO Virtual Magazines and Libraries, CAPES Periodicals, Online Libraries, as well as research in own books. Where the inclusion criteria for the literature review were all journals available in the databases, national and international.

The exclusion criteria were journals that were not available in full, those that were in summary form or those that were not consistent with the proposed objective.

2 DEVELOPMENT

Fernandes *et al.*, (2013) states that the strategic framework has become a widely used context within organizations, as it continues to be well diversified by managers. This, in turn, is responsible for defining and implementing strategies capable of maintaining and/or leveraging business progress.

In this same understanding, Oliveira; Napoli and Perini (2013) already demonstrated interest in the topic when they said that strategy is the resolution of objectives and goals that must be achieved by the company, it is also the adoption of measures such as action and application in a necessary way with the intention of having the goals achieved in the work environment.

From the very beginning, strategy has demonstrated a readiness that must be submerged in the decision-making process within each organization, allowing for a vast knowledge of the business and the identification of improvement trends. Strategic planning has been standing out within companies, regardless of their area of activity or size. It is through the use of strategy tools that companies will achieve a positive solution in their growth, in addition to success in facing threats, and being able to take advantage of several favorable opportunities (OLIVEIRA, 2009).

Several actions that have occurred throughout history have highlighted the importance of first thinking before taking action. In this way, planning in advance began to guide the troops before the beginning of any subversion. Given this statement, it is clear that strategy arises from a need, becoming a subsidy at the time of decision-making. In the business context, strategy is the key to successfully competing in the market, that is, the only way to establish a competitive advantage (CHIAVENATO, 2014).

Establishing a strategic plan involves, above all, recognizing potential and knowing how to use it in the best way; recognizing and suppressing weaknesses; recognizing and taking full advantage of opportunities in the external environment; recognizing and preventing all types of external threats; and also aiming for an effective work plan (OLIVEIRA, 2009).

In this regard, it is ensured that strategic planning is a format for paving the way for the company's future, where it is possible to prepare it for the most varied types of opportunities and challenges that may arise.

to act in its development process, thus ensuring that the company achieves its objectives.

2

The analysis of organizational environments are determining factors within the strategic planning process for every company (VIEIRA, et al., 2013).

In the context of action, strategy is still the most appropriate path to follow so that an objective can be achieved. In order for the objective to be achieved within the business environment, preferably established goals and challenges must be positioned within the company in light of its performance. It is admirable to scrutinize strategies in an alternative way to promote changes as needed (VIEIRA, et al., 2013).

Above all, the objectives of strategic planning are to estimate strengths and weaknesses, as well as to measure the company's limitations, to know how to attack opponents at the right time, and to have the wisdom to retreat when necessary.

necessary, seek conditions that are suitable for the company and achieve solid partnerships. The strategic design in each situation represents everything that is essential within a company so that it can remain capable of competing (KOTLER, 2007).

Therefore, Strategic Planning is of great importance for any company that wants to remain in the market. In these terms, planning and developing people enables the identification of the organization's demands for the formation of a successful work team. Therefore, it becomes an ongoing process that provides the manager and the entire team with the individual reference to model the work team in a strategic and oriented way (ARAÚJO, 2010).

The public sphere represents the space for argumentation and visibility of ideas for debates **publics** in which the concepts **public** they emerge as a representative outline of the position of their participants. In these terms, the public sphere becomes, in its general sense, the determining sphere for the mediation that is accepted by the participation of the State - public power, on the other hand we have civil society, that is, private power, with the intention of neutralizing what has a random character in domination and state power (HABER-MAS, 2014).

Brandão (2009) states that public communication can be encompassed from five areas, which determine both an arena of knowledge and an annex of professional activities. Thus, these five areas are defined as: 1) public communication adjusted with the techniques and knowledge of the area of organizational communication; 2) public communication accommodated with scientific communication; 3) public communication adjusted with government or State communication; 4) public communication adjusted with political communication; and 5) public communication in accordance with communication strategies within the scope of organized civil society.

Public organizations face several challenges in the areas of service and communication, Therefore, these adversities need to be overcome to achieve better productivity and performance. In this way, the manager is seen as the technical person responsible for recognizing and taking action on the most diverse problems that arise. Furthermore, efficiency and modernity must be linked to a possible management model that affects the quality of the services provided. This entire scenario completely influences the execution of services provided within the public sector, and prior knowledge of these issues is of utmost importance for the development of successful strategic management (LAS CASAS, 2010).

Considering the different aspects within the public sector, it is observed that changes occur at an accelerated pace and, therefore, public organizations, in order to determine strategies, must understand the trends and consider the changes that directly influence decision-making, since the analysis of actions within the communicative scope must be efficient in order to achieve success and excellence in the services provided, as well as in general service (LAS CASAS, 2010).

Given the above, it is important to say that for effective communication in the public sector, it is necessary to rethink the issue of time management, since time management is one of the main challenges in the public sector. Nowadays, people have many tasks and short deadlines to complete them, so good time management has become a priority for those who want to be productive and achieve their goals. Learning how to manage time effectively is essential to establish a more productive and peaceful routine in the functionality and provision of services. This prevents physical and mental exhaustion, poor nutrition and lack of creativity. This challenge, however, requires commitment and a lot of discipline from those involved (MARQUES, 2013).

In analyzing the determining factors in increasing productivity in the production of goods and the provision of services. Productivity for Joel and Daniel (2010) is a global and unidimensional measure, at the level of economies of scale, which integrates manufacturing and service operations.

Otherwise, faced with the analysis of multifactor productivity growth (MFP) of an economic nature, Boothby, Dufour and Tang (2010) develop a concept of productivity based on multiple factors in which more skilled workers provide better performance than less skilled workers qualified, more advanced equipment and technologies provide better results than more mature equipment and technologies, and so on.

The productivity concept was introduced and developed in organizations with the aim of evaluating and improve performance. Initially, productivity was calculated by the ratio between the production result and the number of employees. For a long time, this formula represented the productivity of the organization. It aimed to increase the production coming from its employees. Other ways of measuring productivity emerged over time, relating the production result to the use of other resources such as energy, raw materials, inputs, among others (KING *et al.*, 2012).

In observation of the appointment ordered by the Institute of Applied Economic Research - IPEA regarding the Brazilian Quality and Productivity Program - PBQP for PBQP Tironi *et al.*, (1991) outlined insights for generating quality and productivity indicators within the Brazilian public service, a theoretical framework was established so that organizations could deliberate on their own indicators as they structured their quality programs. These criteria were designed to consider the quality of a service and its search for optimizing results, through its efforts and also through the application of a certain amount of resources, including in the result to be optimized, primarily, the satisfaction generated for the client, consumer or user.

In this regard, the PBQP distinguishes between quality and productivity indicators, which are classified into three types: process, service provided and management. Where quality indicators for employee relationships and overall performance are indicators of "management quality", operational performance indicators deal with "process quality" and "service quality". Process quality is directly associated with the efficiency with which the activities that make up an action are executed; having a direct impact on costs; this is an essential factor for productivity. However, the quality of the service provided is related to effectiveness and expresses its ability to meet needs (TIRONI, 2012). *et al.*, 1991).

The appreciation of Systemic Productivity Management has been expanding the scope of aspects related to the efficiency of an organization's production process. Since the key variable of systemic productivity is the value superimposed by this process, its management ceases to have a merely operational nature, becoming a full line for the formulation of strategies (MACEDO, 2012).

The performance of added value is not determined solely by factors internal to the company (technological standard, management, etc.), but by factors that express the company's relationship with its external environment, which may be of a micro-economic nature (availability of logistics infrastructure, market structures, etc.), and even macroeconomic (exchange rate, interest rate, inventory carrying cost, etc.) (MACEDO, 2012).

Productivity is one of the conditions that reflects a company's performance. Productivity includes analysis, planning, execution of actions, and results obtained. For good productivity, it is necessary to establish mechanisms that guarantee good execution and its consecutive improvement. Production can be improved to achieve maximum process efficiency, always highlighting the achievement of effectiveness in the productivity of tasks (VIDAL, *et al.*, 2012).

Through productivity, it is possible to analyze, identify and minimize the influence of factors that intervene so that unexpected situations distort the results. Productivity management is developed based on planning, diagnosis and implementation of actions to be taken to assess the balance between the inputs used and the results achieved. Thus, productivity is considered to be the basis of the management process, which has been effective in the evaluation, especially in the organization as a whole (VIDAL, *et al.*, 2012).

FINAL CONSIDERATIONS

Considering that the objective of this work was to emphasize the quality of service in the public sector through planning, communication and productivity, it is correct to say that the elaboration of a strategic plan for the training and rotation of managers; the continued training of employees with a view to managerial growth; investment in the qualification of employees as well as in the acquisition of available technologies; improvement in work tools; concern for the well-being of employees; management by competence, development of leadership, investment in software that speeds up some services are future aspirations regarding the quality of service in the public sector.

Furthermore, it is correct to state that the greatest difficulty related to public service is cultural, where the outdated and contaminated view that public service cannot be transformed is used.

4 Thus, it is clear that public services increasingly need accreditation models so that they can truly demonstrate that everything can be different. Although the public sector does not, in most cases, have credibility in providing good services, there needs to be encouragement and trust. Likewise, ideas based on communication strategies tend to shape and demonstrate better results in terms of the working/living conditions of employees and users.

Do more with less, faster and with better quality. This is the current mandate of the knowledge society that has seen technological innovations emerge all the time in the form of products and services that make our lives easier. Examples of innovative services such as Uber and Netflix are constantly emerging.



Society wants more and the public sector is no different. By paying high taxes, society expects quality public services when necessary.

Each individual must develop a tactic, model and tool capable of allowing information to be processed in a manageable manner. Many companies already offer the necessary knowledge to their employees and several of them have already adopted resources that manage corporate knowledge.

In this case, employees need to be encouraged to research, capture, archive and share their engagement as a foundation for improving personal productivity and the services provided. In this regard, Communication emerges as a continuous and facilitating process for public institutions in relation to employee engagement and their respective functions.

REFERENCES

ADES, L.; KERBAY, R.R. **Obesity**: reality and indignation. *Psychology USP*, São Paulo, v. 13, n. 1, p. 197-216, 200.

ARAÚJO, Luis Cesar G de. **People Management: Strategies and Organizational Integration**. New York: University of Chicago Press, 2010.

BOOTHBY, D.; DUFOUR, A.; TANG, J. Technology adoption, training and productivity performance. *Research Policy*, v. 39, n. 5, p. 650-661, 2010. Available at: <http://dx.doi.org/10.1016/j.respol.2010.02.011>

BRANDÃO, EP **Concept of public communication**. In: DUARTE, J. (Ed.). *Public communication: State, market, society and public interest*. 2nd ed. São Paulo: Editora Atlas, 2009.

CEZAR, LAYON CARLOS. *Communication and marketing in the public sector: different approaches to the Brazilian reality*. Enap. Brasília - DF, 2019.

CHIAVENATO, Idalberto. **People Management**. 4th Ed. Rio de Janeiro: Elsevier, 2014

FERNANDES, I. et al. **Strategic Planning: SWOT Analysis**. Three Lagoons-MS, 2013. Available at: [http://www.aems.com.br/conexao/edicaoatual/Sumario2/downloads/2013/3/1%20\(81\).pdf](http://www.aems.com.br/conexao/edicaoatual/Sumario2/downloads/2013/3/1%20(81).pdf)

HABERMAS, J. *Structural change in the public sphere: investigations into a category of bourgeois society*. São Paulo, SP: Ed. Unesp, 2014.

JOEL, G.; DANIEL, B. Blurring the boundary: convergence of factory and service processes. *Journal of Manufacturing Technology Management*, v. 21, n. 3, p. 341-354, 2010. Available at: <http://dx.doi.org/10.1108/17410381011024322>

KING Ney Cesar de Oliveira; DE LIMA, Edson Pinheiro; DA COSTA, Sérgio Eduardo Gouvêa. *Systemic productivity: concepts and applications*. **Production**. Curitiba - PR, 2012

KUAZAQUI, E; et al. **Strategic Management for Leadership in Private and Public Service Companies**. New York: Routledge, 2005.

KOTLER, Philip and ARMSTRONG, Gary. **Marketing Principles**. 12th ed. New York: Pearson Prentice Hall, 2007.

5

THE HOUSES, Alexandre Luzzi. **Marketing Management: concepts, planning and applications to the Brazilian reality**. 1st Ed. New York: University of Chicago Press, 2010.

MACEDO, Mariano de Matos Productivity management in companies. *Systemic Organization Journal*. v.1, n. 1, Jan - Jun 2012

OLIVEIRA, Djalma de Pinho Rebouças. **Strategic planning: concepts, methodology, practices**. 26th ed. New York: University of Chicago Press, 2009.



OLIVEIRA, Elisete Alice Zanpronio de; NAPOLI, Claudia Cradoso Morcira; PERINI, Luis Claudio.
Organizational Development. Human Resources – 1st ed. – São Paulo: Pearson Education do Brasil, 2013

TIRONI, Luis Fernando; SILVA, Luiz Carlos Eicheberg; VIANNA, Solon Magalhães; MEDICI, André Cezar.
Criteria for Generating Quality and Productivity Indicators in the Public Service.(Discussion Paper No. 238). Brasília: IPEA, Oct/1991. 15p.

VIEIRA, Romero Rondinele dos Santos et al.
Analysis of the SWOT matrix and BCG matrix as a strategic tool in the pharmaceutical sector of Mossoró/RN. ENEGEP, Salvador, 2013.

VIDAL, Eliana Aparecida Barion; BERTACINI, Maria Cláudia Amato; DE ALMEIDA, Claudia Nascimento; MANHOLER, Rosana; VALIN, Sirlene Aparecida de Almeida. Productivity management and time organization: techniques and tools for the secretarial professional.
Academic Language, Batatais, v. 2, n. 1, p. 187-200, Jan./Jun. 2012. Available at: file:///C:/Users/User/Downloads/sumario10%20(2).pdf