

Communication processes, public administration and performance evaluation

An Albanian inside

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Abstract

Albanian efforts to fulfill European standards and norm in its Public Administration and service delivery, are becoming a research argument for academics and practitioners as well. Even if significant efforts have been made in this direction there is still a gap in analyzing the link between the communication process which creates and delivers the public service, effect of the used tools in service provision and delivery, the performance evaluation of this sector and the future of the sector itself affected by the intersection of these factors.

This brings a great necessity to watch very close those evolutions, processes and the impacts they have in the Albanian social tissue. At the same time, it is very important to understand what streamline has been followed till now by micro and macro huge progresses which have affected the systems, the relations between pairs which not necessarily are being expressed in standards.

There is no sustainable change or improvement, if they aren't built at the cellular level, and when we talk about the state, institutions and citizens, the way they relate, if it is standardized or not by laws or procedures, it becomes the most important reading that we must do to understand the substratum of those progresses.

Relations, communications and the future of the communicative situations between citizens and public operators including the public administration during the public service proceedings, indicate the quality and sustainability of Albanian evolutions in social view, as well as the forecasting we can do regarding their impact in the future.

Tools by which strategies have been applied, seems to affect the process as well as affect pairs perception of fairness, justice and low conformity.

This oblige us investigate about effects and impacts they have had during the service proceedings.

We may judge the transparence's perception related to how much equal citizens consider they are being treated by public operators, what's its influence in trust climate, notably on the citizens trust towards public administration, whose salaries are being paid by public and who theoretically must carry over public interest. We

may, as well, investigate the impact that this variable has had in the new dimension of accountability which is a strong indicator of the evolution of public administrations in Albania, showing how the way public services are being delivered and how much the public itself is actually ruling through a careful reading of the communications hold between them and public administrations.

Key words: Public administration, communication process, service delivery, performance evaluation, communications tools.

Main characteristics of public administration and public service provision

The public service's sector in Albania and its component organizations are giving to us a very good analysis' unit by which we make important conclusions about the communicative process, about the role of this process in the organizations, about the climate trust between the institutions and the citizens, as well to understand how we may affect the communicative process in order to make them more effective. Besides that we may understand what kind of previsions we can make for these organizations according to understanding and successful accomplishment of communicative performance.

There are a lot of reasons which orient us straight to analysis's elaboration relevant to this process, exactly in these systems:

- They have been going through permanent changes and dynamics reflecting the differences which are taking place into the societies wherein are involved.
- The core part of the service they offer is provided by communication.
- They operate in a monopolistic market of services.
- Even the monopolistic situation, the relations between the organizations members and their customers in most of cases are articulated by laws and by rules conditioning affecting the communicative models which take place during the accomplishment and service's disposal.
- Inside this sector can be find systems (organizations) which may have in their effectiveness's measurement some kind of indicators which are used for the same purpose in the business's organizations (for example contributions in the earnings or in the budget).
- The imposed legal and structural restrictions, create a condition to test how much is influenced the way by which the knowledge spreads in all organization according to the communicative manner.
- By a performance's measurement of the service accomplishment's indicatives such as due time answering, service time, may indicate more about how much all them influence to increase the system trust and make new rapports between

the answerable persons and the persons that call them to account in Albanian administration.

In those conditions, we produce more possibilities by analyzing what is going on currently in those systems to understand the affecting factors and to see mutually impact of the communicative process and the accountability materialization.

Is obvious in largest part the roles in our organizations are conceived and played according to the organization duties.

Is comprehensible, more explicit they are less role's conflict we have, as clear as the duties are to everybody, as more as they are based in the rules which define the structure and the rapports between the different positions inside itself.

Tendencies are that someone's status in an organization may be seen bound totally up and mirrored on the roles that this person plays in this organization.

A lot of communicative problems came out from the role's and status conflict in the organization. Willing to communicate their status in those organizations constantly the individuals risk to create communicative situations where in the process often is truncated. This is for the administrators (or supervisors) even for the employers thus for all communicative process and his impacts in those organization's achievements.

The main characteristics of these systems is the fact that a considerable part of their processes is carried out in presence of the citizen (customer) and this render that the consequences of an inappropriate communication derived from perceptions of the role, to be reflected immediately to the service consideration by its receivers.

Thus, by scanning the Albanian Public Service, we are able to separate the impact that as above the application have in the communication which take place during the Public Service proceedings, in the performance evaluation of this sectors as well as in predicting the future of sector itself.

Roles and performance of the public administration

The questionnaires and the precursory observation present interesting panoramas which vary from one systems category to one other.

In those systems where the biggest part of processes and shares are defined by laws, procedures or codes, we may observe if roles and the manners by which those roles have been developed, are more explicit, most of the behaviors and the communications which develop there must be in accordance with norms which are defined by those procedures.

This is partly noticeable in the researching results which deal with the impact of rules in the communication and the part we think that communication takes in the service's full time materialization.

Moving from a system to another, as system of Justice, Public Security, Public Health, Public Education, Local Administration – Relevant Offices, State Public Agencies, we notice how much structural via those rules are the role's perceptions and the manners by which those roles are communicated and played.

Thus, referring to the system which has as a primary duty the security and the inviolability of the propriety and the physical integrity of its customers (citizens and organizations), results that in 90% of the cases of the system of Justice is communicated in accordance with rules and codes, those determinate what is the communicative manner, which are the roles, how they are documented and what kind of interaction has to be made between them for the materialization of the organization aim.

As well, in this system, in 30% of the cases of the communications, instruments and the position have been changed according to the interlocutor meanwhile 70% of the other cases are standardized.

Even if the laws, procedures or codes restrict very much the manner by which are going to be played the roles and should be communicate, here the dimensions of communicative informality have recorded levels which must be analyzed.

Likewise during those communicative situations wherein should be communicated and acted in accord with the manuals, the model has not been respected and roles have been played via communications and behaviors out of this framing. Often this fact has produced roles' or status incongruity or structures' communication forming often with more dynamics than that normal.

As well, referring to the same exploratory argument in the public security systems is supposed that 90% of the communications have been determinate by codes and rules. But the communicative manner in all its compound elements varies under the situation and interlocutor to 90% indicating greater consciousness than the model defined by rules, even the roles have been played much more unconditioned though' showing more flexibility and tendency to avoid models and procedures, but always taking present the characteristics and the primary goal of service.

In the cases of the Public Health System, for 70% of the communicative situations evolved during the service's materialization exist codes and rules which determine the behaviors and the communications, but when you deal with the parlance, instrument and arrangement, seem to be conditioned totally (almost 90%) by the considerations and appreciation for the interlocutor.

In the researches made in the subjects part of the educational system, results in aprioristic way, that do not exist any rule to describe the way by which should be played the roles or to be communicated when the communicative process takes 70% of the service time. As well, under the situation, by the classification made to interlocutor and the problem's specification, the operators of this system (staff and administrator questioned for), decide to use the instruments and to take the communicative positions.

When we deal with local administrate and bureaus related to them, according to given comments and answers, seem to indicate a full definition expressed via roles, communication and the behaviors which must derived for the accomplishment of the duties and the corresponding role.

How much is conditioned the communication by the roles?

The System / Service	Rules / Codes	Unconditioned by roles
Justice	90%	10%
Public Safety	90%	10%
Public Health	70%	30%
Education		100%
Local Administrate	100%	
Public Agency /State	70%	30%
Banking System	80%	20%

While, regarding the instruments and the position in the communication, only for 10% of the cases, verbal communication or communicative instruments do not change, so seem to have a strict shape defined by manual or rule, while 10 % of the cases show the flexibility and the audience's analyze therefore more flexibility when are played the roles, even they are mostly defined.

Does verbal communication, the communicative instruments and position in communication change?

The System / Service	Modification of verbal communication, tools and positions during communications	Is the same communication
Justice	30%	70%
Public Safety	90%	10%
Public Health	90%	10%
Education		100%
Local Administrate	90%	10%
Public Agency /State	85%	15%

In those services or systems which have defined and limited objects as the public, private, or state agencies, the rules settled for the service accomplishment, so for the communication that should take place during its materialization ascertain the rate of 70% how should be act (communicate) in the duty fulfillment and partners aim.

Is interesting the fact that 75% of the interviewee and observed have seen the communicative process as vital for the survival and accomplishment of their organizations' aim, 25% have seen the process as unimportant one in practices' accomplishment. This has been noticed mostly in those systems wherein exists a little contact with the customer during the service accomplishment.

As above, the systems vary after the kind of service they offer, the presence of service receiver during the service accomplishment and its inner indicatives. Those show limitations and definitions of the method by which may been the connected duties with established roles which must be played and respected via the communicative models observances originated by them.

Naturally, we may ask:

Do the Technologies of Information and Communication (TIC) affect the services' standardization wherein they are indispensable, specially where is necessary the fulfillment of European Union norms for their materialization?

Do, generally, their effects on the communicative situations and the service parameters, affect the climate trust so between the public administration and the citizens and do as well influence their rapports via the new accountability dimensions?

Almost all the determinations of term TIC, in the right signification, converge that this term includes hardware, software, networks and mass media for collection, preserve, procession, transmission and information presentation (audio, video, enciphered or text) also the services related to them.

But the term TIC has assumed another usage; it is awkward with the development's platforms of particular economic field into the new dimension: electronics. So, aren't bizarre anymore terms as digital government, or briefly e- government, e-business, e-education, etch.

Performance evaluation in Public Administrations and the future of public services

The **climate** wherein have been produced the communicative swaps defines how much the pairs trust the communicative model, by which view do they interpret the communicative strategies and instruments hereupon what is the future of those

situations and the system in general due to those sensitiveness and perceptibility occurred during the communication.

To see how much the climate influences the future of the communicative situation, service and the system itself the search is made about the atmosphere's rapports wherein has been realized and offered the service or system's product, namely between the leaders - operators and citizens and the manners by which the system's members value the service made by them, the citizens value what they take (to they have what they needed) and the affect in the service's future situations.

So, the consciousness about the true signification of atmosphere during the service's materialization and proceedings is getting bigger even in the systems with lower flexibility in rapport with the behavior toward communicative process. So, is supposed that climate influences 50% on trust and positions wherein is going to be produced the communication in the future situations, and influences 50% on the manners by which the citizens value the service, regardless of the measure wherein have been executed the rules or standards.

But the climate seems to be more influential than the communication, manners, or making decisions according to those rules.

The Communicative climate and its effects

The System / Service	Future communications	Evaluation of service system	Service evaluation by the citizen	Do not have effect
Justice	50%		50%	
Public Safety		40%	40%	20%
Public Health	50%	50%		
Education	40%	60%		
Local Administrate	30%	10%	60%	
Public Agency	20%		80%	

The searches made about local *administration* show sensitiveness toward the climate especially in regard with citizens' estimation about service. So, in the cases by which have been failed the communicative models and have been deluded the mutual and communicative behavior's expectations, the consequences have been seen in what the public think about operators' job.

The modicum that in some cases influences the service's estimation by operators, speaks about the absence of pressure and about the paradox which exists in those system, exactly when it should be the effectiveness's indicator.

Why communication fails?

System / Service	Unable to listen	Barriers / Rumors	Alter / Audience	Lack of Control	Tools and Strategy	Violations of Regulations	Role / Other
Justice	33%	33%	33%				
Public safety	30%		40%		30%		
Public health	30%	20%	20%		30%		
Education	30%	20%			30%		20%
Local Administration		10%		30%	20%	20%	20%
Agencies					50%	20%	30%

The fact, that is operated in monopolistic way, by the organization form, legal and propriety base have been enabled that those organism to show some importance about the climate in accord with their future and their rappers toward their customers. This rewords the necessity for the standards' sizing and performance's future indicators regarding to those organisms after the communicative atmosphere, conflicts or citizens' estimation expressed in different forms about the service they got. Taking present the organization's form of those systems is clear that their leader's accountability and his role serve as a guarantee for the communicative model' materialization which fulfills the citizens needs, but in the same time respects the operator's role and position, as well the system's future software.

The performance' indicators and measurements of the systems wherein they are part of the public service in a large conception became very important.

How much new tools and technologies affect public service and public administration in Albania?

As was reported above, referring to the role that tools used in communication played and the introduction of new tools and technologies, how they relate to the trust climate by an re-dimension of accountability, we may reach up to some important conclusions and suggestions about their effect, outcomes and improvement:

They standardized the service's proceedings warranting the citizens' equal treatment when receiving due services, so this is very important for the service's beneficiary (citizen), also for the performance's estimation of the service's contributor (public administration's corresponding office administrates).

They may shorten the answering time and service's time for different kind of services. This is a quantitative indicator which speaks about a citizen's going pressure toward system, looking for continuous improvement of its due services. This becomes truer

if we take present the huge investments in material, financial and human terms that the widespread introduction technologies have required to be realized by the state administration.

When we talk about the Communicative climate and the trust climate, the way by which they have worked, is reflected in the numbers (frenzy) of the future communications, so what kind of qualitative or quantitative effects they have had on the interchanges which ensue a communicative situation created between the citizens and the operators during the previous service' realization. A significant number of the service' cases shown as above, testify that time saving and answering readiness toward the citizens' has been created by the citizen themselves a clearer perception about the manner by which they are being taken in consideration by the system. This fact without doubts, speaks about an improved trust's climate between the pairs.

Operators and service beneficiaries stand in front of each other and what make them together is simply the service required and provided, which in most cases thanks to the communicative tools and new technologies can diminish the mass of the subjectivity in the service' realization by the operator and gives to the citizens more guarantees. This gives to the citizens a deeper acquaintance of procedures, instruments and manners even those communicative which should be use by the operators during the service's proceedings. Besides that is a way by which will be changed the rapports between the answerable persons and the people that call them to account, giving to the citizen a straight positive power to guarantee by himself the equability of received service.

All of it shouldn't make us to forget that TIC includes mostly instruments, tools, doings and procedures which have been used before. All those things cannot cast out the feedback's use as the more communicative strategy than those of exhibiting and creating information's forms regarding to the citizen's clamors. It produces a bigger real possibility of participation in the realization of the service toward the citizen and in the betterment of his sensations toward the system, which will be reflected in the future communicative situations. As well, the stereotypes' crumbling regarding the system and operators, can be made only through more opened communicative positions between the system's representatives and citizens. The standardization, as well, oftentimes has shown that has been positively influential on the citizen's credibility toward the system. It still need to be embodied as a core part of the performance evaluation system for the service those administration offer and their effectiveness in a wider term.

This could be considered a positive evolution and an obvious indicator of progress for the public service and public administration in Albania.

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