

# The Effect of Complaints on Public Services Performance a Case Study of Public Sector Organizations of Bahrain

Ebrahim Farhan Mubarak Busenan

*Abstract: the purpose of this paper is to highlight the importance of complaints as a tool to improving the public services performance in the organizations of public sector. The main findings of this paper is to focus on complaints that present from citizens about performance of public services as an important tool to public sector of Bahrain in order to the implementation and development solutions to improve and enhance performance of public services. Moreover, practical implications, this can increase the possibility of restoring satisfaction and trust of citizens in public services performance.*

*Keywords: Complaints, Public Sector Organizations, Performance of Public Services, Overview of Public Sector of Bahrain.*

## I. INTRODUCTION

Public service delivery by the government should be focused on what citizens want instead of what providers are ready to give (Tamrakar, 2010). In addition, providing services efficiently and effectively to citizens is a primary responsibility of the government (Oyedele, 2015). Accordingly, the government must view complaints from people as an indication of organizational performance appraisal, or problems that need fast recovery to avert migration of clients (Filip, 2013).

### 1. Public Services Performance

Public services are activities which provide public service or goods to reach all the people in society. In addition, public services must be available for all people in the community and provided equitably (Broadbent, & Guthrie, 2008). Moreover, public services includes, for example, public health, defense and policing, rubbish collection, broadcasting of public and social services, social care, education, medical care and housing. On the other hand, performance is related to the timeliness of output, quality of output, quantity of output, attendance at work and effectiveness and efficiency of the work done (Jackson, 2009).

### 2. Public Sector Organizations

Public sector organizations are under increasing pressure to perform better, and at the same time, use effective measures of performance. The function of the public sector is concentrated in the production of a diverse and selected group within the budget. It is therefore important that public sector organizations have the capacity to transform financial inputs

into services in the form of high quality outputs, all using efficient and effective processes (Jääskeläinen, & Lönnqvist, 2011).

### 3. Overview of Public Sector of Bahrain

With reforms, the public sector in Bahrain developed, where a Royal Decree In 1995, was issued on the formation of a new cabinet, to further improve the performance and efficiency of government agencies. During this period, the idea of administrative reform process emerged. To establish and develop modern competent management systems and make the administrative apparatus the primary engine for overall development. In relation to that, the public sector of Bahrain plays an effective role in the delivery of basic services that serve the country and all members of society.

### 4. Complaints

In the service organizations, access to excellence in client service is the most important factor in achieving sustainable growth. Hence, client complaints are considered a part of the work life of any service organization (Uppal, 2010). On the other hand, clients feel unsatisfied with performance of services when are not on level of their expectations. In contrast, complaints must be followed up and solved as fast as possible, even though it may seem annoying and costly and take time. Otherwise, the matter will damage the reputation of the organization (Ramphal, 2016).

According to, Tronvoll, (2012), there are various definitions of complaints:

- Complaints is a negative impression or expression about a service or product that issued by individuals towards a specific organization.
- Complaints refer to action that taken through person or individual about something negative related to a service or product.

### 5. Background of Complaints in the Public Sector Organizations of Bahrain

In the case of Bahrain, there have been several complaints from citizens about performance of public services. The complaints can be summarized as delays, red tape or bureaucracy in terms of cumbersome procedures that leave citizens frustrated in their quest for services, length of waiting period in completing a service and lack of interest from officials.

Revised Manuscript Received on April 15, 2020.

Dr. Ebrahim Farhan Busenan\*, Ph.D., University Utara Malaysia (UUM), majoring in management. E-mail: e.farhan@windowlive.com

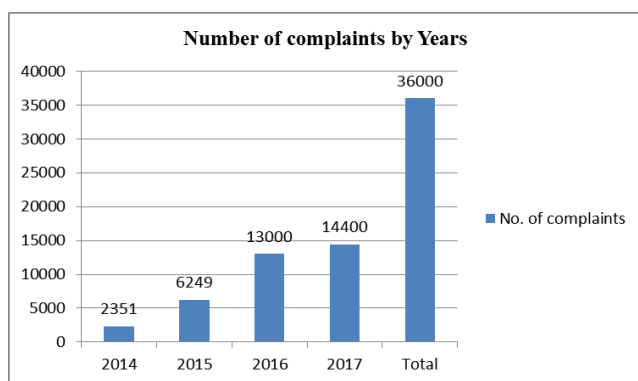
Accordingly, Electronic Transformation, Information & eGovernment Authority's of Bahrain, stated that the number of complaints received since 2014 until 2017 about different government services was 36000. The details of complaints as shown below in Table1.

**Table 1**List of complaints

Year	No. of complaints
2014	2351
2015	6249
2016	13000
2017	14400
Total	36000

Source: Electronic Transformation, Information & eGovernment Authority's of Bahrain

Also, the Figure 1 below has shown the details of number of complaints by years.



**Fig.1.** Number of complaints by Years

Based on the above Figure1, it is clear that the number of complaints increases from year by year.

## II. METHODOLOGY AND DISCUSSION

The scope of this paper is public sector services organizations of Bahrain. The final number of sample size in this paper includes 384 citizens, which found 368 usable questionnaires. These citizens belong to four governorates (Southern, Northern, Muharraq and Capital) which represent all governorates of Bahrain; in addition, for the purpose of sampling technique method that used in this paper is systematic random sampling technique. 6 questions were used for the variable of public services performance, one of them covering the complaints, (Expectations complaints from citizens about performance of public services delivery taken seriously). Through using a five-point Likert scale. In addition, SPSS program version 23 was used for data analysis.

## III. RESULTS

Based on the above discussion, 6 questions were used for the variable of public services performance, one of them covering the complaints (Expectations complaints from citizens about performance of public services delivery taken seriously). Table 2 & 3 below shows the result of details of analysis of Mean, Standard Deviation and Factor, for the question that related of complaints.

**Table 2**Analysis of Mean and Standard deviation for the question that related of complaints

No.	Statement	Mean	SD
1	Expectations complaints from citizens about performance of public services delivery taken seriously.	2.66	1.16

**Table 3**Factor analysis of complaints item

No.	item	Factor	Communalities
1	Expectations complaints from citizens about performance of public services delivery taken seriously.	.731	.534

## IV. CONCLUSION

This paper discussed the importance of complaints as an important tool in the process of improving and developing the performance of public services in the public sector organizations. The major results of this paper were to focus on complaints about performance of public services as an important tool to public sector. Moreover, the positive of this paper practical implications, is to help increasing the possibility of restoring satisfaction and trust of citizens in public services performance of Bahrain, through designing unified system of an effective complaints management can build to handle complaints and resolve them as fast as possible.

## RECOMMENDATIONS

It is important for policy makers in the public sector of Bahrain and in the world to focus on complaints from citizens as a tool to improve public services performance. This can increase the possibility of restoring satisfaction and trust of citizens in public services performance.

## REFERENCES

- Broadbent, J., & Guthrie, J. (2008). Public sector to public services: 20 years of "contextual" accounting research. *Accounting, Auditing & Accountability Journal*, 21(2), 129-169.
- Filip, A. (2013). Complaint management: A customer satisfaction learning process. *Procedia-Social and Behavioral Sciences*, 93, 271-275.
- Jääskeläinen, A., & Lönnqvist, A. (2011). Public service productivity: how to capture outputs?. *International Journal of Public Sector Management*, 24(4), 289-302.
- Jackson, M. (2009). Responsibility versus accountability in the Friedrich-Finer debate. *Journal of Management History*, 15(1), 66-77.
- Ramphal, R. (2016). A Complaints Handling System for the Hospitality Industry. *African Journal of Hospitality, Tourism and Leisure*, 5 (2).
- Tamrakar, R. (2010). Impact of Citizen Charter in Service Delivery: A Case of District Administration Office.

7. Tronvoll, B. (2012). A dynamic model of Customer Complaint Behaviour from the perspective of service dominant logic. *European journal of Marketing*. 46, ½, 284-305.
8. Uppal, R. K. (2010). Customer complaints in banks: Nature, extent and strategies to mitigation. *Journal of Economics and International Finance*, 2(10), 212-220.
9. Oyedele, S. (2015). The Nigerian public service and service delivery under civil rule, *Journal of Public Administration, Finance and Law*, 7.

#### AUTHOR PROFILE



**Dr. Ebrahim Farhan Busenan**, from Bahrain. He obtained Ph.D. from University Utara Malaysia (UUM), majoring in management. The research interests, expert and lecturer are in the area of Human Capital, Intellectual Capital, Public Services Performance, Accountability, and Islamic Work Ethics. I currently work in the public sector of Bahrain