

Participation of Clients in Public Services: the Aspect of Motivating

Evandzelina Petukiene, Rigita Tijunaitiene, Milda Damkuviene

Siauliai University

Vilniaus str. 88, LT-76285, Siauliai, Lithuania

e-mail: eva@smf.su.lt, rigita@smf.su.lt, milda.d@smf.su.lt

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Client motivation to participate in co-production of public services, a relevant object of market research, is analysed in the paper. The object is analysed from the interdisciplinary viewpoint, i.e. from the perspectives of marketing and public administration. Client motivation is analysed as one of the activities of managing client participation which is essential in seeking client active co-production of public services. A necessity to manage client participation has been in focus of research works but the managing process itself has been scarcely analysed. Research, where managing client participation has been analysed as a purposefully influencing and behaviour-oriented activity, has been lacking. From the marketing viewpoint clients must be motivated to participate actively in co-production of services. Summing up research findings, it is stated that studies, where client motivation has been systematically analysed, are scarce. The influence of the ways of motivating clients to participate actively in co-production of services has not been evaluated either (active participation is understood as productive and beneficial public service clients' activities by providing the necessary resources).

Problem question raised: How (in what ways) to motivate clients so that they became active co-producers of services?

Research object: Ways of motivating clients employed by the public service providers.

Aim of the research: Having defined the concept of motivating clients to participate in public services to identify the ways of motivation employed by the public service providers and to rank these ways by the strength of influence on activeness in participation.

In the first part of the paper managing of client participation in public services is defined and the role of client motivation in it is showed. Further, the concept of motivating clients is defined and clients' motives to participate in public services are identified. Research methodology is presented. The research field, neighbourhoods of Lithuania, was chosen. Personal purposeful interviews were conducted to identify the ways of motivating. Employees only of those neighbourhoods, where population participation in services is of a relatively high level, were drawn to the sample. Real clients of public services were surveyed to establish the relationship between the ways of motivating and activeness in participation. The paper is concluded by presenting the identified material and non-material ways of motivating employed in practice in Lithuanian neighbourhoods and the findings of qualitative research – the relationship among particular variables. Ranks of the ways of motivating by the strength of influence on a dependent variable, i.e. client activeness in participation, are presented. The following conclusions are drawn: motivation is established as identification of motives for client behaviour and employment of suitable material and non-material ways seeking to motivate clients to participate as the co-producers of public services. Material and non-material ways of motivating clients employed in practice in the neighbourhoods have been identified. Most often employed ways of motivating: appreciation expressed by the elder in person; appreciation/congratulation in public events; events as a reward for participating in co-production of public services, etc are presented. It has been identified that non-material ways of motivating more strongly correlate with the level of client participation in services than the material ones.

Keywords: motivating of clients, participation of clients, co-production, public services, Lithuanian neighbourhoods.

Introduction

Participation processes of clients in co-production of beneficial products have gained interest of many researchers in academic communities worldwide. Such concepts as *co-production*, *co-creation* have become keywords of research conducted in both contexts, marketing and public administration (Kelley et al. (1990), Bendapudi, Leone (2003), Yen et al. (2004), Pestoff (2006), Alford (2002, 2009) et al. have analysed client participation from different angles). The paper deals with one of the relevant objects of this research field, client motivation to participate actively in public services.

The role of the client, who is called the co-producer, participating in services has been the keystone in service

marketing for long. The co-producer is the client, who participates actively in the service (here *actively* means productive and beneficial activities of the client in services by providing the necessary resources, i.e. when the client acts as the co-producer), has influence on the results of services, performs part of service providing activities, shares his knowledge with the organisation, contributes his time, skills, physical efforts and other resources. That is of particular importance in public services for which the client mostly does not pay directly and derives not only a private but also a public benefit. Collaborative activities with public service clients can maximize the quality of the service, minimize the costs of provided services, etc. In a broad sense, the concept of co-production of public services is treated as new paradigm in the context of public

administration reform and as particularly necessary process in public administration practice. Co-production is one more form of partnership in the public sector, when “the co-partners commit to adopt new values“ (Skietrys et al, 2008). Furthermore, the conception of co-production is linked with the new public administration, “the core of which is to employ the principles of the private sector in the public sector” (Vienazindienė, Ciarnienė, 2007). Thus, sometimes co-production is defined as the concept that breaks down the barriers between the private and the public sectors.

Scientific literature analysis shows that client participation in public services has become a relevant topic of practical and theoretical discussions. Although a necessity to manage client participation is emphasised in many research works, the managing process itself has been scarcely analysed. Research into managing client participation as an activity of purposeful influence (by applying ways of managing) and oriented towards the behaviour of the controlled object seeking his active participation in the service is lacking.

The paper deals with one of the activities of managing client participation, their motivation. From the marketing viewpoint clients must be motivated to participate actively in co-production of services. Only motivated clients provide their resources necessary for creating the service.

Summing up scientific studies, it can be stated that systematic analysis of motivating clients to participate in public services is scarce. Motives have been analysed but ways of motivating client participation in public services have not been identified and the influence of these ways on activeness in participation has not been measured. Motives to participate in services have been analysed by Alford (2002b), Lengnick-Hall et al. (2000), Bateson (2002), Bendapudi, Leone (2003), Groth (2005), Ple et al. (2008), Bowers, Martin (2007). Meanwhile no studies performed in Lithuania have been found. But the participation is a social construct, it crosses the borders of one discipline, therefore it is worth mentioning that citizens’ motives to participate in public organisations have been analysed by Tijunaitienė (2009, 2010), Tijunaitienė et al. (2009), Tijunaitienė, Balciunas (2010), Tijunaitienė, Bersenaite (2011).

Problem question raised in the paper: How (in what ways) to motivate clients so that they became co-producers of public services?

Research object: Ways of motivating clients employed by public service providers.

Aim of research: Having defined the concept of motivating clients to participate in public services, to identify the ways of motivating employed by public service providers and to rank them by the strength of influence on activeness in participation.

Research methods: scientific literature analysis, expert interview, client surveys, statistical survey data analysis (processed by using the SPSS 16.0 software). Research data analysis methods: descriptive statistics, scale construction, statistical hypothesis testing, evaluation of relationships among the variables.

Managing Client Participation in Public Service

Firstly, it should be mentioned that no definition of managing client participation has been found in the analysed scientific literature therefore, prior to doing that, a decision has been made on the approach to the definition. As managing takes place through particular tasks and their succession it is reasonable to analyse managing client participation as a set of particular activities. According to Melnikas (2002, p. 268), each management system must encompass a set of interrelated and coordinated actions and opportunities, the unity of which would ensure implementation of aims and interests of the managing subject by having a purposeful influence on the objects of management. Thus, seeking to manage client participation in public services so that they became co-producers, they must be under a purposeful influence when different but interrelated actions are taken and the whole process must be planned, coordinated, organised and controlled.

Having systematized the insights of such authors as Mills and Morris (1986), Bowen (1986), Rodie and Kleine (2000), Lengnick-Hall et al. (2000), Bettencourt et al. (2002), Groth (2005), Bowers and Martin (2007) it can be stated that the activities of managing client participation are formal actions of the organisation with the aim to influence the behaviour of the clients so that they *wanted*, could and knew how to participate actively in services.

Research into participation in services allows assuming that active participation of clients in services can be reached by: adding clarity to the role of the clients, training and *motivating* them. The above mentioned authors have come to the conclusion that to perform successfully their role in the service the clients must clearly understand their role, the tasks to be done and actions, they must have knowledge, skills and abilities and be suitably motivated.

Thus, managing client participation in services is defined in this paper as the process in the course of which the service provider plans, coordinates, organises and controls activities related to client selection, training and *motivation* seeking their active participation in public services.

Not all clients agree to participate and the level of their participation differs (Bateson, 2002). To overcome these obstacles the ways of motivating clients must be identified. Clients (not only service providers) must also be motivated to participate in service co-production (Lengnick-Hall et al., 2000). Theoretical and empirical research conducted by Alford (2002), Bendapudi and Leone (2003) support the opinion that rewards for the client’s input is a very effective way of motivating him to participate.

Conception of Motivating to Participate in Services and Identification of Motives

Action motivation is identification of a set of factors (motives and stimuli) that motivate to better performance of duties, designing and employing motivation methods and ways in order to promote the actions built on these factors (Zakarevicius, 2003). Thus, the concept of motivating includes two core dimensions: stimuli that

promote the actions and ways of motivating. That allows stating that motivating client participation can be defined as follows: *identification of behavioural motives and employment of suitable ways seeking to motivate client participation in co-production of public services.*

Seeking to disclose the composition of potential clients' motives to participate the motives highlighted in scientific literature, are discussed further.

Although the question what motivates clients to co-produce public services has been researched little, literature on the factors that motivate citizens and volunteers to participate in other activities is numerous. Motives to participate have been also analysed in the scientific literature on co-production of public services. Thus, according to Alford (2002), literature review allows making up a list of potential motives on the basis of which the ways of motivating are selected. Such analysis is logical because the participation is a conceptual, social construct, the object of interdisciplinary research.

The standpoint that public service clients firstly act as rational decision makers because they are concerned that their personal needs were met is followed in this paper. Etgar (2008) assumes that consumers put the maximum personal benefit in the first place. Percy (1984, cited by Pestoff, 2006) has identified that co-creation of public services is most productive in those spheres where the benefit of citizens' input goes firstly to clients; where this benefit is distributed to others clients tend to participate in co-production less (Percy 1984) (free rider's problem).

The study of Alford (2002b) is the most in-depth work on motives for client participation in public services. Having analysed 4 case studies in the public sector of Australia (Tax Inspection, Labour Exchange, Post Office and Social Apartment Rent Office), the researcher identified 5 likely groups of motives for client participation: *sanctions, material rewards, intrinsic rewards, solidarity stimuli and expressed values*. Let us review each of them in detail.

In general, client participation is related to positive actions and depends on clients' voluntary commitment to donate their resources. *Sanctions* (social, psychological, economic) cause a negative reaction, the client experiences pressure to participate. However, sanctions are used in public services. Research conducted by Alford (2002b) shows that sanctions are not suitable factors to motivate a positive behaviour. The main reason is that wrong message is sent to clients by showing that the required behaviour in services is something unpleasant and therefore must be avoided. To threaten the client with sanctions means to show distrust in him. Sanctions stimulate only obedience but not voluntary participation. When such stimuli are used, the client's behaviour will change in particular situations but not his long-term attitude towards co-production. It is believable that punished client will behave opportunistically. But there are services where sanctions are necessary. Such are mandatory services provided for the benefit of the client even if he does not want them (e.g., social care). This paper will not deal with such services, all the more because a voluntary decision to participate is emphasised in the co-creation conception.

Another group of motives is *material rewards or economic motives*. Material rewards can be monetary and

non-monetary, offered in exchange for doing definite tasks in services. The financial criterion is a very solid basis of motivation in business services. When the organisation reloads part of the service providing costs onto the participating client, he expects a compensation for his input. Thus, clients are more willing to participate when they get a compensation, e.g., in the form of lower rates for the service (Ple et al., 2008). Meanwhile research conducted by Alford (2002b) shows that monetary rewards are not very effective motives for client participation in public services.

Economic barter is little problematic in public services where collective participation is often needed. The organisation must very clearly and exactly define the work to be done and limit the client's chances to get a reward without any input. According to Alford (2002b), such accuracy is a tricky matter, almost impossible, except in the simplest activities of creating the service. Thus, economic motivation of particular client becomes real and effective when the tasks to be done are specified and given personally to him and his input can be measured. A direct contact between the managing subject and the client is necessary in the service creation process so that the behaviour of the participating client would be watched. Consequently, the statement that material rewards are ineffective motives for the promotion of client participation in public services would be ungrounded.

Another group of motives are *non-material rewards: intrinsic rewards, solidarity stimuli and expressed values*.

The client's inner motivation is very important in those services where he must perform a more complicated role. Measuring of the client's input, personalising the offer, promoting self-esteem give the best result in those services which target at changes in the client's behaviour or state. But, like in the other groups of motives discussed above, these are not the only or the main motivating factors. When the benefit of the service is more public it is not enough to have personal inner motives.

It has been noticed that such values as the community spirit, cooperation, etc., identified by Alford as *solidarity stimuli*, motivate to participate more actively those clients, who focus on the personal benefit. Community and solidarity feelings are very strongly motivating factors for the clients of those services, where community actions are needed (Camilleri et al., 1985, cited by Alford, 2002b). Honesty of the service provider, concern for the clients have been identified as motives in those services, where personal participation is necessary; they are also to be attributed to solidarity stimuli. However, *expressed values* – communal aims, justice, perceived norms and commitment to moral and social matters are more important motives for participation in these services. *Perceived benefit* of participation, a weighty determinant of participation, has been emphasised in many studies. Only when clients perceive the benefits of participation they participate more actively in the service co-creation process.

Having conducted research into the services, where close contact with the clients and their intellectual input is necessary, Bettencourt et al. (2002) found that the client's participation depends on how effective inter-personal relationship between the service provider and the client is.

Holbrook (2006) has highlighted other social motives: striving for status and social respect. Co-production of services fosters the development of communication skills and ability to keep up a dialogue with the partners. If other clients participate in the service then the value of the social contact is created: pleasure to share activities, common interests and ambitions with other people (Berthon, John, 2006).

It is important to note that client motivation is unquestionably viewed as the prerogative of marketing in literature although in general motivation has important place in the structure of the person's behaviour and is one of the core concepts used to explain driving forces of any activity. Motivation cannot be analysed separately from the social reality. Generalisation presented by Marcinkevičiūtė (2005, p. 240) is very significant in the analysed context: "motivation is a multidimensional social phenomenon and a very complicated sphere of activity, it is closely related to the evolution of society and is also conditioned by the local culture", therefore it can be stated that seeking for design of client motivation model tailored to the Lithuanian conditions ways of motivating in action within the social reality must be identified.

Methodology of Empirical Research

The chosen research field is neighbourhoods of Lithuania because these institutions of local government have a direct and closest contact with public service clients. It is emphasised in literature that co-production of public services takes place in that sphere where the client and the service provider interact in person and namely local institutions are the most suitable stakeholders (Boyle et al., 2006). Admitting the benefit of client active participation and accepting that building client participation on their initiative is not a sufficient premise to create effective services, research into client motivation to participate in the neighbourhoods of Lithuania in practice is taken as the starting point for developing effective service providing systems.

The constructivist position and the provision that the influence of motivation methods on clients' activeness in participation must be researched on the basis of managing experience in the public services sector in practice was followed. Therefore not hypothetical ways of motivating but those used in practice in the neighbourhoods of Lithuania were identified. Personal purposeful interviews with neighbourhood employees were conducted to identify the employed ways of motivating. The methodological provisions that participation is more or less managed only in active participation in neighbourhoods because ways of motivating can be identified on the basis of their experience were followed. The sample of this qualitative research was drawn on the "snowball" principle and those neighbourhoods, where the population actively participates, were selected. It was found out in the course of the research that the neighbourhoods in the sample do not properly represent the general population so a mixed focus selection method based on the criterion factor was used: items of the sample were drawn from the population on the basis of the criteria established by the researchers: activeness of the population in the neighbourhood, type of

the neighbourhood (urban – rural), distance from the district centre, independence of its funding. Data collection lasted until data replication and decreased informativeness was established.

In the second stage seeking to identify the influence of ways of motivating on activeness in participation a qualitative research (survey of active clients) was conducted. The survey instrument was designed on the basis of qualitative research findings. The characteristics of the general population were framed: real clients of public services (N=600).

Ways of Motivating Clients Employed in Neighbourhoods

Employee motivation is the issue left out of consideration in the public institutions of Lithuania (Marcinkevičiūtė, 2005) therefore it was no surprise that talks with the employees of the selected neighbourhoods about client motivation were problematic. While discussing client motivation many respondents dropped the topic by saying that no allocations are reserved even for employee motivation (the respondents were of the opinion that in many cases material reward is motivating factor). However, in the course of discussions most respondents admitted that not only material rewards can be (and are) used. Despite the above mentioned problems, ways of motivation employed in neighbourhoods were identified in interviews.

The identified ways of motivating were classified by the criterion *material – non-material* (see Table 1). Because motivation more or less depends on financial expenses, the ways of motivating are also discussed by this criterion.

Table 1

Ways of motivating employed in neighbourhoods by the criterion *material – non-material*

Motivation method	Way of motivating
Material	Informal material reward
	Formal material reward
	Informal reward by easier and faster resolving personal problems of the client
Non-material	Recognition expressed by offering a position of responsibility, delegating of responsibility
	Appreciation expressed informally by the elder in person
	Formally expressed appreciation
	Event as a reward for client participation
	Appreciation, congratulation in the media
	Respect and recognition expressed by other clients
	Appreciation, congratulation expressed in the public event
	Appreciation for the input by promising support in other services

Contrarily to what was expected, the neighbourhoods employ material rewards to motivate the local population to participate or as a compensation for their participation. Although the identified ways of motivating are not numerous, part of the respondents stressed their significance.

Formally expressed appreciation for participation involves financial expenses. *Formally expressed appreciation by the elder in the media* sometimes may not

involve any financial expenses, e.g. when the local media take the initiative to disseminate relevant information to the local community and do that for free. Interviews showed that the elders often resort to it, nevertheless it was categorised as involving financial expenses because purposeful managing of participation is linked with those ways of motivating which planned in advance but not with the spontaneous, depending on the initiative of persons from outside, ones. Other ways of motivating attributed to the category that involves financial expenses are: *Events as a reward for client participation*; *Formal material reward* and *Informal, "barter" type, reward*. According to the respondents, neighbourhoods must be better funded for these ways of motivating but when they are lacking financial resources other inner resources are used or illegal deals with the third natural persons or legal entities are made.

Other ways of motivating identified in interviews and attributed to the group that involves indirect financial expenses but, according to the respondents, are "less costly": *Appreciation expressed on the holiday* ("We have a tradition to congratulate, honour our people and hand in a gift if we manage to organise it, on the holiday in the neighbourhood"); *Faster and easier resolution of personal problems of the client*. Relatively not many of such cases were recorded in interviews.

One more way of motivating that costs nothing or almost nothing is *Appreciation expressed by the elder in person* ("You are complementing a man in person and see his happy eyes"; "If I need I visit him at home and thank him"). Respect and appreciation expressed by other people as well as how this respect is showed, formally delegating public responsibility, are also significant determinants of participation. It is important to mention that the interpersonal relationships between the service supplier and the client mentioned by the respondents were not entered into the list of client motivating ways. Relationships built on mutual trust, respect, belief in the power of the community and togetherness are the basis of motivation. Although the respondents identified relationships as a determinant of participation they cannot be a way of motivating clients, they are rather the platform on which motivation starts working. Sanctions (penalties) mentioned in the literature as the way of motivating forced participation were eliminated.

It is also important to mention that ways of motivating clients were more often used in rural than in other neighbourhoods. It also became clear that the role of other local institutions is important in motivating. In many cases events are held and appreciations are passed in the media in cooperation with other institutions. Having in mind the financial capacities of our neighbourhoods it is important to channel client motivation through the local institutions as much as possible; they can also act as sponsors.

Summing up the qualitative research findings, it can be stated that part of client motivation ways are based on illegal deals with the third persons. If these trade-offs were eliminated opportunities of developing co-production would be restricted. Employees of any organisation have ambitions and expectations; still they care how their actions may affect their image, career, future. They may want to manage client participation but should not risk

their own and their organisation's reputation. The ways of managing client participation that could be attributed to illegal deals or the like were not eliminated from this research. They are analysed as part of our reality hoping that in the context of the qualitative research findings they will be seen as very strongly determining activeness in participation and a possibility will be given to introduce institutional and other provisions to legitimise them. Above all, the cases recorded in interviews prove that they did not or almost did not cause any conflict with the public interest.

Effect of Ways of Motivating Clients on their Activeness in Participation

Seeking to establish the relationship between the particular variables data analysis was done: between the dependent variable, a new variable *activeness in participation* (stands for the variables that measure the level of activeness) developed on the basis of factor analysis by the method of regression and the independent variables, ways of motivating. The hypothesis – equality of the means – was tested by correlating dispersion among the groups and within the groups. Thus, dispersion analysis ANOVA was done by the unifactorial model and the nonlinear correlation coefficient eta was calculated. On the basis of statistical calculations the identified ways of motivating clients were ranked by their strength on the dependent variable, activeness in participation. Statistical analysis of the relationship between the ways of motivating clients and client activeness in participation showed that the significance level p indicates a statistically significant relationship between M1-M10 ways of motivating (see Table 2). The criterion F (the ratio of dispersions) showed statistically significant difference between the means of the variables; the correlation coefficient eta-squared showed that the ways of motivating explain participation dispersion from 0,36 to 0,18 (see Table 2).

Table 2

Ranking of the ways of motivating by their strength on client participation

Abravation	Way of motivating	N	F	Eta ²
M 1	Appreciation, congratulation in public events	559	153	0,355
M 2	Appreciation, congratulation in the media	558	152,2	0,354
M 3	Appreciation for the input by promising support in other services	559	146,9	0,346
M 4	Appreciation expressed informally by the elder in person	559	128,6	0,32
M 5	Recognition expressed by offering a position of responsibility, delegating of responsibility	557	98,1	0,26
M 6	Respect and recognition expressed by other clients	560	90,8	0,25
M 7	Formally expressed appreciation	557	83,8	0,23
M 8	Formal material reward	559	61,4	0,18
M 9	Events as a reward for client participation	559	42	0,13
M 10	Informal reward by easier and faster resolving personal problems of the client	556	13,8	0,05
M 11	Informal material reward	558	2,4	0,01

Explanation: M1-M8 - high correlation, M 9 – medium correlation, M 10 and M 11 – low correlation; grey colour – material ways of motivating .

Clients' activeness in participation does not depend on *Informal ("barter" type) material reward* (M 11) therefore

it was eliminated. *Informal reward by easier and faster resolving personal problems of the client* (M 10) also had very little effect and was eliminated as there was no proof of its significance. The assumption was made that illegal ways of motivating are beneficial for the institution but do not directly motivate clients to be more active in participation.

5 ways of motivating got the highest rankings: *Appreciation; Congratulation in public events; Appreciation/congratulation in the media; Appreciation for the input by promising support in other services; Appreciation expressed informally by the elder in person.* It is evident that non-material ways of motivating that relate to public recognition have the biggest influence on activeness in participation. *Appreciation for the input by promising support in other services* is rather a stimulus that sustains inner motivation and implies recognition. Certainly, promises may remain promises. Relationships in co-creation of services must be built on trust and possibly on long-term experience. Trust is a very important basis for motivation. *Appreciation expressed informally by the elder in person* has a very big influence. It was established in qualitative research that most elders often use it in practice and, as this study showed, not in vain. The conclusion can be drawn that personal contacts between the service provider and the client, respect expressed in person, recognition of the individual client are particularly important.

Social recognition has a little smaller influence on participation. Formal material motivation got lower ranking and proved that material rewards are not effective ways of motivating client participation.

It was noticed that highly ranked ways of motivating are put into practice in the course of time, i.e. some time passes since participation until rewarding. In general, people tend to be more active when they are promptly rewarded for their efforts. But we see that the time factor is less weighty than formal actions in public for activeness in participation. Insights into managing client motivation to participate in services suggest that the process is complicated and requires not only physical but also psychological and emotional efforts from the part of the managing subject. It must be mentioned that seeking to develop a valid motivating model of client participation in public services research into another type of services of the public sector is worth conducting.

Conclusions

Managing client participation in services has been defined as the process during which the service provider plans, coordinates, organises and controls activities related to client selection, training and motivation in seeking for their active participation in public services. Motivation is

one of managing client participation activities necessary to involve actively clients in public services co-creation activities by providing the necessary resources.

Seeking for clients' active participation the organisation must have influence on the clients by taking into consideration their motives. Different stimuli motivate client participation therefore ways of motivating clients are different. For each individual, different things are important, while striving to obtain them, people target their actions at them. The basis of extrinsic motivation is extrinsic stimuli. This kind of motivation works for those who are seeking for benefit. In case of extrinsic motivation the behaviour is controlled not by inner factors but by the efforts of the subject who is managing participation.

Client motivation to participate in public services has been defined as identification of motives for the behaviour of the client and employment of suitable material and non-material methods in seeking to motivate clients to participate as the co-producers of public services.

More active client participation can be expected in those public services where the public benefit dominates only if the personal reward for the client is emphasised; however, part of public service clients participate not only for the personal benefit. The nature of public services determines that the client creates the benefit for all clients, participants or non-participants, by participating and creating the benefit for himself.

3 material and 8 non-material ways of motivating clients employed by the neighbourhoods have been identified. Most often employed ones are: *Appreciation expressed by the elder in person; Appreciation/congratulation in public events; Events as a reward for client participation in the co-production of public services.* It has been established that it is hardly possible to put motivation into practice without any support of the third persons. Client participation as well as motivation itself are more smoothly managed when good relationships, local social networking develop. Local civic organisations, business organisations, farmers, public institutions get involved in the process of motivating citizens as clients.

It has been established that non-material ways of motivating are more closely linked with client active participation in services than the material ones. Personal contacts between the managing subject and the client are particularly important in the client motivation process.

Motivating clients to participate in services is complicated process; it requires not only physical but also psychological and emotional efforts from the part of the managing subject. Employment of the ways of motivating that influence activeness in participation most strongly is linked with a huge responsibility of the managing subject.

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Evandzelina Petukienė, Rigita Tijunaitienė, Milda Damkuvienė

Klientų dalyvavimas viešosiose paslaugose: motyvavimo aspektas

Santrauka

Straipsnyje analizuojamas aktualus marketingo tyrimų objektas – klientų motyvavimas dalyvauti kuriant viešąsias paslaugas. Objektas analizuojamas tarpdisciplininio požiūriu, t. y. iš paslaugų marketingo ir viešojo administravimo perspektyvų. Klientų motyvavimas analizuojamas kaip viena iš klientų dalyvavimo valdymo veiklų, kuri yra būtina siekiant aktyvaus klientų dalyvavimo kuriant viešąsias paslaugas. Mokslininkų darbuose yra pabrėžiama klientų dalyvavimo valdymo būtinybė, tačiau retai analizuojamas pats valdymo procesas. Stokojama tyrimų, kuriuose klientų dalyvavimo valdymas būtų analizuojamas kaip kryptingo poveikio veikla, orientuota į valdomo subjekto elgseną, siekiant aktyvaus dalyvavimo paslaugoje.

Marketingo požiūriu, klientus reikia motyvuoti, kad jie ištrauktų aktyviai į dalyvavimą, kurio metu vyksta bendras paslaugų kūrimas (plg. angl. coproduction). Kliento aktyvumas yra suprantamas kaip efektyvus ir naudingas jo darbas paslaugų srityje, teikiant tam būtinus išteklius, t. y., kai klientas atlieka bendrakūrėjo vaidmenį. Apibendrinus mokslinius tyrimus teigiama, kad nėra gausu darbų, kuriuose klientų motyvavimas būtų sistemingai analizuojamas. Nėra nustatyta motyvavimo priemonių įtaka klientų dalyvavimo aktyvumui. Straipsnyje keliamas problemiškas klausimas: kaip (kokiomis priemonėmis) motyvuoti klientus dalyvauti, kad jie taptų aktyviais viešųjų paslaugų bendrakūrėjais? Tyrimo objektas – viešųjų paslaugų teikėjų naudojamos klientų motyvavimo priemonės. Straipsnio tikslas – apibrėžus klientų motyvavimo dalyvauti viešosiose paslaugose konceptą, identifikuoti paslaugų teikėjų naudojamas motyvavimo priemones ir sudaryti šių priemonių reitingą pagal įtakos dalyvavimo aktyvumui stiprumą.

Pirmoje straipsnio dalyje apibrėžiamas klientų dalyvavimo viešosiose paslaugose valdymas ir parodoma klientų motyvavimo vieta jame.

Kadangi valdymas realizuojamas per konkrečias užduotis, jų sekas, todėl klientų dalyvavimo valdymą nuspresta nagrinėti kaip tam tikrų veiklų kompoziciją. Kaip teigia Melnikas (2002), kiekviena valdymo sistema turi apimti kompleksą tarpusavyje susietų ir suderintų priemonių ir galimybių, kurių visuma galėtų užtikrinti valdymo subjekto tikslų ir interesų įgyvendinimą, darant kryptingą valdymo poveikį valdymo objektams. Taigi, siekiant valdyti klientų dalyvavimą paslaugoje taip, kad klientai taptų bendrakūrėjais, reikia daryti jiems kryptingą poveikį, kuris turi būti skirtingų, bet tarpusavyje susijusių veiklų atlikimas. Susisteminsu tokių autorių kaip Bowen (1986), Rodie ir Kleine (2000), Lengnick-Hall ir kt., (2000), Bettencourt ir kt. (2002), Groth (2005), Bowers ir Martin (2007) mintis, galima teigti, kad klientų dalyvavimo valdymo veiklos formalūs organizacijos veiksmai, kuriais siekiama nulemti klientų elgseną, kad jie norėtų, galėtų ir mokėtų aktyviai dalyvauti paslaugoje. Klientų dalyvavimo paslaugose valdymas straipsnyje apibrėžtas kaip procesas, kurio metu paslaugos teikėjas planuoja, koordinuoja, organizuoja ir kontroliuoja veiklas, susijusias su viešųjų paslaugų klientų atranka, mokymu, motyvavimu, siekiant aktyvaus klientų dalyvavimo viešosiose paslaugose. Ne visi klientai sutinka dalyvauti ir ne visų dalyvavimo lygis yra vienodas (Bateson, 2002). Kad būtų įveiktos šios kliūtys, būtina nustatyti klientų motyvavimo priemones. Klientai taip pat (ne tik paslaugas teikiantis darbuotojas), turi turėti motyvaciją dalyvauti kuriant paslaugas (Lengnick-Hall ir kt., 2000). Alford (2002), Bendapudi ir Leone (2003) bei kitų atlikti teoriniai ir empiriniai tyrimai patvirtina, kad atlyginimas klientui už jo indėlį yra labai veiksminga priemonė motyvuoti jį dalyvauti.

Toliau straipsnyje apibrėžiamas klientų motyvavimo dalyvauti konceptas, identifikuojami klientų motyvai dalyvauti viešosiose paslaugose.

Veiklos motyvavimas — tai veiksmų (motyvų ir stimulų), skatinančių geriau atlikti prisiimtas pareigas, darbus išaiškinimas ir poveikio priemonių, būdų, aktyvinančių veiklą šių veiksmų pagrindu „sugalvojimas“ bei panaudojimas (Zakarevičius, 2003). Vadinasi, motyvavimo sampratoje svarbios yra dvi dimensijos: skatinantys veiklą motyvai ir motyvavimo priemonės. Galima teigti, jog klientų motyvavimo dalyvauti apibrėžti galima aiškinti taip: tai — elgesio motyvų identifikavimas bei atitinkamų priemonių taikymas siekiant paskatinti kliento, kaip viešosios paslaugos bendrakūrėjo, dalyvavimą.

Siekiant atskleisti galimų klientų dalyvavimo motyvų struktūrą, straipsnyje apžvelgiami mokslinėje literatūroje išskiriami dalyvavimo motyvai.

Viešųjų paslaugų klientai pirmiausia veikia kaip racionalūs sprendimų priėmėjai, nes yra suinteresuoti individualių poreikių patenkinimu. Etgar (2008) taip pat mano, jog vartotojai visų pirma nori gauti maksimalią asmeninę naudą. Percy (1984, cituojamas Pestoff, 2006) nustatė, kad bendras paslaugų kūrimas geriausias bus ten, kur klientų pastangų nauda atitenka pirmiausia jiems. Tačiau ten, kur ši nauda paskirstoma ir kitiems, klientų aktyvumas yra retesnis (Percy 1984) (tai veltėdžiavimo (plg. angl. Free rider) problema).

Plačiausia parengta klientų dalyvavimo viešosiose paslaugose motyvų studija priklauso Alford (2002b). Mokslininkas, atlikęs keturių viešojo sektoriaus Australijoje atvejų analizę (mokesčių inspekcijos, darbo biržos, pašto ir socialinio būsto nuomos), išskiria penkis galimus individualių klientų dalyvavimo viešosiose paslaugose motyvų grupes: sankcijas, materialinius atlygius, vidinius atlygius, solidarumo stimulus ir išreikštas vertybes. Straipsnyje trumpai apžvelgiamos visos minėtos motyvų grupės.

Trumpai pristatoma tyrimo metodologija. Tyrimo pagrindu pasirinktos Lietuvos seniūnijos, kaip tiesiogiai kontaktuojančios ir arčiausiai viešųjų paslaugų klientų esančios valdžios institucijos. Mokslinėje literatūroje akcentuojama, kad bendras paslaugų kūrimas pasireiškia sektoriuje, pasižymintame asmeninėmis klientų ir paslaugos teikėjų tarpusavio sąveikomis. Toks dalyvavimas geriausiai organizuojamas būtent per vietines institucijas (Boyle ir kt., 2006). Pripažįstant aktyvaus klientų dalyvavimo naudą ir pritarant, kad vien klientų iniciatyva grįstas dalyvavimas nėra pakankama prielaida efektyviam paslaugų kūrimui, kliento dalyvavimo motyvavimo tyrimas Lietuvos seniūnijose praktiniu požiūriu traktuojamas kaip svarbus atspirties taškas kuriant efektyvias paslaugų teikimo sistemas. Laikomas konstruktyvistinės pozicijos ir nuostatos, jog klientų motyvavimo priemonių įtaka dalyvavimo aktyvumui turi būti iširta remiantis realia egzistuojančia valdymo viešųjų paslaugų srityje patirtimi. Todėl nustatytos ne hipotetinės, o realios seniūnijų praktikoje naudojamos motyvavimo priemonės. Motyvavimo priemonėms identifikuoti naudotas individualus, kryptingasis interviu su Lietuvos seniūnijų darbuotojais. Laikomasi metodologinės nuostatos, jog tik aktyviose seniūnijose daugiau ar mažiau dalyvavimas yra valdomas, todėl jų patirties pagrindu gali būti identifikuotos motyvavimo priemonės. Kokybinio tyrimo imtis buvo sudaroma „Sniego gniūžtės“ principu. Duomenys rinkti tol, kol jie pradėjo kartotis ir akivaizdžiai sumažėjo jų informatyvumas. Antrame etape atliktas kiekybinis tyrimas (aktyvių klientų apklausa) siekiant nustatyti klientų motyvavimo priemonių įtaką dalyvavimo aktyvumui. Apklausos būdas parengtas kokybinio tyrimo rezultatų pagrindu. Apsibrėžtos generalinės aišės charakteristikos: realūs viešųjų paslaugų klientai (N 600).

Identifikuotos motyvavimo priemonės yra suklasifikuotos pagal materialumo požymį. Kadangi motyvavimas daugiau ar mažiau priklauso nuo finansinių jų realizavimo išlaidų, motyvavimo priemonės aptartos ir pagal šį kriterijų. Tyrimo rezultatai parodė, jog realiai seniūnijų praktikoje naudojamos trys materialios ir aštuonios nematerialios klientų motyvavimo priemonės.

Dažniausiai naudojamos: asmeninė seniūno padėka; padėka/pasveikinimas viešuose renginiuose; patys renginiai kaip atlygis už aktyvų dalyvavimą viešosiose paslaugose. Nepaisant motyvavimo priemonių tipo, jos vienaip ar kitaip susijusios su finansinėmis išlaidomis. Dėl to seniūnijos patiria įvairių problemų, kurias dažniausiai sprendžia panaudojamos vidiniai išteklius. Motyvavimo priemonių, susijusių su finansinėmis išlaidomis grupei, priskiriama ir priemonė „neoficialus materialus atlygis“. Tai teisėtus seniūno veiklos ribas peržengianti priemonė, susijusi su vidinių seniūnijos išteklių panaudojimu klientams motyvuoti. Nieko arba beveik nieko nekainuojančios priemonės yra asmeninė seniūno padėka. Taip pat svarbiais dalyvavimo determinantais įvardinta kitų gyventojų pagarba ir padėka, o kaip pripažinimas oficialios visuomeninės atsakomybės - delegavimas.

Kokybinio tyrimo rezultatų pagrindu buvo parengta apklausa. Siekiant išsiaiškinti atskirų kintamųjų tarpusavio sąryšius, buvo atlikta kiekybinio tyrimo duomenų analizė, kur priklausomas kintamasis – faktoriškas analizės pagrindu regresijos metodu sukurtas naujas kintamasis „Dalyvavimo aktyvumas“, išreiškiantis dalyvavimo lygį matuojančius kintamuosius, kitas — motyvavimo priemonės – nepriklausomi kintamieji. Buvo tikrinama

hipotezė apie vidurkių lygybę. Lyginimas atliekamas lyginant dispersijas tarp grupių ir grupių viduje. Taigi taikomas vienfaktorinės dispersinės analizės ANOVA modelis ir skaičiuojamas netiesinis koreliacijos koeficientas eta. Remiantis statistiniais skaičiavimais buvo sudarytas klientų motyvavimo priemonių reitingas pagal įtakos stiprumą priklausomam kintamajam.

Straipsnio pabaigoje pateikiamos išvados. Apibrėžtas klientų dalyvavimo paslaugose valdymas ir atskleista klientų motyvavimo vieta jame. Taip pat apibrėžtas klientų motyvavimas dalyvauti viešosiose paslaugose.

Identifikuotos realiai seniūnijų praktikoje naudojamos trys materialios ir aštuonios nematerialios klientų motyvavimo priemonės. Dažniausiai taikomos: asmeninė seniūno padėka; padėka/pasveikinimas viešuose renginiuose; patys renginiai kaip atlygis už aktyvų dalyvavimą viešosiose paslaugose. Nustatyta, jog motyvavimas sunkiai realizuojamas be trečiųjų asmenų pagalbos. Valdantysis klientų dalyvavimą sėkmingiau realizuoja, taigi ir motyvuoja, tik dėl sėkmingų santykių vietos socialiniuose tinkluose. Į piliečių, kaip klientų motyvavimo procesą yra įtraukiamos vietos pilietinės visuomenės organizacijos, verslo įmonės, ūkininkai, viešosios institucijos.

Nustatyta, jog nematerialios motyvavimo priemonės turi didesnę ryšį su aktyviu klientų dalyvavimu paslaugose, nei materialios motyvavimo priemonės. Kliento motyvavimo procese ypač svarbus asmeninis valdančiojo - kliento kontaktas.

Klientų dalyvavimo paslaugose motyvavimas yra sudėtingas procesas, kuriam reikia ne tik fizinių, bet ir psichologinių, emocinių valdančiojo pastangų. Dalyvavimo aktyvumui turinčių motyvavimo priemonių taikymas yra susijęs su didele valdančiojo atsakomybe.

Raktažodžiai: *klientų motyvavimas, klientų dalyvavimas, bendras kūrimas, viešosios paslaugos, Lietuvos seniūnijos.*

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