



## Managerial Resourcefulness and Quality Service Delivery: The Place of Information Sharing in Public Sector Organizations

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### Abstract

Service delivery is a key factor to be taken seriously for organizations that wants to survive and thrive. This study examines the influence of managerial resourcefulness on quality services delivery while assessing the relevance of information sharing in the process. The theory of learned resourcefulness was adopted to serve as an undergirded model in this review. It was concluded that; organizations can make excellence in customer service their hall work of success if they take advantage of the opportunity to have resourceful managers who will not feel discouraged and withdrawn in the face of a challenge, but who are posit to think critically and demonstrate readiness and enthusiasm to turn such situations around in favor of the organization. Therefore, organizational leadership should: Pay active attention to changes, events, and trends in the business environment and take practical steps to adapt to these changes to increase customer traffic to the organization in a seamless manner. Adopt a flexible disposition that allows the organization to modify these changes, events, and trends in the business environment and better understand what can drive the organization to succeed. Allow customers to prioritize change to help management get a better understanding of their expectations and respond sufficiently to improve the user experiences of these customers. Provide a lasting purpose to make informed decisions that will generate greater productivity and boosts organizational growth through effective collaborations. Give room for information sharing to dispense knowledge and competencies that will help in resource utilization, and cost-effective operation to improve service delivery.

**Keywords:** Managerial resourcefulness; Proactiveness; Result focus; Quality service delivery; Responsiveness; and empathy.

### 1. Introduction

Public sector organizations are confronted with challenges as the pressure to improve productivity and service delivery increases (Jaaskelainen, 2010). These challenges have eaten deep into the fabrics of public sector organizations to the point where the sector is fast becoming a shadow of itself. In Nigeria for instance, public sector organizations are faced with political polarization, bureaucratic ineptitude, unethical practices, the trust deficit between these organization of its clients, poor work attitude, the federal character principle, political consideration and nepotism, poor remuneration, and gross inflexibility leading to operational inefficiency (Essient, 2015; Jaaskelainen, 2010). Again, public sector organizations typically set ambiguous objectives. In most cases, these objectives are not specific, measurable, achievable, realistic, and time-bound, timely, or time-based. Brignall and Modell (2000); Lawton *et al.* (2000), and Wisniewski and Stewart (2004) submitted that the ambiguous goals and objectives of public sector organizations are a result of its attempt to satisfy all the need of its informal, connected, and external stakeholders. These stakeholders may include; employees, management staff, clients, customers, regulatory agencies, subscribers/users, elected or appointed officials central government, local citizens, and so on. Hence, public sector organizations need to identify and prioritize factors that will enhance their quality service delivery objective.

In a bid to deliver quality service, service organizations are required to build a service delivery framework that will address inefficiencies in service management. Although this may not apply to all organizations, service organizations are expected to design their service strategy around service culture, service quality, customer experience, and employee engagement (Cronin and Taylor, 2000; Essient, 2015; James, 2011; Kumar *et al.*, 2010; Parasuraman *et al.*, 1985; Zeithmal *et al.*, 2000). This means that a service delivery framework has created the need for adequate service management which encompasses; service culture, service quality, customer experience, employee engagement service strategy, service performance, and positive customer results. According to this framework, service organizations are required to build elements of leadership principles, norms, work habits, vision, mission, and values which will help them design processes and strategies fundamental to continuous service

improvements through purpose-driven leadership and active employee participation. In essence, such organizations may be motivated to design an internal service value chain platform that will meet service parameters within the industry. Hence, quality service delivery can be achieved if such organizations are oriented towards service excellence through leadership and managerial resourcefulness.

Managerial resourcefulness represents problem-solving proactive and cognitive capabilities that are task-specific, specific-generic, and task-driven. Rosenbaum (1990), noted that highly resourceful personalities solely police and adequately control their behavior to put up with aversive situations and sustain optimum operations. Managerial resourcefulness entails optimizing cognitive, emotive, behavioural, clinical, and work-related capabilities and cultivate the same to innovatively achieve more for the organization. Licata *et al.* (2003), affirm that resourceful managers are more likely to decipher never and innovative ways to identify, meet, surpass, and satisfy the need of customers. Abraham *et al.* (2001), opined that resourceful leaders tend to demonstrate outstanding qualities as these set of persons do not limit themselves to available resources, but make extra efforts to see that predetermined organizational objectives are actualized. Thus, they are inquisitive, survivalist, and progressives, as such individuals would show positive behaviours that will help them achieve the needed success for the organization. Sahin *et al.* (2015) pointed out that managerial resourcefulness encompasses highly generic competencies that enable adaptive responses to the demands to complex and volatile aspects of the work environment which may include service quality.

## 2. Theoretical Foundations

The theory supporting this work is the Theory of Learned Resourcefulness. (Rosenbaum, 1990;2000) accepts that all human behaviour is goal-driven and that when interruptions emerge, people take part in self-control behaviour. People's general collection of scholarly genius abilities is a key part of his theory. Exceptionally resourceful people utilize constructive self-direction, apply critical thinking techniques, postpone gratification, and utilize other self-control methodologies (Kennett and Keefer, 2006). Having a rich collection of poise aptitudes assists individuals with managing negative feelings, bring an end to unfortunate propensities, stick to clinical regimens, do exhausting however vital tasks, and defeat different obstructions they face in regular day-to-day existence (Rosenbaum, 2000). In such circumstances, study shows that exceptionally resourceful people make a decent attempt, endure even with trouble, and accomplish their goals (Kennett and van Gulick, 2001). Less resourceful people, then again, are progressively inclined to quit attempting and accuse their poor capacities at whatever point they experience difficulties (Kennett and van Gulick, 2001).

## 3. Managerial Resourcefulness

A resourceful manager is a person who demonstrates competence in self-regulating his or her emotions, feelings, thoughts, and behavior to handle the demands of managerial roles well (Kanungo and Menon, 2005). Management resourcefulness can be described as a collection of generic competencies that allow for adaptive responses to the managerial role's demands (Sahin *et al.*, 2015). Management resourcefulness means the use of cognitive self-regulatory competencies in an organizational setting to cope well with environmental challenges. Self-control procedures in resourcefulness indicate ' a set of cognitions about one's self which ultimately determines the processes of emotion, thinking, and behavior (Kanungo and Menon, 2005). Managerial resourcefulness comprises all learning, aptitude capacities, and capabilities that managers require to adequately comprehend issues and sufficiently adapt to changing challenging situations that emerge in the course of undertaking their tasks and responsibilities. Indeed, managerial resourcefulness can be characterized as the regulatory abilities expected to control and change uninformed responses, intellectual perspectives, desires, practices that may introduce a deferent to the accomplishment of the organizational objectives and goals or one's effective adjustments to nature. These capabilities are characterized as obvious practices explicit to a specific managerial obligation reasonable for everyday or customized work. Nonetheless, managerial resourcefulness aids in the utilization of technological know-how and capabilities designed to manage psychological exercises, which may include human demeanors, which are somewhat important to explore an unpredictable and evolving circumstance (Kanungo and Misra, 1992). No doubt, the practices managers are required to show when performing routine tasks can be characterized as managerial aptitude, while the capabilities required to explore non-routine and increasingly complex. Tasks and circumstances depict managerial resourcefulness. This shows that managerial resourcefulness incorporates the capabilities to adequately control sentiments of discouragement, withdrawal, and escape, and build a feeling of poise and critical thinking, to show proactiveness, readiness, and enthusiasm which facing difficult and quaking situations. Under the management resourcefulness, two dimensions were categorized; proactiveness and result focus.

Bindl and Parker (2010), sees proactiveness as self-directed and future-focused activity in an organization, in which the individual expects to realize change, including the change to the circumstance (e.g., presenting new work techniques, impacting organizational methodology) and additionally change inside oneself (e.g., learning new abilities to adapt to future requests). Personal initiative is a type of proactiveness that includes going past relegated tasks, building up one's own goals, and endeavoring to take care of issues that have not yet happened (Frese and Fay, 2001). Assuming responsibility is a case of proactiveness, alluding to dynamic endeavors to achieve change in work strategies. The capacity to show proactive organization, eagerness and enthusiasm for meeting difficulties is a key administrative capacity that has been found to relate with compelling administration performance (Boyatzis, 1982). Grant and Ashford (2008), recommended that proactiveness fluctuates regarding their structure (the kind of behaviour), their expected goal of effect (self, others, as well as the organization), their recurrence (how regularly),

their planning (where and when), and their strategies (how). For instance, workers can take part in either feedback-seeking or interpersonal organization building (structure). The planned goal of the effect of this behaviour can be oneself (e.g., to improve one's exhibition), or others (e.g., to improve how one oversees others). Employees can look for input pretty much frequently (recurrence), and they can pick certain occasions for looking for feedback, for example, when project work is finished (timing). Workers can likewise utilize various strategies while participating in feedback-seeking, so for instance, may approach someone else straightforwardly for input, and or rather focus on checking and deciphering the other individual's responses (Bindl and Parker, 2010).

Result focus is the drive to meet or surpass explicit goals and objectives as fast as would be prudent, focused on results, not the procedure, and will use assets accessible and take care of issues imaginatively to get the job done (Kruse, 2019). It is a term used to portray an individual or company that focuses on the result as opposed to the process used to create an item or convey a service. Results-focused managers are driven by their ultimate goal. It is their focus on accomplishment and on the methods for routine activities that characterize them. Less stunning managers take a stab at improvement however can be slanted to do as such, to such an extent or more for overseeing schedules than for the expansion of progress toward the achievement of their motivation (Hickman and Morgan, 2017). Operational staff in companies led by results-driven managers approach their work with that desire to move quickly that portrays groups' behaviour in the most beneficial working environments (Kruse, 2019). But, accomplishment is assessed, individuals from results-driven groups have a solid feeling of their common needs and shared priorities, are for the most part completely focused around quality (Craig, 2018). Amah *et al.* (2013), opined that managers should set up result-oriented goals and encourage the contribution of employees, as a team, to improve their responsiveness and commitment to the accomplishment of the organizational goals.

#### 4. Quality Service Delivery

Service delivery represents a framework in which all the principles, standards, policies, and constraints of public administration or public service are adhered to in the event of an interface between the internal, connected, and external stakeholders of such an organization or institution. Here, basic guidelines are observed by internal stakeholders (employees and management) to address the needs of connected (customers and suppliers) or external stakeholders (regulatory agencies and government). Quality service delivery on the other hand connotes excellence in the operational delivery of customer service in an effective, reliable, predictable, and customer-friendly manner (Cronin and Taylor, 2000; Essient, 2015; James, 2011; Kumar *et al.*, 2010; Parasuraman *et al.*, 1985; Zeithmal *et al.*, 2000). Welnzlmer (2014), proposes steps to excellent service delivery. These steps include; (1) identify services required, (2) identify and prioritize key stakeholders, (3) develop a list of business services, (4) socialize across the organization, (5) develop and execute work plane, (6) measure service delivery, and (7) continuously improve. Service quality in organizations everywhere throughout the world has become so important that organizations have turned to the building capacity of their staff with the goal for them to do this effectively. Hanson (2000), recommended that, with the goal for organizations to meet the needs and prerequisites of their clients, they should improve their services. Service quality is considered as the blend of various encounters through the collaboration among clients, workers, and organizational conditions (James, 2011). Service quality estimates the level of irregularity between clients' desires for service and how they see service performance henceforth addressing the requirements and desires of the client is vital. It additionally gives organizations enduring relationships with their clients (Zeithmal *et al.*, 2000). Organizations that have power over service quality will have a competitive edge (Kumar *et al.*, 2010). Identification and fulfillment of the necessities of clients and prerequisites are significant in quality service delivery (Cronin and Taylor, 2000). To the client's thought, the long waiting time for the service makes a negative effect on the client's psyche about service. The less time they need to get service is comprehended as service quality and this should be a significant concern for organizations in other to retain clients (Ashok, 2010). Again, SERVQUAL by Parasuraman *et al.* (1985) is the major attempt to conceptualize and measure service quality. They identified ten elements which were later crumpled into five distinct measurements in 1988; reliability, responsiveness, assurance, empathy, and tangibility. This work utilizes responsiveness and empathy.

Responsiveness is the propensity to act upon generated market information (Hult *et al.*, 2005). Service quality responsiveness reflects the service provider's capacity, preparation, and desire to provide timely services to customers within the shortest possible time. Generally speaking, customers expect timely answers to their questions as they do not want to hesitate. Responsiveness relates to the ability to support customers by delivering fast resources to them. The responsiveness here refers to the ability to provide timely services and a range of resources, as well as the readiness to support consumers in the delivery of services (Asree *et al.*, 2010). An organization with higher levels of responsiveness is swift to act or take actions to complete tasks or responsibilities as the situation that needs such responses arises. Thus, it enhances the quality of a business process which indicates its responsive ability to counter changing environmental conditions within the business space to elicit a positive response from customer interactions as they occur. This means that such organizations enjoy the ability to identify and effectively adapt to the continuous change, events, and trends in their industry based on the preferences of their customers. Organizations that can effectively adapt to change are more likely to better manage operational disruptions, and consistently meet the expectations of their customers (Asree *et al.*, 2010). This is an indication that responsiveness helps an organization to identify and/or spot business opportunities, mobilize human and non-human resources to seize these opportunities, and assess and reconfigure these resources including internal and external competencies on a continuous or ongoing basis in favour of the organization. The reconfiguration process entails continually and

continuously reinventing operational processes and business models that will help them achieve maximum operational efficiency.

Empathy demonstrates the ability to render individual attention to consumers, treat customers respectfully, have the greatest interests of customers at heart, and can know precisely what customers want (Cuff *et al.*, 2014). Parasuraman *et al.* (1988), reflected on this that consumers want to be valuable and important to the company. Empathy applies to the treatment workers give to individualized clients of nature (Van Iwaarden *et al.*, 2003). People with lower levels of empathy experience issues recognizing and making suitable social decisions; moreover, they exhibit a decrease in enthusiastic reverberation with other individuals (Lockwood *et al.*, 2013). Empathy is a fundamental pillar of human social interaction (Decety *et al.*, 2012). Interpersonal interactions are guided by the systems of empathic knowledge that people carry about themselves or conclude about others (Nakao and Itakura, 2009). Much of our empathic awareness of others can be unconscious or based on simple inferences depending on mutual mental states or common expectations (Gallese, 2009)

## 5. Information Sharing

Tajla (2002), described information sharing as a paragliding phenomenon that encompasses a wide range of collaborative activities from exchanging unintentionally encountered details to collaborative question formulation and retrieval. The fewer people you have to go through to find another, according to Wilson (2010), the more likely it is that successful information sharing can occur; the more people you have to encounter the less probable it is. Could be termed closeness. Sharing a common objective of information-sharing interaction ensures that the two sides of participants have the same aim to accomplish by their information-providing and information-seeking acts. Omar *et al.* (2010), assume that information sharing is about exchanging useful information in an open environment amongst individuals, programs, or organizational units. Sharing information will tackle the following issues: 'what to share,' 'whom to share,' 'how to share' and 'when to share' and, if addressed properly, should reduce cost-sharing, information deficit or duplication and increase responsiveness (Sun and Yen, 2005).

Girotra *et al.* (2010), found that information sharing mechanisms would increase the number and quality of ideas produced in group brainstorming sessions, as well as the satisfaction of the participants. Much of the knowledge that inspired workers to render is idiosyncratic around (Campbell *et al.*, 2014). Effective staff is dependent on tacit knowledge, which is difficult to communicate through explicit channels and can only be gained through practical work, mentoring, and observation of experienced colleagues (Tsoukas, 2003). Nevertheless, Li and Sandino (2017), based on a recorded study approved by JAR, carried out a retail experiment to test whether a program of data sharing that tracks the creative work of workers influenced the efficiency, job engagement, and financial performance of creative work. On average, they find this method had no significant impact on outcomes. However, in stores that have accessed the system more often and in stores with fewer nearby same companies, creative work has improved significantly. It also improved creative work and employee involvement in shops in diverse markets, where customers required more adaptation. They found that salespeople were less able to create before the system was introduced with weak evidence of better financial results.

## 6. Empirical Insight

In a study of 119 first and middle managers, Sahin *et al.* (2015) looked at the connection between handling resourcefulness and job performance. Structured assessments given to the managers and their subordinates collected data. The results show that executive efficiency is positively linked to higher job performance ratings. The tests further found that management resourcefulness provides additional disparities in workforce outcomes over and above demographic variables and the Big Five personality traits. Such findings show how important the driver of work performance is managerial resourcefulness. Cameron *et al.* (2019), examined that empathy is emotional and harmful and has driven them to suppress it. The empathy selection function has been created, utilizing free choices to determine empathy. Participants make a series of binary choices that contribute to guilt or an alternate course of action. We found a strong preference for resisting compassion in each of 11 studies (N 1,204) and meta-analysis, which was related to more effortful and aversive impressions of empathy as less effective. Increased sympathy efficiency experimentally eliminated empathy avoidance, which indicates that cognitive costs directly lead to empathy. If individuals choose to express the emotions of others, they behave as if the endeavor is not worth it.

The modeling role of resourcefulness in the burnout rate of workers is calculated by Akgunduz *et al.* (2015) under the impact of tensions between family and work life. The Maslach Burnout Inventory (MBI), Work-Family Life Conflict, and Employment Resource Scaling have created a questionnaire in this context. This survey was conducted for workers of travel agencies in Izmir, Turkey, who have been purposely interviewed. 220 relevant questionnaires were collected after the data collection era. The hypotheses on the reliability and validity of the scales were tested through hierarchical regression analysis. Results of the study suggest that resourcefulness decreases the negative effects on emotional exhaustion and depersonalization of work-family conflict. However, the results further indicate that career resourcefulness decreases the negative impacts on the depersonalization of family work disputes. The relationship between constructive and reactive aggression and social and affective empathy in typically developing young children aged from nine to eleven was explored by Gina *et al.* (2014). Research has shown that no significant predictors of proactive attack are cognitive and emotional empathy but that they are a significant predictive for reactive aggression. Asree *et al.* (2010), examined the operational strategy of service companies (hotels) to determine if their employees, clients, and ultimately their performance (increase in revenues) would be affected by infrastructure aspects of their operational practices such as leadership and organization's culture (as an



accumulating capability). A questionnaire survey involving eighty hotels at different rates in Malaysia takes the form of empirical analysis with the aid of Structural Equation Modelling. The results show a positive relationship to reactivity between leadership and organizational culture. Therefore, reactivity has a favorable connection to hotel revenue. Such studies suggest that leadership and company culture are important factors in which hotels are sensitive to their customers and, in addition, hotel managers need to develop their management skills and also to foster an organizational culture that supports their workers. Such operations would allow your hotel to adapt to customer needs, helping to improve the hotel's quality service delivery.

## 7. Conclusions and Managerial Implications

Organizations can make excellence in customer service their hall work of success if they take advantage of the opportunity to have resourceful managers who will not feel discouraged and withdrawn in the face of a challenge, but who are posit to think critically and demonstrate readiness and enthusiasm to turn such situations around in favour of the organization. Therefore, organizational leadership should: Pay active attention to changes, events, and trends in the business environment and take practical steps to adapt to these changes to increase customer traffic to the organization in a seamless manner. Adopt a flexible disposition that allows the organization to modify these changes, events, and trends in the business environment and better understand what can drive the organization to succeed. Allow customers to prioritize change to help management get a better understanding of their expectations and respond sufficiently to improve the user experiences of these customers. Provide a lasting purpose to make informed decisions that will generate greater productivity and boosts organizational growth through effective collaborations. Give room for information sharing to share knowledge and competencies that will help in resource utilization, and cost-effective operation to reduce the loss of know-how and improve service delivery.

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