

Activity summary of CIAS research fellow in Budapest

Grant category: junior senior

Name: CARMELA DI MAURO

Home institute (UNIVERSITY OF CATANIA, ASSOCIATE PROFESSOR, ITALY):

Academic Year / Semester: 2021/22 SPRING SEMESTER

Duration: 3 MONTHS (MARCH 1ST – MAY 31ST)

Project title: *Efficiency in public services: the case of one-stop government in Hungary*

Project description: The project investigates the experience of the “Government Windows” in Hungary as a significant example of “One-stop government” model in Europe. With respect to previous studies that have used the public policy perspective, the project has adopted an operational management lens to analyse determinants of service time at the individual server level using a large data base of service encounters. The research builds on recent behavioural operations literature to explore how different behavioural mechanisms (e.g. fatigue, peer pressure, task complexity) influence service time. The project contributes to research but also to managerial practice and policy by suggesting actionable interventions to improve efficiency in public services.

Achieved result(s): Results of the study show that, when workload increases, employees adjust the time allocated to each service encounter by reducing service time, although at a declining rate. Additionally, service productivity increases with employee’s service specialization, as the number of daily operations performed increases and after a significant break during worktime.

These findings have implications for planning government office capacity and managing frontline service delivery. The finding that frontline employees move “towards the client” when the customer pressure builds up suggests that capacity in public offices should be planned at below peak demand to generate server’s faster response. In other words, a little pressure from customers helps improve productivity. Further, while there may be undoubtable benefits for the customer from the centralization of service premises and improvement in service accessibility, work optimization should not be pursued by enlarging the range of tasks for the single server.

Connected publications

1. This publication is part of the main project carried out while at CIAS

Title: A LITTLE PRESSURE GOES A LONG WAY: A LONGITUDINAL STUDY OF GOVERNMENT SERVICES' PRODUCTIVITY

Date of submission: May 28 2022

Journal: Journal of Public Administration Research and Theory (OUP)

Journal category (if applicable): Q1 Q2 Q3

Status: accepted/published in progress planned

2. This publication was completed during the period at CIAS, although it is not connected to the main research project. It has been submitted with the CIAS affiliation

Title: LINKING COMPETITIVE PRIORITIES TO SMART MANUFACTURING ADOPTION AND PERFORMANCE

Date of submission/acceptance/publication: June 5th 2022

Journal: International Journal of Operations and Production Management

Journal category (if applicable): Q1 Q2 Q3

Status: accepted/published in progress planned

3. This publication was completed during the period at CIAS, although it is not connected to the main research project. It has been submitted with the CIAS affiliation

Title: AN EMPIRICAL ANALYSIS OF THE PROFITABILITY OF BACKSHORING INITIATIVES TO EUROPE

Date of submission (revised version): June 23rd 2022

Journal: Journal of Manufacturing Technology Management

Journal category (if applicable): Q1 Q2 Q3

Status: accepted/published in progress planned

Professional collaborations, partnerships*

1.

Name: Grant Office

Institution: Corvinus University

Field of research: H2020

Future plans for joined research: Met with Viktoria Varga to discuss upcoming H2020 calls and opportunities for joint projects with Corvinus

2.

Name: S4CARE

Institution: University of Twente and other EU universities

Field of research: Healthcare public procurement

Future plans for joined research: Application to a H2020 RIA call submitted while at Corvinus (April 21st)

Additional activities* (public lectures, presentations, professional meetings, media connections etc.):

1. **Lecture** for Intensive Week Spring Semester "Industry 4.0", April 5th

2. **Seminar** delivered to doctoral students in Business Informatics on “How to get your research published”. Organized by Dr Andrea Ko. April 22nd 2022
3. **Friendly Review’ Tandem Program.** Met twice for about 45 minutes with student Elena Cossu and once with Alotaiby Rana Asaad Mohammed via Teams. Provided one-to-one in-person consultation to doctoral student Dibya Rathi on May 23rd.
4. **Seminar** delivered to students in Public Procurement on “Public Procurement for Innovation”. Organized by Professor Tunde Tatrai. May 13th 2022
5. **Professional Meeting** with leadership of Supply Chain Department on publishing and research trends. Participants D.Losonci, K.Demeter, T.Tatrai, May 25th 2022

Future plans, planned return (if any):

- I plan to return to Hungary later (possibly through joint research projects)
- I plan to maintain my professional contacts via e-mail
- Any other comment:

Date: 22nd June 2022

Carmelo Di Mauro