The impact of digitalization on the client-oriented approach in the provision of public services to business entities

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Abstract. The development of a client-oriented approach in the provision of public services in the Russian Federation is an urgent task in modern conditions. The availability of public services, the quality of their provision forms an idea of the quality of life of the population in the state as a whole.

The quality of public services is one of the generalizing characteristics and an important indicator of the activities of Federal and municipal Executive authorities. On the one hand, the activities of Federal and municipal Executive bodies providing public services do not aim to make a profit. Such organizations provide public services to the population, some of them are implemented on a reimbursable basis. The term "effectiveness of public services" should be considered primarily in view of its social purpose, which is directly related to the satisfaction of recipients of public services.

Key words: citizen-government interaction, public service, E-government, digitalization

1. Introduction

With the global evolution of information and communication technology (ICT), organizations need to keep up-to-date with the trends. While most countries are able to respond to these technological changes by drawing on the resources available to them, organizations tend to find it more difficult to keep up. [4] The modern system of Executive power of the Russian Federation is focused on meeting the needs of the citizen, the formation of a high level and quality of services at all levels of government. Interaction of consumers (applicants) with state bodies of Executive power of the Russian Federation on providing the state and municipal services represents a complex of interconnected actions. Trends in the modern environment and the procedure for providing services aimed at the possibility of interaction between the Federal Executive authorities, executive authorities of the subjects of the Russian Federation and local authorities on the principle of "one window". In this part, the interaction between agencies for the provision of public services should be implemented without the participation of the applicant. This approach allows you to obtain the necessary documents (including statements, certificates and other documents).

E-government holds enormous potential for improving the administrative efficiency of public institutions, encouraging democratic governance, and building trust between citizens/private sector and governments [13].

In the course of the study, the analysis of modern mechanisms for the implementation of public services provided by the Executive authorities of the Russian Federation was carried out.
The legislative regulation of the process of rendering state and municipal services (SS and MS, respectively) pursues the achievement of several goals, which include:

- the need to comply with uniform standards of public services aimed at respecting the legitimate interests of recipients of public services—individuals and legal entities;

- compliance with the voluntary principle in the practical provision of SS or MS, the inadmissibility of their imposition or compulsion to be binding within the legal field;

- since the implementation and provision of SS and MS are actually monotonous in terms of their provision by public authorities, and there is no competition, the control and improvement of the quality of public services should be considered in the light of the establishment of criteria by the society (recipients of SS and MS) and regulatory authorities;

- reducing the burden on the mandatory volume of public services. The matter is that state bodies or their separate establishments have to render those services which translate their powers; that is partial transfer of services to independent economic subjects is possible, provided maintenance of quality of rendered services, acceptable level of prices for rendered services. In this case, it is necessary to maintain standards to prevent the occurrence of negative social effects.

Requirements for the volume and quality of public services provided by Executive authorities are formed in accordance with the norms of the legislation in force in the territory of the Russian Federation and are standardized. The conditions for the provision of public services are variable due to the existence of various resource constraints, correlated with belonging to the subject of the Russian Federation. Such a fact is due to the need to budget and determine the necessary amount of funds, at the expense of which the material and technical base is formed, in other words, the material environment for the provision of public services: compliance with the requirements for uniformity of premises, equipment, etc.

2. Literature review

The digitalization of public services has been the subject of research by many authors around the world. The authors fully share the view that the digitalization of public services changes the interaction of citizens and civil servants [1, 8]. Studies by some authors confirm that digitalization modifies the necessary skills for citizens and civil servants to interact more effectively [5, 6]. Others [8] write about new opportunities for digitalization related to the fact that both citizens and public servants have both voluntary and mandatory interactions with government through technology and these interactions range from unstructured to highly structured based on the technology or business processes implemented.

At the same time, the influence of a set of negative indirect consequences of the new state administration on the ability of citizens to solve social problems has been established, since this approach has complicated the institutional structure [10].

A similar relationship between changes in the bureaucratic and organizational components of public administration under the influence of digital transformation is revealed [17].

Other researchers came to the same conclusions [18]. In particular, [19] believe that with the imperative of e-government for better transparency, accountability and public services, the problem of low-level citizen adoption of e-government services has been recognized in developed and developing countries.
In the course of a number of studies, it has been proved that combining of strategic directions of innovation development of retail with basic competition strategies enables retail technological systems to plan introduction of organizational, marketing, information, and technological innovations approaching target competitive advantages [3].

A number of scientific studies have shown that there is a lack of advanced technological solutions that can stimulate cooperation between the government and citizens [9]. After studying the issues of e-government implementation [15] we came to the conclusion that the successful implementation of e-government depends although on the trust of citizens and their willingness to use it, insufficient attention is still paid to the problems of assessing the trust of citizens.

Studying the issues of perspective development of digitalization of state power, scientists [16] came to the conclusion that findings indicate symptoms of a research field in constant evolution that has not yet reached a stage of maturity, and especially, in the following areas of study: smart cities (provision of public services), e-Participation (political area) and technologies used and citizen's acceptance (technological tools). To measure the assessment of the quality of electronic services, the authors [20] propose to use the following criteria: quality of information, technical efficiency, privacy and communication with the employee.

3. Materials and methods

In the course of the research a number of methods were used, including such General scientific ones as: observation, analysis and synthesis, induction and deduction, comparison and description, qualitative and quantitative analysis, system approach, unity of historical and logical approaches. Among the private and scientific applied: graphic, statistical, mathematical methods of data processing, modeling, and expert.

These methods made it possible to identify modern critical indicators that determine the effectiveness of public services, to present the author's interpretation of the results. Comparative analysis allowed us to separate the object of study in terms of the main elements shaping the process of provision of public services and their Association to present a set of compositional elements, identify features of the mechanism of provision of public services and achieve goals and objectives of the study.

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4. Results

Currently, the concept of e-government has been formed and it is being successfully implemented. Centralization and territorial concentration of services to provide state and MS in a single place has become one of the main directions of spatial interaction of Executive authorities with service recipients. Another major trend in development is related to the strengthening of their orientation of the Executive authorities to customers, taking into account the satisfaction of their requests and expectations. This implies cooperation with applicants in both online and offline environments. That is, the recipients of SS and MS will increasingly be available at the same time different options for obtaining SS and MS through different platforms. All processes for the provision of SS and MS are aimed at maximum automation of routine operations.
The formation of a new standard of interaction between the recipients of SS and MS with the Executive authorities is an extremely important task. The introduction of a customer-oriented model of interaction will provide speed and flexibility in the provision of relevant services through the use of modern technologies and the organization of interdepartmental interaction.

The economic effect in this regard is associated with taking into account the interests of all participants in the relationship to obtain SS and MS: for civilians or entities conducting business, this means saving time, timely provision of various kinds of benefits and preferences, prompt resolution of issues and obtaining the necessary documentation. For the state the economic benefit consists in reduction of expenses on the organization of document circulation, including expendable materials, reduction of time and human expenses during intradepartmental interaction. In addition to the above, the probability of errors and distortion of information when performing routine operations is reduced, this leads to lower cost of services and increased productivity.

We must not forget about the social effect. First, awareness of recipients and SS MS has increased, secondly, increasing the quality of services, optimization, as already mentioned, time-consuming, reducing bureaucratic delays, the possibility of repeated use of the results of the provision of SS and MS if needed. All of the above, in the end, increases the authority of the authorities and trust in them from the society.

5. Discussion

Many developing countries are now experiencing revolution in e-government to deliver fluent and simple services for their citizens. However, governmental sectors face many challenges in using its e-governments’ services and its infrastructure, improving current services or developing new services; as data and applications increasingly inflating, IT budget costs, software licensing and support and difficulties in migration, integration and management for software and hardware. These challenges may lead to failure of e-governments’ projects [14].

Changing governance paradigms has been shaping and reshaping the landscape of citizen-administration relationships, from impartial application of rules and regulations by administration to exercise its authority over citizens (bureaucratic paradigm), through provision of public services by administration to fulfil the needs of citizens (consumerist paradigm), to responsibility-sharing between administration and citizens for policy and service processes (participatory paradigm) [11].

Driven by the growing importance of the digital provision of government services (e-government), recent research has sought to develop and test conceptual models of citizen satisfaction and trust with these services [12]

6. Conclusions

Businesses, far more frequently than citizens, need government information and services to exert their rights and duties. In optimizing their service delivery processes, governments tend to focus on a set of communication channels they offer to businesses to deliver these services. However, in reality, businesses use not only a plethora of different channels but also multiple information sources, extending beyond governments [19].

The implementation of the results of this study will provide the most effective mechanism for the provision of public services. The application of the practical results of the study will allow to assess the individual component aspects that determine the level of customer satisfaction in the processes of
obtaining public services and to develop on their basis recommendations to improve the quality of public services processes implemented by Executive authorities in the Russian Federation.

Taking into account these components for the purpose of qualitative implementation of the mechanism of client-orientation in the provision of public services in this study, the main theoretical characteristics of modern reality are considered. They are largely due to the digitalization of public relations in General, the introduction of e-government. The study also offers a number of practical solutions for the qualitative implementation of the client-oriented approach.

There are differences in approaches to the provision of public and municipal services through multifunctional centers or public services portal. There are relevant requirements and regulations for their implementation. Methodical work on the implementation and implementation of the client-oriented approach for the organization of the working process to employees of the Executive authorities of the Russian Federation should be carried out permanently. It is extremely important to implement an active state policy and change priorities in the activities of public authorities and public institutions to the formation of modern principles of relations between public institutions and recipients of public services. The actual vector at work with the applicant can be formulated in the form of not only satisfaction of inquiries of citizens and the organizations, but also realization of a social component at rendering the state and municipal services in new quality.

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