

# The Impact of Implementation of Global Best Practices to the Development of Government Health Service Centers in Jordan

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**Abstract**— *The aim of this study is contribution of the administrative reforms that have been carried out in providing services to citizens in an efficient and effective manner and in responding quickly to the needs of citizens. The main problem, and the most serious, is the continuous change in visions, goals and implementation in all government agencies, with every ministerial change, or whenever the top of the pyramid changes in any institution. The aim of this study is to study on The Impact of implementation of global best practices to the development of Government Service Centers in Jordan. methodology of this study is theoretical approach, it is one of the most widely used research approaches in scientific research, which greatly contribute to the development and development of various sciences and knowledge. Scientific researchers belonging to the same scientific specialization, and this study, which depends on the theoretical approach, aims to confirm the validity of what was stated in the theories, studies and previous research, or the goal may be to negate what was mentioned in it and the results it reached, or perhaps the researcher aims through his research Because it reinforces the deficiencies discovered in previous studies and research. The study recommends the necessity of Interest in developing the capabilities of workers in government service centres in Jordan by providing courses and training program, Work to increase citizens' awareness of the quality of services provided through government service canters and Attention to raising the level of quality of services provided through government service canters and providing all needs and capabilities.*

**Keywords**— *Global best practices -development of Government Service Centers – Jordan.*

## I. INTRODUCTION

The service centers of the Administrative Development Program aim to develop the level of employees, whether on the personal level or in relation to work, and therefore the management development program depends mainly on the principle of (win/win), which means that the organization, managers, and employees benefit simultaneously. In order to obtain the best result when conducting development at the organizational level, it is necessary to rely on three basic concepts, which form the policy pillars of the Human Resources Development Department, namely: administrative development, management by objectives, and training programs. These pillars are known as guiding principles (Ohemeng, et al, 2020). The arrival of an entity to an improvement in its institutional performance cannot happen by chance or without strenuous efforts, as it is considered a milestone for the entities that focus on the needs of the recipient

of the service from citizens and investors and surpass them, as the human resource is considered one of the most important elements of survival and production in any party and here lies the secret The continuity and development of the entity, which in turn will bring about a series of continuous development (Ohemeng, et al. 2020).

Modern governments seek to keep pace with rapid and successive developments, in various ways through managing government performance with the same approach as managing the private sector in pursuit of development, and providing services in the best way, in order to face many challenges, the most important of which are: the multiplicity of goals and the increasing and diversification of society's needs The scarcity of resources and economic transformations (Leonard, 2020). This has led countries to compete in attracting capital and investments by creating the appropriate environment for that. It is well known that the government sector exists to provide various services to the citizen who is a major client of the government sector, whether in receiving direct services provided by state agencies to him, such as health and educational services and municipalities, or indirectly benefiting from them through government sector supervision, for example on the safety and validity of goods from Through the competent government agencies, and therefore the citizen expects that these agencies will play their role in a manner that achieves safety, health and other services that are compatible with customers' needs (Leonard, 2020).

Recent decades have witnessed an important development in the field of services, and interest in the service organization has become an inevitable necessity, given the great importance it poses in the economies of countries, which created fierce competition between them, and more than that, there has become awareness among researchers and those interested in service activities, With the importance of quality and the need to upgrade services to ensure the survival of these banks and increase their opportunities for profit, banks have been inspired by various dimensions in the developed nations moving on the road to advancement, the basic intellectual dimensions to achieve the requirements of their growth and development and improve the dimensions of their services and operational processes, by relying on qualitative thinking (Liu, et al 2020). Al-Shamil, which has become, in every sense of the word, the basis upon which all the requirements of continuous

improvement, creativity and excellence in the performance of services are relied, and thus the rapid pace of development and rehabilitation of banks to a level that rises to the level of efficiency and effectiveness (Al-Shqairat, et al , 2020)

The research problem urges that A country like Jordan, with its qualified and trained administrative, technical and professional cadres, can simply be a reservoir of Think Tank ideas and initiatives for the region as a whole, and perhaps at the forefront of sectors in which services must be developed and improved services are the education sector, and then the government sector because the education sector is the basis for investing in people and improving Its quality, and that the government services sector is the basis for stimulating investment, simplifying its procedures and dealing with it well. By investing alone and by encouraging and stimulating it through improving the services provided by public sector employees and the government, we can achieve the required growth and development and attract many income-generating investments and jobs and help deal with the problem of unemployment. Despite the numerous reforms undertaken by the state to improve the performance of government services, the success of their development remains limited, as are the reforms in many countries of the world. The main problem in this study lies in the difficulty of achieving the plans and objectives set for modernizing and developing the public services system in Jordan, which depends on efficiency, effectiveness and response. As the quality of service lies in the extent to which public administrations apply and adapt best practices to develop those services and also to achieve the expectations of the beneficiaries of these services, and this did not reach the required level. By investing alone and by encouraging and stimulating it through improving the services provided by public sector employees and the government, we can achieve the required growth and development and attract many income-generating investments and jobs and help deal with the problem of unemployment and through the previous presentation, the research problem is represented in the insufficient use of international practices to develop the field of services and government service centers in Jordan

Despite all the efforts made by the Ministry of Public Sector Development, and despite the passage of more than ten years since the launch of the King Abdullah II Award for Excellence in Government Performance and Transparency, the majority of public sector agencies in Jordan are still below the required level, in terms of the quality and level of service provided to citizens., which negatively affected the satisfaction and expectations of service recipients. If we exclude a small number of government agencies, which provide a distinguished service with high quality, compared to other government agencies and institutions, then most ministries, institutions and independent (semi-governmental) bodies still suffer from administrative slack, low level of service provision, and low quality of work.

The real problem lies in the fact that each ministry, department, or government institution works on its own, defining goals, standards, and operations, independently of the rest of the government agencies. Undoubtedly, all of this does not lead to improving the quality and quality of the service provided or achieving the required integration with the

processes or procedures in the rest of the government agencies. And without having a comprehensive vision or a comprehensive goal at the governmental level, in a way that ensures coordination between all government agencies and ensures its promotion in a comprehensive way centered around the quality and quality of government service. The other problem, and the most serious, is the continuous change in visions, goals and implementation in all government agencies, with every ministerial change, or whenever the top of the pyramid changes in any institution. Research and studies related to high-performance institutions indicate that continuous improvement in service recipient satisfaction is best achieved by defining continuous improvement goals within the framework of the strategic planning process, and then ensuring that annual plans for service improvement are based on the service recipient's priorities (Al-Shqairat, et al 2020) .

Administrative studies confirm that the most important thing that a citizen needs to receive a distinguished service are two things:

- First: the easiest and smoothest access to government services. This is achieved through the comprehensive e-government program.
- Second: Achieving higher levels of quality and performance when providing government services, by setting continuous quantifiable quality standards with regard to citizen satisfaction with the quality of government services provided.

The real measure for the development of government services is the citizens' sense of the value of the service and its quality and effects, especially in the social, educational, health, and municipal fields. These services are needed by a wide sector of Jordanian society, on a daily or almost daily basis. It is easy to describe and measure the quality of the service provided, if we look into three dimensions (Young, 2021);

- Fast Service (Reasonable waiting time for service)
- Correct and complete services (not based on fragmentation)
- Simplified services (no need for a traditional routine or complicated procedures, or reviewing multiple and distant sites).

Creativity in the provision of government service is manifested in two things:

- Continuing to simplify services and converting many of them to electronic (e-government).
- Flexibility in providing service (opening service centers in malls that extend their work in the evening to spare employees from leaving their shifts).

It is certain that every government agency provides a service that has its own privacy, with which it is not useful for experts to prescribe unified solutions, similar to other agencies, with our agreement that there are many similarities, especially at the beginning of treatment, as is the case with many patients, who are correct when receiving them to give them Pain medication, while the diagnosis is complete, so the doctor can identify the disease and develop its own treatment plan. Therefore, the phased treatment is centered on three levels: Providing analgesic treatment for pain, by providing specific and quick solutions that reflect the experience and knowledge of Rawa Foundation of the nature of government institutions and

common chronic problems (training, qualification and empowerment of the cadre of direct service providers). Find solutions: An analytical survey (using SWOT Analysis and RADAR assessment technique) to identify the problem of each service sector, and to measure the situation before improvement Seeking and researching to determine the most appropriate action plans to address sectoral and service problems, Implementation and implementation of solutions (Young, 2021):

- Explain the plans and agree on implementation with the concerned authorities, while finding the necessary resources (human, material and legislative)
- Supervising the implementation and dealing flexibly and firmly with implementation obstacles
- Measure improvement periodically

What is required according to this envisaged program is to focus on activating a comprehensive government program to develop the performance of the public sector in cooperation with the experts and specialists at the Rawa International Center, to improve services in the public sector agencies. The program is implemented gradually, and over a period ranging from (3-5) years at least In the first phase (for a period of two years), a set of creative ideas related to improving quality and service are implemented, in accordance with the best practices followed globally, and partially applied to a limited number of effective government agencies, so that these agencies will later become (model leadership circles). In the second phase (within three years), the application will be gradually expanded to include all government agencies (Young, 2021).

The proposed program includes the following:

- Adopting a planning and continuous improvement approach and implementing a comprehensive plan to improve services and customer and citizen satisfaction.
- Establishing basic, clear and reliable measures to measure citizen satisfaction with the basic services provided by all government agencies.
- Preparing and implementing annual service improvement plans based on the priorities of clients and citizens to improve government services.
- Determining a minimum rate of customer and citizen satisfaction improvement over a specified number of years, such as five years.
- Adopt and publish basic service standards for each service in order to encourage citizens' participation and increase their awareness of the government's efforts and attention to their needs and improve the service provided to them.
- Accountability of officials and inclusion of results related to improving services within the system of evaluating the work of managers, officials and ministries, as part of the system for managing and evaluating government performance as a whole.

The aim of this study is to study on The Impact of implementation of global best practices to the development of Government Service Centers in Jordan

## II. LITERATURE REVIEW

*Background of service sector in Jordan (Jordan Economic Growth Plan 2018 – 2022):*

The Jordanian services sector was and still is one of the most important sectors in common between the government and the private sector. Most of the main services, including health, education, transportation, communications and logistical services are provided by both sides, and the private sector almost controls many of these services, which calls for the government to play a pivotal role in ensuring the quality of services, within high-quality monitoring, accounting and governance, and within well-known international standards in this regard (Al-Shqairat, et al 2020). To ensure this, the basic condition is that the government begins by itself by improving, and raising the efficiency of the services it provides, and by shifting in a distinctive manner to smart services that make it easy to obtain government services without effort and with transparency and high governance that prevents wasta and favoritism, and any aspect of corruption that is generated Mainly about the need for direct contact with service providers (Al-Shqairat, et al 2020).

Global models in this field are available in many developed countries and emerging economies, and even in the countries of the region. The study appears in the UAE have a living model in developing smart government services, and in excellence in all public services on the one hand, and in laying down rules that distinguish the private sector, and how to monitor and follow up. It must provide services on the other hand, and the type of government logistical support that makes the private sector more capable of providing distinctive services and exporting services abroad from a third party. Service sectors are all export sectors, and they should be treated as such. The tourism, health, education, transportation, information technology and other sectors are all export sectors that can provide the state with large resources of foreign currency, and it is able to operate all other sectors, not to mention that it is one of the most important generators of qualitative jobs that are commensurate with the efficiency and capabilities of the Jordanian human resource. The kingdom's economy depends mainly on the services sector, trade and tourism, and on some extractive industries such as fertilizers and medicines. Phosphate making Jordan the third largest exporter of this substance in the world. Other important extracted resources are potash, salts, natural gas and limestone (Young, 2021).

For over seventy years, the United States Agency for International Development (USAID) has participated in the development of health, education, and water systems in the Kingdom of Jordan. Jordan has made great progress in this, especially with regard to expanding access to clean water and education. Jordan has also become a regional leader in the field of care Health. However, sustainable development with regard to the standard of living of the population depends in its development on the government's ability to continue to enhance and provide the quality of these basic services (Young, 2021) . With the rapid population growth, coupled with the inflation in the number of young people and the growing number of refugees, public services in Jordan are facing increasing

pressures. Overcrowding in schools is matched by a decrease in learning outcomes. Health services are facing an increasing number of patients, in light of declining health budgets and exhaustion of health infrastructure, in addition to the difficulty of retaining a skilled health care workforce. Likewise, the scarcity of the limited water resources in Jordan is increasing in contrast to the continued growth of demand for them. On top of all this, the Covid-19 pandemic has increased the burden on already overburdened service delivery systems (Al-Shqairat, et al 2020).

These services are very important for the continuous growth of the Kingdom so that it can become self-sufficient. In this regard, USAID works with the government to provide and enhance these services. By providing high performance in the fields of health, education, and drinking water, and improving the quality of these services throughout Jordan, in order to enhance the stability and economic security of the Kingdom (Young, 2021). The services sector in Jordan is distinguished by its high value-added due to its high dependence on human resources and the fact that it is a sector full of opportunities in all its components. It is characterized by the fact that the challenges before it are few if compared with the sectors. Experience in any sector allows experts in it to turn the challenge into opportunities and turn the elements of weakness into strength. Among the strengths that characterize the service sector in Jordan is its contribution to about 60 percent of the gross domestic product and its operation for a large number of manpower, especially since the main component in its structure is the small and medium enterprises that constitute about 5% of the economic activities (Alqudah, & Muradkhanli, 2021).

The National Foreign Trade Strategy (2010-2014) gave special priority to the services sector, as it aims to enhance the competitiveness of the services sector by working to diversify Jordanian exports, improve and increase the sector's competitiveness, simplify procedures, improve market access for its exports, and open new markets for Jordanian services. Jordan's exports from the services sector amounted to about 4.17 billion dollars during the past year, while it imported a value of 3.76 billion dollars, indicating that the most important challenges facing the sector and considered under discussion during the conference that Jordan is a small source of services in addition to the diminishing surplus in the trade balance of services during the period Last (Alqudah, & Muradkhanli, 2021). Al-Qudah attributed the reasons for the disagreement with other countries to the fact that the knowledge and business sectors are the engine of economic growth and a higher contributor to the gross domestic product, but in Jordan, 45 percent of the gross domestic product comes from the sectors of government services, defense and contracting specialized in housing projects and real estate development. And also to the low productivity of most services in Jordan, with the exception of those related to financial services, transportation, communications and health, indicating that some services have achieved negative growth rates, such as the business services sector, hotels and restaurants (Young, 2021).

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education, transportation, communications and logistical services are provided by both sides, and the private sector almost controls many of these services, which calls for the government to play a pivotal role in ensuring the quality of services Introduction, within high-quality monitoring, accounting and governance, and within well-known international standards in this regard (Alqudah, & Muradkhanli, 2021).

Global models must provide services on the other hand, and the type of government logistical support that makes the private sector more capable of providing distinctive services and exporting services abroad from a third party. Service sectors are all export sectors, and they should be treated as such. The tourism, health, education, transportation, information technology and other sectors are all export sectors that can provide the state with large resources of foreign currency, and it is able to operate all other sectors, not to mention that it is one of the most important generators of qualitative jobs that are commensurate with the efficiency and capabilities of the Jordanian human resource. Jordan desperately needs to develop an integrated national policy for the services sector with its various components, the basis of which is to open the sector to competitiveness, improve the level of quality of services, and put in place controls that ensure that they are provided in accordance with international quality standards, and prevent the exploitation of some of those in charge of them for consumers, whether they are from inside or outside the country. I conclude with a vivid example the services sector is witnessing in Dubai these days, which is the activities of the twenty-fourth session of 'Gulf food 2019', which is the world's largest exhibition in the food and beverage sector (Alqudah, & Muradkhanli, 2021).

The formula for the outstanding success of government institutions is based on four main elements; It is planning, which constitutes (30%) of the success rate of government agencies in the world, in addition to the pillars of work represented in (leadership, employees, clarity of purpose, regulations, instructions and legislation) that frame the work of the institution, in addition to the third criterion, which is the pillars of competition on which it depends in improving quality The service / product, which is directly reflected on the satisfaction and loyalty of the service recipient, and the last criterion is the infrastructure, and it has been classified according to sub-criteria according to the best international practices to be an objective and scientific assessment, because the correct assessment is the solid foundation upon which a successful organization rests, to move towards leadership and excellence. (Alqudah, & Muradkhanli, 2021).

One of the most important process of completing any project, according to what is planned, is that there is permanent follow-up provided that a clear plan for the project is available, with a specific time frame, and supported by performance indicators that enable those concerned to identify any deviation and take corrective action. They write periodic reports to the senior management on the progress of plans and their deviations (Alqudah, & Muradkhanli, 2021). The secret of the success of any public institution depends mainly on the expertise and skills of its cadres and their understanding of the working mechanism of their institutions, and this can only come through the

participation of cadres of different fields of work in many basic, intermediate and advanced qualification courses, and according to a plan that ensures the functioning of the institution; Parallel to the rehabilitation of human cadres (Nofal, Al-Adwan, Yaseen, & Alsheikh, 2021).

*Background of government service centers in Jordan ((Development of basic public services Jordan):*

*Health safety for everyone*

There are many problems facing the health system in Jordan, for example, the problem of overcrowding in hospitals, and the retention of skilled workers. In addition to the limited financing, which makes it difficult to achieve universal health coverage, and to ensure the quality of health care. USAID works in cooperation with the Ministry of Health to expand and equip health facilities, support health care management, optimize spending on health, train health workers, and support the national vaccination program in Jordan. The agency also works with national institutions to encourage healthy behaviors, prevention methods, and improve opportunities for medical examination. In order to create a strong, healthy society that enables it to form the basic pillar for educational attainment and economic stability (Alqudah, & Muradkhanli, 2021).

*Service development global practices:*

There are many international practices that can be used as a guide in developing the field of services, as, Training is task-oriented or task-oriented Its goal is to help people improve their performance in their existing occupations. Development, on the other hand, is more concerned with the work than with the business. Its goal is to train people for future positions of greater responsibility. As a result, companies must take charge of establishing and executing training and development processes and programmers that will help them reach their objectives, and training can be considered as helping people learn the following (Eby, et al., 2019). Motivation is the main engine that drives individuals to achieve and satisfy their desires, and the response to the motivation process is that it is a 'push for the individual to take. A specific activity or behavior that aims to achieve the achievement of certain goals. (Ciobanu, et al., 2019). Innovation is the capacity to make anything better, easier, more usable, and practicable, whether it's an idea, a work, a design, a style, or anything else. Either innovation is the creation of an idea, concept, or procedure from scratch in a way that has never been done before, and it is not necessary for the invention to be practicable. I haven't changed it or improved it in any way. These additions are known as innovations, and creativity is one of the human mental states that aims to uncover new ideas and methods to address issues. Creativity adds to the total of human productivity while also providing tangible benefits on the ground, especially when it is connected to applied themes (Park, et al. 2020). E-government, it is the use of communication and information technology to achieve change by speeding up the process of transparency, bridging distances, reducing barriers, and allowing individuals to engage in all phases of the political process and choices that touch all elements of their life (Almarabeh, & AbuAli, 2010).

All of these processes are linked to the ministry's institutional objectives, which in turn are linked to the national

objectives, to ensure the effectiveness of the operations and their contribution to the achievement of institutional objectives. A number of standard work procedures fall under the umbrella of each process, detailing the steps of the procedure and the entity responsible for it. These procedures, in total, constitute the activities on which the work plans of the directorates and units are based to achieve their operational objectives. The indicators of these activities are measured semi-annually, where the results are analyzed and recommendations come out. And a plan to implement the recommendations within the annual institutional performance report.

### III. CONCLUSION

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