



Implementation of 'Whole-of-Government Practices' in Service Delivery: A Study on Selected Departments in Sri Lanka

By

D R W Mayuri N Kularathne
MPPG 6th Batch

December 2017



Public Policy & Governance Program
North South University



Implementation of 'Whole-of-Government Practices' in Service Delivery: A Study on Selected Departments in Sri Lanka

By

D R W Mayuri N Kularathne
MPPG 6th Batch

Supervisors

Prof. Sk. Tawfique M. Haque [Bangladesh]

Dr. Ramesh Ramasamy [Sri Lanka]

Thesis submitted to the
Public Policy and Governance (PPG) Program
in partial fulfillment for the award of

Master in Public Policy and Governance (MPPG)

December 2017



Public Policy & Governance Program
North South University

DEDICATION

To my loving parents



DECLARATION

I declare that the dissertation entitled *“Implementation of ‘Whole-of-Government Practices’ in Service delivery: A Study on Selected Departments in Sri Lanka”* submitted to the PPG program of North South University, Bangladesh for the Degree of Master in Public Policy and Governance (MPPG) is an original work of mine. No part of it, in any form, has been copied from other sources without acknowledgement or submitted to any other University or Institute for any degree or diploma. Views and expressions of the thesis bear the responsibility of mine with the exclusion of PPG for any errors and omissions to it.

.....

D R W Mayuri N Kularathne

1612860085

ACKNOWLEDGEMENT

I welcome this opportunity to acknowledge the generous assistance I received from a great number of people in the course of writing this thesis.

Among those who were closely involved, with the greatest respect and the veneration, I express my sincere thanks to the director of the MPPG (Master in Public Policy and Governance) Prof. Sk. Tawfique M. Haque (Bangladesh) for his precious supervision. And also I confer special thanks to local supervisor Dr. Ramesh Ramasamy (University of Peradeniya, Sri Lanka) and my former supervisor Dr. Renuka Priyantha who helped me in countless ways.

Hence, in this inspection, has belonged the unique place to the Prof. Ishtiaq Jamil from Bergen University Norway for giving great ideas and guidance to write this thesis. I owe him an intellectual debt. More importantly, he taught me how to think newly and clearly as a political science student. Particularly, I would like to take this opportunity to extend my respect for the Adviser Prof. Salahuddin Aminuzzaman who taught us the art of research. And also I express my sincere gratitude to Dr. Mahfuzul Haque who trained us to write a good thesis. I would like to extend sincere thanks to other faculty at PPG program, and North South University for giving me this scholarship opportunity to be excellent in academics.

And also I benefited greatly from the stimulating comments that I received when I presented the Research Proposal. I am indebted to all those who commented on my presentation.

And I would like to confer my sincere gratitude all Commissioner Generals and other administrative officers at Department of Immigration and Emigration, Department of Registration of Persons and Department of Motor Traffic (Western Province) in Sri Lanka.

It gives me great pleasure to acknowledge the assistance of Ms. Aruni Samarakoon for giving me a great contribution variously. And I thank for my research assistants Ms. Amali Chathurshika, Mrs. Dhammika De Silva and Chamika Jayamal. I also thank for the respondents for their great cooperation by giving me a lot of information.

Finally, I thanked my mom and dad; you are the backbone of my success.

ABSTRACT

'Administrative reform' has received immense attention in the parlance of public administration over the years. There are number of administrative reforms that have been placed in public sectors in different countries since the 1980s. But there isn't a great optimism with regards to better service delivery and improving performance of public institutions. However, the good news is that reforms have been creating a new laboratory to understand the public administration around the world. Thus, recently, another administrative reform process has arisen in the public administration as to address shortcomings of New Public Management reforms which is called Joined-up-Government (Whole-of-Government). This could also be termed as post-NPM development, which has derived as a reaction to the New Public Management with the idea of integration. During the last few years, many Anglo-American countries have applied these strategies in their administrative system. Furthermore, it has also attracted the developing countries in the recent past. In the context of Sri Lankan public administration, there were considerable numbers of obstacles that straddling the boundaries of service delivery. With the intention of preventing these hindrances, Sri Lanka has also adapted WoG strategies in service delivery. The WoG is a European born concept. There are number of headings which related to use of European contraption in third world. Many of them were ended with concluding 'one size does not fit all'.

As the consequences of these deficiencies, the researcher investigated the factors that affect the implementation of 'Whole-of-Government practices' in service delivery in the context of Sri Lankan public administration. Evidences for this study were gathered from 196 questionnaires and 15 interviews through two and half months field research. And mixed method approach was employed. The study findings indicate that *administrative culture*, *coordination* and *resources* are the most influential factors in the implementation of WoG. Eventually, the study argues that for a successful implementation of WoG, there should be a receptive administrative culture, better coordination and also adequate resources in delivering services. Although the WoG concept derived in the context of Europe, the implementability of the concept was successfully matched with Sri Lankan context as well. This study also paves way for future studies to understand the problems and prospects of implementing WoG concept in Sri Lanka and provides some policy implications as well.

CONTENTS

CHAPTER ONE	1
INTRODUCTION OF THE STUDY	1
01. Introduction	1
01.1. Background of the Study	4
01.2 Statement of the Problem	7
01.3 Significance of the Study	10
01.4 Objectives of the Study	12
01.5 Research Question	12
01.6 Limitation of the Study	13
01.8 Conclusion	14
CHAPTER TWO	15
LITERATURE REVIEW AND THEORETICAL PERSPECTIVE	15
02. Introduction	15
02.1 Literature Review	15
02.1.1 Whole-of-Government Approach	15
02.1.2 Implementation of Whole-of-Government Approach	20
02.1.3 Administrative Culture	21
02.1.4 Coordination	25
02.1.5 Policy Resources	28
02.1.6 Citizens' Satisfaction	29
02.1.7 Synthesis from the Literature Review	30
02.2 Theoretical Perspective	32
02.2.1 Theoretical Framework	32
02.2.2 Hofstede's Cultural Dimensions	32
02.2.3 Van Horn and Van Meter's Policy Implementation Theory	34
02.2.3 Tom Ling's The Dimensions of Joined-up-Working	36
02.2.4 Analytical Interpretation of the Variables	39
02.3 Analytical Framework	41

02.4 Research Hypothesis	42
02.5 Variables and Indicators	42
02.6 Operational Definitions for Key Terms	43
02.7 Conclusion	44
CHAPTER THREE	45
RESEARCH METHODOLOGY AND DESIGN	45
03. Introduction	45
03.1 Research Methodology	45
03.2 Why Quantitative Method?	46
03.3 The Quantitative Research Method	46
03.4. Why Qualitative Method?	49
03.5 The Qualitative Research Method	50
03.6 Primary Data	52
03.7 Secondary Data	55
03.8 Why Mixed Method?	56
03.9 The Mixed Method Approach	57
03.9.1 Data Triangulation	58
03.10 Units of Analysis (Choice of Units of Analysis)	62
03.11 Data Collection	64
03.12 Data Collection Instruments	65
03.12.1 Interviews	65
03.12.2 Observations	65
03.12.3 The Questionnaire Survey	65
03.13 Sampling	66
03.13 Data Presentation	66
03.14 Data Analysis	66
03.15 Validity and Reliability	67
03.16 Validity of the Study	68
3.17 Reliability of the Study	72

3.18 Ethical Consideration and other Aspects	74
3.19 Challenges of the study	75
3.20 Conclusion	76
CHAPTER FOUR	77
IMPLEMENTATION OF 'WHOLE-OF-GOVERNMENT PRACTICES' IN SERVICE DELIVERY	77
04. Introduction	77
04.1 Measuring the implementation of 'WoG Practices' in Service Delivery	77
04.2 Citizen Satisfaction on the 'whole-of-government practices' in service delivery	79
04.3 Citizen Satisfaction in Different Dimensions	81
04.3.1 Evaluation of citizen satisfaction on department's Staff members	81
04.3.2 Evaluation of citizen satisfaction on documentation	82
04.3.3 Evaluation of Citizen Satisfaction on service accessibility	82
04.4 Comparative analysis of use of WoG practices in the selected departments	83
4.4.1 Citizen Satisfaction on service delivery in the DI&E	84
04.4.2 Department of Registration of Persons	85
04.4.4 The Department of Motor Traffic (Western Province)	87
04.5 Correlation among Demographic Variables and Citizen Satisfaction (Table 1)	95
04.5.1 Ethnicity of the Respondents and Rating the Service delivery	96
04.5.2 Age and Rating the Service delivery	96
04.5.3 Correlation on Place of Grown up and Rating the Service delivery	96
04.5.4 Correlation between Education and Rating the Service delivery	97
04.6 Correlation among demographic variables and Citizen Satisfaction (Table 2)	97
04.6.1 Gender of the Respondent and Rating the Service delivery	98
04.6.2 Religion of the Respondents and Rating the Service delivery	98
04.6.3 Occupational Sector and Rating the service delivery	98
04.7 Adaptation of the Whole-of-Government Concept in the Service Delivery	100
04.8 Conclusion	105
CHAPTER FIVE	106
IMPACT OF ADMINISTRATIVE CULTURE, COORDINATION AND RESOURCES	106

5. Introduction	106
5.1 Independent Variables	106
05.2 Influence of the ‘Administrative Culture’ in the implementation of ‘WoG practices’ in service delivery	108
05.2.1 Power Distance in administrative culture	108
5.2.2 Uncertainty Avoidance and Administrative Culture	116
05.3 Influence of the ‘Coordination’ in the implementation of ‘WoG practices’ in service delivery	117
05.4 Influence of the ‘Resources’ in the implementation of ‘WoG practices’ in service delivery	123
05.5 Summary Results of the Study	127
05.6 Conclusion	127
CHAPTER SIX	128
SUMMARY AND CONCLUSION	128
06. Introduction	128
06.1 Overview of the Research Question and Methods	129
06.2 Summary and Discussion of the Study Findings	130
06.2.1 Implementation of ‘Whole-of-government practices’ in service delivery of Sri Lankan public administration [Dependent Variable]	130
06.2.2 Influence of Administrative Culture	130
06.2.3 Influence of Coordination	131
06.2.4 Influence of Resources	131
06.3 Limitation of the Study	132
06.4 Implication of the Study	132
06.5 Contribution of this study	134
06.6 Conclusion	135
ANNEXURE	
REFERENCES	

LIST OF TABLES

Table 01: Hofstede's Cultural Dimensions	32
Table 02: Variables and Indicators	42
Table 03: Operational Definitions	43
Table 04: Profile of the Respondents from the Three Departments	48
Table 05: Respondents for qualitative unstructured interviews	54
Table 06: Research Design Type	59
Table 07: Total Number of Respondents of the Stud	60
Table 08: Method and Collected Data	61
Table 09: How the respondents rate this service	79
Table 10: Summary of the Frequency Tables on citizen satisfaction	81
Table 11: Citizen Satisfaction on documentation	82
Table 12: Citizen Satisfaction on accessibility of services	83
Table 13: How the respondents rate the services	84
Table 14: Rating the service delivery	86
Table 15: Rating the service delivery	87
Table 16: Successfulness of the service delivery	91
Table 17: Correlation between demographic variables and dependent variable (Table 1)	95
Table 18: Correlation between demographic variables and dependent variable (Table2)	97
Table 19: How respondent feel the use of WoG practices in service delivery	100
Table 20 Success of the WoG service delivery	103
Table 21: Hierarchy for dividing works in the departments	108
Table 22: Subordinates and decision making	110
Table 23: Decision making process and senior persons' behave	111
Table 24: How administrative officers feel the working in department	113
Table 25: Willingness of the respondents on working in the departments	114
Table 26: Rigid and Complex Rules	116
Table 27: How respondents feel working in the department	116
Table 28: Measuring coordination	119
Table 29: Coordination among the connected organizations	120
Table 30: Flow of Information of the connected organizations	121
Table 31: Availability of the resources	123
Table 32: Resources need to be developed	124
Table 33: Summary results of the study	127

LIST OF FIGURES, PICTURES AND CHARTS

LIST OF FIGURES

Figure 01: The Model of the Policy Implantation Process	34
Figure 02: Dimensions of joined-up working	37
Figure 03: Diagram of Analytical Framework	41

LIST OF PICTURES

Picture 01: E-Revenue License Connected Government: Real Example	90
Picture 02: Example of connecting several companies for the service delivery	92

LIST OF CHARTS

Chart 01: How the respondents rate the service delivery	79
Chart 02: How the respondents rate the services	84
Chart 03: Rating the service delivery	86
Chart 04: Awareness of WoG concept in the DMT (WP)	87
Chart 05: How Respondent Feel uses of WoG Practices	101
Chart 06: Success of the service delivery	104
Chart 07: Hierarchy for dividing works	109
Chart 08: Subordinates and Decision making	110
Chart 09: Decision making process and senior persons' behave	112
Chart 10: How administrative officers feel the working in department	113
Chart 11: Hofstede's cultural dimensions in the context of Sri Lanka	114
Chart 12: Measuring Coordination among the organizations	121
Chart 13: Flow of Information of the connected organizations	121

LIST OF ABBREVIATION

CID- Criminal Investigation Department
DIE- Department of Immigration and Emigration
DMT- Department of Motor Traffic
DRP- Department of Registration of Persons
ERL- E- Revenue Licenses
ETF- Employees' Trust Fund Board
ICT- Information Communication Technology
ICTA- Information and Communication Technology Agency
ISD- Integrated Service Delivery
IT- Information Technology
JUG- Joined-up-Government
MPAM- Ministry of Public Administration and Management
NPM- New Public Management
OSS- One Stop Shop
RGD- Registrar General Department
SIS- State Intelligent Service
SLAS- Sri Lanka Administrative Service
SLIDA- Sri Lanka Institute of Development Administration
SPSS- Statistical Package for Social Scientists
UK- United Kingdom
UN- United Nation
USA- United States America
VET- Vehicle Emission Test
WoG- Whole-of-Government
WP- Western Province

CHAPTER ONE

INTRODUCTION OF THE STUDY

01. Introduction

Since it is very inception of public administration as the operational arm of the State in delivering services to the public, a number of concepts, theories and models have been introduced by practitioners as well as academic researchers in order to enhance the capacity and efficiency of how things ought to be done. Before the 1980s there was a *rule oriented* administrative service delivery but the rise of New Public Management reforms in 1980s has changed the service delivery towards a *result oriented* service delivery. During the same period, it can also be seen that the emphasis of the citizen-centric interactive and responsive administration with *citizen oriented* service delivery. It is clear that, to find a better process for service delivery there were several administrative reforms projects at the global scenario.

By reviewing some literature of public administration, one can recognized that one of the major recommendations is restructure or reform the procedural practices of service delivery in order to advances existing practices in the system. For instance, decentralization, privatization, (Sheema and Rondinelli, 2007) agencification, whole-of-government are some of these procedural innovations in the public sector at different period of administrative developments. Application of these reforms shows us some significant variation in terms of their success and failure. One such variation is that many of the developed countries and some of few developing countries have achieved the expected outcomes while majority of the developing countries are yet to be success in implementing them. The obvious question one might ask here would be why 'service delivery' still floating on the public administration without a great optimism about efficient service delivery in the less developed countries? Indeed, administrative reforms that emerged in different part of the world have created a set of administrative reforms. Among those 'Whole-of-Government' reforms have been creating a new perspective on administrative service delivery which emphasizes of the importance of treating citizen as the core of the whole process. The concept Whole-of-Government can be defined as "*agencies working across*

portfolio boundaries to jointly achieve integrated responses to the issues of policy development, program management and service delivery” (Ojo et al., 2011: 234). This approach provides holistic responses to overcome growing complexity in the public administration. There are four main principles that lead in integrated service delivery: namely high quality, easy access, cost effective and citizen centric (UN e-government survey, 2014:78). Therefore, the many countries across the world have tended to adapt this concept in their service delivery.

The WoG works as a strategy to inhibit the intrinsic in the inter-organizational work process. This integration in service delivery denotes the idea of collaborative organizational environment to achieve WoG tasks. Though it is obvious that reforming the administrative practices and procedures are one of the major activities and responsibilities of the government committing to increase the performance of the public sector, it witnesses the lack of achievements or significant stagnation of such undertakings in the developing countries. How can we analyze this general perception of difficulty of implementing new innovations in the public sector in particular contexts? What would be the explanatory variables that can be applied to explain such situations?

In this backdrop, it provokes us to think about something regarding the origin transfer of public administrative reforms. Most of the administrative reforms have origin in the context of Europe. Among them, Anglophone countries such as UK, USA, Australia, Netherland, Canada and New Zealand have succeeded in implementing and accomplishing such reforms and their goals. When such reform initiatives come to nonwestern countries like Sri Lanka, the successful implementation is hardly reported mainly due to the administrative cultural encounters, institutional coordination and resources which show the resistance than reception of them to the new setting.

The culture is a ‘mental programming’. The author Geert Hofstede defines the culture “The collective programming of the mind that distinguishes the member of one group or people category of people from others” (Hofstede, 2010:6). Therefore the achievements and implementations of organization depend on the cultural

profile of the people in the organization. Administrative culture not only reflects the organization perspective but also the impact of external relationships on administrative organizations. Fundamental assumption of administrative cultural dimension reflects a sharp correlation between level of implementation of administrative reforms and impact of administrative culture. "Administrative practices cannot be understood without understanding the political and social normative contexts in which a politico-administrative system is embedded" (Jamil, 2007: 84). This denotes that administrative culture not only indicates the internal context of public administration but also the influence of external context in the implementation of administrative reforms. In the presence of the idea of administrative reforms, it is clear that the importance of the supportive administrative culture is one of the necessary lubricants to implement reforms. As much of the related discussions has implied, the implementation depend up on the coordination and also the resources. To illustrate, Van Horn and Van Meter have discussed in their study "Coordination" and "Resources" also affects the policy implementation process (Van Horn & Van Meter, 1975: 466). The whole-of-government is also an administrative reform to implement this concept there should be supportive administrative culture, better coordination and adequate resources.

Generally, implementation of administrative reforms or policy changes denote the coordination of three main contexts in the society such as political context in decision making, administrative context in implementation process and civilians in the context of policy receiving. Administrative culture confessedly makes a relationship with both other contexts. But the context of administrative culture varies from country to country. Undoubtedly, the European administrative culture differs significantly from the Asian administrative culture. The concept of Whole-of-Government is a western centric concept and it derives from the western European administrative reforms. In that case, there can be a doubt about how the nonwestern western country's administrative culture supports to implement this concept. Mostly it's believed that "*one size does not fit all*". In the presence of this phase it is important to find out how administrative culture support in the

adaptation of administrative reforms. Or else does administrative culture matters in implementation of administrative reforms? On the other hand, coordination of particular institutes as well as resources that needs to be developed in the context is crucial to address in the WoG implementation process. This study investigates, explores and explains the foregoing matters which be considered as outer expressions of administrative culture in the public administration of Sri Lanka. As the purpose of this study, it attempts to analyze the influence of the administrative culture, coordination and resources on introduction and operation of whole-of-government initiatives within the selected departments in Sri Lanka. The attempt here is to analyze what are the factors that affect in implementing these initiatives in order to deliver service to the public efficiently and effectively. The theoretical significant of this study will be to find possibility in having our-home-grown model” for the public administration sector in Sri Lanka.

01.1. Background of the Study

During NPM stage some of public administrative scientists have provided some critical ideas regarding NPM. As commented by some of them, New Public Management has essentially died in the water, but some of NPM reforms schema is still afloat (Dunleavy et al, 2005:467). The key functions of the NPM reforms have been reserved as cause of the policy disasters instead of assisting policy success. Therefore, those reforms are dying in the modern public administration (Dunleavy et al, 2005:467). NPM reforms promote the idea of decentralization in order to have an efficient service delivery in the public administration. Even though application of NPM reforms to public services made closer the service delivery to people.

There was a growing concern about some real effects of NPM such as isolation of different service delivery units of the public sector and fragmentation. According to their analysis, (Tom Christensen and Per Lægreid, 2006: 4) NPM has led to create a complexity of the public sector service and there by emerge some issues in the society such as *economically maintenance cost of the public sector, less satisfaction of the people towards the way the government deals with service delivery.*

As a result of this situation the second generation of administrative reform has emerged. These reforms named Joined-up-Government and later on it known as “Whole-of- Government” (Christensen & Laegreid, 2006: 8). The WoG concept denotes the holistic approach and it work as a reaction to the fragmentation that caused by previous reforms programs. The concept, JUG has firstly introduced by the Tony Blair’s government in 1997 in Britain. Main aim was to build a better grip on the core issues that emerging the boundaries of public sector organization, administrative level and policy areas (Christensen & Laegreid, 2006: 8). The main concerns of WoG are *coordination* and *integration*. This integration indicates several kinds of dimensions such as public private integration, central and local government integration and civil society. It believes that WoG is a better way to avoid issues that occurring in the public sector, integrating the top-down public sector organizations, on the other words, integration among the central organizations and peripheral organizations in the country.

In the context of Sri Lanka There are three waves in the Public administrative reforms. Those can be listed as Pre-British administrative system, British administrative system and Post-British administrative system. It seems actual public administration has gone through two waves, the first being the pre British wave and the second wave just ended. And also in the last decade of the millennium the third wave is about to break. In the third wave public administration should change the process, systems and structures in this fast moving globally competitive information age. One of author named Somasundaram said that otherwise public administration will suffer the fate of dinosaurs (Somasundaram, 1997). As the author further noted, there is an important point that needs to address in the parlance of public administration is “Adaptation” which is the most precise strategy for the public administration reforms. In order to adapt new reforms there should be fundamental qualities in the existing administrative background. That implies the “*Administrative Culture, coordination and resources*”. Due to the influence of NPM reforms, decentralization of administrative activities to both vertical and horizontal level organizations became the motto of service delivery in the Sri Lankan administrative

system. But with the implementation of e-governance the most of the service delivery functions have changed. At present the administrative system of the country tries to introduce some reforms based on WoG. In this case there is a puzzle does the administrative culture, coordination and resources matter or does contribute to the implementation of WoG concept. When carefully assess the previous experiences and encounters of the present day implementation of WoG tasks in selected ministries, it is a precondition to have a supportive work environment and mind sets of those who are putting these reforms into effect. The public sector should have to consider about a supportive administrative culture (Australian public service commission, 2012). Administrative culture reflects the idea about general characteristics of public officials and it build up by the thinking pattern, believes and behavior of the officials. At this point, it shows the importance of administrative culture. Without having supportive administrative culture there may not be successful implementation of any administrative reforms. And also whole-of-government concept itself denotes the idea of coordination in order to have successful results in the Whole-of-Government practices in service delivery there should be better coordination among the related organizations. For the better coordination or integration the organizations which need to work together there should be consisted with adequate resources.

Whole-of-government initiatives emerged in the context of Anglo-Saxon areas which means that they have incepted in the European context. In this point, there is a doubt about how these reforms adapt in the Sri Lankan context. Thereby it can be questioned like, what are the factors that affect the implementation of whole-of-government practices in service delivery in Sri Lanka. According to the United Nations E-Government survey Sri Lanka acquired a higher rank in the performance of whole-of-government activities (UN e-government survey, 2014:82). This indicates the situation of adaptation of whole-of-government service delivery and the progress of administrative service delivery in Sri Lanka. Even though it belonged to higher rank regarding whole-of-government still it's not completely performing as an effective service providers. Though, Sri Lanka has high ranked as a better

performance country of “Whole-of-Government” according to e-governance surveys, it’s hard to see the efficient service delivery in the pragmatic scenario.

Department of Motor Traffic in Sri Lanka has adapted this concept in the service delivery system (Sirimanna, 16.06.2013). This is how Sri Lanka used this concept. Since 2013 Department has used this concept to enhance the service delivery within the integration of several public and private organizations. The Department of Immigration and Emigration, Department of Registration of Persons also practice the Whole of government strategies different ways. Their main aim was to adapt the WoG is preventing obstacles that they faced in the previous service delivery system. But in what condition or to what extent the factors influence in the WoG implementation process is still untenable. This study, therefore, investigates the influence of administrative culture, coordination and resources in the implementation of WoG components.

01.2 Statement of the Problem

Indeed public administration is an essential link between citizens and governments (Cheema, 2004:1). Therefore the new form of administrative reforms has emerged as citizen centric approach in the service delivery. In most cases, administrative reforms and changes were absorbed from the European context. To illustrate New Public Management reforms also were firstly occurred in the United Kingdom. However, now this process has become a popular phenomenon in the parlance of public administration. While some of few countries getting benefits from such changes but some of are not. There, absolutely could be some matters that can affect the application of those changes. Even the purposes of such applications are varies from context to context, country to country. In case of Sri Lankan public administration, they have long been adapted to changes though we hardly noticed an enhancement of their service delivery. However, the whole-of-government strategies also have practiced in few of departments in Sri Lanka, which was suffer in the success of effective service delivery. Before implementation of WoG strategies, there were quite complex processes for delivering service in the Department of

Immigration and Emigration, Department of Registration of Persons and Motor Traffic (Western Province).

That was totally obligated with the essence of the decentralized service delivery system. To illustrate, according to the Motor Traffic Act No.14 of 1951, vehicle owners should be obtained the annual license for the possession of motor vehicles in the country. The revenue collection powers have been delegated to the divisional secretariats by the 13th amendment of the constitution. Moreover, the registration of motor vehicles is also a responsibility of the Department of Motor Traffic of the central government. The vehicle ownership transfer and vehicle registration responsibilities belonged to the Department of Motor Traffic, but revenue licenses issuing power belong to provincial Department of Motor Traffic.

Before apply for the revenue license, vehicle owner should buy a vehicle insurance cover and also should carry out Vehicle Emission Test (VET). This is the process that should be followed under previous service delivery system, in order to obtain annual license for possession of motor vehicle in Sri Lanka. Under the previous vehicle revenue license issuing process, it was a complicated as well as time consuming process. In order to get this service done in the old system, citizens have to go public organizations that situated in several places. Obviously, it was a complex process and it wasted people time, effort and money. As a result of this process, many people seek help from middle men (or brokers who work as intermediates to make things done for payments) who seek bribes and there were large number of brokers near by the office (Re-engineering government program, 24.12.2014). Due to this complex process citizen trust and satisfaction of service delivery was very low (Re-engineering government program, 24.12.2014).

In this context in 2013 DMT has started to integrate their service delivery by applying initiatives of “Whole-of-Government”. Under this initiation they have started to provide user friendly, citizen centric service to their customer. They have started to deliver service from the department within one counter and citizen can access the service from their domestic setting. This kind of solutions provide the ultimate citizen-friendly services as all their requirements can be met without stepping out of

their homes. This system is online connecting, Western Province Department of Motor Traffic, the Central Department of Motor Traffic, 40 Divisional Secretariats offices, 9 insurance companies, 2 emission testing companies, 2 banks and mobile phones service provider companies to provide this connected government service (Deshapriya.09.04.2013).

The Department of Immigration and Emigration also follows such strategies in their service delivery. This department also works directly with citizen. Therefore it is required to provide effective service to the people. They have followed WoG strategies to link with some departments and other private sector organizations to make the delivery process easy. On the other hand the Department of Registration of Persons also practiced these WoG strategies to link with some public organizations in order to provide a proper service from their department.

The process shows the integration of number of organizations in to one place in order to provide service by working together. This is the essence of the WoG service delivery which named as 'holistic strategy'(Christensen T. and Lægreid P., 2007: 1059). In order to provide service within one place, the organizations or stakeholders who need to be together should have a better coordination. But there may be some kind of structural barriers that affect to WoG implementation within the coordination of organizations.

In that case, there can be a little doubt regarding how they are going to do the inter-organizational coordination that need to be connected in one place. Do they have substantial initiative cross-agency agreement about the board purposes that need to be pursued? What would be the budget framework for service delivery? Do they have a pooled budget and appropriate accountability framework? Did the lead-organization staff empower with sufficient authority to manage WoG services? Does that administrative staff have appropriate networking, collaborating and entrepreneurial skills? (Marsh, 2015:267). There can be number of issues that can be raised from the administrative organizations and it depends up on the potential of the administrative organizations.

The author named Ishtiaq Jamil has explained in his book culture is what organization 'has' and culture is what organization 'is' (Jamil, 2007:59). If so, the administrative culture shows the potential of organization for the implementation of administrative reforms and changes. 'Whole-of-Government approach' seems to be required cultural changes with more cohesive culture grounded on common ethic is critical (Rahman, Naz & Nand, 2015:90). In Australian public service commission report they have mentioned that, in order to approach whole-of-government tasks, public administrative sector should have to consider about developing a supportive administrative culture (Australian Public Service Commission, 2012). And also Tom Ling (2002: 626) implied joined-up working (Whole-of-Government) depend on the better coordination and resources. The concept itself required a set of factors to be developed in the infrastructure of the context which is going to implement WoG strategies.

It is clear that, in the implementation of administrative reforms administrative culture is crucial. Culture has been found to be play important and pivotal roles in organizational decision-making and culture has been found to be a factor in strategic change management and implementation (Alhazemi, Rees & Hossain, 2015:78). On the one hand connection with other organizations denotes the idea of better coordination and resources. Therefore this study aims to find out, how do the administrative culture, coordination and resources of Department of Motor Traffic influence in the implementation of WoG service delivery? Moreover it will explore does it matter or support in the implementation?

01.3 Significance of the Study

This research contributes to have a new understanding on how WoG reforms adapt and implement to benefit in developing country like Sri Lanka. The study highlights the whole-of-government service delivery in the Sri Lankan administration. It will be a contribution in knowledge production of new administrative reform in Sri Lanka. This research not only based on data but also it provides a new definition with new arguments and new tale such as Whole-of-Government, Joined-Up Government, Connected Government and One-Stop-Shop Concept (OSS) to the administrative

reforms in public administration sector. On the one hand, conceptually this concept added to the DMT, DIE and DRP to enhance their service delivery. After the investigation, it can be understood, what are the factors that influence in implementation of whole-of-government service delivery? Then it will also be helpful to analyze how it can be used in other departments and other organization in the public sector. In addition, it is not only concerned about the administrative structure but also the network integration has been concerned to find. This concept, therefore, touched the technological aspects of the service delivery system. Confirming performance of the whole-of-governance process as well as it further considers the infrastructure facilities of the Sri Lankan administration sector. This research tends to collect findings from the public and bureaucracy that evidences indicate the empirical significance of the research. This study therefore, eminently based on empirical data and it highlights the new empirical data in Sri Lankan administrative system. The study's main independent variables are administrative culture, coordination and resources. Then it helps to identify the relationship between administrative culture, coordination, resources and whole-of-government concept in Sri Lanka.

Because of the study focus to examine the bureaucracy of the country and it will reveal how the bureaucracy works for sustain of reform or new changes in the public administration. Number of studies has done on administrative reforms and implementing challenges (Samarathunge & Bennington, 2002). But this study differs from much of the other studies, because of the study has taken the administrative culture, coordination and resources as the hindrance of the success of administrative reforms of the country. Administrative culture, coordination and resources perspectives are taken to analyze the implementation of WoG and also the findings of the study will compare with it. This current study therefore, contributes new understandings on how WoG might be implemented and sustained in developing country like Sri Lanka.

01.4 Objectives of the Study

The main objective of the present study is to analyze the factors that affect implementation of whole-of-government practices in service delivery in Sri Lanka. Following specific objectives have been derived to accomplish the main objective.

- ✓ To analyze the level of adaptation of WoG initiatives in selected departments
- ✓ To analyze the level of citizen satisfaction on Whole-of-Government service delivery
- ✓ To explore whether administrative culture, coordination and resources make impact on implementation of Whole-of-Government practices in service delivery

01.5 Research Question

This study answers the following main research question.

What are the main factors that affect implementation of ‘Whole-of-Government practices’ in Service delivery in the selected public institution in Sri Lanka?

There are some specific research questions formulated to answer the main research question,

- ✓ What are the major components of Whole-of-Government concept that have been adopted in the selected public institutions in Sri Lanka and to what extent they have been implemented successfully?
- ✓ How does the administrative culture, coordination and resources influence in the implementation of WoG?
- ✓ What is the extent of citizen satisfaction on Whole-of-Government service delivery?

01.6 Limitation of the Study

The essence of the study is to find out the factors influence in the implementation of whole-of-government concept. In case of investigation the researcher has assumed several limitations.

The concept, Whole-of-government is a new concept that derived in the post NPM stage. Therefore the lack of awareness about the WoG concept was the basic limitation of the study. The researcher has purposively chosen some public institutions to examine the Whole-of-Government service delivery. Those three departments used different ways to practice whole-of-government strategies. Therefore, in Sri Lankan administrative sector there could be other institutions also which practice the Whole-of-Government concept. However this study depends on only these three departments' empirical data.

Since there is no any research that conducted prior to do this study, it was being a big challenge to get required information in this thematic area. Therefore, the information that needs to collect in the study will only depend on this study focuses.

01.7 The Structure of Thesis

This study was conducted in to six chapters.

1stChapter

First chapter states that the introductory for study including research topic, background of the study, research question and introduction, significance of the research, research objectives, research methodology of the study.

2ndChapter

Second chapter expresses that literature review. And also the theoretical framework and analytical framework include in second chapter. Mainly second chapter discusses theories related to study and analytical framework with independent and dependent variables.

3rdChapter

Third chapter consider about the methodology of the study. This chapter is included about mixed method approach that used to collect data from the field. Particular data collection instruments are described in the study.

4thChapter

Fourth chapter describes the dependent variable of the study by using empirical data that collected from the field. The first analysis chapter of this study presents the empirical data analysis with regards to dependent variable of this study.

5thChapter

Fifth chapter present the empirical data analysis about independent variables. There are three independent variables and this chapter highly concerned about the empirical data analysis with regards to independent variables of the study.

6thChapter

Sixth chapter denote the findings, summary, conclusion and recommendations of the study. Mainly highlighted the study findings and major implications for further studies, suggestions of how this study contributes for the knowledge production in the public administration.

01.8 Conclusion

The Purpose of this chapter was to introduce the major issues of this study addressed. In this study the researcher addressed the factors that influence in the implementation of administrative reforms. More specifically, the study highlights the factors that affect in the implementation of Whole-of-Government practices in service delivery in Sri Lanka. Many of administrative reforms are European born but it implements successfully some of few contexts. But the factors internal as well as external that influence in the implementation varies to context to context. In this study the researcher argues that main factors that affect the implementation of WoG strategies.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL PERSPECTIVE

02. Introduction

The previous chapter discussed about the introductory process of this study highlighting the basic information of the study. In this chapter, it is decided to compose the literature review and theoretical and analytical framework for the research study. Analytical framework of the research is developed by the mostly related theories and literatures of whole-of-government approach, administrative culture, coordination and resources. It concludes by identifying, evaluating and interpreting the work produced by researchers, scholars and practitioners and also with increasing understanding of theoretical background for the research study.

02.1 Literature Review

There are number of studies has already done in the field whole-of-government and administrative culture, coordination and policy resources. In this study, mostly related literatures are being used synthesizing and gaining new perspective to establish the context.

02.1.1 Whole-of-Government Approach

Public Administration and civil service scholars such as Patrick Dunleavy, Helen Margetts, Simon Bostow, Jane Tinkler (2005) assert that, the New Public Management has essentially died in the water; NPM reform schema is still afloat. Dunleavy and aforesaid writers point out that what is NPM and what are the basic principles which is affect to build. New Public Management changes based on the public sector organizational changes like *disaggregation*, *competition* and *incentivization* (Dunleavy et al, 2005:470). Initially, they stress that post-new public management regime which including the aforesaid characters are formed. Subsequently, they provide some suggestion on to the next wave of change in to the public sector should consist with IT centered changes, focusing on themes of *reintegration*, *needs-based holism* and *digitization changes* (Dunleavy et al,

2005:481). They demonstrate that the overall movement incorporating these new shifts are being used in digital era governance and also the changes are should connect to technological organizational cultural and social effects. Following this theme he shows that major components which same to the Whole of government approach. (Dunleavy, Margetts, Bostow, Tinkler, 2005).

It is Jouke De Vries (2010) provide a brief review of NPM and argument of the Patrick Dunleavy. In this article he questioned that *is new public management really dead?* Vries contends that NPM has some troubles but it is not really dead, there are some avenues of thought (Vries, 2010:5). Finally he contributes a crucial part of the analysis which made by Dunleavy. He shows those rational four variables in Dunleavy's model; *the regime of ideas, the complexity, the citizens and the solution of societal problems* (Vries, 2010:5). This research is focusing to show the lack of NPM but this research is concerned WOG approach as a reaction to the NPM concept so (Vries, 2010).

Tom Christensen and Per Laegried (2006), indicate that a board overview of reaction to the NPM's decentralization concept called Whole of Government. This concept is mostly evidenced in Anglophone countries, such as United Kingdom, Australia, New Zealand and Netherland, once seen as the trail-blazers of NPM. In this article Christainsen and Laegried create an implication of possible analytical interpretations of WOG concept. And they discuss how to provide a more effectiveness service without more fragmented system which devolution by the NPM, with a focus mainly on efficiency service delivery. The purpose is to give an idea about necessity of enhance cooperation, networks and collaboration between organizations. Eventually Christensen and Laegried description of the WoG approach is provide a wide area demonstrate on how to create the WoG in the public sector and what are the main characters included it. In concisely this article notes that the WoG approach and it is very useful to this research as theoretically (Christensen, Laegried, 2006).

Guy Peters (2004) makes an influential review of the NPM. In this article he shows that some problems of governing in the recentered public sector such as accountability, coordination and coherence, relative losses. He further implies that the value of the centralized service delivering system. Interestingly, Peters says, once hierarchy was the default opinion of the government now networks are the assumed first choice to address the citizen's issues. He emphasizes that the way achieving goals by governing has changed but central requirements of capacity to establish, implement and monitor priorities are not functioning well in the public sector (Peters, 2004).

Christopher Pollitt (2003) identifies the way of Joined-up-Government, according to this article he constructs a description of JUG and emergence of the JUG in the UK, program of Tony Blair's New Labor Administration. JUG has emerged as a fashionable term of art, otherwise a precise scientific or technical concept. It consists with four major goals. According to this article Pollitt argues that the decentralized government approach has become obsolete and JUG has become a new remedy for the governing process (Pollitt, 2003).

In United Kingdom, Joined up government was a central part of the public sector reforms. In this article Tom Ling (2002) considers about UK joined up government and intra-state relationships between public agencies and civil society and also the relationship between JUG and the politics of the country. Tom Ling already said the scrumptious reform on the civil service reforms is JUG. He has given an introduction how JUG began to emerge slowly with examples from Australia, Canada, Netherlands, New Zealand, Sweden, and USA. With the support of such real examples he has developed a typology named 'dimensions of joined-up-working'. Furthermore, he mentioned there, it as a pragmatic typology rather than a theoretically constructed categorization. WoG concept previously named as Joined-up-Government. Therefore this typology will be helpful to develop this study to understand the implementation of WoG (Ling, 2002).

Perri (2004) said that JUG is a slogan that was origin in the UK, after that widely picked elsewhere. However that concept is not expansive to the all types of countries. In this article Perri evolve a theoretical framework through the Neo-Durkheimian Institutional Approach to construct an explanation to the Joined-up-Government. Perri said that the JUG approach provide an efficient service not only people but also it makes an effectiveness service delivery system to the public sector. Perri's argument provokes the idea, why other countries are unable to adapt WoG approach and what would be the main obstacles that occur in their administrative systems? This perri's survey on the JUG can be conveniently carried in this research (Perri, 2004).

In this article, Ian Tynne (2004) provides a particular description of the state organizations as agencies. Ian Tynne states that different types of agencies and autonomy, control and accountability of that agencies. Tynne further said that the legal and non-legal power of the organizations. The authors explanation of state organizations and agencies are important in this study because of the study mainly focus on the term integration. In terms of integration there is a controversy, how other organizations' autonomy and the accountability framework is worked in order to achieve WoG initiatives in service delivery. This study will help to figure out the state organizations' autonomy and the ability of working together to achieve wide-range of objectives (Tynne, 2004).

So also, Koen Verhoest, B Gye peters, Greet Bouckaert, Bram Verchuere's (2001) article indicates appreciable explanation of organizational autonomy. As the consequences of the organizational autonomy, it's make a struggle with the policy making, implementing and service delivering to the public. This exceptional description about organizational autonomy is able to shows the importance of the centralization reaction of the NPM practices. This study aims to understand the influence of administration culture in the implementation of WoG initiatives. Therefore this study will help to map out how the organizations working together to achieve integration with the organizational autonomy. What would be the

organizational autonomy in terms of leading organization in the WoG service delivery system? (Verhoest, Peters, Bouckaert, Verchuere, 2004).

Per Laegreid and Vidar W. Rolland (2003) describe that the structural changes on the Norwegian state. In this article they are concentrating mainly on structural changes. Interlocution of NPM in Norway began in the mid-1980s, but the Norwegian reforms program is formed on the new era governance. They rethink to build the new reforms including the structural adjustment. Laegreid and Rolland discuss on the Norwegian structural changes of public sector throughout the article. Therefore this article shows the apparatus of the Norwegian context in terms of structural changes in their public sector. This will be helpful to identify the structural changes and barriers that could occur in the Norwegian context to identify the implementation challenges of WoG approach (Laegreid, Rolland, 2003).

During the last two decades number of countries have been designed their service delivery under specialized institutional system. But it is change afterward, with origin of concept called Centre-link which provides services to people on one-stop that promote the functions of welfare state. In this article Richard Mulgan (2002) put forward an extensive demonstration about the Australian Centre-link concept. This article provides theoretical commitment how the Australian government adapted the concept WoG to develop their service as centre-link. This will assist to understand the process of implementation of WoG in accordance to Australian context (Mulgan, 2002).

Marryantonett Flumian, Amenda Coe and Kenneth Kernaghan (2007) who write this article stress that some barriers such as political, structural, operational, managerial and cultural which influence to implementing Integrated Service Delivery (ISD) in the Canada model. In this article, it can be recognized Canada civil service is integrated by the service delivery system having intra-relationship with linked organizations. According to this research, it shows how Canadian public sector develops the integration in the service delivery. The process that they used will be help to

recognize the influence of other factors in integration of new reform (Flumion, Coe, Kernaghan, 2007).

Ramanie Samarathunge and Lynne Bennington (2002) provide wide explanation for the new public management and Challenges of the Sri Lanka. Her emphasis is omissions of the public administrators in Sri Lankan civil service, and issues and problems in NPM. She has mentioned in the article, successful implementations of public administrative reforms not only depend up on the public administrators but also the commitment of politicians is essential (Samarathunge, Bennington, 2002).

02.1.2 Implementation of Whole-of-Government Approach

Rahman, Naz and Nand (2015) provide an argumentative idea regarding policy and reform implementation in developing countries. They have done the study in Fiji, exploring the policy implementation setting and administrative culture. In the presence of the idea of public sector reform they have drawn the administrative culture as a hindrance of implementation setting of public sector reforms. According to them, many developing countries have adopted reforms in the post- NPM stage as an inspiration from developed world. But achieved successes were limited. They have emphasized that, policy analysts have spent more resources for policy making stages. But they have not spent considerable attention for the policy implementation challenges. And also they have ignored the issue of administrative culture in the policy transfer stage. The study attempted to find out how the public sector reforms largely failed to bring about expected results. They have used qualitative method and two case studies as research method (Rahman, Naz and Nand, 2015).

There is another study that has been done in the context of Northern Ireland. According to the authors named Anne Colgan, Lisa Ann Kennedy and Nuala Doherty (2014) their prime purpose was to develop this report is to emphasize the whole-of-government practices in their administrative system. On the other hand the report has mentioned other countries' contexts which have been adapted the WOG practices in administration. Most importantly, they have explored enables and

barriers to implement the Whole-of-Government approach. They further implied that is what they needed to make whole-of-government work happen. As enablers of WoG they have identified structures, work processes, political and administrative leadership, culture and capacities and supports for capacity-building. They have categorized challenges such as theoretical and conceptual challenges, structural challenges, cultural challenges and practical challenges. This information will be helpful to find out the enablers and challenges that affect to the implementation of WoG approach (Colgan, A., Kennedy, L.A. and Doherty, N. 2014).

Ian Marsh (2015) has explained the malfunctions of new public management in his book named *New Accountabilities, New Challenges*. He has taken structural features as the keystone of grafting new approaches to the public administration sector. And also he discussed some structural barriers for the implementation of whole-of-government approach. Marsh's articulation has partially talked about the structural challenges of the implementation of WoG initiatives. But there could be other barriers also. Because reforming administrative sector not only depend up on the structure. However this study has given a prompt idea to construct new perspective in terms of administrative reforms (Marsh, I. 2015).

Geoffrey Shepherd (2003) has developed a study about civil service reform in developing countries to know why it is going badly. There can be number of reasons for the implementation of new reforms. He has pointed out that the political conditions of the developing countries are not stable and the reforms are large in size. Sri Lanka is also a developing country and the WoG concept emerged in the Anglo-Saxon context. In this case this study will be helpful to analyze the adaptation of the new type of administrative reforms in developing country (Shepherd, 2003).

02.1.3 Administrative Culture

Administrative culture was defined differently by different scholars. Among them Geert Hofstede (2010) has defined administrative culture as "The collective programming of the mind that distinguishes the member of one group or people category of people from others" (Hofstede, 2010:6). His emphasis is shows the

culture as a mental programme of mind (Hofstede, 2010:6). According to Hofstede, culture can be manifest in different ways but symbols, heroes, rituals and values together consider the total concept neatly. And also he has developed a set of cultural dimensions and there are six dimensions such as *power distance, uncertainty avoidance, long term orientation vs short term orientation, indulgence vs restraint, masculinity vs femininity, individualism vs collectivism* (Hofstede, 2010:6). If culture was defined as a mental program of mind, it can be vary from country to country context to context and people to people. It would be helpful to internalize the culture in the public administration (Hofstede, 2010).

Shalom H. Schwartz (2006) has also developed a theory concerning the culture. His theory of cultural value orientation consist of seven cultural value orientations such as harmony, egalitarianism, embeddedness, intellectual autonomy, affective autonomy, mastery and hierarchy. Schwartz's has developed those seven cultural value orientations from three cultural value dimensions like autonomy vs embeddedness, egalitarianism vs hierarchy, harmony vs mastery (Schwartz, 2006).

The author Fons Trompenaars (1996) provides seven cultural dimensions regarding culture such as universalism vs particularism, individualism vs collectivism, neutral vs affective, diffuse vs specific, achievement vs ascription, sequential vs synchronous and internal vs external. In his definition he explains that, "Culture is the manner in which these dilemmas are reconciled, since every nation seeks a different and winding path to its own ideals of integrity (Trompenaars, 1996: 51). Furthermore he argues, 'not only will conflict be reduced by this reconciliation, but businesses will succeed to the extent that this reconciliation occurs'. His arguments are seems to be important in the collaborative work performance of the public organizations to accomplish the intended goals (Trompenaars, 1996:51).

In another study that conducted by O.P Dwivedi (1999) has come up with different ideas about administrative culture. According to Dwiveidi the behavior of the state apparatus depends on the kind of administrative culture that prevails in a country. And he pointed out that lack of transparency and professionalism is the symptoms of

malaise administrative culture. In his study he suggests three main approaches to study administrative culture; (1) deontological approach, (2) teleological approach, and (3) spiritual approach (Dwivedi, 1999).

Ishtiaq Jamil, Steinar Askvik and Farhad Hossain (2013) implied about the issues in administrative culture in their study of 'Introduction to the special issue on Administrative Culture in Developing and Transitional Countries'. In the study they have mentioned, administrative culture refers to the culture of public administration in the country. And also in this study they have explored different administrative cultures in different country contexts. This will be helpful to the current study in order to find out the administrative culture in the Sri Lankan context (Jamil, I. Askvik, S. Hossain, F. 2013).

A study conducted by Ishtiaq Jamil (2007) has explained in his book Administrative culture in Bangladesh, administrative culture can be divided to two main contexts such as internal context and external context. In his argument, there are number of studies have done regarding administrative culture but understanding administrative culture not only depend on the internal context of the public administration but also the external context like relationship to politics and relationship to citizens and civil society. The current study has taken administrative culture as the independent variable of the implementation of WoG approach. Therefore, this interpretation of administrative culture will be important to analyze the influence of administrative culture to implement WoG initiatives (Jamil, I. 2007).

Enrique Claver, Juan Llopis, Jose L. Gasco, Hipolito Molina and Francisco J. Conca (1999) has carried out a study to analyze how public administration may improve the service it offers to citizens through a suitable organizational culture. In order to clarify the intended goal of the study they have examined the specific features of the administrative culture. Most importantly they have clarified at first; the public administration of each country has a number of specific features and the way 'things are done' differ from the country to country. They have used interviews and surveys

as methodology of the study and both qualitative and quantitative study analysis have done in the analysis stage. Finally, in their study they have detected a suitable management of organizational culture in a public agency may be a decisive factor in improving the service offered to the citizens (Claver et al, 1999).

Another study conducted by Keith M. Henderson (2004) stresses that administrative culture is overshadowed by two related concepts such as organizational culture and political culture. In his article he has used three sub cultures to show the relevance of it in the context of USA such as, traditional, Self-protective and entrepreneurial. Henderson argument shows the influence of political and organizational culture to the administrative culture. This will be important to understand the influence of administrative culture in the implementation of administrative reforms for the administrative sector (Henderson, 2004).

The Israel scholar named Gerald E. Caiden (1991) is a consultant, researcher and administrator in public organization. He has conducted number of research on public administration reform and organizational diagnosis. In this article he highlights the characteristics and type of administrative failures. He has concluded the article by giving list of 175 bureau pathologies. He stresses that public administration fail in the public organizations because of those malfunctions of the administrative process. Most of administrative organizations have their own culture. These arguments and findings will be helpful to figure out the administrative culture of the public organizations (Caiden, 1991).

Michel Howlett (2002) has developed a new perspective on administrative culture in his article named Understanding National Administrative Cultures and Their Role in Administrative Reform: A Neo-Institutional Model of Administrative Styles (Howlett, 2002:2). With the help from Neo-Institutional ideas he has tried to analyze the administrative culture and administrative reforms. According to Howlett, "for neo-institutionalists, the institutional structure of an organization is seen as creating a distinct pattern of constraints and incentives for state and societal actors which

define and structure actor's interests and channel their behaviour (Howlett, 2002:2)". "The interaction of these actors generates a particular administrative logic and process, or culture" (Howlett, 2002:2). Following neo-institutionalist's logic he has developed a model of multi level administrative styles and tried to answer issues that emerged in the administration sector. His observation gives guidance to figure out the administrative culture and the how it affects to the reforms in administration sector (Howlett, 2002).

02.1.4 Coordination

Pranab Kumar Panday & Ishtiaq Jamil (2010) has developed a study in Bangladesh exploring challenges of coordination in implementing urban policy. They have analyzed the factors that impede both inter-organizational coordination and intra-organizational coordination. According to their explanation, coordination is complex and crucial. And coordination problems occurs when several institutions are required to act together in order to achieve certain objectives. They further imply that lack of coordination creates number of problems such as failure in meeting project deadlines, being overlap and duplication of activities (Panday& Jamil, 2010).

Tom Cristensen and Per Laegreid (2008) have conducted a study in order to find out the coordination problems in the central government focusing on the Norwegian case. They have mentioned in their article entitled, *The Challenges of Coordination in Central Government Organizations; The Norwegian Case*; the main findings were there are more problems in horizontal coordination than vertical coordination (Cristensen and Laegreid, 2008:97). And also their one main result was coordination seems problematic because when it requires more exercises involving many actors it's become more complex. Interestingly, Norwegian civil servants are satisfied with different types of vertical coordination more than horizontal coordination (Cristensen and Laegreid, 2008:113). According to their findings majority has expressed their satisfaction with coordination including that the leadership hierarchical control is easier to organize than horizontal coordination. In this study it is mainly concerned about the implementation of whole-of-government practices in

service delivery. In case of the whole-of-government practices there should be better coordination among the related organizations as well as in the same organization. Therefore the authors' argument and their findings on coordination will be a strong contribution for this study in order to find out the coordination that occurs in the selected departments in Sri Lanka (Cristensen and Laegreid, 2008).

In the study entitled '*Inter-Organizational Coordination and Corruption in Urban Policy Implementation in Bangladesh: A Case of Rajshahi City Corporation*' authors Panday and Jamil provided an overview on inter-organizational coordination and corruption. In this study they have founded that lack of institutional and formal coordination mechanism was the main reason to increase corruption among the organizations (Panday & Jamil, 2012:365). In the current study is also going to find out to what extent they have coordinated the functions in order to provide whole-of-government practices in service delivery. And also it should be a strong mechanism in order to overcome barriers that can be emerged in the public service delivery such as corruption (Panday & Jamil, 2012).

Naim Kapucu (2004) implied in his article named *Inter-organizational Coordination in Dynamic Context: Networks in Emergency Response Management* about the inter-organizational coordination. The author has used descriptive research method and the used data collection instrument was case study. In the theoretical background of the study the researcher has used dynamic network theory and complex adaptive systems theory. In this article the author emphasis the modest ideas of how organization designs can be helped to track the inter-organizational coordination (Naim Kapucu, 2004: 46). Here the author argues that the government should accelerate the coordination among the organizations (public, private and non-profit sector) to promote multi sector collaboration. In this article the main contribution to make multi collaboration within better coordination. As the Whole-of-government concept mainly depended on better coordination this study findings were helped to compose current study, on the basis of better coordination (Naim Kapucu, 2004).

Andrew H. Van de Ven and Gordon Walker (1984) have built a theory on *Dynamics of Inter-Organizational Coordination*. This theory was developed on the creation, growth and the decline of relationships among organizations. In this article authors have provide an explanation regarding the patterns that revealed in the process of revising the original theory. Among those patterns (1) 'Perceptions of dependence on others for resources spur the development of inter-organizational relationships. Resource dependence is a powerful direct determinant of communications, resource transactions, and consensus (Van De Ven & Walker, 1984: 598)'; (2) 'The growth of inter-organizational relationships is fostered by frequent communications to formalize the relationship and build consensus about the terms of the relationship among the parties involved (Van De Ven & Walker, 1984: 598)'; (3) Monetary transactions and client referrals entail different patterns of coordination. The findings of this study emphasis the factors that affect on inter-organizational coordination. Coordination is one of independent variable of the current study and also the basic idea of the whole-government concept is also the coordination (integration). Therefore, this research findings and the theory are important for the investigation of this research.

Jao-Hong Cheng, Shu-Wei Chen and Fang-Yuan (2013) Chen investigated a study on *Exploring how inter-organizational relational benefits affect information sharing in supply chains*. This study has explored how inter-organizational relationship interacts with factors affecting the development and implementation of information sharing (Cheng, Chen and Yuan, 2013; 283). According to the study results, they have suggested that relational benefits are critical in ensuring information sharing and mitigate relational risk in the process (Cheng, Chen and Yuan, 2013; 283).As authors' implication 'the findings of the study provide useful insights into how supply chain members can reinforce their relational benefits and mitigate probable risks so as to improve their collaborative behaviors and in turn enhance information sharing for the supply chain as a whole' (Cheng, Chen and Yuan, 2013; 283). This study's main exploration of factors that affect inter-organizational relationship is importantly can

be used in the current study analysis. Because the current study also have taken the inter-organizational coordination or relationship as a variable of this study.

02.1.5 Policy Resources

Donald S. Van Horn and Carl E. Van Meter have developed a study on policy implementation process (1975). In their study they have developed six variables that affect the policy implementation process. Policy resources are the second major fact which can be mainly concerned in the policy implementation process. Resource may include funds and other incentives that facilitate to effective implementation. Resources have divided in to two categories such as financial resources and human resources (Van Meter and Van Horn, 1975: 462). In this study it is going to find out the factors that affect the policy implementation process. Whole-of-government concept reflects the idea of integration. Integration can be done by network integration and structural integration. For that there should be adequate resources. One of their main argument was the policy resources affects the success of policy implementation process (Van Meter and Van Horn, 1975).

Andrew H. Van de Ven and Gordon Walkers' (1984) theory describes the inter-organizational coordination. According to his revised theory, organization's resources cause to inter-organizational coordination. Perceptions of dependence on others for resources spur the development of inter-organizational relationships. Resource dependence is a powerful direct determinant of communications, resource transactions, and consensus (Van De Ven & Walker, 1984: 598)'. In the current study coordination and the resources are investigated as independent variables that affect the implementation of the whole-of-government practices in service delivery. Theoretical perceptions of the inter-organizational coordination will be utilizing in the data analysis in order to generate new ideas.

Robert S. Montjoy, Laurence J. O'Toole and Jr conducted a study on, *Toward a Theory of Policy Implementation: An Organizational Perspective* (1979). As the study findings suggest resources make a considerable impact in the policy implementation. The current study also attempt to find out the factors that affect the implementation

of WoG practices in service delivery. Therefore, these study findings will be helped to construct arguments in the interpretation of primary data.

02.1.6 Citizens' Satisfaction

According to Tom Ling's dimensions of joined-up working (Ling, 2002:630) it discusses the 'new ways of working across organizations' which reflects the idea of adaptation and citizen satisfaction. In that dimensions the author argues that in order to have a better joined up workings among the organization they have to adapt as a one-stop-shop. Within a same organization they will deliver services to the people. To measure the success of implementation of policies it can be measured the citizen satisfaction (Ling, 2002).

Mona Salim*, Xiaobao Peng, Shoqi Almakary and Saleem Karmoshi (2017) have developed a study on citizen satisfaction. Within the article which entitled *The Impact of Citizen Satisfaction with Government Performance on Public Trust in the Government: Empirical Evidence from Urban Yemen* provide a clear picture on Yemen public service delivery and the citizen satisfaction on them. They have investigated the link between citizen satisfaction and trust throughout the research. They implied that the citizen satisfaction can be defined as citizen's perception on quality of goods and services that are provided by the government (Salim et al, 2017: 350). Citizens have more interaction with government therefore they expect better services from the government. This study attempts to find out the citizen satisfaction on service delivery. The findings of the aforementioned study are used to understand the current study process (Salim, M., Peng, X.B., Almakary, S.Q. and Karmoshi, S., 2017: 350-361).

There is another literature on citizen satisfaction. The author Gregg G. Van Ryzi (2004) developed a study on *Expectations, Performance, and Citizen Satisfaction with Urban Services*. In this study the author has revealed that what are the factors that affect the citizen satisfaction. The results of the study suggest that 'urban managers should seek to promote not only high-quality services, but also high expectations

among citizens (Van Ryzi, 2004: 433). Interestingly, this modeling result has shown a different picture on citizen satisfaction. The findings of the study are very useful in the analysis of the current study. The reason is that, the current study is also following citizen satisfaction as an indicator under the dependent variable. To measure the dependent variable, the study findings also will be benefited in the analysis of the study (Gregg G. Van Ryzi, 2004: 43-448).

02.1.7 Synthesis from the Literature Review

There are number of studies has already done regarding whole-of-government concept and administrative culture, coordination and resources. The methods and the study findings are differ from study to study. According to the literatures that composed writing post new public management reforms shows the necessity of new reforms like joined-up-working. The whole-of-government concept that emerged in the European context has showed considerable number of good results in the administrative service delivery. Many developing countries turned to reform their administrative sector to implement WoG approach. In this case, this study tries to find out the implementation of WoG initiatives in Sri Lanka (Department of Immigration & Emigration, Department of Registration of Persons and Department of Motor Traffic. The culture has become the most talked word in the parlance of administrative reforms due to malfunctions of the administrative culture. There are number of definitions for the culture. The main culture consists with different sub cultures and those sub cultures reflects the norms of national cultural dimensions. And also it varies from context to context. Therefore, administrative culture can be defined simply, culture of the administrative sector. Then the culture of the administrative sector affects to 'the way things are done'. Obviously, the changes and reforms of administration sector will be influenced by the administrative culture. On the one hand, this WoG concept in fact denotes the idea of integration. Therefore the success of the WoG strategy depended on the better coordination of the connected government organizations. On the other hand the resources such as human resources and financial resources also affect the implementation of service delivery changes.

Many researches pointed out the implementation of administrative reforms (WoG) depend on the nature of the public administration of the country. At the same time those studies emphasis the impact of the administrative culture, coordination and resources of the administrative sector of a country. The common feature that included in many literatures was declared implementation of administrative reforms' initiatives on the administrative culture, coordination and resources of the administrative sector. Therefore this study has selected the administrative culture, coordination and resources as the independent variables. But the Sri Lankan administrative sector differs from the others. In this case there is a gap how these new types of reforms adapt in the context like Sri Lanka? Moreover, does it works in the Sri Lankan context? To make Whole-of-Government happen what kind of factors will affect? This type of issues come to mind when refers the literature. Therefore there is a gap between implementation of WoG and administrative sector of Sri Lanka. Therefore this study tries to see how it affects to the implementation of WoG.

02.2 Theoretical Perspective

In the theoretical perspective, it discusses about the theories which has been selected to design the foundation of the study.

02.2.1 Theoretical Framework

In the theoretical framework, the study has selected two main theories to analyze the foundation of the study.

02.2.2 Hofstede's Cultural Dimensions

Geert Hofstede's cultural dimensions have been identified as the most often used typology on culture. Hofstede has done the study in the institute name IBM. He has selected IBM employees across different countries to carry out the survey. As the consequence of the research, there have been six board independent dimensions. Hofstede uses these independent dimensions to measure cultural problems in many countries across the world. Those six dimensions are,

Table 01 - Hofstede's Cultural Dimensions

Dimensions	Description
Power distance	Measuring the degree of inequality in society
Individualism VS Collectivism	Measuring the degree of which personal independence is valued over group
Masculinity VS Femininity	Measuring the degree of assertive and tender of man and woman based society
Uncertainty Avoidance	Measuring the degree of ambiguous situation
Long term orientation VS Short term orientation	Measuring the degree of which short term plan is accepted in return to long term plan.
Indulgence VS Restraint	Measuring the degree of strict and light social norms

Source: (Hofstede, 2010; 6)

- **Power Distance**

Hofstede has defined power distance as “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally” (Hofstede, 2005:46). Power distance usually explains as an inequality of power distance between superiors and subordinates. In Hofstede’s study, he has started to explain the power distance from family level to state level. It shows this kind of inequalities emerge from the family level as well as those unequal distribution of power can be seen in the state level also. In this study, power distance has selected as an indicator on administrative culture. In order to implement whole-of-government approach there should be less power distance in the organization or among the organizations. Basically, organizational integration is succeeded under small power distance in the administrative culture. Therefore, this study analyzes how Sri Lankan administrative culture maintains the power distance and how it affects to the WoG implementation through the administrative culture.

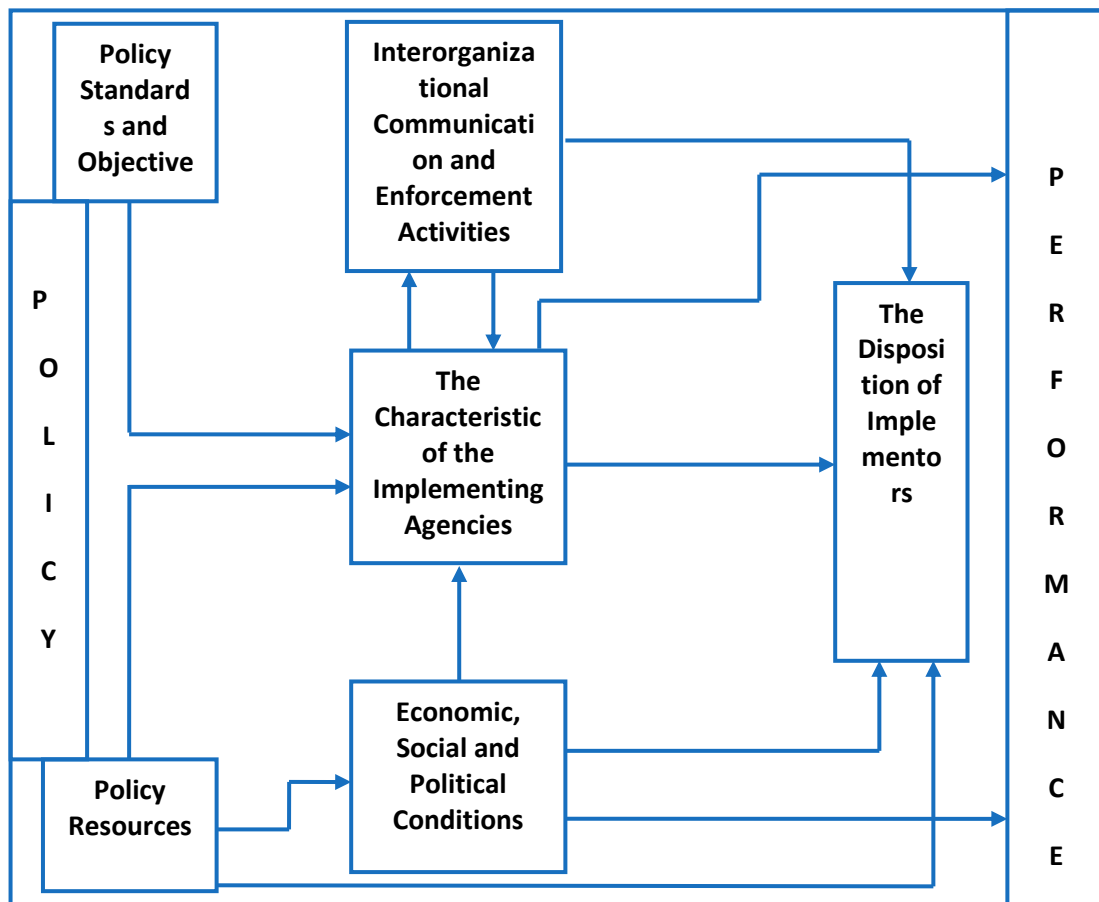
- **Uncertainty Avoidance**

Uncertainty avoidance can be defined as “the extent to which the members of a culture feel threatened by ambiguous or unknown situations” (Hofstede, 2005:167). According to Hofstede uncertainty avoidance measures the ambiguous situation of the organization. Therefore uncertainty avoidance was selected as one indicator to measure the support of the administrative culture. How administrative officials feel their job security and work environment with their service providing. Mostly accountability of the service affects to the uncertainty. What are the strategies they use in the administrative culture in order to provide WoG services within flexible and secured working environment? In this study, this indicator will measure whether the administrative culture consist of weak uncertainty avoidance or strong uncertainty avoidance.

02.2.3 Van Horn and Van Meter’s Policy Implementation Theory

In the study of “Policy Implementation Process: A conceptual Framework”, Donald S. Van Meter and Carl E. Van Horn (1975) analyze the process of policy implementation by introducing of conceptual framework. They have investigated a vast research with regard to policy implementation process. In order to further elucidation of this policy implementation process authors have presented a model that can be used to analyze the policy implementation. As a major result of Van Horn and Van Meters research analysis they emphasis that “A Model of the Policy Implementation Process” is the basic model. There were six variables which affected to policy implementation process. These six variables, those variables shaped a linkage between policy and performance. Alongside it is not only specifies the linkage between policy and performance, but also it makes explicit relationship among those six variables (Van Meter and Van Horn, 1975, 462).

Figure 01: The model of the Policy Implantation Process



(Source: Van Meter and Van Horn, 1975:463)

- **Policy Standards and Objectives**

The striking linkage between this policy and performance has shown six major steps which we should have to follow for success of the policy implementation process. In any event this first step is the major point of this process because without a goal or goals we can't approach on policy implementation. In this portion authors have emphasized that, identification of standards and goal is the crucial stage of this performance. Thus it helps bridge measure the success of the policy implementation process.

- **Policy Resources**

Policy resources are the second major fact which we should think in policy implementation process. Resource may include funds and other incentives that facilitate to effective implementation. Resources might be human resources as well as financial. Therefore, in policy making stage we have to think what kind of policy we are going to implement and what kind of resources need for implementation?

- **Inter-organizational Communication and Enforcement Activities**

According to this factor Van Horn and Van Meter have emphasized that accurate communication among the relevant actors and the awareness of the clarity of standards and objectives which expected in policy. Perhaps, when communicating within organization or among the organizations information can be distort either intentionally or unintentionally (Van Meter and Van Horn, 1975:466). Therefore, using unitary and accuracy communication system is important in policy implementation process rather than prospects of policy cannot be achievable. Like a group they should have an idea of unitary policy procedure regarding policy process.

- **The Characteristic of the Implementing Agencies**

The next point is that characters of the implementing agencies which affect to policy implementation process. In fact, it is essential to concern in this step, "characteristics, norms, and recurring patterns of relations inside the executive agencies that have either potential or actual relation to what they do in the way of

policy (Van Meter and Van Horn, 1975: 470)". In this text Ripley has provided his explanation about this characteristic of the implementing agencies. There are some criteria regarding characteristic of agencies, Competence and size of the agency further we can understand in most cases capacity of the implementers. This should concern the quality of the implementers not the quantity. What is more, most of developing countries try to improve the quantity of their civil servants and they did not think regarding their quality.

- **Economic, Social and Political Conditions**

For effective policy implementation it is believe that there should be fine performance from economic, social and political environment. Otherwise it cannot be achieved within effective policy implementation process. At first we should have economic resources, then support of the social condition. Specially, we should concern the public opinion because of they are the policy receivers. Therefore, assess of the public opinion is most influential in this filed.

- **The Disposition of Implementors**

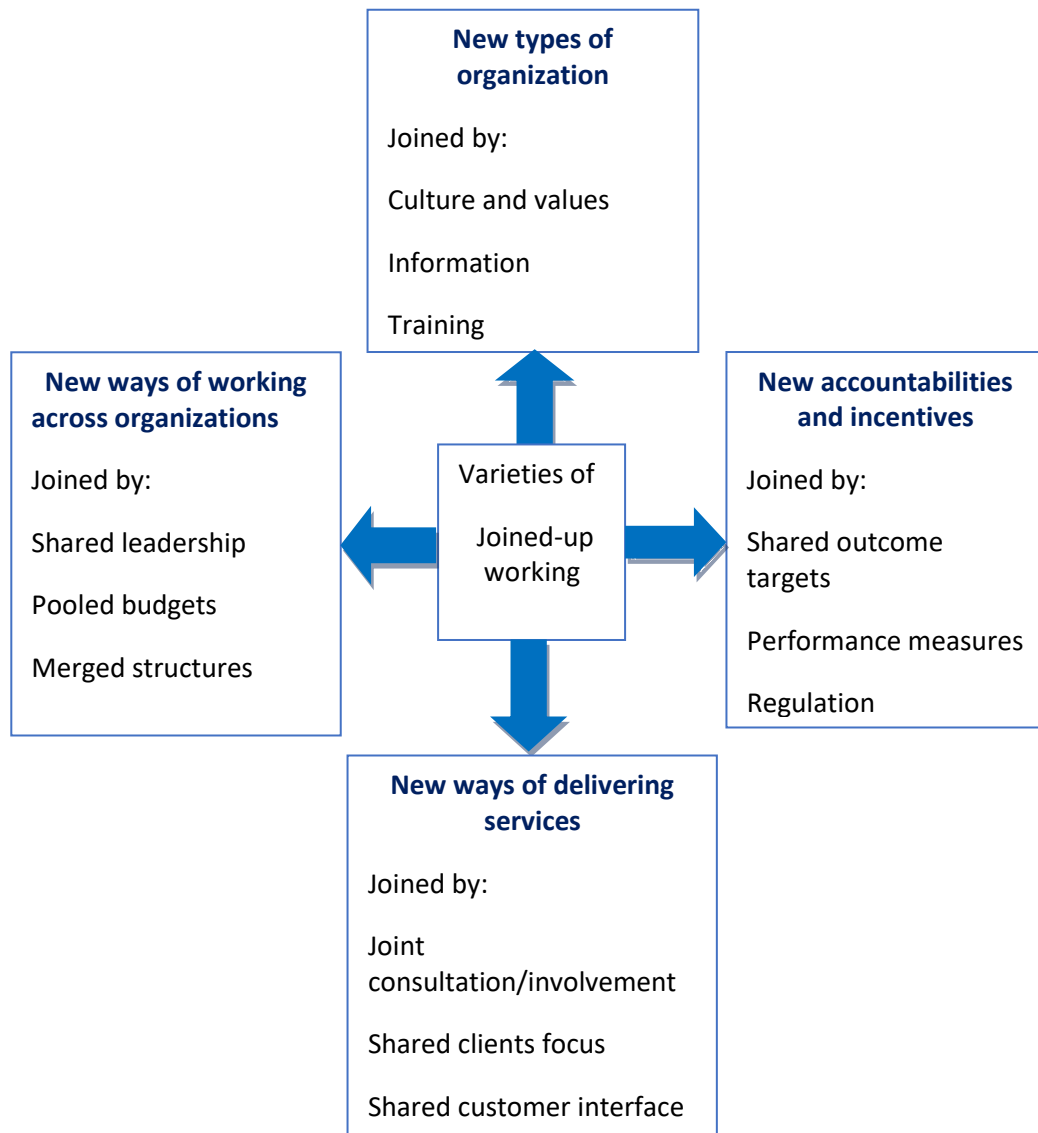
This is the sixth independent variable that authors have expressed in this text, is the disposition of implementers. The disposition of implementers alludes to the preparation of the implementers towards the effective policy implementation. Furthermore, in this stage we have to know about the preparation of the implementers. Because of, before implement policy they should have much knowledge regarding the policy which they are going to do. And also Van Meter and Van Horn stress here support of the aforementioned component of the model helps to acquire the objectives and goals successfully through the dedication of the implementors.

02.2.3 Tom Ling's The Dimensions of Joined-up-Working

Tom Ling, he has developed fourfold typology for the joined-up-government working. Further he mentioned this is a pragmatic typology rather than a theoretically constructed categorization. He has done this study in the context of UK

in order to provide empirical data in the approach of joined-up working. In his explanation Tom Ling has created a typology with four major dimensions for joined-up-working in public administration sector. Those clusters of dimensions are inter-related and it concerns the internal life of each organizations. Following figure shows the fourfold dimensions of joined-up working.

Figure 02: The Dimensions of Joined-up-Working



Source: (Ling, 2002: 626)

- **New ways of working across organizations**

In this approach it reflects the new ways to the public sector to work across the organizations using the shared relationship, pooled budgets, emerged structures and joint teams. About shared relationship, it is demanded to develop the relationship

among the public organizations when delivering the service to the citizen with user friendly interface. This portion totally discussed about the '**partnership**' of the connecting organizations. Partnership focuses on the mechanism that can be used by two or more organizations to work together without removing their organizational identity and purposes. It offers a prospect for better public services by **coordination**. This coordination evolves to make a partnership within public, private and same organizational activities and process to provide service to citizen under one place. Within this merged structures can be prevented the agencification, isolation, pillarisation and departmentalism and eventually work as a team strongly (Ling, 2002: 625).

- **New accountabilities and incentives**

Second aspect of joined-up government therefore concerns the innovative use of **accountability**, incentives and performance management. There are so many problems of the political accountability. And former conventional forms of central accountability do not always fit comfortably with the need for local responsiveness. Therefore the JUG concerns some innovative use of accountability, incentives and performance management. It is need to simultaneously deliver responsive local public services while maintaining central coordination. So this step showed that the worthiness of the JUG to the public sector and their ultimately wish to achieving more efficient and effective delivery of public sector with a new accountability framework for the integrated service delivery (Ling, 2002: 627).

- **New types of organization**

This joined –up mechanism suggest the **cross-cutting** activity should be more visible in the public sector. This requires a significant and acknowledge shift in civil service culture as well as changes in career structure across the public sector, private and voluntary sectors, such changes are inevitably hard to quantify and the benefits would take time to become observable. More widely, in policy areas the government has reiterated the theme that joining up require both change in leadership style and a whole change of culture. In administrative sector bureaucratic ethos venerates hierarchy stability obedience and procedures. This hierarchical interventions trend to

imply by joined-up government also implies new way of working within public organizations. In this process Ling suggest that, for the effective cross-cutting and organizational changes are succeed under effective leadership. (Ling, 2002:629).

- **New ways of delivering services**

This is often touched the approach “**one-stop-shop**. One-stop government is only one way among many creating a joined-up customer focus. In the joined-up government process there should be new ways for delivering services building one-stop-shop to approach the intended objectives of the organization. In order to joined-up the services the organization should work as a one-stop-shop. It can be a company or a location that integrated by network or structure. Use of new ways in delivering services depends on the **adaptation** of varieties of joined-up working (Ling, 2002: 630). Under this component Ling has explained the joined-up consultation and involvement of the citizen support can measure by **citizens’ satisfaction** of public services.

02.2.4 Analytical Interpretation of the Variables

- **Dependent Variable**

There are four main dimensions in whole-of-Government concept. According to Tom Ling this is a pragmatic typology rather than a theoretically constructed categorization. These four main dimensions discuss about the various joined-up working of administrative organizations. This study mainly focuses on the implementation of whole-of-government concept as the dependent variable of the study. Under the dependent variable there are two indicators such as citizen satisfaction and adaptation. These two terminologies are selected from Tom Ling’s typology. The fourth dimension of the **Tom Ling’s dimensions of joined-up working** is ‘new ways of working across organizations’ which reflects the idea of **adaptation** and **citizens’ satisfaction** have selected as two main indicators of dependent variable of the study.

- **Independent Variables**

Independent variables of the study are **administrative culture**, coordination and resources of the Department of Moto Traffic Sri Lanka. Under each independent variable there are six indicators. According to first independent variable *administrative culture*, there are two indicators such as “*power distance* and *uncertainty avoidance*”. These two indicators are mainly collected from the **Geert Hofstede’s Cultural Dimensions Theory**. In Hofstede’s theory, there are six dimensions but the study has selected only two dimensions. Because of to make the study’s argument strong this has selected directly related dimensions for the study assumptions. Why it is labeled as directly related because of many scholars who develop cultural dimensions have developed same dimensions (with different terminologies) in their theory.

Shalom H. Schwartz’s (2006) the ‘Theory of Cultural Value Orientations’ consists of seven cultural value orientations that derive from the three cultural value dimensions; autonomy vs embeddedness, egalitarianism vs hierarchy, harmony vs mastery. Seven cultural value orientations are harmony, egalitarianism, embeddedness, intellectual autonomy, affective autonomy, mastery, hierarchy. In another theory which conducted by Fons Trompenaars’ (1996) cultural dimensions are universalism vs particularism, individualism vs collectivism, neutral vs affective, diffuse vs specific, achievement vs ascription, sequential vs synchronous and internal vs external.

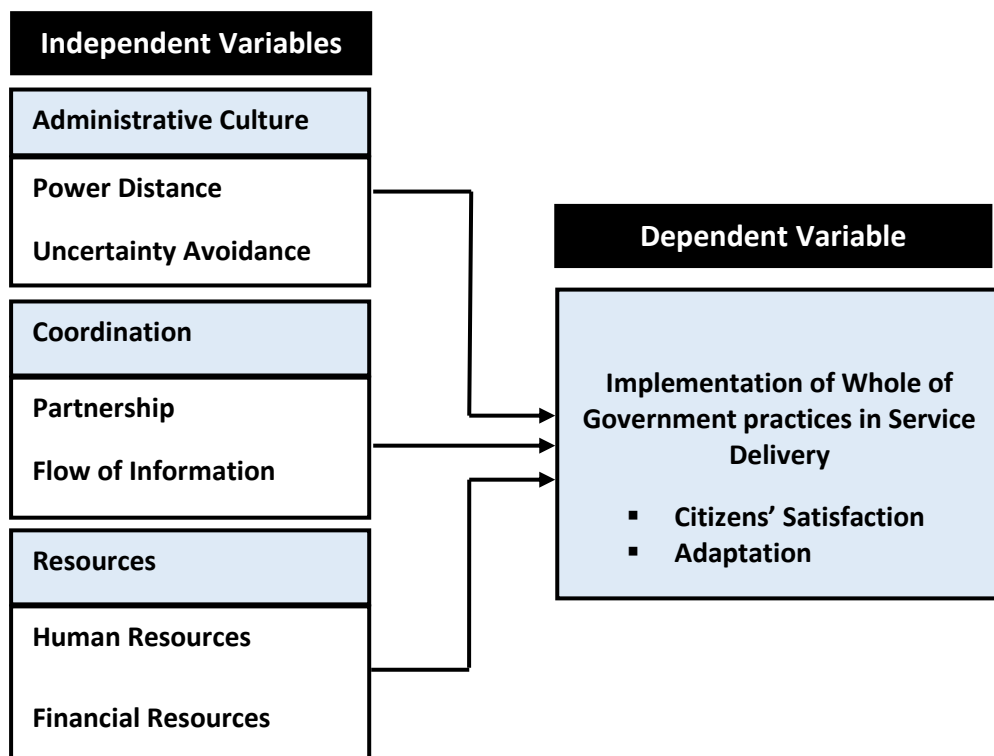
These two theories also more or less has discussed about the same cultural dimensions. According to refer of these dimensions this study has selected the abovementioned two dimensions as most related indicators of the administrative culture (independent variable). Another two variables are selected from the **Donald S. Van Horn and Carl E. Van meter’s (1975) Theory of Policy Implementation Process**. There are six variables in their theory. They stress that the policy implementation process should consist with those implementing variables in order to achieve the intended goals. Whole-of-government concept is an administrative reform and implementation of so called practices in to the service delivery is also

occur as same as policy implementation process. This WoG concept itself reflects the idea of coordination as it integrates with several organizations to deliver service within one place. Therefore, ‘inter-organizational communication and enforcement activities’ was selected as one independent variable in order to find out to what extent they have developed the coordination. On the other hand, **resources** are mainly concerned with the policy implementation. At par with Van Horn and Van Meter’s ideas **human resources** as well as **financial resources** are important in the implementation process. Therefore, this study also has selected resources as one independent variable in order to explore to what extent the Department of Motor Traffic able to access their resources. According to this analytical interpretation this study aim to explore to what extent the Department of Motor Traffic has implemented Whole-of-Government practices in service delivery in terms of coordination and citizen satisfaction?

02.3 Analytical Framework

By analyzing the various literatures and theories, the study has composed the following variables for the analytical framework which affect the dependent variable.

Figure 03: Diagram of Analytical Framework



02.4 Research Hypothesis

From the above figure and discussions, the following research hypotheses have been derived.

- Higher the citizen satisfaction higher the implementation
- Higher the power distance lower the service delivery
- Stronger the coordination better the service delivery
- More the resources higher the implementation

02.5 Variables and Indicators

In this part, it discusses about the variables and indicators that use in the analytical framework.

Table 02 Variables and Indicators

Independent Variables	Indicators	Dependent Variable	Indicators
Administrative Culture	<ul style="list-style-type: none"> ▪ Power Distance ▪ Uncertainty Avoidance 	Implementation of Whole-of-Government practices in service delivery	Citizens' satisfaction Adaptation (New ways of delivering services one-stop-shop)
Coordination	<ul style="list-style-type: none"> ▪ Partnership ▪ Flow of Information 		
Resources	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 		

02.6 Operational Definitions for Key Terms

This portion discusses about the operational definitions of the variables and indicators of the study.

Table 03 Operational Definitions

Variable or Indicator	Variable or Indicator Name	Operational Definition
Dependent Variable	Implementation of Whole-of-Government practices in service delivery	“Execution of whole-of-government components in public administration sector”
DV Indicator 1	Citizen Satisfaction	“Satisfactory level of the citizen regarding service delivery”
DV Indicator 2	Adaptation (New ways of delivering services as OSS)	“Converting service delivery as a one-stop-shop service delivery center”
Independent Variable 1	Administrative Culture	“Culture of the Department of Motor Traffic (Culture is general characteristics, believes and thinking pattern of the group of people)”
IV Indicator 1	Power Distance	“Vertical or horizontal hierarchy of the inter-organizational as well as intra-organizational”
IV Indicator 2	Uncertainty Avoidance	“Regulatory protection of the working environment”
Independent Variable 2	Coordination	“Working together two or more organizations as partners”
IV Indicator 1	Partnership	“Mechanism of working together”
IV Indicator 2	Flow of Information	“Tracking of referential information to the related organizations”
Independent Variable 1	Resources	“Assets of the Department of Motor Traffic”
IV Indicator 1	Human Resources	“Skilled officers for service delivery”
IV Indicator 2	Financial Resources	“Pooled budget for maintenance of WoG services”

Abovementioned operational definitions will be used in the analysis part of this study. On the other hand interpretation and analysis of findings will be depended on the meanings of the operational definitions.

02.7 Conclusion

The chapter has discussed about the literatures and theoretical, analytical frameworks of the study. Main observations of literatures will be employed in the analysis and interpretation of the study. This study has reviewed number of literatures to construct the basis of analysis for the study with analytical framework. There is one dependent variable and three independent variables with eight measurable indicators. In order to make study happen each variables and indicators have been defined clearly. To give empirical value for the analytical framework another chapter will deal with the data collection and methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

03. Introduction

In the third chapter, the research methodology that used in the study is described. This will discuss about the mixed method approach that used in this study to address the research question and objectives. The main purposes of this chapter are to describe the research area that where the study is conducted, explain the sample selection, discuss the methods used in designing the study and collecting the data including the validity and reliability, provide an explanation of statistical and thematic procedures which used to analyze the data.

03.1 Research Methodology

Research methodology is how to go about the research problem to meet the needs and purposes of the study (Karyeija, 2010: 89). According to Creswell, there are three major approaches to research (Creswell, 2003:18) such as quantitative, qualitative and mixed approaches. Creswell has explained, “instead of method being important, the problem is most important and researchers will use all approaches to understand the problem” (Creswell, 2003:11). At par with this purpose the researcher has selected the method that can be approach the research question and objectives of the study. This study combined both qualitative and quantitative methods to gather two different types of data in the research. The mixed method approach was enabled to explore the factors and how these factors affect the implementation of ‘Whole-of-Government practices’. More specifically, a quantitative questionnaire survey and qualitative unstructured interviews were conducted to examine the factors that affect the implementation of whole-of-government practices. To map out implementation of ‘Whole-of-Government’ initiatives in any system, it would be appropriate the quantitative methods to apply. At the same time, to analyze the factors that affect to the implementation process,

qualitative method seems to be pertinent. Therefore this study has chosen most significant method the **mixed method approach**, using both qualitative and quantitative methods to find out most appropriate findings in the research.

The current study has employed mixed method. It took almost two months to collect data, from 03rd of August to 30th of September. Qualitative interviews were carried out during the first quarter of the August. And Quantitative data collection was started by questionnaire survey. Totally, 196 questionnaires were employed for the quantitative data collection and 15 interviews were conducted to collect qualitative data.

03.2 Why Quantitative Method?

In this study the research has collected quantifiable data in order to have a statistical generalization on implementation of Whole-of-government practices in service delivery in the selected departments. The researcher has gathered so called quantifiable data through 196 questionnaires. Study expected to build up SPSS data base using SPSS data processor. In order to provide statistical generalizations and conclusions of research this study expecting to have a comparison across the departments. Here it is expected to have data triangulation in this study. As such, triangulation was very much associated with a quantitative research strategy (Bryman, 2012: 392). The study analyzes triangulate the data by using quantitative and qualitative findings of the study.

03.3 The Quantitative Research Method

In the study there was a questionnaire survey to collect quantifiable data through two sets of questionnaires. Using two set of questionnaires to collect quantitative data from the two different types of respondent groups were based on the main aim of this study. The Main aim of the study was to find out the factors that affect the implementation of 'Whole-of-Government practices' in the service delivery. Therefore the one set of questionnaire aimed the administrative officers in the selected departments. At the same time other set of questionnaire gathered data from the service receivers to measure the citizen satisfaction on the service delivery.

The first sets of questionnaire aimed the administrative officers to collect data through 30 questions (See annexes). There were two main parts in the questionnaire. Part 'A' belongs to the background questions and the part 'B' discusses about the understanding and adaptation of the 'Whole-of-Government practices' in service delivery. In part 'B' first 12 questions ask about the concept of 'Whole-of-Government', followed by another 06 questions meant to grasp the idea of administrative practices and the rest were grouped under different variables under independent variables i.e. Administrative culture (power distance, uncertainty avoidance), coordination (partnership, flow of information) and resources (human resources, financial resources, physical resources). Secondly, service receivers were used to find out data through questionnaire with 23 questions (See annexes). There were three parts in the questionnaire. Part 'A' belongs to background questions. Part 'B' asked about benefits and effectiveness of service delivery. Part 'C' discusses the evaluation of department staff and information. The options of the answers based on a scale, on a range from 1-5; 1 stand for "Strongly agree", 2 "Agree", 3 "Disagree", 4 "Neither agree nor disagree", 4 "Strongly agree". SPSS data processor was used to analyze the data. The questions with regards to administrative culture were borrowed from the Karyeija's questionnaires survey and the rest of the questions were developed by the researcher on the basis of the independent and dependent variables.

Table 04 Profile of the Respondents from the Three Departments

Variable	Variable Category	Administrative Officers in the Departments ¹ (%)			Total
		DI&E	DRP	DMT	
Level of Education	Primary Level	0	0	0	
	Ordinary Level	01	03	01	
	Advanced Level	25	19	13	
	First Degree	08	13	06	
	Master Degree or Upper	01	0	0	
Gender	Male	11	06	07	
	Female	24	29	13	
Age	18-25	01	05	0	
	26-35	08	19	10	
	36-50	18	11	07	
	51-60	08	0	03	
Ethnicity	Sinhala	35	35	20	
	Tamil	0	0	0	
	Muslim	0	0	0	
Religion	Buddhism	34	35	18	
	Hindu	0	0	0	
	Muslim	01	0	0	
	Roman Catholic	0	0	02	
	Christian	0	0	0	
Place of Grown Up	Urban Area	24	16	17	
	Rural Area	11	19	03	
Trained Abroad	Yes	0	01	0	
	No	35	34	20	
		N=35	N=35	N=20	90
Total		39%	39%	22%	100%

Source: Field Notes

¹ Selected Sri Lankan government departments in civil service DIE- Department of Immigration and Emigration, DRP- Department for Registration for Persons, DRG- Department of Registrar General

Prior to do main research the researcher conducted a pilot study. It was a small scale preliminary study with seven questionnaires. It was helped to evaluate the feasibility of the study. The findings of the pilot study supported to figure out an appropriate sample size for the main study. And also some questions which included in pilot study's questionnaire were changed in the main study questionnaire due to the convenience of the understandability of respondents. The pilot study carried out seven questionnaires and at the same time the researcher was able to find out appropriate and suitable respondents to be interviewed for the qualitative data collection in the main study. The sample technique of the study that was used in the selection of research area is purposive sampling. The researcher selected three departments in Sri Lanka purposively to carry out the research on the basis of the relevance of the study. For that researcher had a field visit for the selection of the departments which are practicing whole-of-government practices.

These three departments are directly related to this study because in the pilot study the researcher has found that these departments are practicing 'whole-of-government practices' in their service delivery. The study aims to find the factors that affect the implementation of WoG practices in service delivery. Therefore, the researcher selected these three departments purposively to examine the factors. Table 03.1 shows the profile of the respondents and it represents the *level of education, age, gender, ethnicity, religion, the place respondents grown up, grade* and whether respondents got *abroad training* or not. These findings could help in the analysis of data to understand the factors that affect the implementation of WoG practices in service delivery.

03.4. Why Qualitative Method?

In this study, qualitative methods were chosen because this study desiderates some kind of barriers in statistical data. In this case, instead of closing answers from respondents this research aim to rely on their open stories in order to have most successful primary data from the field. The most important strength of this element is that it will enable to deal this study with in-depth analysis. In this approach, this

study will be doing open-ended interviews, and observation analysis, which were very useful to investigate research.

The nature of this research is to analyze the influence of administrative culture, coordination and resources in implementation of Whole-of-Government in the context of selected departments in Sri Lanka. Indeed there could be quantitative analysis. But qualitative data allow interpreting the data in non-statistical way. And the qualitative findings of the study describe some or greater detail (Flick, 2013:5). It is very important to have assumptions and observations with regards to cases of the study. Therefore, the qualitative methods appropriate to go for a greater explanation.

03.5 The Qualitative Research Method

The study relied on the respondents' views and observations to understand the factors that affect the implementation of WoG practices. The reason that behind the qualitative interview selection is well understands of the WoG practices, its impact and reciprocal factors in the implementation process. Specifically, quantitative data method was based on the predetermined answers and close ended questions. Hence, it was margined and structured data collection method in this study. To go beyond on these answers and questions the researcher decided to have unstructured interviews for gathering data. Relying on interviews method was help to explore respondent's experiences. In part the qualitative data collection was done according with semi-structured interviews. Interviews have done with people discussing their experiences of, administrative service and service delivery strategies that have been adopted in selected departments.

There are several types of interviews. Among them unstructured interview strategy is also most important to gather data. According to unstructured interviews the researcher uses brief set of prompts (Bryman, 2012:471). In this study also researcher has used an interview guide with fairly specific topics to be covered and list of questions. Although researcher used brief set of questions, interviewee was given the freedom to answer questions. Sometime interviewer changed the question

type and did not follow on exactly in the way outlined on the schedule. Some questions were picked up on the things said by the interviewees.

There were three types of respondent groups such as administrative officers, administrative practitioners and university lectures. The researcher has used three set of semi-structured questions. In the administrative officers' questionnaire, there were 13 specific topics to be covered (See annexes). In case of administrative practitioners, there were 22 questions which focused on dependent and independent variables (See annexes). University lectures were selected to gather neutral ideas, observations about the WoG concept. Five specific topics were included in their semi-structured interview questionnaire (See annexes). During the interview time the researcher used recording equipment. Before use the equipment permission was required. Seven respondents allowed getting their voice recordings but other eight respondents asked to transcribe the information.

Interviewees were purposively sampled on the basis of awareness of whole-of-government practices. There were 4 departments and 9 respondents were interviewed. As such departments are practicing WoG practices. Four respondents were selected from the Ministry of Public Administration and Management. Because, this ministry is the leading public organization in Sri Lankan administrative sectors, they are aware of all forms of administrative reforms that operation in Sri Lankan administrative sector. University lectures were also interviewed to get neutral ideas about administrative reforms, as they are experts in public administration domain.

Interviews were taken place at their work places that was a great opportunity to know how they work and behave in the departments. Indeed, it was really benefited in the way collecting qualitative data. During the interview period the researcher has collected some visual representation of experiences. That assisted to make the data collection more solid and rich. According to Wheeldon & Faubert (2009; 69) concepts map technique generally use in the qualitative researches, but framing the researcher's experiences is also provide and unique mean to the data collection. It does provide a participant-centric visual representation of experience (Wheeldon & Faubert, 2009; 69). By addressing this concern, the researcher has accommodated

the experiences which faced in the field that may assist to make the qualitative data collection strong.

For instance, the researcher had a potential contact with one respondent at a selected department. While visiting there I have noticed that, aforesaid respondent was getting permission to assist me. In that time, the officer's reply was not pleasant and he was remembering her duties and responsibilities. Further he highlighted that, our main target is to deliver a best service and the citizens are the core of this system. (2017.08.30). Whole-of-government concept is a citizen centric concept. The main aim of this concept is to provide an efficient service to the citizens. Before implementation of WoG there was a rule and result oriented service delivery. But with the effectiveness of the WoG administrative officer's aims and targets have been changed.

03.6 Primary Data

Primary data was collected from interviews. There interviews were unstructured interviews that included open-ended questions. Those questions and specific topics were figured out to get respondents insights for particular questions. This study has followed semi-structured questions and open ended questions to gather data through in-depth interviews. The sample technique of the qualitative data collection was purposive sampling. The researcher purposively selected 15 respondents from different public organizations because they have specific information and knowledge about WoG practices.

The study consisted with 15 interviews. 09 of these respondents were administrative officers from several departments and they held different positions. a) Department of Immigration and Emigration: the Controller General of Immigration and Emigration and Commissioner for Registration of Persons of Indian Origin, the Additional Controller General. b) Department for Registration of Persons: the Commissioner (Administration), the Assistant Commissioner (Operations), c) Department of Registrar General: the Senior Deputy Registrar General, the Section Head (Administration), d) Department of Motor Traffic: the Commissioner General,

the Development Officer, the Management Assistant (See Table 05). Next 04 respondents were selected from the Ministry of Public Administration and Management: the Senior Assistant Secretary, the Assistant Secretary, the Senior Assistant Housing and Development, the Director Establishment. The selection of respondents from this ministry was done according to purposive sampling technique. Head officer of this ministry led the researcher to the potential respondents and they hold afore mentioned positions. The main aim of the selection of this ministry was, Ministry of Public Administration and Management is the 'central place' 'Maha Gedara'² (Senior Assistant Secretary, 2017.09.11) of the Sri Lankan Public Administration. If there was any kind of reforms or changes which placed in public administration of Sri Lanka, they should have a records and information with regard to such changes and progressions. This was the reason that the researcher selected this department for the data collection.

The last two respondents were selected on the basis of relevance of the study. They are from two reputed universities, a) University of Peradeniya: the Senior Lecturer, b) University of Sabaragamuwa: the Senior Lecturer. The researcher intended was to get information from university lecturers because they are represented the academic field and they do have knowledge about the administrative reforms in Sri Lanka. On the one hand, the respondents who selected from the academic fields are experts in public administration, public policy and governance subjects. On the other hand in order to prevent biasness and also to get neutral ideas about the factors that affect the implementation process, the researcher select them purposively. One of these respondents was belonged to the department of Political Science in University of Peradeniya. Next respondent works in the Department of Social Sciences in University of Sabaragamuwa.

² "Maha Gedara" is a Sinhala word which use in Sri Lanka in order to introduce a place which implement main functions and duties. Furthermore it indicates the idea of central place.

Table 05 Respondents for qualitative unstructured interviews

Public Organization	Designation	Num. of Respondents
Department of Immigration and Emigration	1. Controller General of Immigration and Emigration and Commissioner for Registration of Persons of Indian Origin	02
	2. Additional Controller General	
Department for Registration of Persons	1. Commissioner (Administration)	02
	2. Assistant Commissioner General (Operation)	
Department of Registrar General's	1. Senior Deputy Registrar General	02
	2. Section Head (Administration)	
Department of Motor Traffic (Western Province)	1. Commissioner General	03
	2. Development Officer	
	3. Management Assistant	
Ministry of Public Administration and Management	1. Senior Assistant Secretary	04
	2. Assistant Secretary	
	3. Senior Assistant Housing and Planning	
	4. Director Establishment	
University of Peradeniya	1. Senior Lecturer	01
University of Sabaragamuwa	2. Senior Lecturer	01
Total		15

Source: Filed notes

In the first stage of selecting respondents for the interviews, the researcher had appointment with senior officers of the particular offices. And then the officers led the researcher to respondents who they felt would be interviewing. All interviews took place in the interviewees' office. Therefore, it could easy to identify the other factors such as administrative officers' behavior, the working style of the officers and working environment. There were three types of interview respondents;

administrative officers, administrative practitioners and university lecturers. Therefore, the researcher has used three types of interview guides. The first interview guide used for administrative officers and had 13 specific topics. It was helped to initiate quite a long discussion with each interviewee as well. Those 13 topics (See annexes) developed on the basis of dependent and independent variables of the study. Under the 13 topics there were some sub questions. In the beginning of the interview guide the researcher asked background questions from the respondents including background of the department and their service delivery (Total administrative officers, Service receivers per day). The interviews were totally depended on aforementioned follow-up questions. But to make respondents answers more informative and detailed, the researcher asked more questions which picked-up from their answers, through probing them. The second interview guide made including 17 questions that relates to dependent and independent variables. This interview guide used for 04 respondents that work in Ministry of Public Administration and Management. Two of them allow to get their voice recordings other two were transcribed. The third interview guide quite differs from first two set of questions. These respondents selected from academic field and the interviews were more detailed, and informative. The answers that given by them seemed more academically set-out answers.

Generally, during the interview time the researcher had to begin with a brief introduction of whole-of-government practices and post new public management reforms. And also the researcher had to use some other words such as 'connected government', 'joined-up-government', 'one-stop-shop' which synonym for 'whole-of-government' concept.

03.7 Secondary Data

The researcher has gathered secondary data from various sources. This study mainly depended on the primary data which collected by the field research. But to understand the unit of analysis well, researcher has used departments' documents and details that included in departments' websites. Those documents that used were departments' reports, newspaper articles, published documents, review papers, and

websites. From this information the researcher has culled most effective information for the secondary data analysis. There wasn't a bulk of statistical data. But the documents were consisted with adequate data resources which can be used in the data analysis. The information which included in the documents provided a descriptive idea about the service delivery.

From these documents the researcher has obtained information following: a) administrative reforms which implemented in the public administration, b) Administrative culture of the particular department, c) legal background of the departments, d) New Projects or programs³, e) Resources, f) Connected organizations⁴, g) Service delivery issues, h) Service delivery strategies, i) Progression of works⁵. These sources were helpful in making the history of the administrative culture of unit of analysis. Mapping the evolution of administrative reforms was eased with that information. It helped to explore, what kinds of reforms were introduced, when, where and how. However, those all sources are not data but it could be useful in the data analysis making the argument strong.

03.8 Why Mixed Method?

According to Johnson and Turner mixed method research provides better inferences Johnson & Turner (Cited in Morse, 2003; 16). On the other hand, Nau has explained, "blending qualitative and quantitative methods of research can produce a final product which can highlight the significant contributions of both (Nau, 1995.1). With this consideration, this study also aimed to develop better inferences within the study. The mixed method is much important to know how the administrative officers cope with a new administrative reform (WoG) and what are the factors that affect its implementation, as well as to find out how satisfied people with the new service delivery system. Therefore, it helped to understand fully and to get a wider picture of the research. Thus, mixed method approach became a most appropriate method

³ E-government projects/ programs or other programs

⁴ Connected organizations for the Whole-of-Government service delivery (Public or Private)

⁵ Annual progression reports f the particular departments

to have thematic observations and some statistical generalizations. Therefore, this study applied, mixed method approach to get a comprehensive analyze to the study. In the mixed method approach qualitative methods were used because of this study desiderates some kind of barriers in statistical data in generating deeper and broader insights. The researcher tried to gathered detailed perspectives of few respondents on the basis of the relevance of the study. On the other hand, some viewpoints were built-up on the respondents' views. In this case, instead of using close-ended answers this researcher relied on their open stories. The most important strength of this element is that it will enable to deal this study with in-depth analysis. In this approach, this study has done open-ended interviews, and observation analysis, which were very useful to investigate research. The quantitative data were gathered by using questionnaire surveys. These two sets of findings are employed in the data analysis stage to bring out strong inferences for the study clarifying the underlying logic of the study. Combination of two types of method enhances the data triangulation. This study aimed the data triangulation at the end of the data analysis. Therefore, mixed method was pertinent.

03.9 The Mixed Method Approach

In the mixed method approach the researcher based on the diverse type of data which provides an understanding of a problem (Creswell, 2003:21). According to Creswell's implication, the mixed method approach begin with a broad survey in order to generalize results, on the other hand open-ended interviews to collect detailed view of participants (Creswell, 2003:21). The mixed method design is quite differ from the mere qualitative or quantitative methods. Mixed method approach, on the one hand, prevents the disadvantages of mere qualitative or quantitative approach and on the other hand it helps to have advantages from both. In this study it's anticipated to understand relationship between data from both methods that intended to use in this research. Creswell explained that, once a researcher selects the mixed method approach secondly, the researcher should select an appropriate research design (Creswell & Clark, 2007:58). In the mixed method design, there are

some considerable number of techniques that need to be address carefully in the data collection and data analysis process. The mixed method approach basically defined as,

‘Collecting and analyzing qualitative and quantitative data in response to research question⁶

(John W. Creswell)‘.

Mixed method design consists with four major types of designs such as, **the Triangulation Design, the Embedded Design, the Explanatory Design and the Exploratory Design** (Creswell & Clark, 2007:59). And there are number of variants under each design.

03.9.1 Data Triangulation

The triangulation design is the most common approach in mixed method. Main purpose of this design is “to obtain different but complementary data on the same topic” Creswell (cited in Morse, 1991:122). On the other hand using of this design help to bring together differing strengthens and non-overlapping weaknesses of quantitative methods with qualitative methods Creswell (cited in Patton, 1990). Mostly the triangulation design is used when the researcher wants to compare and validate or expand quantitative statistical data with qualitative data. There are four variants in this model. Those models are **the convergence model, the data transformation model, the validating quantitative data model and the multilevel model** (Creswell & Clark, 2007: 64).

In this study, the researcher has employed the Triangulation Design. The convergence model has selected for the data collection and analysis. The quantitative survey results will be comparing and contrasting with qualitative interviews’ findings to better understand of the research question.

⁶ This definition quoted from John W. Creswell’s video presentation entitled ‘What is Mixed method Research?. It was held in University of Nebraska-Lincoln, Spring-2013. Source: <https://www.youtube.com/watch?v=1OaNiTIpyX8&t=378s>

At par with convergence model the researcher has collected data separately on the same phenomenon such as implementation of whole-of-government practices in service delivery. Subsequently, both set of different findings will be converging in the interpretation and analyze stage. The current study has collected both quantitative and qualitative data from the field, those data will be using as concurrent data analysis (See table 06).

This table describes the overall design type of the study. This provided a framework and logic to guide the research.

Table 06 Research Design Type

Design Type	Variant	Timing	Weighting	Mixing	Notation
The Triangulation Design	The Convergence Model	Concurrent: Qualitative and quantitative data at the same time	Equal	Merge the data during the analysis	Quantitative data (Questionnaire Survey data) + Qualitative data (Interviews Data)

Source: Creswell & Clark, 2007:85

Both types of data were given equal emphasis and these two sets of findings are converged. The researcher's intend was to draw a valid and well-substantiated conclusion about the research problem. The nature of this research is to find out the factors that affect the in implementation of whole-of-government practices in service delivery (in selected departments). For that quantitative research method were employed. To have a clear assumption and observation with regard to WoG approach qualitative methods were appropriated.

Overall, purpose or rationale for using this design for the study is to develop strong arguments. Creswell et al explain, if the researchers can cope with quantitative and qualitative findings, they can examine the results in greater detail Creswell et al. (Cited in Karyeija, 2010: 100).

For that purpose the study consisted with total 211 respondents including both qualitative and quantitative respondents. There were total 196 respondents in the questionnaire survey. And the rest were examined as qualitative interviews respondents. There were 15 interviews. Total number of respondents included in the following table (See table 07).

Table 07 Total Number of Respondents of the Study

Institute	Unstructured Interviews Respondents	Questionnaire Survey Respondents		Total
		Ad. Officers	Service Receivers	
Department of Immigration and Emigration	02	35	43	80
Department of Registration for Persons	02	35	43	80
Department of Motor Traffic	03	20	20	44
Department of Registrar Generals'	02	-	-	02
Ministry of Public Administration and Management	04	-	-	04
University of Peradeniya	01	-	-	01
University of Sabaragamuwa	01	-	-	01
Total	15	90	106	211

Source: Field Notes

In the main study the researcher employed different method for the ascendance of the study purposes. The rationale of the selection of different types of method together was twofold (See table 08). In case of data collection, questionnaire survey and unstructured interview methods were administrated. With the most applicable methods the researcher has gathered data from the field. The raw data that gathered from the field are entered in the following table (See table 08).

Specifically, those data were summarized in the table. The collected qualitative data from the unstructured interviews are analyzed according with manual data analysis system. At the same time, quantitative data are analyzed by using the Statistical package for Social Scientists (SPSS) data processor.

Table 08 Method and Collected Data

Method	Rationale	Collected Data	Respondents
Questionnaire Survey	The questionnaires were used to find out positive and negative factors that influence in the implementation of WoG system by taking a number of opinions from different officers in the different levels in the departments.	Resources (Human, financial, Physical) in the departments, Coordination among the departments, Nature of the administrative culture of the departments, adaptation of the WoG approach, other factors that affect the implementation of the WoG practices in service delivery. Opinions of the service receivers in order to measure the citizen satisfaction towards the WoG service delivery	196
Unstructured Interviews	The unstructured interviews were helped to explore the real sense of the respondents like experiences, attitudes, observations and inner perceptions regarding use of WoG practices in service delivery. To be more independent in the collection of data researcher tried to get observations from different type of respondents such as Administrative practitioners, expert persons and university lectures.	The positive factors that affect the WoG implementation, The factors that need to be developed and improved for the successful implementation of WoG. Adaptation, suitability and desirability of the WoG concept. Challenges and barriers affect the implementation of WoG. The ideas regarding administrative reforms that adopted in the Sri Lankan administration sector.	15

Source: Field notes

03.10 Units of Analysis (Choice of Units of Analysis)

Sri Lankan Administrative Service implements under the policies of Sri Lankan Public Service Commission. Sri Lanka was a colonized country since 1796. In 1833 first Ceylon civil service was established and it based on the British Civil Service.

After the independence Sri Lanka became a republic and the public administration named as Sri Lankan Administrative Service. All ministries, departments and other units of provincial and divisional provide services throughout the country. This service delivery system operates under several administrative reforms. With purpose of making the system efficient the administrative service adopted some changes or reforms. Whole-of-Government is one of those reforms. In Sri Lanka some departments are practicing such strategies.

The primary consideration of selecting unit of analysis was based on the purpose of the study. The main aim of the study is to find out the factors that affect the implementation of whole-of-government practices in the service delivery. Therefore, in the very first stage the researcher has explored the government offices/public organizations in Sri Lanka that practice the whole-of-government strategies in their service delivery.

Whole-of-government concept has been practice in the capital of Sri Lanka in some offices to some extent. Therefore the researcher decided to purposively select most relevant departments which are practicing whole-of-government concept. There were three departments in capital. Those departments are; the Department of Immigration and Emigration, the Department of Registration of Persons and the Department of Motor Traffic (Western Province). The purposive sampling technique was chosen because of these three departments are practicing whole-of-government concept.

After the selection of unit of analysis, the researcher planned the data collection model at par with the sampling technique. Here the main sampling technique was based on the purposive sampling technique. Hence, the researcher has selected qualitative (unstructured interview) respondents on the basis of purposive sampling. But in the data collection of quantitative (questionnaire) respondents they were

categorized in to two different groups such as administrative officers and service receivers. The administrative officers that worked in the particular departments were selected purposively. But the service receivers selected randomly. Here the reason was, there were number of service receivers who came to get the services among them the researcher selected service receivers randomly.

The ministry of public Administration and Management is the central office of the public administration; therefore the researcher interviewed four officers from that ministry. It is very important to include this ministry in the unit of analysis; because of if there are any reforms or changes in public administration, they are aware of such things. On the one hand there are four departments and one ministry. Using more than one unit of analysis was helped to increase the transferability of the study. On the other hand it assists to have a comparison on the service delivery strategies on several departments.

In addition, there were other considerations that selected to three departments for the study. Whole-of-government is an administrative reform that labeled as a joined-up-government previously. Indeed, this reform was introduced for the enhancement of public administration. That enhancement depended on bulk of changes and replacements. This varies to country to country, context to context. Therefore, the researcher endeavored to identify the differentiations of using whole-of-government concept. For that purpose the researcher explored different public offices.

a) *Department of Immigration and Emigration (DI&E)*

- Administrative development programs were executed
- Connected services are required for the efficient service delivery
- Considerable number of people request the services per day

b) *Department of Registration for Persons (DRP)*

- A largest data base shared within the department and among the requested public organizations such as high court, RGD⁷, I&ED⁸, SIS⁹, CID¹⁰

⁷ Registrar General Department for the check out of the citizens' registration details

⁸ Department of Immigration and Emigration to check the details of the blacklist peoples' and to know the exact details about the citizenship

- To launch new programs connected government service delivery strategy are requested

c) *Department of Motor Traffic (Western Province) (DMT)*

- Department implements WoG practices in service delivery since 2009
- Specifically, for the revenue license issuing system
- Use a strong network connection among the connected organizations
- Connected organizations are consisted not only with the public organization but also the private organizations

d) *Department of Registrar General (DRG)*

- This department not implement the WoG practices, still in a discussion level
- They are getting ready to implements WoG strategies
- They have well identified the factors that need for the WoG service delivery

e) *Ministry of Public Administration and Management(MPAM)*

- Leading figure of the Sri Lankan public administration
- Complete details about the administrative reforms and changes that place in the SLAS

To answer the main research question, these strategies facilitated by gathering many and different types of data from the field. Aforementioned particulars helped for the choice of unit of analysis.

03.11 Data Collection

In the data collection stage, the researcher has gathered data in two different ways. Qualitative data were gathered by unstructured interviews. On the other hand questionnaire survey was chosen to collect quantitative data from the field. Purposive and random sampling techniques were employed at the same time to collect data. In case of qualitative data collection, purposive sampling was used and every respondent were selected purposively. In the quantitative data collection process, these both techniques were used for the convenience of the study. The

⁹ State Intelligent service use the data bases for the responsible intelligence functions and legal processes

¹⁰ Criminal Investigation Department use the data base for criminal cases

departments that conducted the questionnaire survey were selected purposively by the researcher. But in the citizens' or service receivers' questionnaire survey, they were selected randomly.

03.12 Data Collection Instruments

To collect data different types of data collection instrument were employed such as unstructured interviews observations and questionnaires.

03.12.1 Interviews

Interview is defined as a social relationship that designed to exchange information between the respondent and the researcher (Vosloo, 2014.331). In the current study, the investigator used the interviews as an instrument for the qualitative data collection. Essentially, interviews were unstructured interviews. With the purpose of getting deep insights and listening open stories of the respondents, the researcher planned to have unstructured interviews from the respondents.

03.12.2 Observations

The purposes of the observation were to provide a brief account about the study areas, get an idea about the respondents' views and background. To get aforesaid aspects the researcher included some background questions in questionnaires and in the beginning of unstructured interviews.

03.12.3 The Questionnaire Survey

To collect statistical data from the field the researcher employed the questionnaire survey in the research. The survey administrated in the selected departments in Sri Lanka. There were three main departments and two types of respondents groups. As such, 196 questionnaires were filled by the administrative officers and service receivers. Here the rationale of the use of such instrument was this empirical survey gave an opportunity to meet the desired research goal on WoG service delivery on selected areas.

03.13 Sampling

As noted earlier this research consisted with two types of data collection methods such as quantitative and qualitative methods. Therefore the sampling methods were two fold during the data collection period. In the quantitative data collection, this study's target population was the administrative officers and service receivers. Sampling is a subgroup of the target population that planned to study for generalizing about the target population (Creswell, 2012:142). The study sampling process belonged to probability sampling method. According to that method the researcher has chosen systematic random sampling technique for the selection of the service receivers in those departments. Before that the units of analysis or the departments which practice the WoG in the service delivery were selected purposively.

During the qualitative data collection, the researcher purposively selected the respondents to interview. Therefore the qualitative data collection sampling technique was the purposive sampling. And in the process of quantitative data collection respondent was selected according to systematic random sampling technique.

03.13 Data Presentation

In the analysis chapters which included empirical data are presented the both quantitative and qualitative data. To present the quantitative data the researcher used frequency tables, contingency tables, pie charts, line charts scatter charts etc. for the qualitative data presentation, particular respondents views quoted in the text.

03.14 Data Analysis

Data analysis can be simply defined as using data in meaningful ways (Richmond, 2006:1). According to Marshall and Rossman (1999:150) data analysis is a process of bringing order, structure and meaning to the mass of collected data (Vosloo, 2014: 354). At par with aforementioned definitions, the data analysis can be defined as giving some kind of logic to the collected data. In this study, the investigator tries to

give a better interpretation to the collected data and take some steps to validate the data analysis.

The data analysis process was twofold. In case of the quantitative data analysis, Statistical Package for Social Scientists (SPSS) was used. Univariate analysis and bivariate analysis will be done by using SPSS in the quantitative data analysis. Here the researcher used each and every variable in a meaningful way to find out the responses for each. At first the researcher separately, analyzed the influence of each variables to the implementation of 'whole-of-government practices' in service delivery. Subsequently, the researcher analyzed the influence of variables among the independent variables and between the dependent and independent variables. This classification is very important in the analysis of data to give a logic regarding influence of the factor that affect the implementation of WoG process. The qualitative data which was transcribed in the unstructured interviews were analyzed manually. The researcher prepared a report by entering key ideas, observations, and arguments in to a list. And also, public comments were included in the report. Such findings categorized in to several phrases to analyze the data in a meaningful way. While carrying out data analysis manually, the researcher kept respondents views' for the further interpretation of qualitative data. And some views were included in the main text.

Finally, those twofold data analyzes merged in order to find out the common factors that affect the implementation of WoG practices in service delivery with the effect data triangulation.

03.15 Validity and Reliability

Whole-of-Government is a very popular concept throughout the world. There are too many studies on WoG concepts in different contexts in the different countries. They have used this concept in different perspectives. Therefore the evaluation of social research has become a most prominent criterion in a research. There are most important evaluation criteria such as validity and reliability. In this study also the investigator employed some strategies to enhance the validity and reliability.

03.16 Validity of the Study

According to Bryman validity refers to issue of whether an indicator that is devised to gauge a concept really measures that concept (Bryman, 2012:171).

There are three types in validity. They are,

- **Construct Validity**

Construct validity often uses in the quantitative researches. The measurement validity often referred as construct validity. In the construct validity it concerns about do the measures really reflect the concept (Bryman, 2012:47). The measures that use in the quantitative research should be valid because a valid measure reflects the concept that is supposed to be measuring. In case of construct validity the researcher concerned about the measures of the study. The quantitative data collection was administered by the questionnaire survey.

In the questionnaire, there were structured questions that developed to get the answers with regards to the concepts. On the other hand in the unstructured interview process also the researcher has used some guidance questions to ask from the respondents in order to get clear ideas that reflect the concept of the study. In this study there is a dependent variable with two indicators and three independent variables with six indicators. Those variables measured by the measures that reflect the concepts.

- **Internal Validity**

The internal validity is, checking among the variables and between the variables. These things are mainly use in the explanatory and rarely descriptive studies. The internal validity is mainly concerned with the causal relationships (variable relationships).

Thus it concerned with the question of whether a findings that incorporates a causal relationship between two or more variables is sound (Bryman, 2012:712). Internal validity is paralleled the idea of credibility which concern the question of how believable are the findings? (Bryman, 2012:49). According to Cozby's (2009:86) explanation, he believes that internal validity of the research is the design or drawing

accurate conclusion about cause-and-effect relationships (Vosloo cited in 2014; 371). In order to ensure the internal validity the researcher has found the cause and effect relationship between dependent variable and independent variables.

- **External Validity**

External validity is concerned with the question of whether the results of a study can be generalized beyond the specific research context (Bryman, 2012; 47). Simply external validity is generalization of study findings. On the other hand the idea of transferability which concerns the question of do the findings apply to other context? (Bryman, 2012:49).

If the study findings are equal or parallel with other study findings. It would be generalized. There are two types of generalizations such as, statistical generalization and analytical generalization.

To ensure the validity the investigator has employed some strategies as follows.

- a. Multi data Sources**

The researcher has used multi data sources to ensure the validity of the data such as,

1. Questionnaire survey
2. Unstructured interviews
3. Observations

The investigator employed questionnaire survey to collect instant data from the service delivers and service receivers. Both questionnaires were consisted with structured questions and limited answers. That questionnaire strategy completely helped to collect intended data from the respondents as it was structured. But the investigator adds some open ended questions also in the questionnaire to share their ideas. But the questionnaire was completely framed with some questions which the investigator look forward to get answer from them.

On the one hand the researcher gathered qualitative data by using unstructured interviews. In that process the researcher allowed them to express their ideas with regards to whole-of-government service delivery.

Some scholars recommended observations during the interview process (Huberman and Miles, 2002). Therefore, in this study also the researcher had some observations regarding respondents' views which collected during the interview periods. In this study the researcher had face-to-face interviews with selected respondents and it was helped to observe interviewees' visual clues and the body language which indicated the comfort or discomfort of giving answers to the questions. Indeed, such observations helped to analyze the data. According to Trompenaars and Hampden (1997) as well as Coleman (2012: 254) the researcher should not merely depend up on the body language because it is not always easy to interpret. It depends on the rapport with the respondent and the work environment (Cited in Vosloo, 2014:371). Therefore, in this study the investigator has absorbed so-called information clearly to analyze the data.

b. Neutrality

The most important thing is that the researcher explained the concept to the citizen neutrally. The Whole-of-Government is a new concept. It varies to country to country and also context to context. This helped participants to express their ideas, views and perceptions with the understanding of the study concerns. Since the study employed some concepts the researcher also used some concepts that use in other studies. So the researcher could easily operationalize the concepts following the same way to operationlize the concepts according to Sri Lankan context.

This study operationalizes the concepts which related to the study concerns. Since the study depends on people attitudes and perceptions the researcher aimed to collect neutral ideas about the Whole-of-government service delivery. However, the researcher expects the key concepts in the study from the participants. Therefore in the beginning of the study what impartiality is explained. Neutrality is explained by clarifying the concepts to the respondents clearly. The concepts were explained to

get neutral ideas from the respondents in order to prevent the cognitive bias. In the explanation of concepts the researcher made them understand and clear about the concepts.

All the operationalizations were given at the beginning of the interview to prevent the bias in the data. Before question the respondents the researcher explained the concepts to them.

On the other hand in the questionnaire survey all the concepts that used to collect data were simply defined in the brackets. And also some words that similar to Whole-of-government concept were used to make them clear about the concepts.

c. Preconceive the idea

This is called as preconceive bias or cognitive bias. When the researcher collects the data there can be some bias. To avoid personal ideas on the respondents' views and data collection the researcher operationalized the concepts. The researcher has given a clear explanation about the concepts to the respondents before begin the interviews and before filled up the questionnaires.

d. Literature review

To ensure the validity of the study the investigator used comprehensive literature review, document review and institutional documents. In the literature review the researcher has composed a comprehensive literature review with regards to whole-of-government concept. The literature review consisted with different types of literatures that belonged to different context.

From those literatures the researcher has captured some ideas about the whole-of-government concept in different perspectives. The researcher has used those ideas to operationalize the concepts. And also the literature review reflects the theoretical basis of the concept and it helps to ensure the validity of the study.

e. Authentic Primary Data

Primary data was collected by interview questions, observations and questionnaire survey. During the data collection process the researcher construct the respondents. The respondents which found from the field are consistent according with this research objectives and questions. To ensure the validity the researcher collected accurate data. For an example coordination is one of independent variables. Here the researcher has to found how the coordination affects the implementation of whole-of-government practices. For that researcher has included some questions that can be gathered data relates to coordination. On the other hand there should be link with data. Relevance of the data is the most important thing that concerned in the data collection process. The researcher ensured the consistent in the data collection process.

f. Causality

Causality means the casual relationship between variables. This case is useful to the researcher's preconceive emotions and believes of data collection. In this study there are three independent variables and two dependent variables. The cause and effect relationship between independent variable and dependent variable were examined in the study. As well as the relationship among the independent variables also investigate in order to find out the causality of the study.

This causality is helped to ensure the validity. Therefore, the researcher employed the causality of this study to ensure the validity.

03.17 Reliability of the Study

According to Salkind (2006:106) dependable, consistent, stable, trustworthy, predictable and faithful are synonyms for reliability Vosloo cited in (2014; 342). And also Bryman (2012; 49) explained the dependability is paralleled to reliability and he says reliability is findings likely to apply other times. Reliability is minimizing errors and biasness in the study.

Whenever the researcher wants to measure something in the study, there can be some element of errors, that what is called measurement errors. The reliability is referred to the extent to which test scores are free of measurement errors (Vosloo, 2014: 342). There should be some elements that can be prevented the measurement errors and to increase the reliability of the study findings. In order to increase reliability the study the researcher has done some strategies such as,

a. Conducted a Pilot Survey

Pilot study is a small scale study which can be done prior to do main research. With this consideration, in this study also the researcher has done a small scale pilot study before begin the main research. The pilot study consisted with three unstructured interviews and eight questionnaires. In the pilot study the researcher used a set of questionnaires but in the main study it was changed due to convenience of the respondents. However the researcher conducted pilot study and gathered intended data from the field. The researcher has set of findings collected by the pilot study. And also another set of results based on the main study. Then the researcher crosschecked the pilot study findings and main research findings to avoid measurement errors. At the end of the study the researcher verifies these two types of output results to ensure the reliability.

b. Verifying pilot survey

The researcher verified the pilot study results and main study results in order to ensure the reliability of the study. Mainly pilot study results are used in the data analysis stage. Generally, a researcher pretest the data collection instrument prior to do the main research. In this study also the researcher has done a pilot study in order to prevent the obstacles that can be found in the main research. At the end of the study, the researcher has verified the pilot study findings by crosschecking the two set of findings.

c. Field Diary

The researcher has used a field diary to note down the findings, interview transcripts and also to list down the observations. The field diary was helped to keep a good

record about who has replied. The researcher has used voice recordings devices to record the interviewed respondents' answers. On the other hand the researcher had some interview transcribes. In some interviews the researcher had some video conversations about the whole-of-government concept.

Generally the field diary helpful to compare what was actually done in the month after the question was asked in the analysis. Therefore in this research also the researcher used field diary to avoid the measurement errors and to find out accurate data.

d. Consistency in data analysis both qualitative and quantitative analysis

In this study both qualitative and quantitative data method were used. Here the researcher used this strategy to show the consistency of using both qualitative and quantitative data analysis. In the research design the researcher designed the research by using the data triangulation design. In that design the researcher gave an equal emphasis for the qualitative and quantitative data analysis. The researcher used the qualitative and quantitative data at the same time by concurrent timing method. Here, it is clear that the research designed to emphasis the consistency of both qualitative and quantitative data analysis. On the one hand the researcher used quantitative data to find out the factors that affect the implementation of WoG practices. On the other hand researcher used qualitative data to validate and make the arguments strong by using both methods. To gathered information about WoG practices quantitative methods were pertinent. At the same time to gather data about on implementation of WoG qualitative methods were used in the study.

3.18 Ethical Consideration and other Aspects

Ethical consideration is a most important element in the research. Mouton (2001:238) is implied ethics of the research is, what is wrong and what is right when conducting research. The researcher has done the study without harm to the research area and to respondents' views. To more concern about the research ethics, the researcher obtained the permission from the each and every department which conducted the research by university permission letter. The right to professional privacy and

confidentiality of information obtained was guaranteed by a written statement in the cover letter. Informed consent was obtained from participants and respondents to avoid the ethical challenges in the data collection. Participants and respondents were not subjected to any risk of unusual stress, embarrassment or loss of self-esteem. And also the researcher used proper citations to cite respondents' ideas as well.

- **Confidentiality**

The researcher did not put name and other personal details in the questionnaire survey as well as in the interview process. And also when the respondents ask, not to record voice then researcher respected them. And the respondents' recommendations and answers used only for the academic purposes.

- **Personal Integrity**

The researcher has used a proper citation system in the study. When the researcher use someone else work in the same study area, the researcher has cited them properly. While doing interviews reporting the researcher always followed a fair and clear process. And the respondents' answers were under confident reporting system to avoid any kind of impact on their employment.

3.19 Challenges of the study

There were some challenges in the data collection period that faced by the researcher in the field such as,

- **Access to data**

Data access was quite difficult due to less awareness of the concept. And also the researcher had to take every interviews at the working places in working hours therefore it has taken longer time than stipulated time.

- **'Whole-of-Government is a new concept**

Since this is a new concept in Sri Lankan context, the researcher encounters the difficulties in the explaining to the respondents. The researcher had to use some synonyms for WoG concept such as joined-up-government, connected government etc.

- **Lack of awareness of the WoG concept**

Lack of awareness is the main obstacle in the data collection process. Then the researcher has taken much time to explain the theoretical basis and the history of the concepts to the respondents who doesn't have knowledge about the concepts.

3.20 Conclusion

In this chapter the research design and methodology were set out. Basically, the description in the research process of: What was done; how it was done; and why it was done, as well as adherence to the identified criteria for qualitative and quantitative research methods were described. Subsequently, the strategies that used in the process of ensuring study reliability and validity were explained in the text. Thus, the data collection and the instruments of research methodology were emphasized in this chapter. The main data analysis process which included empirical data discussions begin with the next chapter.

CHAPTER FOUR

IMPLEMENTATION OF 'WHOLE-OF-GOVERNMENT PRACTICES' IN SERVICE DELIVERY

04. Introduction

This chapter analyzes the implementation of the whole-of-government practices in the service delivery. It mainly explains the dependent variable and its indicators based on the empirical evidence. Since this is a mixed method research, it also follows the concurrent triangulation method to present empirical evidence. This chapter first starts with explaining citizen satisfaction, as it is an indicator identified in the analytical framework in order to measure the dependent variable. Second part explains the adaptation of WoG ideas in service delivery.

04.1 Measuring the implementation of 'WoG Practices' in Service Delivery

The dependent variable is measured by two scales such as citizen satisfaction towards the service delivery and the adaptation (new ways of delivering services) of the whole-of-government strategy. After the completion of data collection, the data were analyzed for the accomplishment of the study. As noted earlier the prime purpose of the study is to find out the factors that affect the implementation of whole-of-government practices in public service delivery. Hence, in this chapter, specifically citizen satisfaction towards the public service delivery the adaptation of the concept analysis will be examined as measures of the dependent variable. However, the researcher planned to build up the study in a linear way by analyzing the background details, which were important in the further analysis of the current study. Therefore, the study findings, both quantitative and qualitative analysis presented in the following way.

04.2 Citizen satisfaction on the 'whole-of-government practices' in service delivery

04.3 Citizen Satisfaction in Different Dimensions

04.3.1 Evaluation of citizen satisfaction on department's Staff

- 04.3.2 Evaluation of citizen satisfaction on documentation
- 04.3.3 Evaluation of Citizen Satisfaction on service accessibility
- 04.4 Comparative analysis of citizen satisfaction on use of ‘whole-of-government practices’ in the selected departments
- 04.5 Correlation among Demographic Variables and Rating Service Delivery (Table 1)
 - 04.5.1 Ethnicity of the Respondents and Rating the Service Delivery
 - 04.5.2 Age and Rating the Service Delivery
 - 04.5.3 Correlation on Place of Grown up Rating the Service Delivery
 - 04.5.4 Correlation between Education and Rating the Service Delivery
- 04.6 Correlation among Demographic Variables and Rating Service Delivery (Table 2)
 - 04.6.1 Gender of the Respondent and Rating Service Delivery
 - 04.6.2 Religion of the Respondent and Rating the Service Delivery
 - 04.6.3 Occupational Sector and Rating the Service Delivery
- 04.7 Adaptation of the whole-of-government concept in the service delivery

All the data that were used in the analysis was derived from respondents that generated by questionnaires and interviews’ findings. The findings are presented using tables, charts and graphs in order to provide a simplified visual picture for the readers. On the other hand, the researcher has used some meaningful and coherent pictures, diagrams in order to justify the respondents’ ideas.

04.2 Citizen Satisfaction on the ‘Whole-of-Government practices’ in service delivery

Citizen satisfaction of the whole-of-government concept measured through this particular question ‘How would you rate the ‘connected government’ strategy to deliver services at one place?’ Table 09 reveals that the citizen satisfaction on service delivery among the service receivers in three departments.

Table 09: How the respondents rate this service

How the respondents rate this service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely well	34	32.1	33.0	33.0
	Very well	43	40.6	41.7	74.8
	Somewhat well	20	18.9	19.4	94.2
	Not so well	4	3.8	3.9	98.1
	Not at all well	2	1.9	1.9	100.0
	Total	103	97.2	100.0	
Missing	0	3	2.8		
Total		106	100.0		

Source: Field Data

Chart 01: How the respondent rate the service delivery

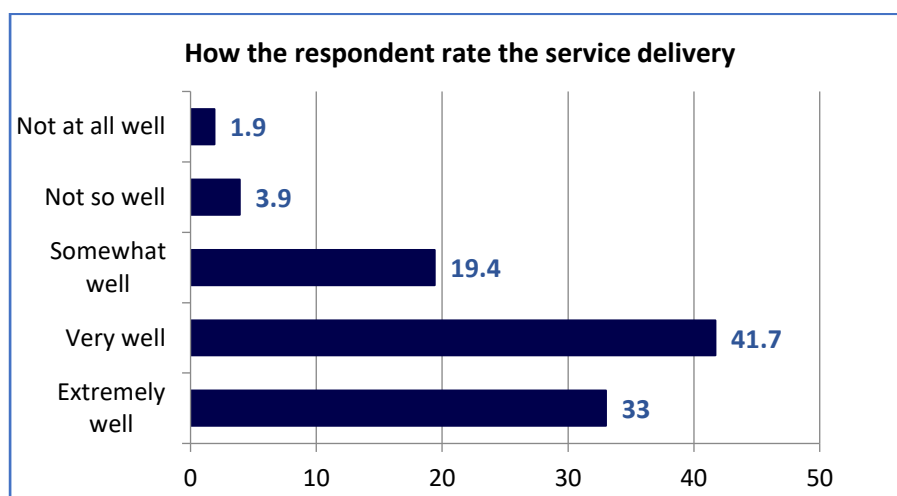


Chart 01 present the data percentage of the rating the service delivery of WoG. According to the presented data, a considerable number of respondents rated the service delivery in a positive way.

Indeed the results that included in the chart 01 shows overall 94.2% (n=97) have rated the service as a well service delivery. A very less amount of respondents 5.8% (n=6) have rated the service delivery as not so well and not at all well. However, the graphical representation depicts that the majority of the respondents rating the service delivery are considerably positive. That does show that citizen or the service receivers are increasingly satisfied with services that they received from the particular departments. Based on the above finding, it is clear that the use of whole-of-government strategies to deliver services is successful. It can therefore be argued that the WoG practices in selected departments are successful and increase citizen satisfaction with given services.

According to Tom Ling's Dimensions of joined-up working (Ling, 2002:630), he has emphasized that in order to measure the implementation of policies, can be measured by the level of citizen satisfaction (Ling, 2002:630). Henceforth, this study also has used the citizen satisfaction as an indicator in order to measure the implementation of WoG practices in service delivery. Then it is therefore argued that, higher the citizen satisfaction reflects the success of implementation of WoG strategy, which in turn, lack of citizen satisfaction indicates the poor implementation of WoG in service delivery. As the presented graph depicts the level of citizen satisfaction considerably high, therefore it is possible to argue that WoG practices are successful in these three departments.

At par with these findings, it can be assumed that citizens' perception on quality of goods and services that are provided (Salim et al, 2017: 350) by these departments, have made them comfortable in obtaining public services. This is an indication for satisfaction with service delivery, which means the WoG practices in service delivery are successfully implemented in these three departments.

04.3 Citizen Satisfaction in Different Dimensions

In the process of data collection, the investigator used a different type of questionnaire to gather data from the service receivers. It was consisted of 23 questions and part C (see annexes for more details) of the questionnaire was included with some evaluation questions. Here the main concern was to collect accurate information from the respondents on the service delivery. The researcher herewith used such evaluation in order to measure the citizen satisfaction in different dimensions.

04.3.1 Evaluation of citizen satisfaction on department's Staff members

In this evaluation the researcher aims to find out to what extend service receivers are satisfied with the administrative officers provide services.

Table 10: Summary of the Frequency Tables on citizen satisfaction

Variable Name	Total	N	[Cumulative Percentage on Strongly agreed and Agreed] Percentage (%)
1. Department staff are courteous and professional	102	92	90.2
2. I received my information in a timely manner	97	89	91.8
3. I found the information I was searching for	99	89	89.9
4. Department staff are helpful and knowledgeable	101	91	90.1

Source: Field Data

The table 10 results show the summary result of the frequency tables on that particular variable¹¹. According to this data, it is clear that majority of service receivers are highly satisfied with the departments' staff members who deliver the services under WoG strategy.

¹¹ The frequency tables were attached in appendix

04.3.2 Evaluation of citizen satisfaction on documentation

To be satisfied more on the overall service that is provided the receiver should receive a quality service that can be measured in a several way. Here, the researcher measured how the receivers satisfied on the documents that provided by the departments.

Table 11: Citizen Satisfaction on documentation

Variable Name	Total	N	[Cumulative Percentage on Strongly agreed and Agreed] Percentage (%)
1. ...with the appropriateness of the documentation of your needs?	103	87	84.5
2. ...with the accuracy of the documentation delivered?	99	85	85.9
3. ...overall with the documentation provided?	97	88	86.6

Source: Field Data

In this regards, the table results¹² reflect majority of the respondents are satisfied with the documentation that provided by the departments. That does means they are partly in a way of satisfying on service delivery.

04.3.3 Evaluation of Citizen Satisfaction on service accessibility

Accessibility of the services also affect to the citizen satisfaction. Therefore the researcher measured the citizen satisfaction on accessibility of services.

¹² Frequency tables were attached in appendix

Table 12: Citizen Satisfaction on accessibility of services

Variable Name	Total	N	[Cumulative Percentage on Strongly agreed and Agreed] Percentage (%)
1. Accessibility of Service	101	93	92.1
2. Staff competence	102	72	70.6
3. Timeliness of service delivery	103	87	84.5
4. Fairness in client treatment	99	86	86.9
5. Friendliness, companions and extra effort of staff	100	90	90
6. Problems were adequately deal with and resolved	100	82	82

Source: Field Data

The many of the respondents rated the access of services as ‘very good’ and ‘good’ in terms of the scales used in the study¹³. At the end of the analysis of dimensions of citizen satisfaction it can be finalized that, the service receivers (respondents) are highly satisfied with the service delivery. Then the citizen satisfaction is increasingly high. That indicates that the implementation of Whole-of-Government practices in service delivery is success in these three departments.

04.4 Comparative analysis of use of Whole-of-Government practices in the selected departments

The unit of analysis of the study is consisted of three departments which implement the Whole-of-Government practices in their service delivery in Sri Lanka. In the choice of unit of analysis, the researcher has selected the Department of Immigration and Emigration, the Department of Registration of Persons and the Department of Motor Traffic (Western Province). These three departments have been implementing WoG strategies in their service delivery. Though these departments have applied the WoG strategies, those strategies are varying from department to department. That means the way they applied is differ from context to context.

¹³ The tables that show in the text show only the cumulative percentage on positive reactions of the respondents with regards to satisfaction on the services that they received. The detailed frequency tables are displayed in the annexes.

4.4.1 Citizen Satisfaction on service delivery in the Department of Immigration and Emigration

The department of Immigration and Emigration used the WoG strategy in service delivery and their purposes are multiple such as to get citizens' information immediately, they have connected with the Department of registration of Persons. And some other private sector organizations such as mobile partners, banks and other institutes also connected to the DI&E in the WoG service delivery (Interview findings, 2017.08.31).

In this section, the researcher examines how the respondents rate the service delivery in the selected departments.

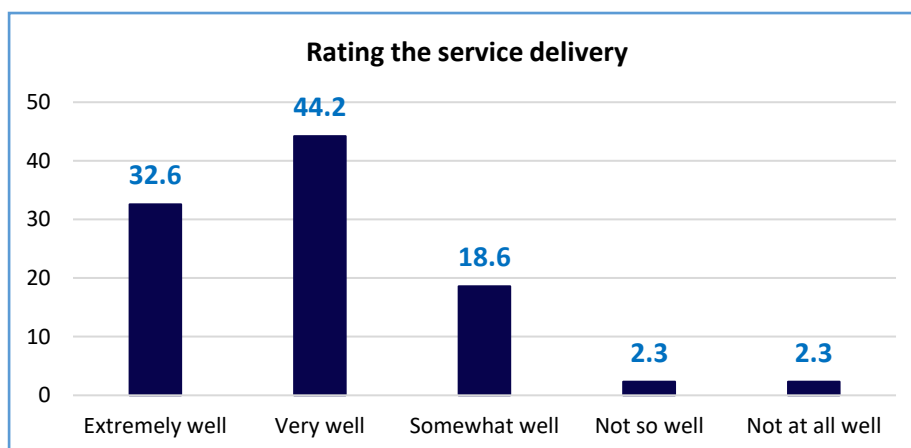
The table 13 present below shows that, 95.3% (n=41) respondents have rated the service in a positive way. Only 4.7% (n=2) respondents were negatively react on the service delivery.

Table 13: How the respondents rate the services

How would you rate this service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely well	14	32.6	32.6	32.6
	Very well	19	44.2	44.2	76.7
	Somewhat well	8	18.6	18.6	95.3
	Not so well	1	2.3	2.3	97.7
	Not at all well	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

Source: Field Data

Chart 02: How the respondents rate the services



However, the majority of the respondents were satisfied with service delivery in the Department of Immigration and Emigration. With the results of higher citizen satisfaction on service delivery, it can be assumed that the implementation of Whole-of-government strategy is working well in this department. Then it can be concluded that the implementation of 'WoG practices' in service delivery work well in this particular department.

04.4.2 Department of Registration of Persons

The Department of Registration of Persons is also a reputed department in Sri Lanka. Recently they have established in a same place, which the Department of Immigration and Emigration was situated. According to the Whole-of-government concept or joined-up-government concept, joining up government organization is a main concern of WoG service delivery.

One-Stop-Shop is considered as a main strategy of WoG concept. If we compare of the DI&E and DRP these two departments are situated in a same place. If someone needs both services at a time from these two departments, they can get the services under a one roof. In practice, constructing departments in one place is a difficult target.

In order to build a citizen centric service delivery the government can follow some alternative solutions such as network integration. Network integration has a potential to amalgamate the organizations in to a place without removing the

boundaries. However, the network integration has become more convenient process.

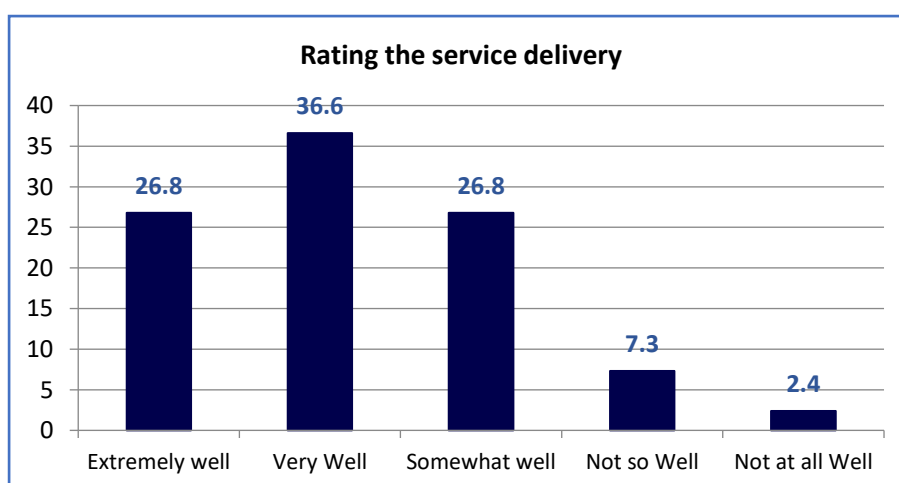
In case of implementation of WoG practices service delivery the researcher intended to measure the service delivery of the Department of Registration of persons which delivered by using network integration.

Table 14: Rating the service delivery

How would you rate this service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely well	11	25.6	26.8	26.8
	Very well	15	34.9	36.6	63.4
	Somewhat well	11	25.6	26.8	90.2
	Not so well	3	7.0	7.3	97.6
	Not at all well	1	2.3	2.4	100.0
	Total	41	95.3	100.0	
Missing	0	2	4.7		
Total		43	100.0		

Source: Field Data

Chart 03: Rating the service delivery



According to this graphical representation, it shows that considerable numbers of peoples 90.2% (n=37) have rated the WoG service delivery as an effective service delivery. At the same time very less amount of people 9.7% (n=4) rated the services as not so well. However, the presented data reflect that service receivers are satisfied with service delivered from the department. This indicates that, Whole-of-Government practices in service delivery are successfully implemented in the service delivery.

04.4.4 The Department of Motor Traffic (Western Province)

The Department of Motor Traffic has adapted this concept to the service delivery in 2010. Changing process of service delivery was started by 2009. In 2013, they have achieved desired results of the Whole-of-Government service delivery to some extend (Deshapriya, 09.04.2013). This study was conducted in the year 2017, therefore the researcher tried to explore what is the extent of progress of WoG service delivery.

Table 15: Rating the service delivery

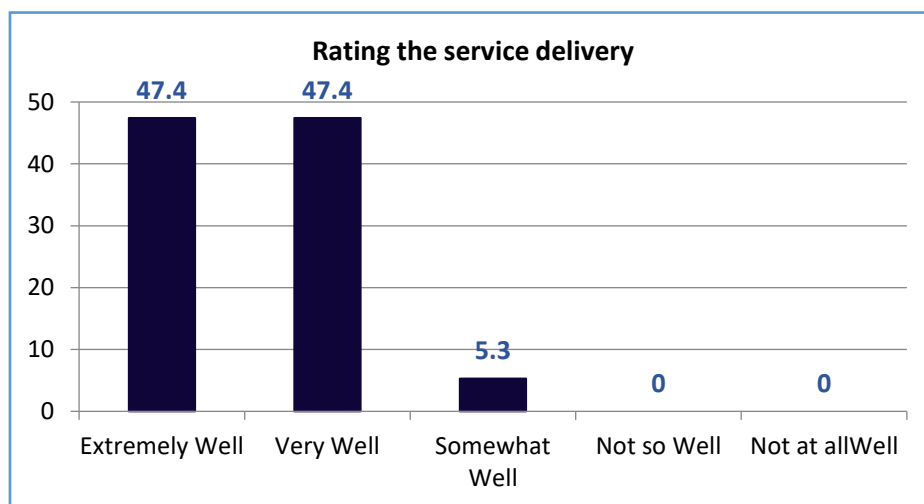
How would you rate this service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely well	9	45.0	47.4	47.4
	Very well	9	45.0	47.4	94.7
	Somewhat well	1	5.0	5.3	100.0
	Total	19	95.0	100.0	
Missing	0	1	5.0		
Total		20	100.0		

Source: Field Data

Results of the table 15 shows that majority of the respondents 94.7% (n=18) rated the service they received from the department as a better service. It denoted that service receivers are satisfied with the service delivery. There is only 1 respondent who responded the service delivery as 'somewhat well'. His or her reaction on

service delivery also reflects positive sense towards the service delivery. On the other hand there are zero respondents who responded the service delivery as 'not so well' and 'not at all well'. It is clearly showed in the Chart 4 service receivers in the Department of Motor Traffic (Western Province) are highly satisfied with the service providing.

Chart 4: Awareness of the WoG in the DMT (WP)



Therefore, it is possible to argue that the Whole-of-government practices in service delivery are implementing well in the Department of Motor Traffic (Western Province).

Not only the quantitative information findings show that the WoG concept is well practiced in selected public institutions, the interview results also coincides with this findings. During the interviews, the researcher could observe that the implementation of WoG practices in the service delivery is relatively well in these three departments.

In the interview, the commissioner general in Motor Traffic Department (Western Province) revealed that,

“We used this strategy with the purpose of enhancing the public service delivery. Our prime purpose was to deliver a citizen centric service to the people. Specially, when compare the service delivery process with where we

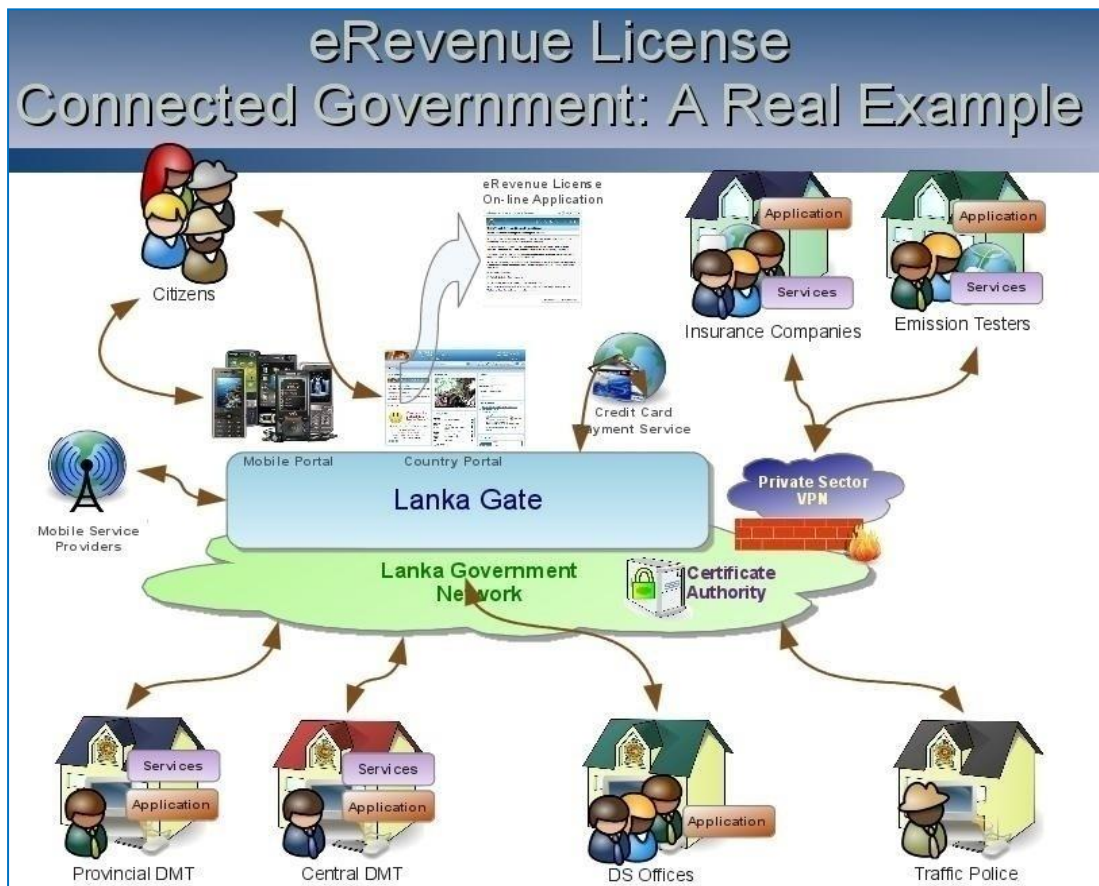
were before implement this concept, it wasted people, money, effort and time. Not only the people but also to administrative officers it was quite a complex and ruinous process. However, the use of these service delivery strategies made the service delivery process easy and simple. And it was a milestone of the success of our department progress. Even we named the process as 'eRL: Connected government'. Because though we used whole-of-government strategies we made our own (home grown) model for the service delivery in our department.

[Respondent: The Commissioner General of the Department of Motor Traffic (WP) 31.0.2017]".

The trend observed in the qualitative findings proves that the Department of Motor Traffic is benefitted with the use of WoG strategy in the service delivery. Their main function of issuing electronic revenue license (eRL) is completely depended on the WoG process. In the plan which they made to launch the WoG or connected government service delivery, they opened a counter in the main Department of Motor Traffic in Narahenpita. However, it was not functioning well and the provincial departments are using the strategy in service delivery.

Furthermore, the Commissioner General explained about the process of WoG service delivery or 'Connected Government' strategy of the service delivery.

Picture 01: E-Revenue License Connected Government: Real Example



Source: Engage, re-engineering government program, 2014, (www.engage.icta.lk)

This depicts the process of WoG service providing. In the process, they have used the network as medium of service delivery. Public sector organizations, private sector organizations as well as citizens also should interact with this process to receive desired services.

The Department of Motor Traffic has planned the service delivery by using the WoG strategies. Therefore, the researcher investigated the administrative officers' ideas on the success of the service delivery. The evidence regarding use of whole-of-government strategy proves that implementation of WoG was succeeded in the DMT (WP) in terms of higher citizen satisfaction.

Most frequently implementation process bound with the administrative officers as well. Therefore the researcher employed empirical evidences of administrative officers regarding WoG in order for results to be analyzed in a narrow way.

Table 16: Successfulness of the service delivery

Do you think this service delivery practices are successful?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	80.0	84.2	84.2
	No	1	5.0	5.3	89.5
	No Idea	2	10.0	10.5	100.0
	Total	19	95.0	100.0	
Missing	0	1	5.0		
Total		20	100.0		

Source: Field Data

According to the table 16 results, 84.2% (n=16) accept the WoG service is successfully delivered. Only a respondent was it was not successfully occur in the department. However the majority of the respondents prove that the implementation of WoG is successful.

In the qualitative interview, the respondents argue that,

This concept is very effective. In my opinion still we are lacking somewhere. We have to develop many things such as infrastructure, ICT, officers' skills on service delivery in order to provide more efficient service delivery. We can satisfy with what we have done so far. But we couldn't make it much easy. Because there are some issues that arisen in the connected government service delivery. Say for an instance, we expect to reduce budget expenses in service delivery by issuing online services. But still we have to collect hard copies of services. So sometimes I feel it is difficult to have paper less service

in Sri Lanka. Sometimes people also expect bill or chit for the service that they received.

[Respondent: Development Officer at Department of Motor Traffic, 2017.09.25]

In this explanation, it is observed that in order to implement whole-of-government concept there should be adequate resources and other needful that required implementing WoG in the service delivery. In the Motor Traffic Department, they have developed some needful but to be success more in that field there are some other things yet to be developed. Most importantly, it is clearly mentioned in this conversation, what they need from the other side (service receivers). The people also should incorporate with such new strategies and concepts to take part in the implementation process. As mentioned in the conversation, people should have awareness about how this concept implements and what people have to do obtain this service.

Picture 02: Real example of connecting several companies for the service delivery

Payment Details	
Total Areas Fee (LKR):	0.00
Total Areas Fine (LKR):	0.00
Total Areas (LKR):	0.00
Total Current Licence Fee (LKR):	2,200.00
Total Current Licence Fine (LKR):	0.00
Total Current Licence (LKR):	2,200.00
Total Licence Fee (LKR):	2,200.00
Convenience Fee (LKR):	50.00
Postal Fee (LKR):	40.00
Total Payment (LKR):	2,290.00

Source: Engage, re-engineering government program, 2014, (www.engage.icta.lk)

In the picture 02, it is shows how the confirmation of al details comes toone place from several connected organizations.

In order to complete the implementation process there should be a great participation of service receivers also.

The feild research revealed that how this department implements their works as well as how does exist as one-stop-shop which provides services under a one roof. According to the field research data, it is observed that Department of Motor traffic premises has been afoot as a “one-stop-shop” with adapting whole-of-government concept, furthermore, following ideas of Assistant commissioner of the department of motor traffic point out about the services of their department.

“Actually, Harishchandra¹⁴sir’s speech, about this service is correct. Because our department operating as a ‘one-stop-shop’, the people who needs to get service under this department we provide lots of service for their behoof. When talk about the documents, peoples must make over to get the vehicle revenue licenses he/she should present the insurance and vehicle emission testing certificates, so then the people can get this service under our department. Because of we have established web portal integrating connected organizations. So our premise has been introduced as a one-stop-shop.”

[Respondent: Management Assistant of the Department of Motor Traffic,2017.09.25]

In the previous system all payments of the services was paid to the shroff counter which established in their department as a departmental fund. But now they have connected with Peoples bank and now all payments have been paid to the people’s bank. This system makes a safe for the money and stops the corruption. And as a connected government or whole of government this people bank branch and license issue counters have connected and they put the link to each payment.

¹⁴ Mr. J H Harishchadra is the former commissioner general of the Department of Motor Traffic and he introduced this WoG strategy in to the Department

“Every person should pay the whole payments to get the each license. We connected to the peoples bank counter in network connection but we didn’t interfere to the any circulation of that bank. They put the link and we accept it through the network system.”

[Respondent: Development Officer at Department of Motor Traffic, 2017.09.25]

In short, this department has intra -connection with all counters in their department. It is shown the way of the Joined-up-Government or Whole-of-Government way to other government institutions. According to the officers of this department, they further assert that, their daily duties are very easy to access under the network connection with other departments. As well as some mistaken in that documents people have to correct it with commissioner general’s sign so at that time there have to wait in that department. But it is clear that after the establishment of the one-stop-shop strategies under the whole-of-government approach they can prevent that struggles. It is a reason to make people satisfaction towards government and the department for their excellent service.

In this case, evidence indicates that, citizen satisfaction on Whole-of-Government practicing in Motor Traffic department service delivery is apparently high. Therefore it can be concluded that the implementation of WoG practices also high in DMT.

04.5 Correlation among Demographic Variables and Citizen Satisfaction (Table 1)

The table 17 presented below shows correlations among the demographic variables. The researcher examined the correlation among demographic variables to explore the degree of citizen satisfaction on service delivery and demographic variables. In the determination of correlation the researcher has selected to do *Pearson's r correlation*.

Table 17: Correlation between demographic variables and dependent variable (Table 1)

Correlations						
		How would you rate this service	Ethnicity	Age	Place of Grown up	Education
How would you rate this service	Pearson Correlation	1	.242*	-.240*	.114	.200*
	Sig. (2-tailed)		.014	.015	.249	.043
	N	103	103	103	103	103
Ethnicity	Pearson Correlation	.242*	1	.019	-.182	.370**
	Sig. (2-tailed)	.014		.849	.061	.000
	N	103	106	106	106	106
Age	Pearson Correlation	-.240*	.019	1	-.086	.000
	Sig. (2-tailed)	.015	.849		.381	.996
	N	103	106	106	106	106
Place of Grown up	Pearson Correlation	.114	-.182	-.086	1	-.066
	Sig. (2-tailed)	.249	.061	.381		.502
	N	103	106	106	106	106
Education	Pearson Correlation	.200*	.370**	.000	-.066	1
	Sig. (2-tailed)	.043	.000	.996	.502	
	N	103	106	106	106	106
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Field Data

In correlations if the values close to zero (0) it reflects indication of a weak correlation. On the other hand if the values close to one (+1) it indicates a positive relationship. Here the main purpose is to measure the relationship between demographic variables and dependent variable (indicator- citizen satisfaction). Then it helped to explore which variable consisted of strong relationships.

This correlation table 17 shows us how the demographic variables and respondents' rating on service delivery. In this table it is measured the correlation on rating the service delivery and some demographic variables such as Ethnicity of the Respondents, Age of the Respondents, Place of Grown up, Education level of the Respondents.

04.5.1 Ethnicity of the Respondents and Rating the Service delivery

The correlation between ethnicity and rating service delivery shows (0.242*) value and it is a positive relationship. But when we concern about strengthen of the relationship, it is not much a stronger relationship. It is relatively a weak correlation. Therefore, it can be conclude that there is no strong correlation between ethnicity and citizen satisfaction on service delivery.

04.5.2 Age and Rating the Service delivery

The highlighted correlated value gives us couple of things which means there is a negative correlation between rating of WoG service delivery and age of the respondents. As age increases rating service delivery of WoG not increase. But regarding the strength of the relationship this relatively a weak correlation because it is smaller than 0.5. It reflects that it is a weak correlation. Therefore 0.63 is a weak correlation.

04.5.3 Correlation on Place of Grown up and Rating the Service delivery

In the estimation of correlation between place of grown up and citizen satisfaction, it is revealed that though it is a positive correlation; relationship between variables is not much stronger. It is significant at 0.249 (n=103) shows it is closer to zero. Then it becomes a weak relationship.

04.5.4 Correlation between Education and Rating the Service delivery

The correlation between education and citizen satisfaction shows (0.200*) value. It reflects strengthen of the relationship. Though it is a positive relationship, it is not a strong relationship. It can be concluded that there is a weak relationship between these two variables.

04.6 Correlation among demographic variables and Citizen Satisfaction (Table 2)

This table also tried found out correlations among the variables. There are some demographic variables that measured the relationship with citizen satisfaction.

Table 18: Correlation between demographic variables and dependent variable (Table2)

Correlations					
		How would you rate this service	Gender of the Respondents	Religion of the Respondents	Occupational Sector
How would you rate this service	Pearson Correlation	1	.108	.042	-.029
	Sig. (2-tailed)		.276	.673	.776
	N	103	103	103	101
Gender of the Respondents	Pearson Correlation	.108	1	.011	-.351**
	Sig. (2-tailed)	.276		.911	.000
	N	103	106	106	104
Religion of the Respondents	Pearson Correlation	.042	.011	1	.237*
	Sig. (2-tailed)	.673	.911		.015
	N	103	106	106	104
Occupational Sector	Pearson Correlation	-.029	-.351**	.237*	1
	Sig. (2-tailed)	.776	.000	.015	
	N	101	104	104	104
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Source: Field Data

04.6.1 Gender of the Respondent and Rating the Service delivery

In the measurement of correlation between gender and rating service delivery it is clear that there is a positive relationship. As the value (0.108) is much closer to zero it can be concluded that there isn't strong relationship.

04.6.2 Religion of the Respondents and Rating the Service delivery

Pearson correlation value between religion and rating service delivery is (0.042). It is also apposite relation though it is not a strong relationship. Concluding this correlation it can be said that, there isn't a strong relationship.

04.6.3 Occupational Sector and Rating the service delivery.

Here the researcher concerned about the occupational sector of the respondents to find out whether there is a relationship between these two variables. Categories of this variable are Public sector, Private sector, Non-government and other. The purpose was to explore whether there is a relationship between these two variables in rating the service delivery. But the value (-0.029) shows there is a negative relationship.

In closing this section it can be concluded that there isn't strong relationships between demographic variables and rating the service delivery.

However the evidences in terms of dependent variable show that the citizen satisfaction towards service delivery is increasingly high. Here the dependent variable was 'Implementation of 'WoG practices' in service delivery'. This dependent variable was measured by two indicators such as citizen satisfaction and adaptation. In order to find out how satisfied respondents on service delivery, the researcher asked different questions in the questionnaire survey. Those findings lie on the citizen satisfaction towards service delivery. In many ways the respondents have rated the service delivery in a positive manner. It was derived in the SPSS data analysis.

Finally the results show the citizen satisfaction on service delivery is high. Then it is concluded that with lie on the results of higher citizen satisfaction, Implementation of WoG practices in service delivery is succeeded in these three departments.

At the end of this section, it can be concluded that comparison of citizen satisfaction towards service delivery among these three departments show Department of Motor Traffic (WP) is the most succeeded department in implementing WoG practices in service delivery among these three departments.

Finally the findings of the dependent variables give results for first hypothesis. The first hypothesis that developed on the basis of dependent variable is,

Hypothesis 01: Higher the citizen satisfaction higher the implementation

According to the results both quantitative and qualitative shows that the citizen satisfaction towards the services which delivered by selected departments are increasingly high. It is therefore concluded that, this hypothesis is positively tested according to the findings of the mixed method approach. Finally this hypothesis can be accepted.

04.7 Adaptation of the Whole-of-Government Concept in the Service Delivery

Adaptation of WoG concept is one of indicators which were measured under the dependent variable of the study. With the use of this indicator, the researcher expected to measure how these selected departments deliver services by using new ways of delivering services. Use of new ways to deliver service was a new process in the public sector in Sri Lanka under the WoG concept. Therefore, the researcher has investigated that how the administrative officers feel the administrative process with the application of WoG practices. In the presence of how respondent feel the WoG service delivery, the findings shows that many of the respondents are comfortable with the use of new strategy in service delivery.

Table 19: How respondent feel the use of WoG practices in service delivery

How respondent feel the use of WoG practices in service delivery					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very comfortable	12	13.3	17.9	17.9
	Comfortable	31	34.4	46.3	64.2
	Certain	23	25.6	34.3	98.5
	Uncomfortable	1	1.1	1.5	100.0
	Total	67	74.4	100.0	
Missing	0	23	25.6		
Total		90	100.0		

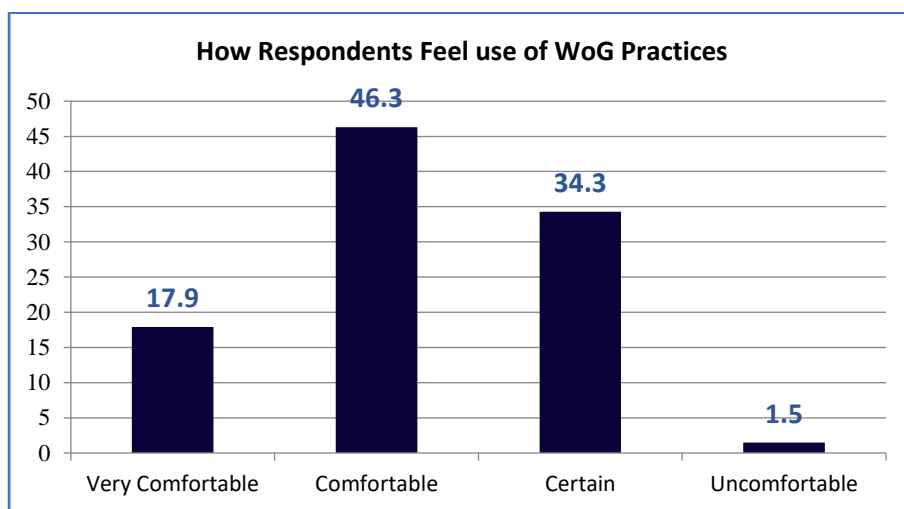
Source: Field Data

The table shows, 17.9% (n=12) of respondents are very comfortable with using WoG strategy in the service delivery. Around 1.5 % denotes that only one respondent was uncomfortable with using WoG practices. It can be assumed that many of the respondents (66 respondents out of 67) have answered that they are comfortable or in a certain stage at the use of WoG practices in service delivery. Basically, 64.2% (n=43) percentage of respondents are clearly adapted for the new ways of service

delivery. Around 34.3% (n=23) respondents are in a certain stage. In the conclusion of this particular data, it can be assumed that, new strategies that applied in the service delivery with the use of WoG practices in service delivery have become a comfortable strategy in this department.

It is clear that administrative officers at the selected departments are comfortable with using WoG practices in service delivery.

Chart 05: How Respondent Feel uses of WoG Practices



According to the graphical presentation of how respondent feel WoG, the results denote administrative officers are comfortable with use of WoG strategy in the service delivery. With the use of questionnaire survey data the investigator tested the how respondents feel the use of new strategy in the service delivery. According to these data, it is revealed that the adaptation for new ways in service delivery has made them comfortable.

In the discourse of Adaptation of WoG, there can be a doubt how to measure this indicator in order to conclude the findings. Here the researcher has used this indicator to measure the dependent variable. According to the Tom Ling's, implication of 'Dimensions of joined-up working' (Ling, 2002:630) there are four dimensions in joined-up working. They are: 'New types of organization', 'New ways of working across organizations', 'New accountabilities and incentives' and 'New ways of delivering services' (Ling, 2002:630). Among them the researcher has selected

'New ways of delivering services' which reflects the idea of adaptation (adapt as a one-stop service delivering center). In order to build the department as a one-stop-shop, the department has to integrate the services. In the integration of services they have to use network integration or another alternatives to joined-up the services.

During the interviews the researcher has observed that these three departments are using network integration for the convenience of the service delivery. In this study, the researcher assumed that to what extent administrative officers adapt with use of new strategies.

"Connected services are included in our department services as well. Basically, we assumed that it help us to find most useful evidence within very little time. But there are some features that need to be developed in the network integration. However, what we have done so far, and what we desired to achieved are gathered within this strategy.....I believe that the departments' staff also familiar with this service."

[Respondent: Additional Commissioner General and Commissioner General, Department of Immigration & Emigration: 2017.08.31]

According to this ideation, it is clear that service delivery under the network integration work well in this department.

"All the connected services are depended up on the network. We have a strong network which developed by the ICT department. However still we bothered about some security matters. Because of we are the most important department we have all the information of citizens. Therefore we are much concern about the security matters. But with the use of integrating services we have to allow other legally bounded departments to share our data bases and other information."

[Respondent: Assistant Commissioner General (Administration), Department of Registration of Persons, 2017.08.30]

“We have integrated many organizations not only public organizations but also private organizations to deliver services with the citizen centric perspective. From private sector: insurance companies, emission testers (authorized) integrated to deliver service under one roof. On the other hand traffic police, Divisional Secretariat offices, Central Department of Motor Traffic and Provincial Departments of Motor Traffic are connected. In the network integration citizen also can assure the house hold accesses.”

[Respondent: Development officer, Department of Motor Traffic, 2017.08.03]

On the other hand, to be gathered accurate data from the department on service delivery the researcher ask the same question in the questionnaire survey.

Table 20: Success of the WoG service delivery

Do you think this service delivery practices are successful					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	54.4	61.3	61.3
	No	4	4.4	5.0	66.3
	No Idea	27	30.0	33.8	100.0
	Total	80	88.9	100.0	
Missing	0	10	11.1		
Total		90	100.0		

Source: Field Data

The table 20 findings shows that major numbers of administrative officers have claimed use of WoG strategy in the service delivery are successful. Therefore, it is clear that this department successfully implement the WoG strategy in the service delivery. The intention was to gather information on success of the service delivery is to have an idea about whether the departments achieved correct or desired result in service delivery with the use of network integration.

Chart 06: Successfulness of the service delivery



The bar chart provides a visual description about the successfulness of the Whole-of-Government concept among the administrative officers at the selected departments. A glance at this graph clearly shows that the many of the administrative officers in those departments have declared that the whole-of-government practices are successful. Total numbers of respondents are 90, though there were 10 respondents answers were missing.

There are numerous studies have been documented showing the difficulty of reforming policies, concepts and programmes in to appropriate action (Montjoy, O'Toole & Jr, 1979: 465). Therefore, it is usually predictable as the nature of the policies (Montjoy, O'Toole & Jr, 1979: 465). In this regard, the authors of the Theory of Policy Implementation process (Montjoy, O'Toole & Jr) argued that policies should analyze in terms of their implementability. In the study '*Toward a Theory of Policy Implementation: An Organizational Perspective*' (1979: 465-476) they have mentioned an idea that provoked to assimilate the essence of its reality.

'If a well implemented highway program should fail to alleviate traffic problems, the fault would be lie in our knowledge of the connection between highways and traffic and not in our inability to construct highways (Montjoy, O'Toole & Jr, 1979: 465)'.

Interestingly, it was composed to highlight the connectivity of the policy or programs and its implementability. Many theories argue that there are some factors that affect the implementation. Its applicability or adaptability is also relatively straightforward

in the policy implementation. In this case, it is noteworthy, testing the implementability is important in the application of policy or reforms.

Whole-of-Government concept is a new phenomenon in the public sector Sri Lanka. This study attempted to find out the factors that affect the implementation process. At the same time to measure, to what extent whole-of-government practices adapted in the service delivery. The researcher investigated the adaptation of the concept. Adaptation was measured by exploring how the selected departments integrated the services to done WoG practices in the service delivery. Evidences that gathered from the interviews prove that, network integration was suited in their service delivery rather than building counters under a one roof. In the policy implementation process one of the most crucial factors is administrative officers. When the department carry out a change in the service delivery it should cope with the officers. Therefore the researcher collected information from the officers to examine how they feel the service delivery under the new strategy.

Evidences regarding adaptation of WoG concept shows adaptation is succeeded to a greater extent in the selected departments. Therefore it can be concluded that WoG practices in service delivery are implemented well in these departments.

04.8 Conclusion

This chapter discussed about empirical findings of implementation of WoG practices in service delivery (dependent variable). It was measured by two indicators such as “citizen satisfaction” and “adaptation (new ways of delivering services)”. Finally, the empirical data shows that the citizen satisfaction on service delivery is high and the implementation of WoG practices in service delivery is successful. In terms of adaptation in the selected departments, they used new ways in service delivery and the implementators (administrative officers) are comfortable with the service delivery strategies. Therefore, it can be concluded that the implementation of WoG in service delivery is successful in these three departments.

CHAPTER FIVE

IMPACT OF ADMINISTRATIVE CULTURE, COORDINATION AND RESOURCES

5. Introduction

This chapter discusses about the influence of administrative culture, coordination and resources on implementation of 'whole-of-government practices' in service delivery. This chapter examines the independent variables. Firstly administrative culture will be analyzed; secondly coordination and finally resources in order to find out the effect of the above variables in the implementation of Whole-of-Government practices. Both quantitative and qualitative evidence have been used to explain the influence of independent.

5.1 Independent Variables

As mentioned earlier, the study's attempt was to investigate the factors that affect the implementation of whole-of-government practices in service delivery. Along with existing theories and concepts, the independent variables of the current study were identified. Geert Hofstede investigated in his study **administrative culture** affect the organization behavior and its implementation (Hofstede, 2010). In his implication there are six dimensions in administrative culture. Among them *power distance* and *uncertainty avoidance* have been selected as indicators of the first independent variable.

Van Horn and Van Meters' Policy Implementation Process is a most controversial theory in the parlance of policy implementation. **Coordination** or inter-organizational coordination was selected as second independent variable of the study from that theory. The measurable indicators of the coordination are partnership and flow of information. Third independent variable is **resources** that derived from the same theory; measurable indicators are financial resources and human resources.

These three independent variables are selected from two theories and it will be analyzed by using both quantitative and qualitative data.

The study findings will be presented in the following manner,

05.2 Influence of the 'Administrative Culture' in the implementation of 'WoG practices' in service delivery

05.2.1 Power Distance

05.2.2 Uncertainty Avoidance

05.3 Influence of the 'Coordination' in the implementation of 'WoG practices' in service delivery

- Partnership
- Flow of Information

05.4 Influence of the 'Resources' in the implementation of 'WoG practices' in service delivery

- Financial Resources
- Human Resources

05.5 Summary Results of the Study

The chapter has been organized in accordance with above sub headings.

05.2 Influence of the ‘Administrative Culture’ in the implementation of ‘WoG practices’ in service delivery

In this section, information that gathered with regard to administrative culture will be analyzed. In order to measure the influence of administrative culture, the researcher has selected two indicators such as power distance and uncertainty avoidance. For measuring these two indicators there were some questions that developed in the questionnaire survey. On the other hand, during the interviews the researcher could observed some qualitative findings as well.

05.2.1 Power Distance in administrative culture

According to Hofstede’s cultural dimension, the first dimension, power distance can be defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally (Hofstede: Cultures and Organizations, ND, 5). With reference to the idea of power distance the researcher ask some questions in the questionnaire in order to find out whether there is high power distance or low power distance in the administrative culture of elected departments.

- **Hierarchy in dividing works**

Table 21: Hierarchy for dividing works in the departments

Hierarchy is a better way to divide works					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	14.4	15.1	15.1
	Agree	61	67.8	70.9	86.0
	Both	8	8.9	9.3	95.3
	Disagree	3	3.3	3.5	98.8
	Strongly Disagree	1	1.1	1.2	100.0
	Total	86	95.6	100.0	
Missing	0	4	4.4		
Total		90	100.0		

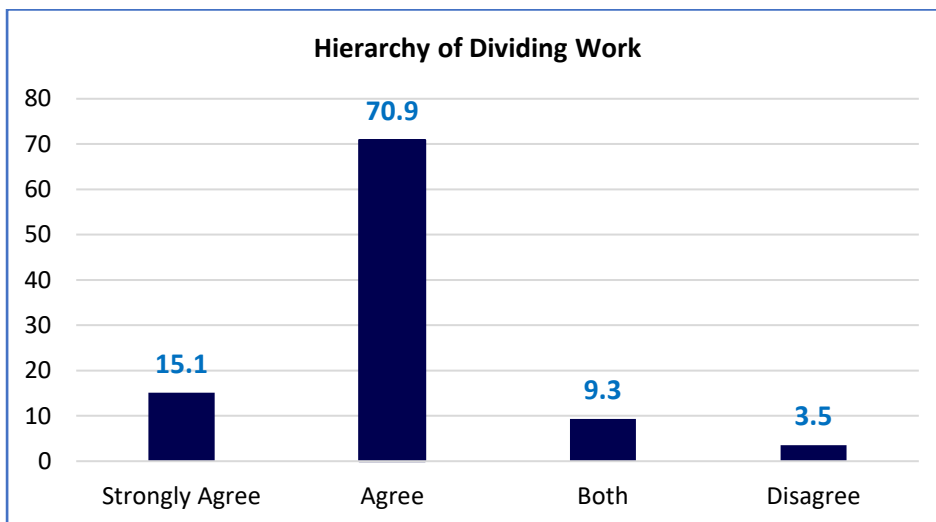
Source: Field Data

This case appears to be fairly differs from intended results. The statement with regard to hierarchy was developed as “hierarchy is a better way to divide works”.

In this case the results show that the majority [86.0% (n=74)] of the respondents are agreed with the statement. Very less numbers of respondents are disagreed with this statement.

The chart 07 clearly shows the gap between the responses on hierarchy. In this case it can be said that the workers at the departments are familiar or they are comfortable with the hierarchy.

Chart 07: Hierarchy for dividing works



According to Tom Ling's theory, flatten hierarchy is required for successful service delivery. But in contrast results proved that there was a rigid hierarchy in their working places. On the other hand it can be assumed that, despite of rigid hierarchy the progress of service delivery is increasingly high. Because previous results showed that citizen satisfaction on service delivery is considerably high.

Therefore, it can be argued that although there is rigid hierarchy it has not being a resistant factor for implementation of WoG practices in service delivery.

- **Subordinates and Decision making**

Relationship between subordinates and higher level officers is crucial in decision making.

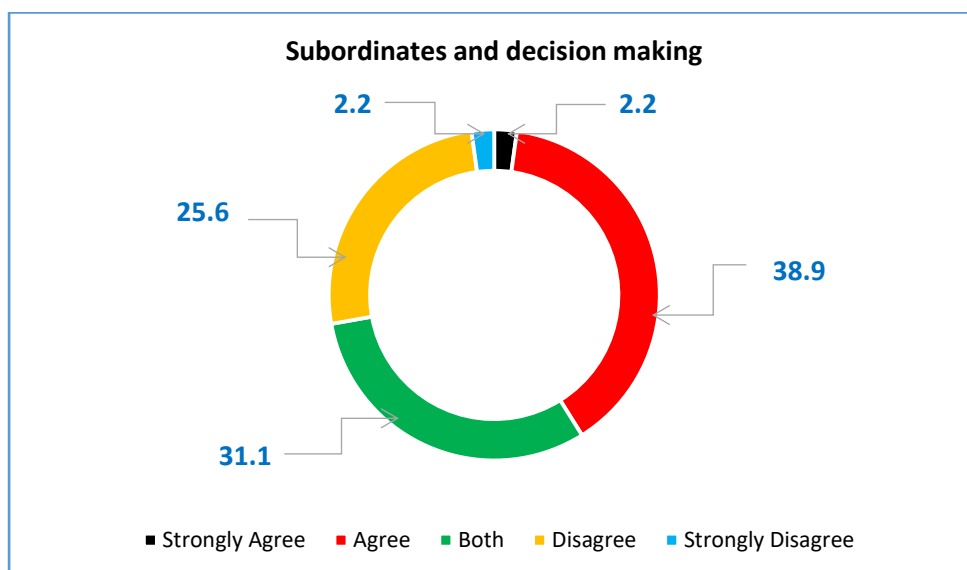
Table 22: Subordinates and process of decision making

Subordinates are consulted in the decision making					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	2.2	2.2	2.2
	Agree	35	38.9	38.9	41.1
	Both	28	31.1	31.1	72.2
	Disagree	23	25.6	25.6	97.8
	Strongly Disagree	2	2.2	2.2	100.0
	Total	90	100.0	100.0	

Source: Field Data

The table 22 shows the results on consulting subordinates in the process of decision making. According to this results, 41.1% (n=37) of the respondents are agreed with this statement. At the same time, 31.1% (n=28) respondents has not directly agreed with the statement. In this case 5.9% (n=58) answers reflects subordinates are not consulted in the decision making process.

Chart 08: Subordinates and Decision making



Above chart shows the relationship clearly. On the other hand, qualitative data also indicate the same results to understand to what extent subordinates are consulted in decision making.

The quotation that mentioned below said the reality of the decision making process in many organizations. It can be argued that in order to be success in policy implementation, policy implementators participation is needed in the policy making process as well.

“What is the extent of consulting with subordinates for decision making is not the case. Most crucial thing is that, to what extent they incorporate their ideas in the process of decision making. I think so....”

[Respondent:¹⁵]

Mainly in the process of qualitative data collection (interviews and observations) it was revealed that how the power distance in these departments maintained in each working processes. Main cultural shadows have reflected in the department working styles.

When discuss about the power distance, the researcher asked another question to measure the degree of power distance.

Table 23: Decision making process and senior persons’ behave

Senior persons do not listen to others in Decision making					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	3.3	3.4	3.4
	Agree	9	10.0	10.1	13.5
	Both	28	31.1	31.5	44.9
	Disagree	46	51.1	51.7	96.6
	Strongly Disagree	3	3.3	3.4	100.0
	Total	89	98.9	100.0	
Missing	0	1	1.1		
Total		90	100.0		

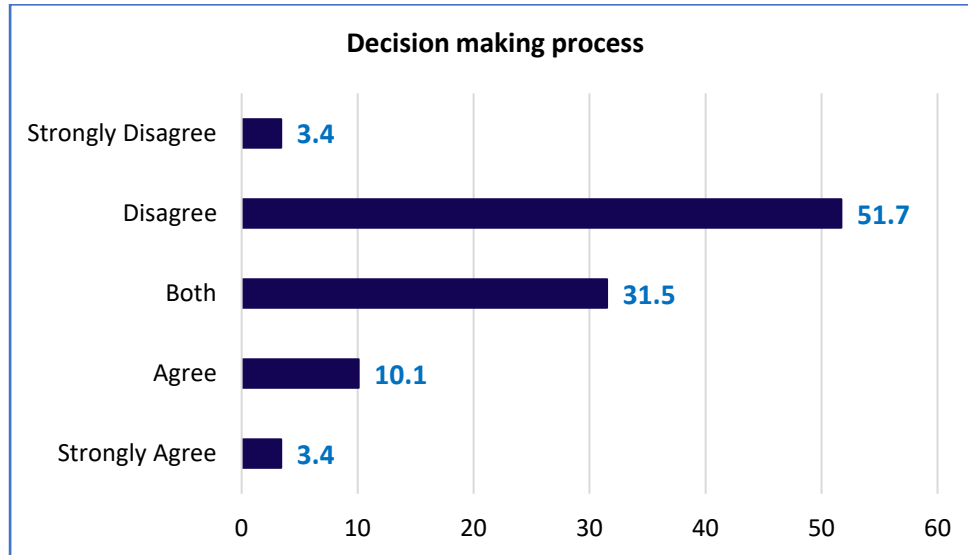
Source: Field Data

In order to measure the power distance in an organization, we could observe the process of the decision making in terms of measuring degree of power distance

¹⁵ As request by the respondents designation and place of the respondents not mentioned in the text.

which they maintain. According to the results of Table 23 and chart 09, it is revealed that majority of the respondents 55.1% (n= 49) are not agreed with the statement.

Chart 09: Decision making process and senior persons' behave



In chart it's clearly shown that respondents are disagree with the statement. That should mean generally, subordinates are consulted in the process of decision making. However, by seeing only the majorities' responses it cannot be avoided the rest of the respondents' ideas regarding decision making process. In order to clarify this paradox, the researcher employed qualitative data collection instruments. And it was helped to identify how decision making happened and there were many reasons for that. However, while the responses higher in disagreeing with the statement considerable numbers of respondents are also agreed with the statement. Therefore, it cannot be concluded that there is very less power distance in the decision making process.

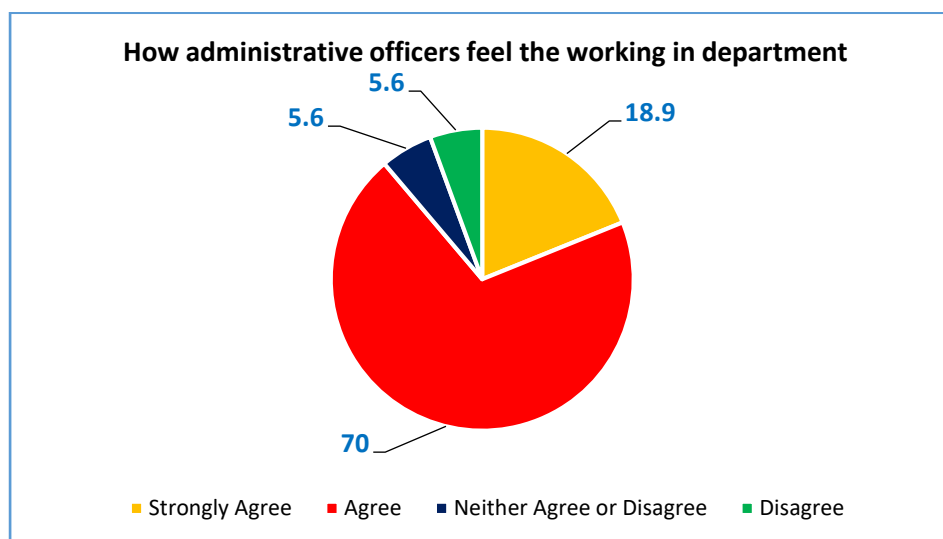
At the same time, the researcher asked regarding the place that they are working. The statement that specified in the questionnaire is, "This department is a good place to work". The scale of the answers were "strongly agree, agree, neither agree nor disagree, disagree"

Table 24: How administrative officers feel the working in department

This department is a good place to work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	17	18.9	18.9	18.9
	Agree	63	70.0	70.0	88.9
	Neither Agree nor Disagree	5	5.6	5.6	94.4
	Disagree	5	5.6	5.6	100.0
	Total	90	100.0	100.0	

Source: Field Data

Chart 10: How administrative officers feel the working in department



According to the results of tables 22, 23 and 24 power distance has been maintained in selected departments. On the basis of the results, power distance remains in the process of decision making and dividing works based on the hierarchy. Although they maintained high power distance in the departments, administrative officers are willing to work in these departments.

As table 24 and table 25 it is shown that majority of the respondents table 24, 88.9% (n=88) and table 25, 83.3% (n=75) are in a positive view regarding their willingness to work in these departments.

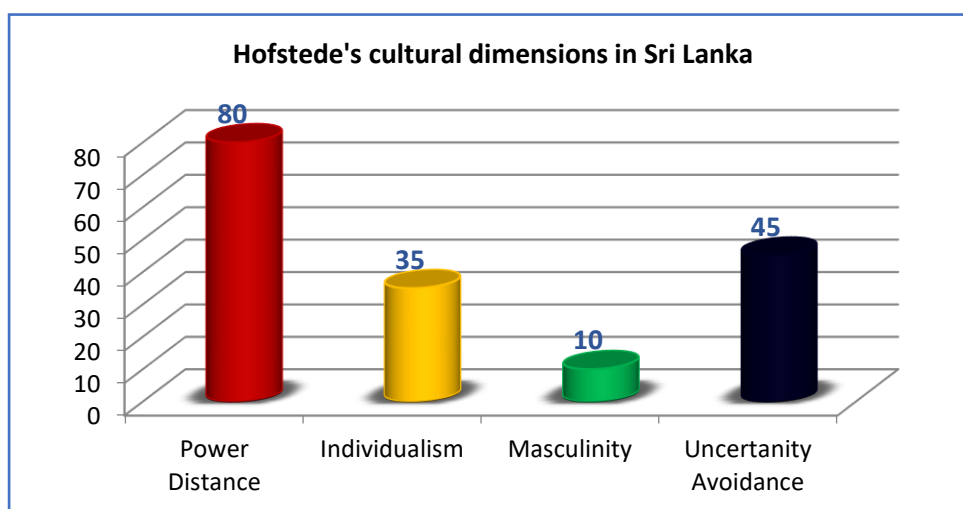
Table 25: Willingness of the respondents on working in the departments

Willingness of working in the Department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	14.4	14.4	14.4
	Agree	62	68.9	68.9	83.3
	Neither Agree nor Disagree	13	14.4	14.4	97.8
	Disagree	2	2.2	2.2	100.0
	Total	90	100.0	100.0	

In sum, it could be argued that still power distance is maintained in these departments which it is not very much high as the quantitative data show. But it is revealed during the interviews many of the decisions are taken by the senior persons in the departments. On the other hand, hierarchy of dividing works is also occurring tightly in these departments.

Geert Hofstede (2007) investigated the administrative culture of Sri Lanka. At par with his exploration he has found out there is a high power distance in Sri Lankan administrative culture.

Chart 11: Hofstede's cultural dimensions in the



Source: (https://www.geert-hofstede.com/sri_lanka.html)

Hofstede's definition on power distance reflects the idea of accepting the inequality of distributing power in any institution or organization.

The findings on Sri Lankan main culture also revealed that power distance is very high. Basically, administrative cultural aspects have been dominated by the main culture of the country. Then it can be assumed that power distance is maintained in the main culture as well as administrative culture in Sri Lanka. But interestingly, administrative officers are adapted to that process and they are willing to work in such an environment.

On the other hand, when we compare this independent variable with dependent variable, it can be argued that, though the power distance is high, citizen satisfaction of whole-of-government practices is also high.

This gives results for Hypothesis two. The hypothesis developed to test whether power distance makes an impact on service delivery.

Hypothesis 02: Higher the power distance lower the service delivery

Then it can be concluded that there is no relationship with high power distance and service delivery. Therefore, this study rejects the hypothesis that there is no relationship with high power distance and service delivery. This hypothesis becomes as a null hypothesis.

5.2.2 Uncertainty Avoidance and Administrative Culture

Uncertainty avoidance is also one of dimensions of Hofstede’s cultural dimensions. Hofstede defined uncertainty avoidance as “the extent to which the members of a culture feel threatened by ambiguous or unknown situations (Hofstede, 2005:167).” In this research to explore the uncertainty avoidance of the administrative culture in selected departments, the researcher asked some questions in the questionnaire survey. Table 26: Rigid and Complex Rules

Rigid and complex rules					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	11.1	11.1	11.1
	Agree	39	43.3	43.3	54.4
	Both	16	17.8	17.8	72.2
	Disagree	23	25.6	25.6	97.8
	Strongly Disagree	2	2.2	2.2	100.0
	Total	90	100.0	100.0	

Source: Field Data

As the table 26 shows a significant number of respondents agreed with the statement that departments follow rigid and complex rules. At the same time considerable number of respondents did not agreed with the statement.

Table 27: How respondents feel working in the department

Feel depressed at the department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	4.4	4.4	4.4
	Agree	20	22.2	22.2	26.7
	Certain	43	47.8	47.8	74.4
	Disagree	21	23.3	23.3	97.8
	Strongly Disagree	2	2.2	2.2	100.0
	Total	90	100.0	100.0	

Source: Field Data

Table 27 results shows that while the 26.7% (n=24) of respondents agreed with the statement, same amount of respondents disagreed with the statement [25.5% (n=23)]. Others remain certain. In this case, it can be concluded that the ruling environment of the department is relatively high.

05.3 Influence of the 'Coordination' in the implementation of 'WoG practices' in service delivery

Whole-of-Government concept emerged in the parlance of public administration as a reaction to the New Public Management (NPM) reform. New Public Management movement has mainly been interpreted as a strategy of fragmentation (Christensen & Laegreid 2001, Pollit and Bouckaert 2004 cited in T. Christensen and P. Laegreid, 2008; 98). In contrast, Whole-of-Government concept's scope lies on 'integration' showing the essence of reforming the context of administration. "Whole-of-Government activities may span any or all levels of government and also involve groups outside government (T. Christensen and P. Laegreid, 2008; 100)". In order to integrate organizations and services without removing their boundaries there should be a better coordination among the integrating organizations or services.

In fact, many literatures [Pranab Kumar Panday & Ishtiaq Jamil, Tom Christensen and Per Laegreid, Panday & Jamil, Naim Kapucu, Andrew H. Van de Ven and Gordon Walker, Jao-Hong Cheng, Shu-Wei Chen and Fang-Yuan] have mentioned that coordination is an influential factor in the implementation of administration reforms. Therefore the current study also selected the coordination as an independent variable of the study and tested it through empirical evidence.

"WoG mainly concern about joining-up at the top, and also joining up at the base and enhancing local level integration and it involves public-private partnership (T. Christensen and P. Laegreid, 2008; 100)". In this study also the researcher explored types of organizations that integrated or coordinated for the WoG service delivery. During the interviews the researcher could observed that there are different types of organizations that connected or coordinated for the WoG service delivery.

"Obviously, we need a better coordination among organizations; I mean institutes that need for the service delivery. Our department has connected services with airport, harbor and Department of Registration of Persons that depended on some legal provisions. On the other hand, there are some private organizations such as mobile partners, studios and some other institutes that shape the linkage with this Department."

[Respondent; Additional Commissioner General: Department of Immigration and Emigration, 2017.08.31]

“We have connected services within land Revenue Department, Department of Immigration and Emigration, ICTA (Information and Communication Technology Agency), ETF (Employees’ Trust Fund Board), Sri Lanka Police, CID (Criminal Investigation Department), SIS (State Intelligent Service), Registrar General and Divisional Secretariats in Colombo. According to our new project, in future we plan to connect our department with all divisional secretariats in Sri Lanka.”

[Respondent: Assistant Commissioner (Operations), Department of Registration of Persons, 2017.08.30]

“Our department mainly concern about the WoG service delivery in the process of issuing revenue licensees. We adopted network integration for the convenience of the service delivery. We have connected the services with Western Province Department of Motor Traffic, the Central Department of Motor Traffic, 40 Divisional Secretariats offices, 2 insurance companies, 2 emission testing companies, 2 banks and mobile phones service provider companies.”

[Development Officer: Department of Motor Traffic (Western Province), 2017.08.31]

According to above mentioned information it is revealed that these departments are connected with different types of organizations in order to provide services. Then the researcher tried to find out whether they have a proper coordination among the organizations. To measure the coordination ‘partnership’ and ‘flow of information’ has taken as measurable indicators.

In case of getting an idea about accountability framework and agreements, the researcher asked some questions from the respondents.

Partnership can be defined as a mechanism that can be used by two or more organizations to work together without removing their organizational identity and purposes (Ling, 2002: 625). To have such a mechanism for the partnership they should consist with agreements, accountability framework, shared leadership, satisfaction plans and shared outcome targets.

Table 28: Measuring coordination

	Department of Immigration and Emigration	Department of Registration of Persons	Department of Motor Traffic (Western Province)
Agreements	Yes	Yes	Yes
Accountability framework	Specially Not	Specially Not	Specially Not
Shared leadership	-	-	-
Satisfaction Plan	Yes	Yes	Yes
Shared Outcome Targets	-	Yes	Yes
Merged Structures	-	-	-
Satisfaction meeting among organizations	Yes	Yes	Yes

Source: Field Data

In the analysis of data regarding partnership, the researcher explored that whether they have agreements, accountability framework, shared leadership, satisfaction plan, shared outcome targets. In order to maintain partnership among the organizations, there should be such arrangements which were connected for delivering services (Ling, 2002; 626). Tom Ling provides a visual picture regarding verities of joined-up working in his writing '*Dimensions of Joined-up working*'. In his explanation he has mentioned what should be there for successful service delivery.

The empirical evidence shows that how these departments are included in partnerships. According to Tom Ling's explanation, leadership, outcome targets, structures, should be well coordinated to generate a better partnership in the

service delivery. Agreements among the connected organizations provide a legal provision in the implementation of WoG practices in service delivery.

On the other hand, accountability framework helps to handle issues that can be arisen in the service delivery. In fact divided responsibilities and responsiveness assist for a good partnership among the organizations. On the other hand, satisfaction plan and shared leadership also lead for better coordination.

The table 28 evidences that these departments also have developed some common features that need for a better partnership among the organizations. According to above mentioned findings,¹⁶ selected departments also maintain a considerable partnership among the connected organizations. Thus it could be concluded that the coordination in these three departments make an impact on service delivery.

Basically during interviews the researcher explored what are the strategies that established for better coordination. The, researcher further asked another question to find out how coordination occurs among the organizations.

Table 29: Coordination among the connected organizations

"There is no proper coordination among the connected organizations"					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	14	15.6	17.9	17.9
	Both	26	28.9	33.3	51.3
	Disagree	37	41.1	47.4	98.7
	Completely Disagree	1	1.1	1.3	100.0
	Total	78	86.7	100.0	
Missing	0	12	13.3		
Total		90	100.0		

Source: Field Data

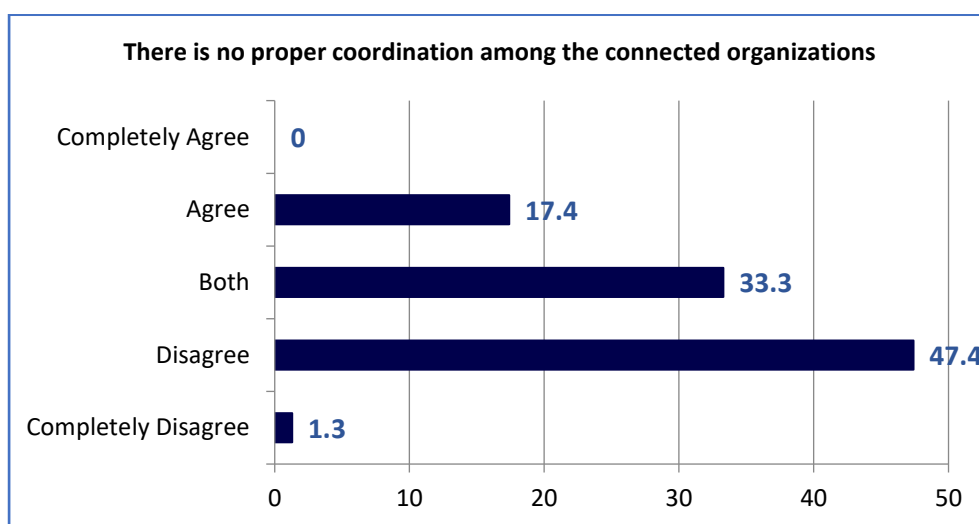
According to the table 29, 17.9% (n=14) respondents agreed with the statement (There is no proper coordination among the connected organizations). Some of them neither agreed nor disagreed with the statement. Some 47.4% (n=37) respondents

¹⁶ These findings collected from the executive officers in the Department of Immigration and Emigration, the Department of Registration of Persons and the Department of Motor Traffic (Western Province). Institution documents and annual reports were referred to find out the information.

did not agree with the statement. According to the results it can be said that there is a proper coordination among the connected organizations.

The respondents who maintained a neutral stance reported that they cannot clearly agree or disagree with the statement. This table results show that agreed persons on this statement are less than disagreed persons. Interestingly, no a single respondent completely agreed with this statement. In this case, it could be concluded that, the coordination among the organizations work well to some extent.

Chart 12: Measuring Coordination among the organizations



Other indicator for measuring coordination is 'flow of information'. In order to find out on how information flows, the researcher asked some questions.

Table 30: Flow of Information of the connected organizations

	Department of Immigration and Emigration	Department of Registration of Persons	Department of Motor Traffic (Western Province)
Complaint system	Yes	Yes	Yes
Complement system	Specially Not	Specially Not	Specially Not
Strong network integration	Yes	Yes	Yes
Joint consultation/ involvement	Yes	Yes	Yes

Source: Field Data

In order to have better flow of information among the organization, need of complaint system, complement system, strong network integration and Joint consultation/ involvement are pertinent. Above table 30 shows the availability of particulars in those departments. In addition, during the interviews the researcher gathered data regarding flow of information. Many organizations shared their main organization's data bases. They have developed needful legal provision for the data sharing.

Based on the above findings, it can be concluded that coordination occurs in these organizations to some extent. However, the study clearly indicates that coordination is a crucial factor in the implementation of WoG practices in service delivery.

Hypothesis 03: Stronger the coordination better the service delivery.

Based on the empirical evidence and findings the hypothesis is accepted. Selected departments have established better coordination to provide public services, which has increased the service satisfaction.

This study also shows that the WoG practices in service delivery require better or strong coordination among the connected organizations.

05.4 Influence of the 'Resources' in the implementation of 'WoG practices' in service delivery

According to Van Horn and Van Meter (1975) to judge the implementation, there should be adequate resources which facilitate the administration (1975; 465). The resources encourage the effective policy implementation (1975; 465). Therefore in this study the researcher has chosen resources as a key factor that affect the implementation of WoG practices.

Table 31: Availability of the resources

Resources in the department are enough for the service delivery					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	27.8	30.1	30.1
	No	25	27.8	30.1	60.2
	No Idea	15	16.7	18.1	78.3
	Don't know	18	20.0	21.7	100.0
	Total	83	92.2	100.0	
Missing	0	7	7.8		
Total		90	100.0		

Source: Field Data

This study shows a complex picture with regard to availability of resources of the departments. In this regard, the researcher wanted to find out whether they are consisted of adequate resources in order to deliver effective service. For that purpose, researcher asked a few questions to capture the availability of the resources for service delivery. But table 31 shows a complex result. Administrative officers at the selected departments do not have clear idea on the resources that they need to fulfill the service delivery. While 30.1% (n=25) respondents reported there is adequate resources vis-à-vis 30.1% (n=25) mentioned resources are not enough for the service delivery. Even 18.1% (n=15) do not have any idea regarding resources at the departments.

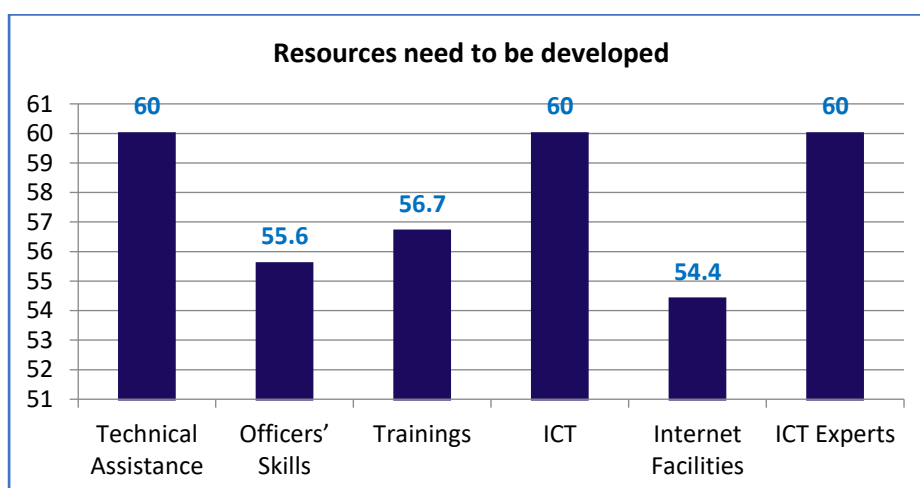
Table 32: Resources need to be developed

Variable Name	Total	N	Valid percentage
Technical Assistance	90	54	60%
Officers' Skills	90	50	55.6%
Trainings	90	51	56.7%
ICT	90	54	60%
Internet Facilities	90	49	54.4%
ICT Experts	90	54	60%

Source: Field Data

In order to grasp authentic data on impact of the resources in service delivery, the researcher asked some systematic questions.

Chart 13: Resources need to be developed in departments



In the questionnaire survey this question was added as a multiple responses question, in which the respondents were able to select more than one answer. The answers were Technical Assistance, Officers' Skills, Trainings, ICT, Internet Facilities and ICT Experts. Chart 13 depicts respondents' response in terms of the resources that needed to be developed in the departments.

Here a significant number of respondents said many resources including financial and human need to be developed in the departments.

Not only quantitative data, even the qualitative results revealed importance of improving resources to have an effective administration.

“Before we go for innovations in service delivery, we should have adequate resources for effective service delivery. As department’s executive officers, we should aware regarding availability of the resources. Technically, there are many physical resources that need to be increased. On the other hand, administrative officers’ skills on working with new technology should be immediately improved. When we concern about the financial resources, from the annual budget allocation we have to divide it for implementing such kind of strategies in service delivery. Moreover, need of skilled persons in innovative things is crucial. Training institutes such as SLIDA would be consisted with experts in the field.”

[Respondent: Senior Assistant Secretary(Admin.); Ministry of Public Administration and Management; 2017.09.12]

Through this discussion it becomes evident that the resources that need for effective administration has become a crucial factor in the implementation of WoG practice. Van Horn and Van Meter (1975; 463) have developed a Theory on Policy Implementation process. According to their ideations, policy resources are a most important factor in the implementation. The findings of the current study also indicate that the human resources as well as financial resources are important for the implementation of WOG practices in service delivery.

In Tom Ling’s ‘Dimensions of Joined-up-Working’ (2002: 626) he has mentioned there should be pooled budgets to deliver joined-up-services within the department. But during the interviews and also in the questionnaire survey, the researcher was able to find out that there isn’t a pooled budget in any departments to provide joined-up services.

However the availability of both financial and human resources was analyzed as a critical factor in the implementation of WoG practices in service delivery.

Fourth hypothesis is,

Hypothesis 04: More the resources higher the implementation

The study reveals that resources remain a key factor that affects the implementation. If these departments are consisted of more resources they would be able to implement many elements of WoG practices in service delivery. Thus the hypothesis is accepted.

According to the administrative officers in the higher level of the selected departments, WoG concept is an effective strategy that can be used in the enhancement of service delivery.

“Whole-of-government practices’ is not new concepts to Sri Lanka. Discussion is going on to integrate most important departments through ICT. There should be a monitoring body to implement the concept throughout the whole government sector and in a change management to government sector employees as well as public acceptance and their attitudes resource allocation and infrastructure are the most important elements to success of this concept.”

[Respondent: Senior Deputy Registrar General, Department of Registrar General, 31.08.2017]

In some departments, the WoG concept is in discussion mode and they also observed the factors that could be influence in their WoG strategy implementation.

05.5 Summary Results of the Study

The most important part of this study is, testing the hypothesis; this shows the direction of the relationship between and among the variables. There are four hypotheses in this study.

Table 33: Summary results of the study

Hypothesis	Result
<u>Hypothesis 01:</u> Higher the citizen satisfaction higher the implementation	Accept
<u>Hypothesis 02:</u> Higher the power distance lower the service delivery	Reject
<u>Hypothesis 03:</u> Stronger the coordination better the service delivery	Accept
<u>Hypothesis 04:</u> More the resources higher the implementation	Accept

Based on the empirical evidence, the study accept first, third and fourth hypothesis and reject the second hypothesis.

05.6 Conclusion

This chapter has presented the quantitative and qualitative evidence to explain independent variables. To answer the main research question, the chapter explored major factors that affect the implementation of 'WoG practices' in service delivery. Main purpose of exploring linkage between variable was fulfilled in this chapter. In addition tested hypotheses were consulted at the end of the chapter. The next chapter provides the conclusion and summary of the findings that concluded in this study.

CHAPTER SIX

SUMMARY AND CONCLUSION

06. Introduction

This chapter presents summary and concluding remarks of the study. The chapter begins mentioning the main research question and other supportive research questions highlighting the methodology employed to investigate them. Subsequently, this chapter emphasizes the research findings. And also mainly concerned about major implications for further studies and suggestions of how this study contributes for the knowledge production in the public administration in the Sri Lankan context.

Whole-of-Government practices were introduced in several public institutions in Sri Lanka with the purpose of enhancing service delivery. As clearly recognized in the field research, the WoG concept was employed in the selected departments to some extent. Obviously, adaptation for the whole-of-government service delivery was quite a big challenge as it denotes complete dissimilar scenario with existing administrative system. WoG concept derived as a holistic approach which reflects the idea of integration. However, the existing administrative reform built up on the basis of decentralization. Therefore, this huge transformation of service delivery required considerable changes in the administrative sector that need to be arranged for the new service delivery.

In this study, therefore, the researcher tried to investigate the aforementioned research question to find out the factors that affect the implementation of 'Whole-of-Government practices'. As the study indicates there are many factors including administrative culture, coordination and resources that affect the implementation of whole-of-government practices and those factors are vary from context to context.

06.1 Overview of the Research Question and Methods

The main research question of this study is “*What are the factors that affect the implementation of ‘Whole-of-Government practices’ in service delivery?*”. Under the main research question, there were some specific research questions that formulated to answer the main research question,

- What are the major components of Whole-of-Government concept that have been adapted in the selected public institutions in Sri Lanka and to what extent they have been implemented successfully?
- How does the administrative culture, coordination and resources influence in the implementation of WoG?
- What is the extent of citizen satisfaction on Whole-of-Government service delivery?

In the study it was revealed, that the administrative culture, coordination and resources are the crucial factors that critically affect the implementation of ‘whole-of-government practices’ in Sri Lankan public administration. Moreover, there are another factors also exist in the practical process of the service delivery that make impact on WoG service delivery which specify in the context of Sri Lanka.

Subsequently, the investigation of main research question was consisted of three sub questions that formulated for the convenience of study findings. Based on the findings, it can be argued that some attributes of the Whole-of-Government concept have been applied in Sri Lanka as a new ways of delivering services (Ling,2002:626), network integrating and service amalgamation.

On the other hand, the second sub research question developed to find out how does the administrative culture, coordination and resources make impact in the implementation of WOG. Evidence regarding this research questions showed that these factors are crucial in the implementation of WOG and have made a considerable impact in the implementation of WoG process.

The third research question lies on the extent of the citizen satisfaction. The study findings reflect a positive sign in terms of citizen satisfaction towards service delivery. The service receivers were highly satisfied with the services that they received under WoG strategies from selected departments.

The method that employed to gather data was mixed method approach. In the collection of data, both qualitative and quantitative data gathered by using questionnaire survey, unstructured interviews and observations. Those data collection instruments were pertinent to found authentic data on implementation of WoG concept that applied in selected departments. Thereby the study purposes were fulfilled at the end of the study.

06.2 Summary and Discussion of the Study Findings

This portion explains the summary of the study findings. Mainly the discussion of the findings will be divided in to several categories for the discernment of the readers.

06.2.1 Implementation of ‘Whole-of-Government practices’ in service delivery of Sri Lankan public administration [Dependent Variable]

The dependent variable of the study was measured by two indicators such as “citizen satisfaction” and “adaptation”. The findings reflected, citizens were highly satisfied with the service delivery of selected departments. On the other hand, the results that found under the adaptation (new ways of delivering services) evidenced selected departments were adapted to WoG concept to some extent. Therefore, it is assumed that the implementation of Whole-of-Government service delivery is successful.

06.2.2 Influence of Administrative Culture

Administrative culture was one of independent variables. The results which were generated under the administrative culture depict a different picture that based on two indicators such as power distance and uncertainty avoidance. Theoretically, low power distance is the most supportive factor for joined-up-workings.

But in contrast, the researcher found in the Sri Lankan context the joined-up-working or Whole-of-Government strategies are able to work within a high power distanced culture as well. The reason behind this is proven at the end of the study. Quantitatively, it was proven that power distance in decision making and in other works of departments is somewhat high. According to qualitative findings, it was revealed there was high power distance in those departments. But the delivering services were succeeded at the departments. Therefore, it can be argued that although there was high power distanced culture, it does not matter in the implementation of WoG practices in service delivery. In addition, impact of uncertainty avoidance is also relatively strong in these departments.

Interestingly, the researcher found that respondents or administrative officers have provided positive responses in terms of hierarchy in the working place. But many studies have proven that hierarchy is also negatively affected to the administrative culture. However in the context of Sri Lanka, hierarchy (High power distance) in the working place has become a receptive factor in the implementation of WOG factors. It can be assumed that administrative cultural aspects have dominated by main culture. But administrative officers have developed positive remarks towards it.

06.2.3 Influence of Coordination

The second independent variable is coordination. The empirical evidence shows that coordination also makes a huge impact in the implementation of WoG service delivery. There was a strong partnership among the connected organizations. And flow of information was also successfully operates in the organizations. Then it has become a major factor in implementing WoG.

06.2.4 Influence of Resources

Resources are the third independent variable. In the study it was proven that resources such as financial as well as human resources are the most influential factors in the implementation of WoG.

06.3 Limitation of the Study

There are number of limitations that need to be acknowledged in the current study. At first access to certain data was the main limitation of the study. As WoG is a new terminology to administrative sector, the researcher faced difficulties in gathering authentic data in term of WoG. Then the researcher conducted pilot surveys and used some synonyms for WoG which used in the practical performance.

On the other hand the concept Whole-of-Government or Joined-up-Government is a new area of study in the context of Sri Lanka. There is no much empirical evidence with regards to implementation of WoG initiatives in service delivery. In addition there are only few institutions have been practicing the WoG strategies in their service delivery. Therefore, due to number of sample, selected cases there could be some limitations in generalizing the findings.

However, over all data that collect in the field research were sufficient to address the research question and objectives of the study.

06.4 Implication of the Study

This portion discusses about the implication of the current study findings.

- **Implications for Policy Reforms**

Sri Lankan government can think of reforming the policy to practice WoG in other institutions as well. Because of this study has brought up a broad perspective on WoG concept. Most importantly, it has revealed the factors that affect the implementation process of applying WoG strategies in service delivery. When a non-European country applying European born changes or reforms in a different context, at first they must carry out a research or investigate the implementability or applicability of such reforms. In this regard, the current study can be contrived for further studies or as guidance for policy reforms in the context of Sri Lanka.

- **Implications for Institutional Changes**

Essence of the WoG reflects the idea of integration. As of now, so many administrative reforms have been taken place in Sri Lankan public sector. But in contrast WoG provide a different overview in the implementation of services under WoG strategies. The concept required a number of changes in institutions that are going to implement. Among them infrastructural, cultural and behavioral changes are crucial. Moreover, WoG changes the thematic idea of the service delivery. The service delivery which based on results oriented perspective has completely been changed by addressing citizen centric approach. In the process of service providing, they have taken the citizen as a core factor in the public sector service delivery. On the other hand, these administrative changes not only pertinent for mere public organizational relationships but also it shape the linkage between public and private organizations as well.

- **Implications for Further Studies**

There is a need for more empirical studies with regards to WoG concept. Therefore this study proposes possible implication for further studies. It might be needed in the application of such changes in public sector reforming. Basically, the current study's attempt was to find out the factors that affect the implementation of WoG, but there can be many investigations in adaptation and evaluation. In order to determine whether the changes are formally adapted or implemented strategies actually fixed with service delivery process.

On the other hand, there should be further studies with regards to challenges in implementing Wog in service delivery. Hence, WoG strategies itself denote the idea of integration, therefore it is needed to explore connected organizations and their perspective in integrating services.

In addition to make the scope of the 'WoG practices' strong, there could also be comparative studies between European and Non-European contexts grasping more ideas on WoG. This would help to be more knowledgeable in terms of concept of WoG.

06.5 Contribution of this study

This study provides contributions to enhance the existing knowledge of Sri Lankan administrative sector, administrative culture and also academic field on public administration by providing new knowledge and empirical evidences for future researchers.

- The study explores the practice of WoG in selected institutions which is new attempt studying WoG in the context of Sri Lanka. This leads to future researches of WoG in public service delivery. WoG is an under studied in Sri Lanka, therefore this study findings are crucial in advancing future studies. On the other hand, it is a contribution for future researches. This study motivates future researchers by providing conceptual and empirical evidences.
- This study has some policy implications, this helps for institutional changes in order to improve the service delivery. As mentioned earlier, this study has identified many institutional changes that need to be placed for a better public administration of the country. Holistic approach in decision making in terms of development is a critical factor for developing country. As well as institutional changes would enhance their progress thereby development of overall country.
- This study has brought out some key areas to be improved in order to practice WOG in Sri Lankan public institutions. The current study placed in some selected departments in Sri Lanka. Therefore the study concerns mainly depended on such departments. However, the researcher has identified some areas that need to be developed for the improvement of service delivery. Particularly, as a developing country, Sri Lanka still in a less progression in the trajectory of development. As a result of

underdevelopment, Sri Lanka is somewhat lacking behind in terms of technological innovations.

- This also helps students and also public officials those who are interested in studying WoG. As one of post New Public Management reforms, Whole-of-Government holds a crucial stage in the parlance of public administration. In fact, it is an area that needs to be highly concerned in the presence of enhancement of Sri Lankan public administration. On the one hand, it's a contribution for the academic field to educate the students, researcher and experts persons regarding WoG concept in Sri Lanka.

06.6 Conclusion

According with the findings of the study, it can be concluded that administrative culture, coordination and resources make a significant impact in the implementation of 'WoG practices' in the service delivery in selected cases in Sri Lanka. The study indicates that supportive administrative culture, better coordination and adequate resources are more likely to ensure better service delivery in terms of Whole-of-Government in Sri Lanka. In summation, administrative culture, coordination and resources were the most significant factors in implementing WoG in the context of administrative sector in Sri Lanka.

ANNEXURE

Annex 01:

04.3 Citizen Satisfaction on Service Delivery in different Dimensions

01. Table 10: Summary of the Frequency Tables on citizen satisfaction

Department staff are courteous and professional					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	28.3	29.4	29.4
	Agree	62	58.5	60.8	90.2
	Neither agree nor Disagree	9	8.5	8.8	99.0
	Disagree	1	.9	1.0	100.0
	Total	102	96.2	100.0	
Missing	0	4	3.8		
Total		106	100.0		

02. Table 10: Summary of the Frequency Tables on citizen satisfaction

Respondent received information in a timely manner					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	28	26.4	28.9	28.9
	Agree	61	57.5	62.9	91.8
	Neither agree nor Disagree	3	2.8	3.1	94.8
	Disagree	5	4.7	5.2	100.0
	Total	97	91.5	100.0	
Missing	0	9	8.5		
Total		106	100.0		

03. Table 10: Summary of the Frequency Tables on citizen satisfaction

The respondent found the information that was searching for					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	28.3	30.3	30.3
	Agree	59	55.7	59.6	89.9
	Neither agree nor Disagree	8	7.5	8.1	98.0
	Disagree	2	1.9	2.0	100.0
	Total	99	93.4	100.0	
Missing	0	7	6.6		
Total		106	100.0		

04. Table 10: Summary of the Frequency Tables on citizen satisfaction

Department staff are helpful and knowledgeable					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	35	33.0	34.7	34.7
	Agree	56	52.8	55.4	90.1
	Neither agree nor Disagree	8	7.5	7.9	98.0
	Disagree	2	1.9	2.0	100.0
	Total	101	95.3	100.0	
Missing	0	5	4.7		
Total		106	100.0		

05. Table 11: Citizen Satisfaction on documentation

How satisfied with the appropriateness of the documentation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	21	19.8	20.4	20.4
	Satisfied	66	62.3	64.1	84.5
	Neutral	12	11.3	11.7	96.1
	Dissatisfied	3	2.8	2.9	99.0
	Very Dissatisfied	1	.9	1.0	100.0
	Total	103	97.2	100.0	
Missing	0	3	2.8		
Total		106	100.0		

06. Table 11: Citizen Satisfaction on documentation

How satisfied with the accuracy of the documentation delivered					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	26	24.5	26.3	26.3
	Satisfied	59	55.7	59.6	85.9
	Neutral	11	10.4	11.1	97.0
	Dissatisfied	3	2.8	3.0	100.0
	Total	99	93.4	100.0	
Missing	0	7	6.6		
Total		106	100.0		

07. Table 11: Citizen Satisfaction on documentation

How satisfied with the documentation provided					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	32	30.2	33.0	33.0
	Satisfied	52	49.1	53.6	86.6
	Neutral	9	8.5	9.3	95.9
	Dissatisfied	4	3.8	4.1	100.0
	Total	97	91.5	100.0	
Missing	0	9	8.5		
Total		106	100.0		

08. Table 12: Citizen Satisfaction on accessibility of services

Accessibility of Service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very poor	2	1.9	2.0	2.0
	Poor	2	1.9	2.0	4.0
	Good	65	61.3	64.4	68.3
	Very good	28	26.4	27.7	96.0
	Don't know	3	2.8	3.0	99.0
	No Idea	1	.9	1.0	100.0
	Total	101	95.3	100.0	
Missing	0	5	4.7		
Total		106	100.0		

09. Table 12: Citizen Satisfaction on accessibility of services

Staff competence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very poor	3	2.8	2.9	2.9
	Poor	4	3.8	3.9	6.9
	Good	47	44.3	46.1	52.9
	Very good	25	23.6	24.5	77.5
	Don't know	11	10.4	10.8	88.2
	No Idea	12	11.3	11.8	100.0
	Total	102	96.2	100.0	
Missing	0	4	3.8		
Total		106	100.0		

10. Table 12: Citizen Satisfaction on accessibility of services

Timeliness of service delivery					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very poor	4	3.8	3.9	3.9
	Poor	7	6.6	6.8	10.7
	Good	63	59.4	61.2	71.8
	Very good	24	22.6	23.3	95.1
	Don't know	4	3.8	3.9	99.0
	No Idea	1	.9	1.0	100.0
	Total	103	97.2	100.0	
Missing	0	3	2.8		
Total		106	100.0		

11. Table 12: Citizen Satisfaction on accessibility of services

Fairness in client treatment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very poor	1	.9	1.0	1.0
	Poor	4	3.8	4.0	5.1
	Good	55	51.9	55.6	60.6
	Very good	31	29.2	31.3	91.9
	Don't know	7	6.6	7.1	99.0
	No Idea	1	.9	1.0	100.0
	Total	99	93.4	100.0	
Missing	0	7	6.6		
Total		106	100.0		

12. Table 12: Citizen Satisfaction on accessibility of services

Friendliness, companions and extra effort of staff					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very poor	3	2.8	3.0	3.0
	Poor	3	2.8	3.0	6.0
	Good	57	53.8	57.0	63.0
	Very good	33	31.1	33.0	96.0
	Don't know	3	2.8	3.0	99.0
	No Idea	1	.9	1.0	100.0
	Total	100	94.3	100.0	
Missing	0	6	5.7		
Total		106	100.0		

13. Table 12: Citizen Satisfaction on accessibility of services

Problems were adequately deal with and resolved					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very poor	2	1.9	2.0	2.0
	Poor	1	.9	1.0	3.0
	Good	56	52.8	56.0	59.0
	Very good	26	24.5	26.0	85.0
	Don't know	8	7.5	8.0	93.0
	No Idea	7	6.6	7.0	100.0
	Total	100	94.3	100.0	
Missing	0	6	5.7		
Total		106	100.0		

02. Annex 02: Quantitative data collection, Questionnaire I (Administrative Officers)

“Whole-of-Government Practices in Service Delivery”

Research on Service Delivery- 2017

Quantitative Data Collection (Questionnaires)

Administrative Officers in Department:

[Department Address] Sri Lanka

[Questionnaire to be filled out by the Administrative Officers]

Form No : [Put a “✓” mark in the box or fill in as appropriate]

Date :
D D M M Y Y Y Y

Part A: Background Questions

1) Gender : 1. Male 2. Female

2) Age :

3) Religion:

4) Place of Grown Up: 1. Urban area 2. Rural area

5) Level of Education:

Information about Work Place

6) Designation:..... 8) Section:

7) Grade: 9) Branch or Division:

Part B : Understanding and Adaptation of WoG practices in service delivery

10) Do you know about the “whole-of-government practices” or connected government practices in service delivery?

1. Yes
2. No
3. No idea

11) How do you find the WoG (Connected Government) service delivery?

1. Very Comfortable
2. Comfortable
3. Certain
4. Uncomfortable
5. Very Uncomfortable

12) Do you think this service delivery practices are successful?

- 1. Yes
- 2. No
- 3. No Idea

13) Have you got trainings for the new service delivery practices?

- 1. Yes
- 2. No

14) If yes, how many months you were under the training?.....

15) Have you been trained abroad?.....

16) Do you think Department resources are enough for the service delivery?

- 1. Yes
- 2. No
- 3. No Idea
- 4. Don't know

17) If not what are the resources that need to be developed in the department?

- 1. Technical assistance
- 2. Officers skills
- 3. Training
- 4. ICT
- 5. Internet facilities
- 6. IT experts

18) Are there any new rules or act for the implementation of WoG?

- 1. Yes
- 2. No
- 3. Don't know

19) What are the organizations that are coordinated for effective service delivery?

.....
.....

20) Are there any substantial initial agreement for the coordination of those organizations?

- 1. Yes
- 2. No
- 3. Don't know

21) Do they have an accountability framework in the service delivery?

- 1. Yes
- 2. No
- 3. Not specially
- 4. Don't know

22) How would you rate the following statements?

Statement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1. Department of..... is a place where I usually feel great					
2. The workers at the department are often unfair					
3. I really like to work in the Department of.....					

23) "Department of is where I sometimes feel depressed"

- 1. Strongly agree
- 2. Agree
- 3. Neither agree nor disagree
- 4. Disagree
- 5. Strongly Disagree

24) If you agree, please specify the reasons?.....

25) Given the opportunity, would you like to join in another public organization?

- 1. Yes
- 2. No
- 3. No idea

26) Do you think WoG strategy is suitable for the other organizations also?

- 1. Yes
- 2. No
- 3. Don't know
- 4. No idea

27) If not why?

.....

28) Does your department use/ have... (Please color appropriate circle “ ● ”)

Statements	1	2	3	4
	Yes	No	Don't Know	Applicable
1. Satisfaction plan among the connected organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Satisfaction meeting (monthly or quarterly)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Informal feedback from the organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Complaint system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Complement system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Strong network integration system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Pooled budget for 'connected government' service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Shared outcome targets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Shared leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Joint consultation/involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29) Please kindly rate the following statements on a scale from 1 to 5, whereby 1 represents “Disagree completely” and 5, “Agree completely”.

Statements	Completely Agree	Disagree	Both	Disagree	Completely Disagree
1. In department of most officers are trying to avoid their responsibilities					
2. The ways things are done in the department of are very neutral					
3. Time management is a big problem in this department					

Statements	Completely Agree	Disagree	Both	Disagree	Completely Disagree
Hierarchy in the organization is a better way to divide work					
Subordinates are consulted in the process of decision making					
Senior persons in the department do not listen to others in the process of decision making					
There is a wide salary range between top level officers and bottom level officers					

Statements	Completely Agree	Disagree	Both	Disagree	Completely Disagree
It is better to follow regular ways rather than new experiments or new ideas					
Innovations are appropriated for the efficient service delivery in the department					
Rules in the department are rigid and very complex					
There is no proper coordination among the connected organizations					
Officers are not concerns about their works					
Citizens are sometimes blaming the officers					

30) What would you like to suggest improving the quality of service delivery?

.....

We thank you for taking time to answer our questions. Have a good day!

03. Annex 03: Quantitative Data collection, Questionnaire II (Service Receivers)

“Whole-of-Government Practices in Service Delivery”

Research on Citizen Satisfaction - 2017

Quantitative Data Collection (Questionnaires)

Citizen Satisfaction of Service Receivers at the Department:

[Questionnaire to be filled out by the Service Receivers]

Form No : [Put a “✓” mark in the box or fill in as appropriate]

Date
D D M M Y Y Y Y

Part A: Background Questions

1) Gender : 1. Male 2. Female

2) Age :

3) Religion:

4) Place of Grown Up: 1. Urban area 2. Rural area

5) Level of Education

- 1. No schooling
- 2. Primary Level (1-5)
- 3. Secondary level
- 4. Post Secondary
- 5. University & Higher

6) Occupational Sector

- 1. Public
- 2. Private
- 3. NGOs
- 4. Other Please specify

7) What kind of service that you need to obtain at this department today?

.....

Part B: Benefits and Effectiveness of Service Delivery

8) Have you ever heard about the ‘whole-of-government’ or ‘connected government’ service delivery?

- 1. Yes
- 2. No

9) Have you ever got 'connected government' service at this department?

1. Yes

2. No

10) How would you rate the 'connected government' strategy to deliver service at a one place?

- 1. Extremely well
- 2. Very Well
- 3. Somewhat well
- 4. Not so well
- 5. Not at all well

11) Do you think this strategy 'connected government' is implemented successfully in this department?

1. Yes

2. No

12) How would you rate the 'value for money' of the service delivery?

- 2. Excellent
- 3. Above average
- 4. Average
- 5. Below Average
- 6. Poor

13) Do you have online service access facilities in your home?

1. Yes

2. No

14) If so why don't you apply online services?

15) Have you followed the "citizen charter" information?

1. Yes

2. No

16) Do you think that information is enough for the services?

- 1. Absolutely
- 2. Quite
- 3. Partly
- 4. Not at all

17) How much time did it taken them to address your questions and concerns?

- | | | | |
|-------------------------------|--------------------------|-------------------------------|--------------------------|
| 1. Much shorter than expected | <input type="checkbox"/> | 4. Longer than I expected | <input type="checkbox"/> |
| 2. Shorter than expected | <input type="checkbox"/> | 5. Much longer than expected | <input type="checkbox"/> |
| 3. About what I expected | <input type="checkbox"/> | 6. Did not receive a response | <input type="checkbox"/> |

18) According to your experience, how long time it takes in getting services from the department of?

- | | |
|---|--------------------------|
| 1. In time | <input type="checkbox"/> |
| 2. A little longer than the stipulated time | <input type="checkbox"/> |
| 3. Too longer than stipulated time | <input type="checkbox"/> |
| 4. Don't know | <input type="checkbox"/> |

19) Do you think everyone is receiving a good service at the department of?

- | | |
|--------|--------------------------|
| 1. Yes | <input type="checkbox"/> |
| 2. No | <input type="checkbox"/> |

Part C : Evaluation of Department Staff and Information

20) How would you rate the following statements?

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1. Department of staff are courteous and professional					
2. I received my information and details in a timely manner					
3. I found the information I was searching for today					
4. Department ofstaff are helpful and knowledgeable					

21) How satisfied are you.... (Please color appropriate circle “ ● ”)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1....with the appropriateness of the documentation of your needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. ...with the accuracy of the documentation delivered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. ...overall with the documentation provided by the department?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22) How would you rate the following statements?

	1	2	3	4	5	6
	Very Poor	Poor	Good	Very Good	Don't Know	Not Applicable
1. Accessibility of Service						
2. Staff competence						
3. Timeliness of service delivery						
4. Fairness in client treatment						
5. Friendliness, companions and extra effort of staff						
6. Problems were adequately deal with and resolved						

23) If you would like to share any additional comments or suggestions about Service delivery please enter them below.

.....

We thank you for taking time to answer our questions. Have a good day!

04. Annex 04: Interview Guide I (Administrative Officers)

01. Background Questions

- How many officers?
- Organizational structure hierarchy of the officers
- Data bases
- Network facilities (experts)

02. Whole-of-Government concept

- Have you ever heard about the **Whole-of-Government concept** or **connected government concept (one-stop service delivery)**
- History of this concept (when it start? and how?)
- What is the reason behind the implementation of connected government service delivery in this department?
- What is the **aim, Purpose, target group** of this concept?
- What is the benefit that citizen can get under this concept or service?

03. Implementation

- Are there any other branches or counters for connected organizations to work under this department?
- There are number of organizations that have been connected in one place. How these strategies serve people well?

04. Awareness

- Are they aware of this strategy?
- How do you think they are aware of this service delivery?

05. Administrative reforms

- As an administrative officer what do you think about administrative reforms that occurred in the administrative sector?
- Do you think we need administrative reforms? If so why? any special reasons?
- At par with your knowledge, what kind of factors will affect the administrative reforms?

06. Connected Services

- What are the services that offer by your department?
- How other connected departments access your data base?
- What do you think about the security of the data?

07. Resources

- Is there any pooled budget to maintain connected government service delivery? Budget allocation, Experts persons for the service delivery?, Trainings

08. Coordination

- What do you think about the coordination among the connected organization?
- How does your department maintain other connected organizations?
- Are there any connections with private sector organizations to implement this connected government service delivery?

09. Partnership

- Do other organizations in a partnership with your department? How ?
- What did they really do well?

10. Adaptation

- Are there any new rules acts? Agreements?
- Is there any main section to coordinate these all connected organizations?

11. Decision making

- Centric purposes in the process of decision making, Strategy formulation (customer needs)
- In the process of decision making do the senior persons of this department consult with subordinate officers?
- Decision making in the department and how do connected organizations participate in the process of decision making?

12. Administrative culture

- Coordination , New ways strategies implementation, Support of the staff, Decision making support, Adaptation for new strategy , Hierarchy, Flat hierarchy/ positions for identification

13. Questions regarding flow of information

14. Regular Questions

- Do you think this service delivery practices are successful?
- Do you think Department resources are enough for the service delivery?
- If not, what are the resources that need to be provided/ developed in the Department?
- Do they have an accountability framework in the service delivery?
- Do you think WoG strategy is suitable for the other organizations also?
- Hierarchy is a better way to divide work
- Innovations are appropriated for the efficient service delivery in the department

15. What you have to suggest for the efficient of service delivery

05. Annex 05: Interview Guide II (Experts in the Field)

- “1. Please list the administrative reforms that you are aware of that have taken place in this ministry.
2. Which one of these do you think have come from the international arena?
3. Who are the actors that involved in the implementation process?
4. What are the main components of the administrative reforms that you have witnessed?
5. What are the constraints of these changes?
6. According to your view what are the main successes of the JUG or WoG?
7. According to your view, what are the main challenges of the JUG?
8. In your opinion, to what extent has the Sri Lankan bureaucracy built its own culture?
9. What are the basic features of this culture in the Sri Lankan public administration?
10. Is there a dominant culture that drives the Sri Lankan bureaucracy?
11. Does the behavior of bureaucrats reflect the Sri Lankan cultural biases?
12. How does administrative culture support or resist to administrative innovation, success, or failure?
15. Is this administrative culture receptive or resistant to post NPM reforms or WoG? and how?
16. How important is **Administrative culture, Coordination, Resources** for the effective implementation of the PA?
17. If you have, any suggestions on how to make the whole-of-government service delivery system effective?

06. Annex 06: Research Time line

	Work Plan	January	February	March	April	May	June	July	August	September	October	November	December
1	Identifying Research Area												
2	Formulate Research Question												
3	Formulate research strategy, research design, select method												
4	Write research proposal												
5	Literature Review												
6	Write Second Chapter												
7	Sample Design												
8	Data Collection												
9	Data Analysis												
10	Write First Draft												
11	Write Second Draft												
12	Write Final Draft												
13	Feedback and Changes												
14	Final writings and Editing												
15	Abstract												
16	Review												
17	Printing and Binding												
18	Submission												

07. Annex 07: Permission letter to Department of Immigration and Emigration



**DEPARTMENT OF POLITICAL SCIENCE
UNIVERSITY OF PERADENIYA
SRI LANKA**

Tele: 081-2392625 (office)
081-2392626 (Head)
Fax: 081-2392626 (Political Science)

28. 08. 2017

To Whom It May Concern

The bearer **Miss. D R W M N Kularathne** is a student reading for the Master of Public Policy and Governance Degree in University of Peradeniya, during the current academic year (2016/2017). She is conducting a research study on **“Implementation of ‘Whole-of-Government Practices’ in Service Delivery: A case of Department of Immigration and Emigration in Sri Lanka”** as a part of her degree. I shall be grateful if you could kindly assist the student by way of information, material and interviews or in any other form, which may enable the candidate to complete the research project.

A handwritten signature in blue ink, likely belonging to Dr. Athula Withanawasam.

Dr. Athula Withanawasam
Head/ Dept. of Political Science
University of Peradeniya

Head
Department of Political Science
University of Peradeniya
Peradeniya, Sri Lanka

*Approved to
facilitate this study
requirement*

A handwritten signature in blue ink, likely belonging to Chaminda Hettiarachchi.

2017/08/30
Chaminda Hettiarachchi
Justice of Peace - All Island
Controller (Admin)
Department of Immigration & Emigration
"Suhurupaya", Sri Subhuthipura Road,
Battaramulla.

08. Annex 08: Permission letter to Department of Registration for Persons



**DEPARTMENT OF POLITICAL SCIENCE
UNIVERSITY OF PERADENIYA
SRI LANKA**

Tele: 081-2392625 (office)
081-2392626 (Head)
Fax: 081-2392626 (Political Science)

28. 08. 2017

To Whom It May Concern

The bearer **Miss. D R W M N Kularathne** is a student reading for the Master of Public Policy and Governance Degree in University of Peradeniya, during the current academic year (2016/2017). She is conducting a research study on **"Implementation of 'Whole-of-Government Practices' in Service Delivery: A case of Department of Registration for Persons in Sri Lanka"** as a part of her degree. I shall be grateful if you could kindly assist the student by way of information, material and interviews or in any other form, which may enable the candidate to complete the research project.

Handwritten signature of Dr. Athula Wimalanawasam in blue ink.

Dr. Athula Wimalanawasam
Head/ Dept. of Political Science
University of Peradeniya

Head
Department of Political Science
University of Peradeniya
Peradeniya, Sri Lanka


A.O

Ac/ front office / one day
Plz - permit to interview the
custodian.

Handwritten signature of W.P.M.G.R. Shantha Kumara in blue ink.

W.P.M.G.R. SHANTHA KUMARA
COMMISSIONER (ADMINISTRATION)
DEPARTMENT FOR REGISTRATION OF PERSONS
SUHURUPAYA
BATTARAMULLA

09. Appendix 09: Permission letter to Department of Motor Traffic (WP)



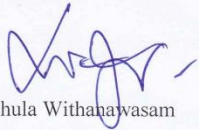
DEPARTMENT OF POLITICAL SCIENCE
UNIVERSITY OF PERADENIYA
SRI LANKA

Tele: 081-2392625 (Office)
081-2392626 (Head)
Fax: 081-2388933 (Faculty)

10-07-2017

TO WHOM IT MAY CONCERN

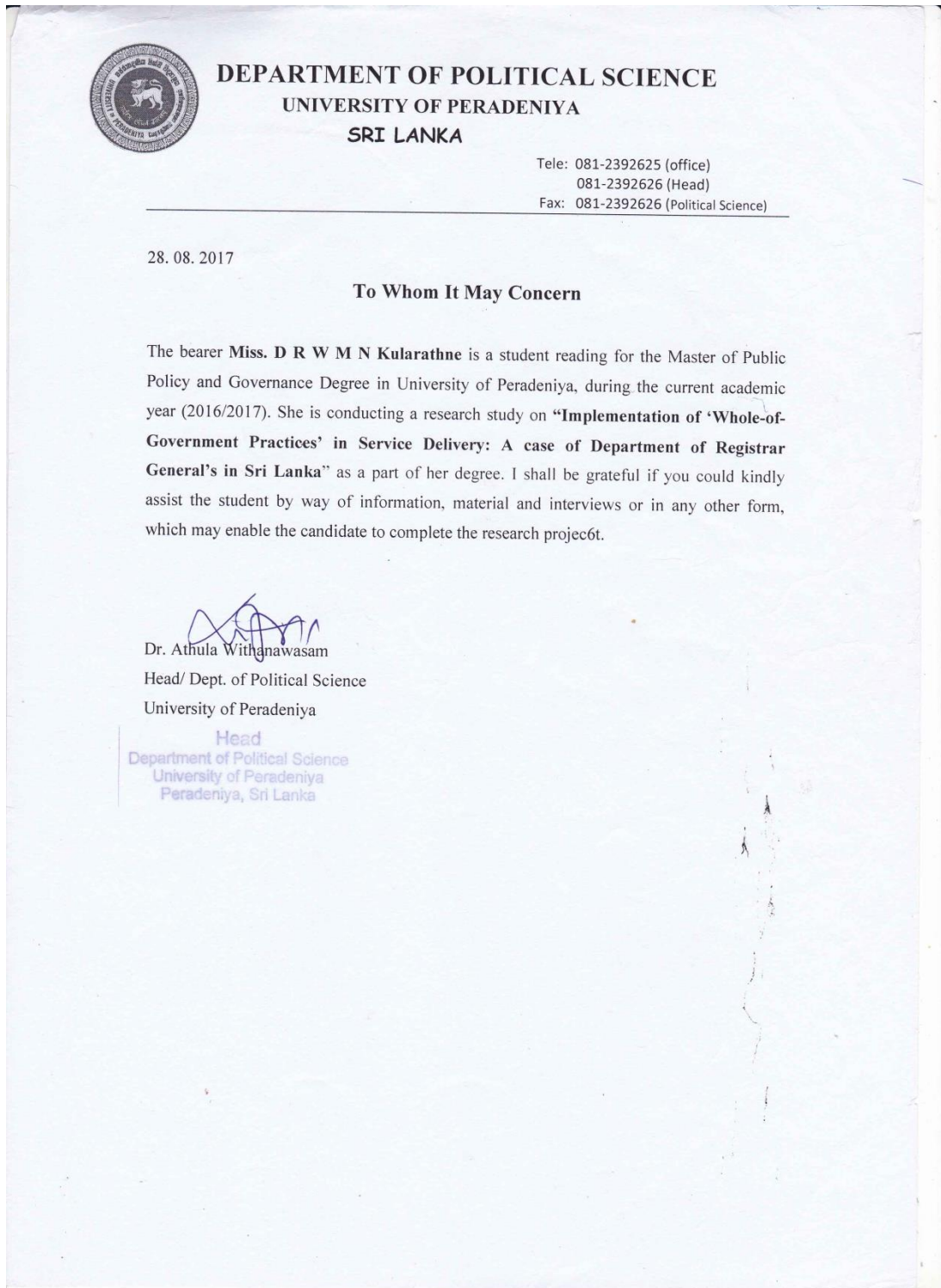
The bearer *Miss. D.R.W.N. Kularathne* is a student reading for the Master of Public Policy and Governance Degree in University of Peradeniya, during the current academic year (2016/2017). She is conducting a research study on “*Implementation of ‘Whole-of - Government Practices’ in Service Delivery: A case of Department of Motor Traffic in Sri Lanka*” as a part of her degree. I shall be grateful if you could kindly assist the student by way of information, material, and interviews or in any other form, which may enable the candidate to complete the research project.


Dr. Athula Withanawasam
Head/ Dept. of Political Science
University of Peradeniya

Head
Department of Political Science
University of Peradeniya
Peradeniya, Sri Lanka

© Given the permission.
to collect data
only 25/09/2017.
3/9/25

10. Appendix letter 10: Permission letter to Department of Registrar General



REFERENCES

- Alhazemi, A.A., Rees, C. Hossain, F., (2015) *Implementation of Strategic Organizational Change: The Case of King Abdul Aziz University in Saudi Arabia*, In Jamil, Ishtiaq. Askvik, Steinar. Hossain, Farhad. Eds. (2015) *Administrative Culture in Developing and Transitional Countries*. Routledge Publishers.
- Allawatta, Rohana., (24.12.2014) *Issuing Motor Vehicle Revenue License: That Day, Today and Tomorrow*, e-engineering Government Programme, Engage.
Available at: www.engage.icta.lk, [Accessed 2015.01.04]
- Brayman, Alan., (2012) *Social Research Methods*, Fourth Edition, New York, United States, Oxford University Press.
- Caiden, Gerald E., (1991) *What Really Is Public Maladministration?* *Public Administration Review*, Vol. 51, No. 6 (Nov. - Dec., 1991), pp. 486-493. Blackwell Publishing on behalf of the American Society for Public Administration.
- Cheema, G. Shabbir & Rondinelli, Dennis A., (2007) *Decentralizing Governance: Emerging Concepts and Practices*, Ash Institute for Democratic Governance and Innovation, Brookings Institution Press.
- Cheng, Jao-Hong., Chen, Shu-Wei and Chen, Fang-Yuan (2013) *Exploring how inter-organizational relational benefits affect information sharing in supply chains*, *Info Technol Manag* 14:283–294. Springerlink.com
- Christensen, T., and Laegreid P., (2006) *“The Whole-of-government Approach – Regulation, Performance, and Public-sector Reform”*, paper presented at the conference ‘A Performing Public Sector: The Second Transatlantic Dialogue’, Workshop 2 – Performance of Regulation and Regulation of Performance, Leuven.
- Christensen, Tom., Laegreid, Per., (2008) *The Challenge of Coordination in Central Government Organizations*, *Public Organization Rev.* 97-116. Springer Science publishers.
- Christensen, T., and Laegreid P., (2006) *The Whole-of-government Approach – Regulation, Performance, and Public-sector Reform*, paper presented at the conference ‘A Performing Public Sector: The Second Transatlantic Dialogue’, Workshop 2 – Performance of Regulation and Regulation of Performance, Leuven, 1–3 June.

- Christensen, T. and Laegreid P., (2007) *The Whole-of-Government Approach to Public Sector Reform*, Public Administration Review, Vol. 67, No. 6 (Nov. - Dec., 2007), pp. 1059-1066, Wiley on behalf of the American Society for Public Administration.
- Claver, Enrique Llopis, Juan Gasco, Jose L. Molina, Hipolito and Conca, Francisco J. (1999) *Public administration: From bureaucratic culture to citizen-oriented culture*", International Journal of Public Sector Management, Vol. 12 Issue: 5, pp.455-464
- Colgan, A., Kennedy, L.A. and Doherty, N., (2014) *A Primer on implementing whole of government approaches*, Dublin: Centre for Effective Services.
- Creswell, John W., (2003) *RESEARCH DESIGN Qualitative, Quantitative and Mixed Methods*, Sage Publications India Pvt. Ltd.
- Creswell, John W., & Clark, Vicki L. Plano, (2007) *Designing and Conducting Mixed Methods research*, Choosing a mixed methods design pp: 62-79 & Part of Ch: 7 Analyzing data in mixed methods research pp: 128-135, Thousand Oaks, California, SAGE Publications
- Deshpriya , Wasantha, (09.04.2013) e-Revenue License System as a "Whole-of-Government" or "Connected Government" system, Re-engineering Government Program, Engage, Available at: www.engage.icta.lk , [Accessed 02.25.2015]
- Dwivedi, O. P., (1999) *Administrative Culture and Values: Approaches. From Bureaucracy to Public Management: The Administrative Culture of the Government of Canada*, Broadview Press, Peterborough, Canada
- Dunleavy, P., Bostow, Simon. Margetts, Helen and Tinkler, Jane, (2005) *"New Public Management is Dead – Long Live Digital-Era Governance"*, Journal of Public Administration Research and Theory, Oxford University Press, Advance Access Publication, 467-494.
- Flick, Uwe, (2013) *The SAGE Handbook of Qualitative Data Analysis*, SAGE Publications
- Faubert, Jacqueline. Wheeldon, Johannes. (2009) *Framing Experience: Concept Maps, Mind Maps, and Data Collection in Qualitative Research*
- Flumain Mary, Antonett. Coe, Amanda. Kernaghan, Kenneth. (2007) *"Transforming service to Canadians: The Service Canada Model"* SAGE Publications, Los Angeles, London, New Delhi and Singapore
- Henderson, Keith M., (2004) *"Characterizing American public administration: The concept of administrative culture"*, International Journal of Public Sector Management, Vol. 17 Issue: 3, pp.234-250, doi: 10.1108/09513550410530162

- Hofstede, Geert. and Hofstede, Gert Jan. (2005) *Cultures and Organizations: Software of the Mind*, The McGraw' Hill Companies, Two Penn Plaza, New York, United States.
- Hofstede, Geert. (ND)The Hofstede Center: What about Sri Lanka, [Online] Available at: https://geert-hofstede.com/sri_lanka.html [Accessed 24-18.05.2016]
- Hofstede, Geert. Hofsted Gert Jan. Minkov, Michael, 2010.Cultures and Organization: Software of the Mind, New York, The McGraw-Hill Company
- Howlett, Michael (2002) Understanding *National Administrative Cultures and Their Role in Administrative Reform: A Neo-Institutional Model of Administrative Styles*. International Association of Schools and Institutes of Public Administration Section V: Accountability, Culture and Trust Istanbul, Turkey.
- Jamil, Ishtiaq. (2007) *Administrative Culture in Bangladesh*, A H Development Publishing House, Dhaka, Bangladesh.
- Jamil, I. Askvik, S. Hossain, F., (2013) *Introduction to the Special Issues on Administrative Culture in Developing and Transitional Countries*, International Journal of Public Administration, Volume 36. Issue 13, Pp.897-899, In Jamil, Ishtiaq. Askvik, Steinar. Hossain, Farhad. Eds. (2015) *Administrative Culture in Developing and Transitional Countries*, Routledge Publishers.
- Jamil, Ishtiaq. Panday, Pranab. 2012. *Inter-Organizational Coordination and Corruption in Urban Policy Implementation in Bangladesh: A Case of Rajshahi City Corporation*. International Journal of Public Administration. 35:5,352-366
Available at: <http://dx.doi.org/10.1080/01900692.2012.661169>
- Jamil, Ishtiaq. Panday, Pranab. (2010) *Challenges of Coordination in Implementing Urban Policy: The Bangladesh Experience*, Public Organization Rev. Springer Science+Business Media, LLC
- Kapucu, Naim (2005) "*Interorganizational Coordination in Dynamic Context: Networks in Emergency Response Management*", connections 26(2): 33-48, INSNA
- Karyeija, Gerald Kagambirwe,(2010)*Performance appraisal in Uganda's civil service: Does administrative culture matter?*
- Laegried Per, Rolland Vidar W. Roness Paul, G. Agotnes, John-Erik. (2003) "*The Structural Autonomy of the Norwegian State 1947-2003*" Working paper 21 Stein Rokkan centre for social studies.

- Laegreid, Per. Rykkja, Lise H. (2014) *Governance For Complexity – How to Organize For The Handling Of ‘Wicked Issues’: The Case Of Internal Security And The Welfare Administration In Norway*
- Leading and Shaping a Unified, High performing APS. (2012) Australian Public Service Commission Report. Australian Government. Available at: <http://www.apsc.gov.au/trash/home-archive/navigate-by-audience/?a=1478>, [Accessed 2015.01.14]
- Ling, T., (2002) *“Delivering joined-up government in the UK: Dimensions, issues and problems”*, UK, Blackwell Publishers Ltd, Public Administration Vol 80 (4): 615–642
- Marsh, Ian (2015) *The Malfunctions of New Public Management: A case study of governance in Indigenous affairs*, New Accountabilities, New Challenges, ANU Press, Available at: <http://www.jstor.org/stable/j.ctt15r3xxt.14>
- Mulgan, Richard (2002) *“Public Accountability of Provider agencies: The case of the Australian, “centrelink”*, SAGE Publications, London.
Available at: <http://ras.sagepub.com/content/68/1/45.full.pdf+html>
- Montjoy, Robert S., Laurence J. O'Toole and Jr, (1979) *“Toward a Theory of Policy Implementation: An Organizational Perspective”*, Public Administration Review, Vol. 39, No. 5 (Sep. - Oct., 1979), pp. 465-476, Wiley on behalf of the American Society for Public Administration
- Ojo, A. Janowski, T. & Estevez, E., (2011) Whole-of-Government Approach to Information Technology Strategy Management: Building a Sustainable Collaborative Technology Environment in Government. In United Nations E-Government Survey. 2014. Whole of government and collaborative governance. Chapter 04. Department of Economic and Social Affairs United Nations, New York. United States.]
- Perri, G., (2004) *“Joined-up government in the Western world in comparative perspective: A preliminary literature review and explanation”*, Journal of Public Administration Research and Theory 14:103–38.
- Peters, Guy B., (2004) *“Back to the centre? Rebuilding the state USA”*, The political Quarterly publishing co.Ltd.
- Pollitt, Christopher (2003) *“Joined-up Government: A survey”*, Blackwell publishing LTD, UK and USA.

- Rahman, M.H. Naz, R. Nand, A., (2013) *Public Sector Reforms in Fiji: Examining Policy Implementation Setting and Administrative Culture*, In Jamil, Ishtiaq. Askvik, Steinar. Hossain, Farhad. Eds. (2015) *Administrative Culture in Developing and Transitional Countries*. Routledge Publishers.
- Richmond, B., (2006) *Introduction to Data Analysis Handbook*.
Available at: www.files.eric.ed.gov/fulltext/ED536788.pdf
- Ryzin, Gregg G. Van (2004) *Expectations, Performance, and Citizen Satisfaction with Urban Services*, *Journal of Policy Analysis and Management*, Vol. 23, No. 3 (Summer, 2004), pp. 433-448, Wiley on behalf of Association for Public Policy Analysis and Management
- Salim, M., Peng, X.B., Almakary, S.Q. and Karmoshi, S., (2017) *The Impact of Citizen Satisfaction with Government Performance on Public Trust in the Government: Empirical Evidence from Urban Yemen*. *Open Journal of Business and Management*, 5, 348-365.
- Samarathunge, R. Bennington L., (2002) *New Public Management: challenge in Sri Lanka*, *Asian Journals of Public Administration*, Vol 24, No 1, 87-109.
- Sirimanna, Bandula. (16.06.2013) *Motor Traffic Department operates a “whole -of – government” service counter*, *Bussiness Time*, *The Sunday Times*.
Available at: <http://www.sundaytimes.lk> , [Accessed 23.02.2015]
- Somasundaram, M., (1997) *The third wave: governance and public administration in Sri Lanka*, International Centre for Ethnic Studies, International Centre for Ethnic Studies in association with Konark Publishers, Delhi.
- Schwartz, Shalom H., (2006) *A Theory of Cultural Value Orientations: Explication and Applications*, *Comparative Sociology*, Volume 5, issue 2-3. Koninklijke Brill NV, Leiden
- Shepherd, Geoffrey (2003) *Civil service reform in developing countries: why is it going badly?*. 11th International Anti-Corruption Conference 25. Seoul, Republic of Korea. Panel: Depoliticizing the Civil Service
- Trompenaars, Fons. (1996) *Resolving International Conflict: Culture and Business Strategy*. Landon Business School. Volume 7. Number 3. Pp 51-68
- Tynne, Ian. (2004) *“State organizations as Agencies: An Identifiable And Meaningful Focus of Research”*, John Wiley and Sons Ltd, 91-99.

- Van Meter, Donald S. and Van Horn, Carl E., (1975) *The Policy Implementation Process: A Conceptual Framework*. Administration & Society 1975 6: 445, SAGE Publications
- Van de Ven, Andrew H., (1984) *The Dynamics of Interorganizational Coordination*, Administrative Science Quarterly, Vol. 29, No. 4 (Dec., 1984), pp. 598-621, Sage Publications, Inc. on behalf of the Johnson Graduate School of Management, Cornell University
- Verhoest, Koen. Peters Guy, B. Bouekaert, Geert. Verchuere, Bram (2004) *The study of Organizational Autonomy: A conceptual review*, John Wiley and sons Ltd, 101-118.
- Vries De, Jouke (2010) Is New Public Management Really Dead?. OECD Journal on Budgeting. Vol 2010/1.OECD.