

Service Delivery between 2013 and 2021 —A Systematic Review

Uchechi Chinazom Ekejiuba, Umar Abbas Ibrahim

Faculty of Management Sciences, Nile University of Nigeria, Abuja, Nigeria

Email: uchechiekejiuba@gmail.com, abbas.ibrahim@nileuniversity.edu.ng

How to cite this paper: Ekejiuba, U. C., & Ibrahim, U. A. (2024). Service Delivery between 2013 and 2021—A Systematic Review. *Journal of Human Resource and Sustainability Studies*, 12, 275-288. <https://doi.org/10.4236/jhrss.2024.122015>

Received: March 30, 2024

Accepted: May 6, 2024

Published: May 9, 2024

Copyright © 2024 by author(s) and Scientific Research Publishing Inc. This work is licensed under the Creative Commons Attribution International License (CC BY 4.0).

<http://creativecommons.org/licenses/by/4.0/>



Open Access

Abstract

Service delivery is seen as the act of providing citizens with basic amenities of electricity, water, housing, etc. by the government of any nation. However, this has been viewed to be capital intensive for some developing nations with high population and limited resources despite its necessity for economic growth and development. This article employs the Systematic Quantitative Assessment Technique (SQAT) propounded by Pickering and Byrne in 2014 to systematically review 50 articles published between 2013 and 2021 by 6 reputable data bases across 32 nations and 6 continents. The review itemized the themes adopted by various countries to overcome specific challenges to provide affordable and quality services to its citizens. Majority of the articles were empirical in nature while a few were conceptual. The highest number of published articles was found in Asian, African, and European continents while North America, Australia and South America had the least number of published articles. Survey, secondary data, and interviews were the highest methods of data collection while mixed and household level data were the least. It is advised that future research should be geared towards mixed data collection for effective comparison and validation of existing information (secondary data) that may have been used.

Keywords

Service Delivery, Systematic Quantitative Assessment Technique

1. Introduction

The public sector of any country is the largest provider of service and by extension, the largest employer of labour in the organised formal sector. One of the sector's main responsibilities is the provision of social and economic infrastructure. While economic infrastructure refers mainly to the provision of potable

water, good roads, electricity, air transport, communication networks and sewage, social infrastructure includes affordable schools, hospitals, and housing.

It becomes obvious then, that both are essential aspects of living for any twenty-first century nation. It is expected that the provision of these basic services to citizens is the main responsibility of the government of any nation as it is believed the citizens pay taxes. However, this is not the case in many developing and some developed countries especially for specific services as various interventions had come up to assist the Central government of such nations in their inadequacies.

Existing research reveals that there has been growing public impatience related to the provision of essential service delivery in developing countries such as South Africa and this may have led to their service delivery protests (Masiya et al., 2019). On the contrary, some countries who experienced warfare like Afghanistan had ensured that basic services were still made available to citizens. The Taliban were forced to become responsible for the wellbeing of local communities as they consolidated their hold over territory (Smith, 2020).

This study is aimed at conducting a systematic review of articles on service delivery published in different countries between 2013 and 2021 and evaluating how it has evolved within this period. The review will be done in three (3) sections namely: Methodology section which describes the development and analysis of the study, the findings, and discussions section for the review and finally, the conclusion and recommendations of the study.

2. Methodology

This research reviews Service Delivery (SD) articles in the last eight (8) years (2013-2021) using Pickering and Byrne's 2014 Systematic Quantitative Assessment Technique (SQAT). This technique allows researchers to systematically analyse existing literature on any field and produce a structured quantitative summary of the subject (Pickering & Byrne 2014). Five steps are recommended in conducting an effective systematic review. The steps and application are shown in **Table 1**

The researcher studied 50 SD peer reviewed English articles from 6 reputable databases that met selection criteria (**Table 2**). These are Scopus indexed journals which the academic community respects due to their inclusion in Scopus index. It is also a useful tool for organizations and libraries for evaluating the quality and significance of journals in their holdings.

3. Findings and Discussions

3.1. Time Distribution of Articles on Service Delivery (SD)

The systematic review showed in **Figure 1** that 39 out of the 50 articles (78%) were published in the last 5 years of the eight-year period i.e. (2017-2021).

Table 3 shows the distribution of Service Delivery articles across Continents and their respective Authors.

Table 1. Description and application.

S/N	Dimensions	Application in the current study
1.	Define topic	Service Delivery (SD) articles published between 2013 and 2021. 1) What is the time distribution of the service delivery articles? 2) Countries in which research was undertaken?
2.	Develop research questions	3) What kind of SD articles were published? (Conceptual vs. Empirical). 4) What are the methods of data collection? 5) What are the specific themes these articles explored and what were the major findings of those themes?
3.	Key words identified	“Service Delivery”
4.	The databases were identified and searched	1) Six databases were utilized namely: Jstor, Emerald, Elsevier, Ingenta, Taylor and Francis, Wiley. 2) All in title search using the phrase “Service Delivery”.
5.	Read and assess publications	1) Abstracts and excerpts from articles were read to ensure subject aligns with service delivery. Findings and conclusions were also read to make suggestions. 2) Only peer-reviewed conceptual and empirical articles were included.

Table 2. SD articles reviewed by publishers (2013-2021).

Publisher	Number of SD articles
Jstor	2
Emerald	28
Elsevier	5
Ingenta	5
Taylor and Francis	5
Wiley	5
Total	50

Table 3. Continental distribution of SD articles and their authors.

S/N	Continent	No. of Articles	Authors
1	Africa	11	(Abdulkareem & Mohd Ramli, 2021; Adaku et al., 2018; Akinboade et al., 2013; Biljohn & Lues, 2019; Falisse & Leszczynska, 2022; Kuye & Akinwale, 2020; Li et al., 2019; Masiya et al., 2019; Musenze & Mayende, 2019; Phiri, 2017; Tassabehji et al., 2019; Yusheng & Ibrahim, 2019)
2	Asia	20	(Abdullah et al., 2016; Anwer Anwer et al., 2016; Aruan et al., 2018; Abdelkader Benmansour, 2019; Chakraborty et al., 2021; Jain Gupta & Suri, 2017; Hwang et al., 2021; Kekez et al., 2018; Lanin & Hermanto, 2019; Nayak & Samanta, 2014; Nguyen et al., 2017; Rahman et al., 2021; Saxena, 2017; Siddiquee, 2016; Siddiquee, 2019; Siddiquee & Xavier, 2020; Smith, 2020; ur Rahim & Shirazi, 2018; Uzir et al., 2021; Seyitoğlu & Ivanov, 2020)
3	Australia	2	(Aruan et al., 2018; Oslington, 2015)

Continued

4	Europe	11	(Biljohn & Lues, 2019; Bozic, 2020; Imran et al., 2019; Psomas et al., 2020; Seepma et al., 2020; Steiner et al., 2018; Van de Walle, 2016; Bucaite Vilke & Vilkas, 2018; Voorberg et al., 2017; Williams & Radnor, 2022)
5	North America	5	(Healey & Evans, 2014; Loeffler & Church, 2015; Mick & Shay, 2014; Shadi et al., 2023)
6	South America	1	(Lopes et al., 2019; Valle-Cruz, 2019)
		50	

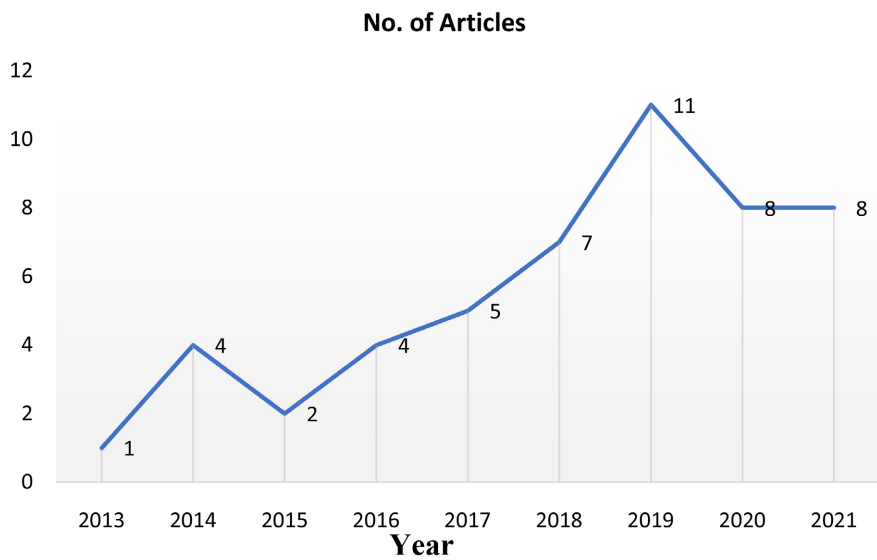


Figure 1. Time distribution analysis of SD on 50 peer-reviewed articles published btw 2013 and 2021.

3.2. Geographical Distribution of Articles on SD

From the continent perspective, **Figure 2** shows that Asia had the highest number of SD articles published within the last eight years representing 40% of the peer reviewed articles, followed by Africa and Europe with 22% respectively. The least published articles are from North America (10%), Australia (4%) and South America (2%). This distribution aligns with the introduction section where it stated that existing research reveals that there is growing impatience in the provision of essential service delivery in developing countries (Masiya et al., 2019). The review of SD articles within this time frame shows that Asian Continent is leading in the research on service delivery.

Table 4 shows the distribution of the 50 peer reviewed SD articles published across 32 countries.

The top four countries that have the highest number of published SD articles between 2013 and 2021 is shown in **Figure 3**.

Figure 3 reveals that the number of articles from Malaysia, United States, India, and Ghana which are just from three continents, account for 16 out of the total of 50 peer reviewed articles representing 32% of the published articles within the last eight years. It is also relevant to note that the articles from Malaysia, India and Ghana focused on reforms for improved service delivery as there is

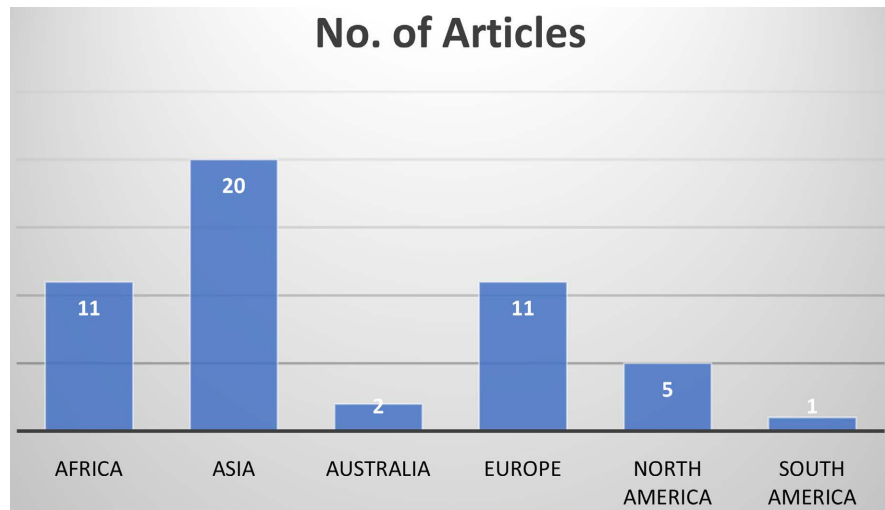


Figure 2. The geographical distribution of SD articles across continents.

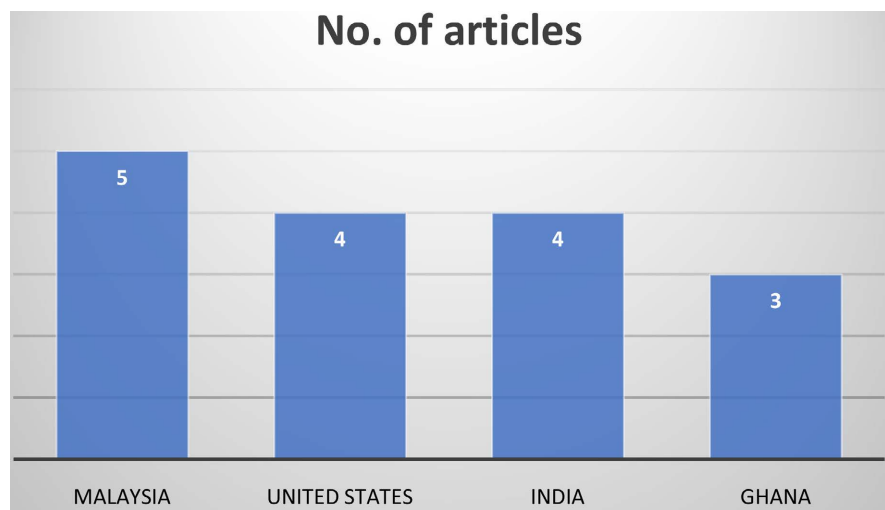


Figure 3. Top four countries with highest number of published SD articles.

Table 4. 32 countries and their respective number of published SD articles.

S/N	Country	No. of articles
1	Afghanistan	2
2	Australia	2
3	Austria	1
4	Bangladesh	2
5	Belgium	1
6	Bosnia	1
7	Brazil	1
8	Bulgaria	1
9	Burundi	1
10	Estonia	1
11	Ethiopia	1

Continued

12	Germany	1
13	Ghana	3
14	Greece	1
15	India	4
16	Indonesia	1
17	Korea	1
18	Lithuania	1
19	Malaysia	5
20	Mexico	1
21	Netherlands	1
22	Nigeria	2
23	Pakistan	1
24	Qatar	1
25	Singapore	1
26	South Africa	2
27	Switzerland	1
28	Uganda	1
29	United Kingdom	2
30	United States	4
31	Vietnam	1
32	Zambia	1
	Total	50

little or no research on developing countries on the impact of E-governances in curbing corruption (Saxena, 2017). The articles from the United States on the other hand focused on emerging trends such as advances in health care, child services and excellent customer service.

3.3. Article Type

Out of 50 peer-reviewed articles, 39 of them were empirical research while only 11 were conceptual research representing 78% and 22% respectively. **Figure 4** shows the distribution.

The empirical research consisted of primary and secondary data collection employed as quantitative, qualitative, or mixed method for analysis. Whilst empirical articles rely on data collection and conclusions are drawn based on the premises of the findings from data collection; conceptual articles rely on theoretical discussions based on other people's views and literature. In general, empirical research, if tested and proven can either validate or invalidate existing theories and concepts.

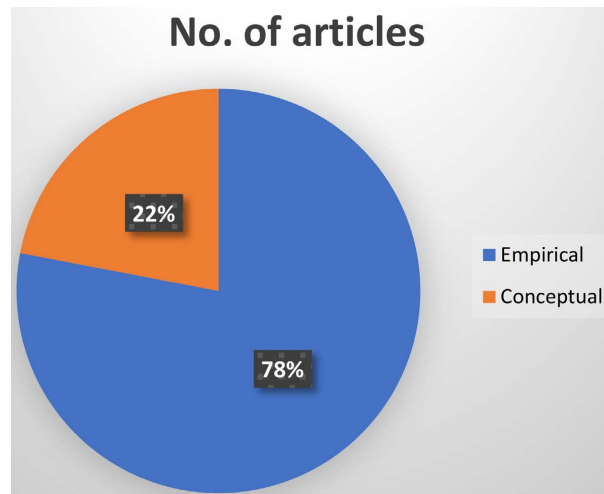


Figure 4. Article type distribution of SD journals.

3.4. SD Data Collection Methods

There were six (6) data collection methods across the 50 articles as shown in **Figure 5**. These are case study, household level data, interviews, mixed data, survey, and secondary data. Whilst the mixed and secondary data were employed for conceptual articles, the rest of the methods (case study, household level, interviews) were employed strictly for the empirical articles.

For future research, it is advised that mixed methods of data be adopted for effective comparison of existing information with evidence from experiments to validate the existing information.

3.5. SD Research Themes

Nine themes were employed to analyze the 50 SD articles used for the systematic review. This is shown in **Figure 6**. **Figure 6** reveals that Collaboration and E-Governance themes have the highest number of articles representing 26% and 24% of the total number of researched articles respectively. From the reviews, collaboration was either between government and private agencies, government and its citizens, inter-agencies, intergovernmental relations or among citizens. The introduction of Government transformation programs in Malaysia through fostering inter agency collaboration improved service delivery (**Siddiquee, 2019**). The E-service themes were research done mainly in Asian and African countries where technology is still developing. The introduction of Information and Computer Technology (ICT) leads to better service delivery as it increases efficiency, transparency, and accountability (**Seepma et al., 2020**). Performance measurement theme assessed service delivery by government and private sector respectively. In Qatar, it was found that there was a higher level of satisfaction in public services compared to independent schools (**Abdelkader Benmansour, 2019**). Furthermore, Innovativeness, Good governance, Customer satisfaction and Quality healthcare were themes that if applied, would lead to quality service delivery while Corruption and Bureaucracy negatively affected service delivery.

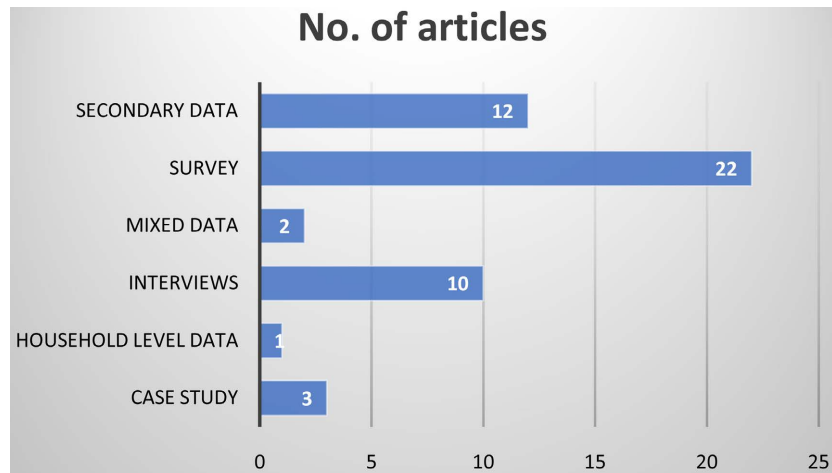


Figure 5. SD articles data collection methods.

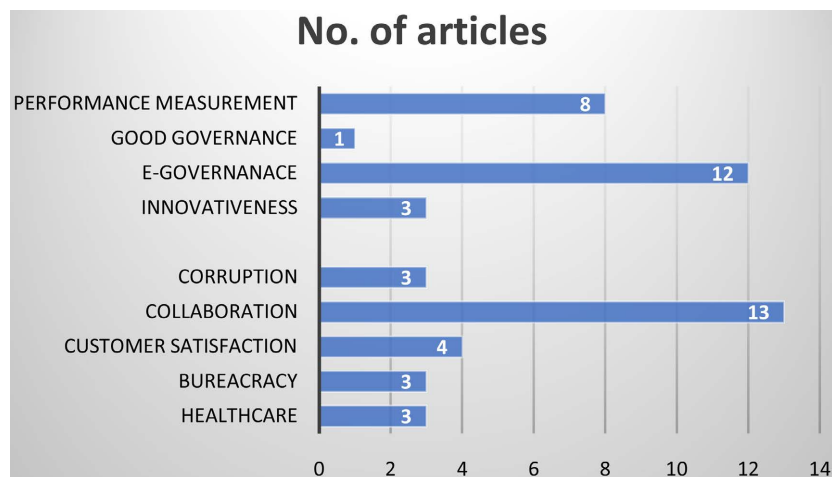


Figure 6. SD articles research themes.

3.6. SD Theories/Models

A total of 27 theories were used for 33 out of the 50 researched articles while no theory was used for the remaining 17 articles. Figure 7 shows a distribution of the articles using theories/models but highlights only the top four. The Institutional theory and Partial least square model which ranked highest were used for 3 articles each representing 6% of the total reviewed articles while the hypothetical and strategic models which followed closely were used for 2 articles each representing 4% of the total reviewed articles. 23 articles representing 46% of the total reviewed articles and stated as “others” in Figure 7, had a different theory/model used for each research while no theory was used for 17 articles representing 34% of the total reviewed articles. Table 5 shows the 23 theories/models used for the remaining 23 reviewed articles not highlighted in Figure 7.

3.7. Summary of Findings of Reviewed 50 SD Articles

Table 6 presents the findings of this systematic review of 50 SD articles published between 2013 and 2021.

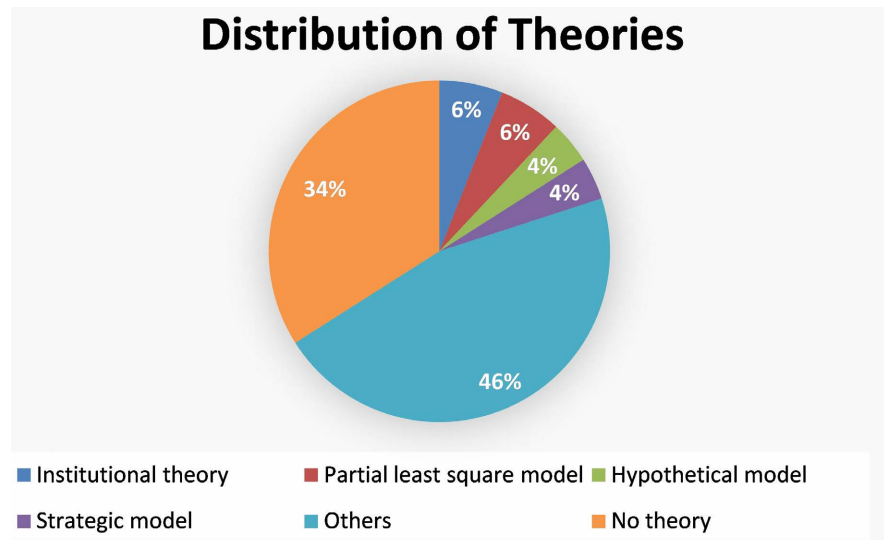


Figure 7. SD theories.

Table 5. 23 theories used for the remaining 23 reviewed articles.

S/N	Theory	No. of articles
1	Bureaucratic	1
2	Contingency	1
3	Case study	1
4	Decentralization	1
5	Descriptive and inferential statistics	1
6	Expectation disconfirmation	1
7	G2C evaluation model	1
8	Heuristic model	1
9	Helsuki model	1
10	Maturity model	1
11	Information system	1
12	Multi variate linear progression	1
13	Multiple choice model	1
14	Field experiment	1
15	Organizational theory	1
16	Public Mgt service	1
17	Policy capacity model	1
18	Probit model	1
19	Process redesign approach	1
20	Startup Bus. model	1
21	Thematic content analysis	1
22	Servperf model	1
23	Theoretical assumption	1

Table 6. Summary of findings of 50 SD reviewed articles.

Headings	Key findings	Implication
Time Distribution of articles	SD articles were published every year within the period of review. However, the last 5 years had the highest number of published articles.	Service Delivery is gaining recognition as time goes by.
Geographic Distribution of articles	All the 32 countries that published at least one SD article within the last 8 years were represented across all six habitable continents.	There is need for more SD research in countries of both South and North American continents as only 1 and 5 articles respectively were published for the 2 continents within the review period.
Article type	39 of the reviewed articles were empirical in nature while the remaining 11 were conceptual articles.	Publishing of more empirical articles is encouraged for future research for effective comparison of existing information to evidence from experiments and validation of existing information.
Data Collection Method	Six data collection methods were identified with survey being the highest while mixed data and household level were the least used.	Mixed data as well as household level data to be used for future research to obtain an objective view of the research with the inclusion of grassroot data.
Research Themes	Nine (9) themes were identified in the reviewed articles. 50% of these articles used collaboration and E-governance themes which affected service delivery quality positively while Bureaucracy and Corruption were themes identified that negatively affected service delivery.	All nine (9) themes had strong influence on service delivery depending on its application.

4. Conclusion and Recommendation

The significance of service delivery cannot be overemphasized anywhere in the world. However, from this systematic review, it is obvious that the developing nations have higher numbers of researched articles in service delivery, possibly due to citizens' inability to access basic public services provided by the government. This would normally be due to paucity of funds and/or limited technology. This systematic review has brought to the fore options and possible solutions responsible agencies or governments experiencing such challenges could adopt to improve service delivery quality and impact their economies positively. Some of which are:

- 1) Investment in digital infrastructure to automate processes for seamless service delivery.
- 2) Regular monitoring and evaluation of service providers to identify bottlenecks and areas of improvement.
- 3) Customer engagement and feedback through surveys and public consultations to understand their preferences.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

References

Abdelkader Benmansour, N. (2019). Citizens and Expatriates' Satisfaction with Public

- Services in Qatar—Evidence from a Survey. *International Journal of Social Economics*, 46, 326-337. <https://doi.org/10.1108/IJSE-03-2018-0118>
- Abdulkareem, A. K., & Mohd Ramli, R. (2021). Does Trust in E-Government Influence the Performance of E-Government? An Integration of Information System Success Model and Public Value Theory. *Transforming Government: People, Process and Policy*, 16, 1-17. <https://doi.org/10.1108/TG-01-2021-0001>
- Abdullah, N. A., Mohd Noor, N. L., & Mior Ibrahim, E. N. (2016). Contributing Factors to E-Government Service Disruptions. *Transforming Government: People, Process and Policy*, 10, 120-138. <https://doi.org/10.1108/TG-10-2014-0045>
- Adaku, E., Amoako-Gyampah, K., Lomotey, S. N., Amoatey, C. T., & Famiyeh, S. (2018). Improving Public Sector Service Delivery: A Developing Economy Experience. *International Journal of Productivity and Performance Management*, 67, 1132-1146. <https://doi.org/10.1108/IJPPM-05-2017-0129>
- Akinboade, O. A., Putuma Mokwena, M., & Kinfaek, E. C. (2013). Understanding Citizens' Participation in Service Delivery Protests in South Africa's Sedibeng District Municipality. *International Journal of Social Economics*, 40, 458-478. <https://doi.org/10.1108/03068291311315331>
- Anwer Anwer, M., Esichaikul, V., Rehman, M., & Anjum, M. (2016). E-Government Services Evaluation from Citizen Satisfaction Perspective. *Transforming Government: People, Process and Policy*, 10, 139-167. <https://doi.org/10.1108/TG-03-2015-0017>
- Aruan, D. T., Crouch, R., & Quester, P. (2018). Relative Importance of Country of Service Delivery, Country of Person and Country of Brand in Hybrid Service Evaluation: A Conjoint Analysis Approach. *Journal of Product & Brand Management*, 27, 819-831. <https://doi.org/10.1108/JPBPM-10-2017-1608>
- Biljohn, M. I., & Lues, L. (2019). Social Innovation and Service Delivery in Belgium and South Africa. *Transforming Government: People, Process and Policy*, 13, 143-158. <https://doi.org/10.1108/TG-11-2018-0070>
- Bozic, A. (2020). Global Trends in a Fragile Context: Public-Nonpublic Collaboration, Service Delivery and Social Innovation. *Social Enterprise Journal*, 17, 260-279. <https://doi.org/10.1108/SEJ-12-2019-0100>
- Bucaite Vilke, J., & Vilkas, M. (2018). Discussing Municipal Performance Alternatives. *International Journal of Public Sector Management*, 31, 525-542. <https://doi.org/10.1108/IJPSM-01-2017-0011>
- Chakraborty, I., Ilavarasan, P. V., & Edirippulige, S. (2021). Health-Tech Startups in Healthcare Service Delivery: A Scoping Review. *Social Science & Medicine*, 278, Article 113949. <https://doi.org/10.1016/j.socscimed.2021.113949>
- Falisse, J.-B., & Leszczynska, N. (2022). Do Anti-Corruption Messages Improve Public Service Delivery? Insights from a Lab-in-the-Field Experiment in Burundi. *The Journal of Development Studies*, 58, 96-114. <https://doi.org/10.1080/00220388.2021.1969010>
- Healey, B. J., & Evans, T. M. (2014). *Introduction to Health Care Services: Foundations and Challenges*. John Wiley & Sons.
- Hwang, J., Kim, J. J., & Lee, K.-W. (2021). Investigating Consumer Innovativeness in the Context of Drone Food Delivery Services: Its Impact on Attitude and Behavioral Intentions. *Technological Forecasting and Social Change*, 163, Article 120433. <https://doi.org/10.1016/j.techfore.2020.120433>
- Imran, M. A., Abdulrahman Sambo, Y., & Abbasi, Q. H. (2019). *Enabling 5G Communication Systems to Support Vertical Industries*. John Wiley & Sons Ltd. <https://doi.org/10.1002/9781119515579>

- Jain Gupta, P., & Suri, P. (2017). Measuring Public Value of E-Governance Projects in India: Citizens' Perspective. *Transforming Government: People, Process and Policy*, 11, 236-261. <https://doi.org/10.1108/TG-07-2016-0043>
- Kekez, A., Howlett, M., & Ramesh, M. (2018). Varieties of Collaboration in Public Service Delivery. *Policy Design and Practice*, 1, 243-252. <https://doi.org/10.1080/25741292.2018.1532026>
- Kuye, O. L., & Akinwale, O. E. (2020). Conundrum of Bureaucratic Processes and Healthcare Service Delivery in Government Hospitals in Nigeria. *Journal of Humanities and Applied Social Sciences*, 3, 25-48. <https://doi.org/10.1108/JHASS-12-2019-0081>
- Lanin, D., & Hermanto, N. (2019). The Effect of Service Quality toward Public Satisfaction and Public Trust on Local Government in Indonesia. *International Journal of Social Economics*, 46, 377-392. <https://doi.org/10.1108/IJSE-04-2017-0151>
- Li, W., Pomegbe, W. W., Dogbe, C. S., & Novixoxo, J. D. (2019). Employees' Customer Orientation and Customer Satisfaction in the Public Utility Sector. *African Journal of Economic and Management Studies*, 10, 408-423. <https://doi.org/10.1108/AJEMS-10-2018-0314>
- Loeffler, B., & Church, B. (2015). *The Experience: The 5 Principles of Disney Service and Relationship Excellence*. John Wiley & Sons. <https://doi.org/10.1002/9781119153795>
- Lopes, K. M., Macadar, M. A., & Luciano, E. M. (2019). Key Drivers for Public Value Creation Enhancing the Adoption of Electronic Public Services by Citizens. *International Journal of Public Sector Management*, 32, 546-561. <https://doi.org/10.1108/IJPSM-03-2018-0081>
- Masiya, T., Davids, Y. D., & Mangai, M. S. (2019). Assessing Service Delivery: Public Perception of Municipal Service Delivery in South Africa. *Theoretical and Empirical Researches in Urban Management*, 14, 20-40.
- Mick, S. S., & Shay, P. D. (2014). *Advances in Health Care Organization Theory*. Jossey-Bass.
- Musenze, I. A., & Mayende, T. S. (2019). Coordination and Quality Service Delivery in Service Organizations: Qualitative Investigation. *Journal of African Business*, 22, 190-208. <https://doi.org/10.1080/15228916.2019.1699758>
- Nayak, N. C., & Samanta, D. (2014). Understanding the Role of Participation in Public Service Delivery: Evidence from Rural West Bengal, India. *International Journal of Public Administration*, 37, 875-884. <https://doi.org/10.1080/01900692.2014.928313>
- Nguyen, T. V., Bach, T. N., Le, T. Q., & Le, C. Q. (2017). Local Governance, Corruption, and Public Service Quality: Evidence from a National Survey in Vietnam. *International Journal of Public Sector Management*, 30, 137-153. <https://doi.org/10.1108/IJPSM-08-2016-0128>
- Oslington, P. (2015). Sacred and Secular in Australian Social Services. *Pacifica: Australian Theological Studies*, 28, 79-93. <https://doi.org/10.1177/1030570X15619782>
- Phiri, J. (2017). Stakeholder Expectations of Performance in Public Healthcare Services. *Meditari Accountancy Research*, 25, 136-157. <https://doi.org/10.1108/MEDAR-08-2016-0070>
- Pickering, C., & Byrne, J. (2014). The Benefits of Publishing Systematic Quantitative Literature Reviews for PhD Candidates and Other Early-Career Researchers. *Higher Education Research & Development*, 33, 534-548. <https://doi.org/10.1080/07294360.2013.841651>
- Psomas, E., Bouranta, N., Koemtzi, M., & Keramida, E. (2020). Determining the Impact of Service Quality on Citizens' Satisfaction and the Role of Citizens' Demographics.

- The Case of the Greek Citizen's Service Centers. *The TQM Journal*, <https://doi.org/10.1108/TQM-12-2019-0274>
- Rahman, M. K., Newaz, M. S., Hemmati, M., & Mallick, S. M. (2021). Analyzing Health-Care Service Environment with Malaysian General Practice Clinics. *Health Education, 121*, 246-264. <https://doi.org/10.1108/HE-10-2020-0106>
- Saxena, S. (2017). Factors Influencing Perceptions on Corruption in Public Service Delivery via E-Government Platform. *Foresight, 19*, 628-646. <https://doi.org/10.1108/FS-05-2017-0013>
- Seepma, A. P., De Blok, C., & Van Donk, D. P. (2020). Designing Digital Public Service Supply Chains: Four Country-Based Cases in Criminal Justice. *Supply Chain Management: An International Journal, 26*, 418-446. <https://doi.org/10.1108/SCM-03-2019-0111>
- Seyitoğlu, F., & Ivanov, S. (2020). A Conceptual Framework of the Service Delivery System Design for Hospitality Firms in the (Post-)Viral World: The Role of Service Robots. *International Journal of Hospitality Management, 91*, Article 102661. <https://doi.org/10.1016/j.ijhm.2020.102661>
- Shadi, M. S., Rubin, J. S., Geneid, A., Magdy, E., & Ibrahim, R. A. (2023). Adjustment of Health-Care Service Delivery among Phoniaticians and ENT Specialists during the COVID-19 Pandemic, a UEP Survey. *Journal of Voice, 37*, 803.e1-803.e9. <https://doi.org/10.1016/j.jvoice.2021.04.017>
- Siddiquee, N. A. (2016). E-Government and Transformation of Service Delivery in Developing Countries. *Transforming Government: People, Process and Policy, 10*, 368-390. <https://doi.org/10.1108/TG-09-2015-0039>
- Siddiquee, N. A. (2019). Driving Performance in the Public Sector: What Can We Learn from Malaysia's Service Delivery Reform? *International Journal of Productivity and Performance Management, 69*, 2069-2087. <https://doi.org/10.1108/IJPPM-06-2018-0232>
- Siddiquee, N. A., & Xavier, J. A. (2020). Collaborative Approach to Public Service Improvement: The Malaysian Experience and Lessons. *International Journal of Public Sector Management, 34*, 17-32. <https://doi.org/10.1108/IJPSM-05-2020-0122>
- Smith, S. S. (2020). *Service Delivery in Taliban-Influenced Areas of Afghanistan*. United States Institute of Peace.
- Steiner, R., Kaiser, C., Tapscott, C., & Navarro, C. (2018). Is Local Always Better? Strengths and Limitations of Local Governance for Service Delivery. *International Journal of Public Sector Management, 31*, 394-409. <https://doi.org/10.1108/IJPSM-05-2018-226>
- Tassabehji, R., Hackney, R., & Maruyama, T. (2019). Evaluating Digital Public Services. *Information Technology & People, 32*, 1021-1043. <https://doi.org/10.1108/ITP-08-2017-0260>
- ur Rahim, F., & Shirazi, N. S. (2018). Fiscal Decentralization and Citizen's Satisfaction from Local Public Service Delivery in Pakistan. *International Journal of Ethics and Systems, 34*, 122-142. <https://doi.org/10.1108/IJOES-04-2017-0066>
- Uzir, M. U., Al Halbusi, H., Thurasamy, R., Thiam Hock, R. L., Aljaberi, M. A., Hasan, N., & Hamid, M. (2021). The Effects of Service Quality, Perceived Value and Trust in Home Delivery Service Personnel on Customer Satisfaction: Evidence from a Developing Country. *Journal of Retailing and Consumer Services, 63*, Article 102721. <https://doi.org/10.1016/j.jretconser.2021.102721>
- Valle-Cruz, D. (2019). Public Value of E-Government Services through Emerging Tech-

- nologies. *International Journal of Public Sector Management*, 32, 530-545. <https://doi.org/10.1108/IJPSM-03-2018-0072>
- Van de Walle, S. (2016). When Public Services Fail: A Research Agenda on Public Service Failure. *Journal of Service Management*, 27, 831-846. <https://doi.org/10.1108/JOSM-04-2016-0092>
- Voorberg, W., Bekkers, V., Timeus, K., Tonurist, P., & Tummers, L. (2017). Changing Public Service Delivery: Learning in Co-Creation. *Policy and Society*, 36, 178-194. <https://doi.org/10.1080/14494035.2017.1323711>
- Williams, S. J., & Radnor, Z. J. (2022). Moving from Service to Sustainable Services: A Healthcare Case Study. *International Journal of Productivity and Performance Management*, 71, 1126-1148. <https://doi.org/10.1108/IJPPM-12-2019-0583>
- Yusheng, K., & Ibrahim, M. (2019). Service Innovation, Service Delivery and Customer Satisfaction and Loyalty in the Banking Sector of Ghana. *International Journal of Bank Marketing*, 37, 1215-1233. <https://doi.org/10.1108/IJBM-06-2018-0142>