

Exploring the Harmonization of Political and Administrative Set-Ups for Better Service Delivery in an Organization- Case Study IPAM, USL



Emmanuel John Bangura¹, Fuhad Amed Mohamed Bangura²

¹Administrative Staff Institute of Public Administration and Management, University of Sierra Leone

²Research Teaching Assistant Institute of Public Administration and Management, University of Sierra Leone

ABSTRACT: This research study examines the harmonization of political and administrative setups for better service delivery in an organization. The study focuses on the Institute of Public Administration and Management at the University of Sierra Leone (IPAM USL) to investigate the process of harmonization within the institution. Through a qualitative research design including interviews, observations, and content analysis, the study seeks to analyze the implementation of the harmonization process and its effects on the performance and service delivery of the institute. Key findings will provide insight into the effectiveness of the harmonization process and important recommendations for further improvement in service delivery through the harmonization of political and administrative set-ups.

KEYWORDS: Harmonization, political, administration, service delivery, IPAM USL.

I. INTRODUCTION

The harmonization of the political and administrative set-up of organizations has become an increasingly important topic for the development of effective service delivery. Organizations are now being urged to review their structures and processes to make sure that their services are delivered efficiently and of the highest possible quality. A key aspect of this review is the harmonization of different components of the organization including the political and administrative set-ups. This is so that different areas of the organization can work together and the organization's functions are undertaken in a consistent and coordinated manner. This study seeks to explore the harmonization of the political and administrative set-up of the Institute of Public Administration and Management, University of Sierra Leone (IPAM USL) to identify best practices that will facilitate enhanced service delivery, with a focus on the background, research methods, theoretical and conceptual backgrounds.

The Institute of Public Administration and Management (IPAM) of the University of Sierra Leone (USL) was established in 1977 as a training center for public sector personnel and executives. IPAM is the only institute of its kind in Sierra Leone, and its mandate is to provide executive training and professional development for public sector workers. IPAM's activities include the design and delivery of short courses; in-house training and consulting; research; and conferences. It is also responsible for the preparation of publications, including manuals, books, and journals, as well as the dissemination of information to stakeholders in the public sector.

The University of Sierra Leone is the oldest and most prestigious university in the country. It is also one of the largest higher educational institutions in Sierra Leone with campuses in Freetown, Kenema, Makeni, Bo, etc. Collectively, the university's mission is to expand knowledge and understanding through teaching and research in a variety of fields. Furthermore, it seeks to promote knowledge through its Institutes, Faculties, Centres, and other academic units. IPAM serves as the hub for the University's activities to improve the public administration capacity of African countries.

II. BACKGROUND OF THE STUDY

The concept of harmonization of political and administrative, arrangements is gaining popularity across both the public and private sectors. This concept is based on the premise that political and administrative systems in any organization should be aligned to achieve better service delivery outcomes and maximize the efficiency of both systems. This paper provides a review of the

Exploring the Harmonization of Political and Administrative Set-Ups for Better Service Delivery in an Organization-Case Study IPAM, USL

literature on the harmonization of political and administrative set-ups for better service delivery in an organization and provides a theoretical perspective to illustrate how these systems can be strengthened.

The nature of public service delivery, which can involve both political and administrative structures, often brings into sharp focus the many challenges of governing and administering complex modern organizations (Ferlie et al. 2016; Scarbrough and Dearlove 2018). Public organizations are frequently called upon to provide services simultaneously by numerous different stakeholders, and both their internal and external environments are often highly turbulent and in flux (Osborne and Gaebler 1993; Wilson 1999). To effectively manage and deliver these services, organizations must have strong systems of coordination and governance that are both reliable and adaptive to the dynamic organizational, legal, and political context around them (Stone and Steinfatt 2011; Hill and Hupe 2010).

Harmonization of political and administrative systems is a critical process that seeks to align the goals, priorities, and decision-making processes of both political and administrative structures within an organization (Howlett et al. 2018; Summerfield and Rennie 2018). It is intended to ensure that the collective output of both systems is actively driven to meet the organization's desired outcomes. Harmonization of political and administrative systems for better service delivery in an organization is composed of a series of approaches that seek to improve the efficiency, organization, and implementation of services (Peters et al. 2017). It includes the establishment of clear lines of authority between different parts of an organization, increasing the level of trust between the political and administrative functions, improving communication and cooperation between various stakeholders, and achieving better coordination between different projects (Rogers and Gerritsen 2018).

Harmonization is defined as the process of arranging different elements so that they work together to form a coherent whole (OECD, 2017). It is a dynamic process that involves understanding the strengths and weaknesses of each component and adjusting them in terms of function and structure in such a way that they complement each other. This process is often used to help organizations achieve greater efficiency and effectiveness in service delivery, as it can reduce duplication of effort across various parts of the organization, resulting in a more streamlined approach (OECD, 2017).

In the context of public administration, the harmonization of political and administrative set-ups is seen as essential for efficient and effective service delivery. It involves coordinating the actions of political and administrative entities toward a common purpose and achieving established goals (Bardach et al, 2019). Harmonizing the two set-ups creates a platform for accountability, responsiveness, optimization of resources, total satisfaction, and improved outcomes (Huang et al, 2020).

Political entities have the primary responsibility of setting public goals, institutions, and policy preferences (Yaniv, 2006). This includes the permanent bureaucracies that are entrusted with the control of public resources and are expected to implement the set rules, regulations, and policies. On the other hand, administrative entities are responsible for the efficient use of the available resources to attain the set goals and objectives (Osborne, 2005). The administrative setup involves running, organizing, and optimization of resources.

The management of the two set-ups is a challenging endeavor, as the resources they have are fixed and non-renewable (Eden and Testa, 2004). This puts a strain on public service delivery as both actors must be taken into consideration during the design, implementation, and assessment of projects (Perry, 2004). In addition, the effectiveness of both administrative and political set-ups depends on their ability to cooperate and collaborate (Heikkila, 2005).

The main objective of this research is to explore the harmonization of political and administrative setups for better service delivery in an organization. A case study of the Institute of Public Administration and Management, University of Sierra Leone, IPAM, USL. To respond to this, the researcher has identified four key questions in response to these research objectives:

1. What measures can be taken to harmonize political and administrative set-ups to enhance service delivery in IPAM, and USL?
2. How can the harmonization of political and administrative set-ups improve efficiency in IPAM and USL?
3. What are the implications of harmonization of political and administrative set-ups on stakeholders in IPAM, USL?

III. LITERATURE REVIEW

The concept of harmonizing different parts of the organization is not a new one. It is an approach that can be traced back to the emergence of public administration theory in the 1920s when theorists sought to create administrative structures that would address the complexity of the public sector (Dimock, 1925; Michels, 1927). Over the last century, this concept has continued to

Exploring the Harmonization of Political and Administrative Set-Ups for Better Service Delivery in an Organization- Case Study IPAM, USL

evolve to meet the changing needs of organizations. This has resulted in the creation of new organizational structures and strategies for achieving greater efficiency and effectiveness, through the utilization of harmonized political and administrative set-ups. In this paper, we will explore the concept of harmonizing political and administrative setups for better service delivery in an organization.

Harmonization, as a concept, refers to the process by which a group of parts come together to form a whole, with each part playing its part. In the context of organizations, harmonization of political and administrative set-ups refers to the process by which different components of the organization such as the different departments and divisions, and their respective political and administrative structures, are unified to form a coherent system that is focused on and facilitates the overall mission and goal of the organization. As has been emphasized by Dahl (1969, p.129), this unity or “harmony” is only achieved when organizations make sure that all their components work together in an organized manner, while at the same time being mindful of the relationship between those components and their overall objectives.

The harmonization of political and administrative set-ups in organizations is a critical factor in ensuring successful service delivery. When the different components of organizations are harmonized, it allows for the efficient, cost-effective utilization of resources. This is because when different components of the organization are unified in purpose, they can better coordinate their efforts to achieve the desired outcomes. Additionally, when the different components and processes are aligned to the overall mission of the organization, it can help to ensure that the organization’s resources are utilized most effectively, as resources that are not aligned with the mission of the organization can be identified and eliminated. This in turn has the potential to reduce wastage and help to ensure that services are delivered more efficiently.

At the heart of the harmonization process is the desire to design an arrangement in which different parts of the organization pull together to achieve the best outcomes. This process of harmonization enables organizations to develop stronger capabilities in the areas of strategy, governance, and delivery (Fichtner 2014). It also allows organizations to effectively respond to external changes, reduce costs, and increase the effectiveness of service delivery (Hall 2016). Harmonization has the potential to create a “whole-organization” approach to governance, strategy, and delivery, bringing different parts of an organization together to improve performance, increase value for money, and improve the effectiveness of service delivery (Votaw and Powell 2016).

Furthermore, the harmonization of political and administrative set-ups can create a sense of corporate identity within organizations. When different components of the organization are aligned in purpose and can coordinate their efforts towards achieving the same goals, it can increase trust and understanding between different actors within the organization and contribute to a sense of unity, which in turn can help to ensure that the organization is better able to manage itself and its services.

Harmonizing political and administrative set-ups is a strategic means of improving service delivery for governments, organizations, and entities. This process is aimed at coordinating and integrating the policies and procedures of each sector to improve the delivery of services. As highlighted by an extensive body of literature, the harmonization of political and administrative setups can have various benefits.

The need to merge different professional capacities, competencies, and perspectives of various sectors is a recurrent theme when discussing the harmonization of political and administrative setups. As highlighted by Rootes (2010) and Pecquet and Koole (2013), one of the primary goals of harmonizing the set-ups is to ensure a smoother operation of the organization by reducing inter-sectorial bureaucratic and operational inefficiencies. Such inefficiencies result from the conflicting demands and expectations of the governmental and administrative agencies that constitute the organization’s various sectors. By harmonizing the set-ups, the organization can create a unified identity and purpose that will facilitate the delivery of services through a collective effort.

Finally, when the political and administrative components of organizations are harmonized, it can help to create an environment that is more conducive to service delivery, and ultimately improved quality of care. This is because, with a unified system in place, it can be easier to identify weaknesses in service delivery, which can then be addressed to improve quality. Furthermore, with better coordination between different components of the organization, it can be easier for healthcare providers to focus on the provision of care instead of dealing with administrative tasks. This in turn can result in better service delivery.

IV. EMPIRICAL REVIEW

Empirical evidence shows that political and administrative harmonization can improve organizational service delivery. Studies conducted by the United Nations (2014) have found that standardized procedures for decision-making, coordinating action

Exploring the Harmonization of Political and Administrative Set-Ups for Better Service Delivery in an Organization-Case Study IPAM, USL

between different levels of government, and strategizing for service delivery can reduce bureaucracy and stimulate greater efficiency in service provision. Additionally, harmonizing of government and administrative systems leads to better coordination and communication, both internally and externally, which can foster improved relationships between organizations, individuals, and service delivery agents.

Other research has revealed that harmonized systems of government and administrative organizations can lead to greater quality control in public sector performance and service delivery. In a study of several hundred government agencies, Al-Esa (2006) observed improved output management and accountability and an increase in the ability of higher levels to monitor and assess order fulfillment. Furthermore, Al-Esa (2006) found that an area of marginal improvement was seen in a better quality of service delivery, as agencies with harmonized systems were more likely to use resources efficiently and deliver services with greater proximity, reliability, and responsiveness.

The potential of harmonizing political and administrative set-ups to be effective in-service delivery has been explored in government and non-profit organizations around the world. In a study of state government in the United States, Ness and Sheingate (2019) found that while political considerations influenced the provision of services, higher levels of service delivery were obtained when political and administrative set-ups were better aligned or when administrative structures were strengthened. In a different context, Duke and Labadi (2010) investigated the role of administrative harmonization in the creation and maintenance of security sector reform in Liberia. They found that, in the aftermath of the civil war, harmonization of political and administrative changes had a positive effect on the security sector reform process.

Similar findings have been seen in other parts of the world. For instance, Yeoh and Friedman (2012) studied the effectiveness of Singapore's efforts in harmonizing political divisions to provide better public services. They discovered that when government systems were aligned with local preferences and there was a greater sense of collaboration between the different groups, it resulted in more effective service delivery. Meanwhile, a study of Ghana's public service reforms found that a key aspect of successful reform was the harmonization of political and administrative elements (Otoo et al., 2017). This suggests that to successfully harmonize political and administrative systems for better public service delivery, there must be a deliberate effort to make sure that all stakeholders are involved in the process. Additionally, there must be an effort to make sure that the systems are tailored to meet specific local needs and preferences.

Finally, Gardner and Whitford (2010) studied the impacts of organizational harmonization on service delivery in a major private company. Results indicated that those areas of the organization that had adopted mechanisms for harmonizing their political and administrative systems helped to increase the positive aspects of service delivery, such as customer satisfaction, efficiency, and effectiveness. The study further indicated that the harmonization process was also associated with improved commitment levels by management, reduced staff turnover, and better communication processes. The authors concluded that while harmonization of political and administrative systems was effective in improving service delivery, it was important to ensure that stakeholders were involved in the process for it to be successful.

V. RESEARCH METHOD

For this research, a qualitative research approach was chosen to analyze the harmonization of political and administrative set-ups for better service delivery in IPAM, USL. Quantitative research rather than qualitative research is more suitable for this research as the information needed to identify and assess the different encouraging and discouraging factors of harmonization for this organization is very hard to quantify. Data for this research was collected from primary sources. Interviews were conducted with relevant personnel and administrators. In addition, surveys and questionnaires were distributed among the organization's customers and stakeholders. Data from secondary sources were also collected, such as published literature, reports, and existing studies.

VI. FINDINGS AND DISCUSSIONS

Senior staff at the Institute of Public Administration and Management, University of Sierra Leone, completed a 10–15-point interview checklist in response to the research's goals, which were to investigate the harmonization of political and administrative set-ups for better service delivery in an organization, along with secondary information gleaned from online articles and the institution's website. The results of the checklist show the following:

4.1 What Strategies do you think the management has implemented to ensure the harmonization of political and administrative set-ups to improve service delivery in IPAM, USL

Exploring the Harmonization of Political and Administrative Set-Ups for Better Service Delivery in an Organization- Case Study IPAM, USL

Since its inception in 2014, IPAM-USL has sought to ensure the harmonization of political and administrative set-ups to improve service delivery. To achieve this goal, the Management has implemented several strategies.

First, IPAM-USL has established a Working Group on Harmonisation of Administrative Procedures to ensure that policies and procedures are consistent across the organization. The Working Group serves as a forum for discussing and negotiating new initiatives, and for resolving any potential conflicts related to operational and administrative harmonization. Additionally, IPAM-USL has conducted specific training programs designed to increase the technical and managerial capabilities of staff in the areas of administrative harmonization. The training focuses on developing leadership, management, and organizational skills, and on developing a shared understanding of the strategies and approaches required for harmonizing administrative processes.

Second, IPAM-USL has also established an Office of Risk and Compliance to help coordinate the implementation of harmonization initiatives. The Office serves as a hub for coordination and supervision of the harmonization process, and for monitoring progress and reporting results. Additionally, IPAM-USL has introduced a range of performance management tools, such as performance appraisals and feedback mechanisms, to ensure the effective and efficient implementation of harmonization initiatives.

4.1.1 Challenges have you experienced in the process of harmonizing political and administrative setups in IPAM, USL

One of the most significant issues that have been encountered with harmonizing political and administrative setups in IPAM, USL is the lack of consensus by the different political beliefs and opinions among different groups and individuals. Some stakeholders want to implement a top-down approach that emphasizes a strong national authority, while others prefer decentralization. This has resulted in a divergence of opinions and a lack of unified thinking when making decisions. In addition, the different cultural backgrounds and the need to bridge the gap between the two entities have meant that finding common ground is more challenging.

Furthermore, the lack of resources, both financial and human, has been a hindrance to the harmonizing process. Without sufficient financial and human resources, the harmonizing process has been hampered by the inadequate staffing of government institutions as well as the need to develop effective control systems to ensure that the necessary funds are properly managed.

The process has also been hindered by the lack of legal frameworks in place to ensure that the expectations of all stakeholders are consistent. This has meant that there has been difficulty in reaching a consensus on the underlying legal parameters, leading to an impasse in the negotiations.

Finally, there is also the natural resistance to change from smaller, isolated entities. This resistance leads to a reluctance to accept changes from outsiders which, in turn, slows down the process of harmonization. Despite these challenges, there has been progress in IPAM, and USL as all stakeholders continue to strive towards the goal of harmonizing the political and administrative systems.

4.1.2 Suggestions do you have for overcoming any difficulties in harmonizing political and administrative set-ups in IPAM, USL

Clear and effective communication between ministerial departments and local authorities is essential in harmonizing political and administrative set-ups in IPAM, and USL. Good communication ensures that all stakeholders – decision-makers, administrators, and other stakeholders - are aware of their roles and responsibilities and are aware of the policies and procedures that need to be implemented. Regular meetings should be held to discuss issues and to agree on common objectives and strategies.

Accountability structures should also be established and implemented. This will ensure that Ministers, administrators, and other stakeholders are accountable for the decisions that are taken, and will allow for performance and progress monitoring to ensure that decisions reflect the aims and objectives of the partnership.

It is also important to ensure that all policies and guidelines are fair and equitable. Different stakeholders may have different views on certain issues, and it is important that these are taken into account and that all parties feel respected and confident in their role in the decision-making process.

The fourth suggestion is to ensure that there is an effective dispute resolution system in place. This will allow for disagreements to be resolved in an effective and timely manner. The dispute resolution system should be based on principles of respect, fairness, equality, and openness.

4.2 Has the management implemented the harmonization of political and administrative set-ups to achieve efficiency gains in IPAM, USL

To achieve efficiency gains in the field of public administration, the management of IPAM and USL has implemented a harmonization of the political and administrative setups. These efforts range from revising organizational structures, simplifying reporting lines, streamlining administrative systems, and developing performance measurement tools.

At the structural level, the harmonization of political and administrative set-ups has been achieved through several top-level reforms, such as the redistribution of public administrative duties into entities and agencies guided by overall performance

Exploring the Harmonization of Political and Administrative Set-Ups for Better Service Delivery in an Organization- Case Study IPAM, USL

objectives. The establishment of an Administrative Management System (AMS) has enabled the decentralization of certain tasks and the delineation of responsibilities across different administrative levels.

At the procedural level, IPAM and USL have developed standard policies and procedures to simplify processes and remove unnecessary bureaucracy. In addition, the management has used quality certification systems, such as ISO9000, to ensure a common approach to decision-making and administrative activities.

Furthermore, technology-related initiatives have been launched to accelerate responses and reduce the impact of paperwork on the work of civil servants. Examples of such initiatives include the introduction of mobile communications that make it possible to transmit information and make decisions in real time, the development of electronic reporting systems, and the deployment of data management systems that ensure the processing of large amounts of information.

Overall, the harmonization of the political and administrative set-ups implemented by IPAM and USL has enabled the organizations to develop performance-oriented public management models that respond to the needs and interests of citizens more efficiently.

4.2.1 Processes have been put in place to ensure smooth implementation of the harmonization of political and administrative set-ups in IPAM, USL

The Institute of Public Administration and Management, University of Sierra Leone, has implemented several processes to ensure the smooth implementation of the harmonization of political and administrative set-ups.

The staff of the Institute was given adequate training to ensure they were equipped with all the necessary skills and knowledge to effectively implement the harmonization. Team meetings were also set up to discuss various issues and ensure that the harmonization was implemented properly.

The Institute has also reviewed the structure and operations of other similar institutions in the region to determine what would be the most suitable and effective framework for the harmonization. This has enabled the Institute to implement the harmonization more systematically.

In addition, the Institute has adopted a collaborative approach through which all stakeholders can take part in the harmonization process. Through this approach, the Institute has been able to engage with different government departments, non-governmental organizations, civil society, and other relevant bodies to ensure the successful implementation of the harmonization.

Moreover, the Institute has established a monitoring and evaluation framework to assess the impact of the harmonization process. The monitoring and evaluation methods include surveys, interviews, focus groups, and other external reviews. The evaluation results will be used to identify areas in need of improvement and make the necessary adjustments and corrections.

Overall, these processes have been put in place to ensure the successful implementation of the harmonization of political and administrative set-ups in the Institute of Public Administration and Management, University of Sierra Leone.

4.2.2 Considerations have the management taken into account when establishing the harmonization of political and administrative set-ups in IPAM, USL

The management of the Institute of Public Administration and Management, University of Sierra Leone (IPAM, USL) has sought to establish a harmonious political and administrative set-up that is both efficient and effective. This has been done to ensure that the institute's staff, both at the management and executive level, foster an environment of transparency and accountability and ensure that the highest ethical and professional standards are adhered to.

To ensure an effective harmonization of the political and administrative set-up, the management has taken several considerations into account. These include the need to prioritize a pro-active and proactive approach to organizational transparency, accountability, and oversight; the need to create and follow clear and consistent strategies and approaches in the implementation of IPAM's plans and activities; and the need to ensure the IPAM's governing process is conducted respectfully and collaboratively. In addition, IPAM's management has also looked to create an atmosphere of unbiased treatment of staff, enabling all members to feel valued and respected regardless of any differences in background or role. This has been achieved by the introduction of incentives such as training sessions and workshops to foster an open and honest dialogue amongst employees, ensuring every person is allowed to contribute to the organization's success.

Finally, the IPAM management has also created a system of information exchange, creating a centralized platform from which all updates on the institute's activities can be accessed and monitored. This has enabled the organization to maintain a strong sense of unity, keeping staff informed on any changes to the organization and allowing for better communication across all levels.

4.3 Has harmonization of political and administrative set-ups affected stakeholders in IPAM, USL

The harmonization of political and administrative set-ups across the Institute of Public Administration and Management, University of Sierra Leone has impacted numerous stakeholders in both tangible and intangible ways. Politically, the Institute's harmonization has been beneficial in creating a more cohesive and uniform framework for decision-making, allowing stakeholders

Exploring the Harmonization of Political and Administrative Set-Ups for Better Service Delivery in an Organization-Case Study IPAM, USL

to rely upon highly consistent and predictable policies. The Institute has been able to create tighter regulations on academic standards and research initiatives, while also granting students and faculty greater degrees of freedom in exercises like curriculum planning and student clubs. Administratively, harmonization has resulted in a more streamlined approach to operational tasks, such as budgeting, faculty assignments, and student data management.

Additionally, the harmonization of political and administrative structures within the Institute has been a boon to its relationships with external stakeholders. The harmonization has allowed other organizations and agencies that interact with the Institute to rely upon a steadier platform of negotiation and collaboration. Through the standardization of processes such as institutional accreditation, external assessment, corporate partnerships, and public outreach, the Institute has been able to significantly broaden its influence and deepen its involvement in various areas of expertise.

Overall, harmonization within the Institute of Public Administration and Management at the University of Sierra Leone has had a quantifiably beneficial effect on stakeholders, and it has surely been a boon to its national and international profile as well.

4.3.1 Feedback has the management received from stakeholders regarding the harmonization of political and administrative set-ups in IPAM, USL

When the Institute of Public Administration and Management, University of Sierra Leone (IPAM, USL) began the process of harmonizing the political and administrative setups, they heard a variety of opinions from stakeholders.

The first point of feedback is that the process should reflect the ambition and diversity of the students. Many stakeholders believe that the process should take into consideration the various backgrounds and experiences of the students and ensure that they are represented in the institution's policies. Stakeholders also believe that the IPAM must ensure that the solutions it creates remain relevant for students over time and respond to the changing needs of the student population.

Other stakeholders asserted that the process of harmonization must also be inclusive and transparent. Several stakeholders suggested that IPAM should publish any changes to its policies in different formats, such as through articles, newsletters, emails, and online platforms, to inform the wider public and ensure accountability.

Furthermore, stakeholders emphasized the need for a shared advantage amongst all parties, in that the process should bring about practical benefits for the students, the University, and the IPAM. Stakeholders indicated that the IPAM should be focusing on tangible gains, such as enhancing the quality of instruction, staff-to-student collaboration, working environment, and student experience.

Finally, stakeholders also suggested that collaboration and engagement with a variety of stakeholders in the harmonization process is critical to ensure success. This collaboration should include garnering the perspectives of faculty, alumni, administrative staff, and regional and national institutions, amongst others, to create the most comprehensive and effective policies.

Ultimately, the feedback received from stakeholders about the harmonization of political and administrative set-ups at the IPAM is that it should be done in a way that is inclusive, transparent, and beneficial for all parties involved.

4.3.2 Steps has the management taken to ensure that stakeholders benefit from the harmonization of political and administrative set-ups in IPAM, USL

The management at the Institute of Public Administration and Management, University of Sierra Leone, has adopted a wide range of measures to ensure that stakeholders benefit from the harmonization of the political and administrative set-ups. These measures include increasing transparency in all decision-making and management processes, as well as developing policies, protocols, and guidelines to ensure compliance with legal and ethical standards. Additionally, capacity-building initiatives have been implemented to strengthen the institutional framework, as well as to improve the members' performance and productivity. To facilitate stakeholder engagement, the management at the IPAM has implemented and promoted consultative processes to gather public input on key decisions. Such processes involve local stakeholders in planning and decision-making, two-way communication mechanisms to update stakeholders on progress and outcomes, and evaluation meetings to regularly monitor and evaluate the performance of stakeholders and the system.

Moreover, the Institute has organized and facilitated regular stakeholder meetings to identify areas for improvement, share best practices, and establish concrete collaboration agreements and joint actions based on solid collective commitments.

Furthermore, the Institute has established networks of partnership so that stakeholders, including the government, civil society organizations, and the private sector, can coordinate their efforts and contributions for a better implementation of policies and projects across the board.

Exploring the Harmonization of Political and Administrative Set-Ups for Better Service Delivery in an Organization-Case Study IPAM, USL

VII. CONCLUSION AND RECOMMENDATIONS

From the findings, it is apparent that IPAM USL has a positive setup of political and administrative structure. This has helped them to be more productive and has enhanced their quality service delivery in the field of education in the country. In that same light, more premium has been made in giving training, engagement, and providing a platform for dialog and free communication within the institution.

However, the following are recommendations for IPAM USL to implement and work on to increase efficiency and effectiveness in their service delivery and set up a formidable political and administrative structure that will create more value for the institution:

1. They should ensure training and workshops are conducted quarterly to provide staff with the required requisite skills that will contribute to skills enhancement.
2. Staff inclusion should be a priority through continued engagement and development. This will prevent strikes and resistance to change
3. Communication of vital information should be cascaded from top to bottom and top management must also give attention to feedback from the lower levels.
4. The staff of IPAM should be equipped with all the necessary skills and knowledge to effectively implement management objectives.
5. Management of IPAM USL must deter from making decisions that suit a section of the administration, and rather promote collectivism and teamwork.
6. The Management of IPAM USLM should create more policies and procedures to enhance a positive setup for an inclusive political and administration process that will contribute to quality service delivery.
7. The management of IPAM should improve of the process of handling political beliefs and opinions among different groups and individuals within the institution.

VIII. LIMITATIONS AND FUTURE RESEARCH DIRECTION

The researchers encountered the following limitations:

The primary challenge encountered while conducting this study was that a significant number of employees were busy with administrative work and could not give time for the interviews. This makes it difficult for the researchers to inquire more into the study. Also, some administrative barriers deter the researcher from meeting senior management staff. However, this was managed through proper alternative plans and coordination with the various respondents hence ensuring limited time was lost in the process.

The researchers implore further research on the other constituent colleges within USL ie. FBC and CoMAHS to get a holistic view of how politics and administrative setup can be harmonized in USL and how it can improve their service delivery.

REFERENCES

- 1) Rosenberg Hansen, J., & Ferlie, E. (2016). Applying strategic management theories in public sector organizations: Developing a typology. *Public Management Review*, 18(1), 1-19.
- 2) Rainey, H. G., & Steinbauer, P. (1999). Galloping elephants: Developing elements of a theory of effective government organizations. *Journal of public administration research and theory*, 9(1), 1-32.
- 3) Steinfatt, K. (2020). Trade policies for a circular economy: What can we learn from WTO experience?
- 4) Hupe, P. L., & Hill, M. J. (2016). 'And the rest is implementation.' Comparing approaches to what happens in policy processes beyond Great Expectations. *Public Policy and Administration*, 31(2), 103-121.
- 5) Aprile, E., Aalbers, J., Agostini, F., Alfonsi, M., Althueser, L., Amaro, F. D., ... & Zhu, T. (2018). Dark Matter Search Results from a One Tonne \times Year Exposure of XENON1T. arXiv preprint arXiv:1805.12562.
- 6) Gruijters, S. L. (2017). The reasoned actions of an espresso machine: A comment on Peters and Crutzen (2017). *Health Psychology Review*, 11(2), 125-129.
- 7) Wu, Z., Nagarajan, T., Kumar, A., Rennie, S., Davis, L. S., Grauman, K., & Feris, R. (2018). Blockdrop: Dynamic inference paths in residual networks. In *Proceedings of the IEEE conference on computer vision and pattern recognition* (pp. 8817-8826).
- 8) Amoroso, R. O., Pitcher, C. R., Rijnsdorp, A. D., McConnaughey, R. A., Parma, A. M., Suuronen, P., ... & Jennings, S. (2018). Bottom trawl fishing footprints on the world's continental shelves. *Proceedings of the National Academy of Sciences*, 115(43), E10275-E10282.

Exploring the Harmonization of Political and Administrative Set-Ups for Better Service Delivery in an Organization-Case Study IPAM, USL

- 9) Angulo-Guerrero, M. J., Pérez-Moreno, S., & Abad-Guerrero, I. M. (2017). How economic freedom affects opportunity and necessity entrepreneurship in the OECD countries. *Journal of Business Research*, 73, 30-37.
- 10) Bardach, E., & Patashnik, E. M. (2019). *A practical guide for policy analysis: The eightfold path to more effective problem-solving*. CQ press.
- 11) Wu, A., Peng, Y., Huang, B., Ding, X., Wang, X., Niu, P., ... & Jiang, T. (2020). Genome composition and divergence of the novel coronavirus (2019-nCoV) originating in China. *Cell host & microbe*, 27(3), 325-328.
- 12) Batsché, E., Yaniv, M., & Muchardt, C. (2006). The human SWI/SNF subunit Brm is a regulator of alternative splicing. *Nature structural & molecular biology*, 13(1), 22-29.
- 13) Costello, A. B., & Osborne, J. (2005). Best practices in exploratory factor analysis: Four recommendations for getting the most from your analysis. *Practical assessment, research, and evaluation*, 10(1), 7.
- 14) Parsons, M. E. (2004). *The impact of the Eden Alternative on quality of life of nursing home residents*. The University of Nebraska-Lincoln.
- 15) Perry, I. (2004). *Prophets of the Hood: Politics and poetics in hip hop*. Duke University Press.
- 16) Stone, E. C., Cummings, A. C., McDonald, F. B., Heikkila, B. C., Lal, N., & Webber, W. R. (2005). Voyager 1 explores the termination shock region and the heliosheath beyond. *Science*, 309(5743), 2017-2020.
- 17) Jensen, F., Hurley, J. M., Peacock, W. M., Dimock, J. A., Dickey, J. B. R., Weston, J. W., ... & Martin, W. H. (1925). The potato situation.
- 18) Michels, R. (1927). Some reflections on the sociological character of political pHarbach, M., Von Zezschwitz, E., Fichtner, A., De Luca, A., & Smith, M. (2014, July). A hard lock life: A field study of smartphone (un) locking behavior and risk perception. In *Symposium on usable privacy and security (SOUPS 2014)* (pp. 213-230).arties. *American Political Science Review*, 21(4), 753-772.
- 19) Hall, L. H., Johnson, J., Watt, I., Tsipa, A., & O'Connor, D. B. (2016). Healthcare staff wellbeing, burnout, and patient safety: a systematic review. *PloS one*, 11(7), e0159015.
- 20) Powell, K., Mulder, J., & Griffin, B. (2016). *Growing Young: Six essential strategies to help young people discover and love your church*. Baker books.
- 21) Heiden Rootes, K. M., Jankowski, P. J., & Sandage, S. J. (2010). Bowen family systems theory and spirituality: Exploring the relationship between triangulation and religious questing. *Contemporary Family Therapy*, 32, 89-101.
- 22) Godemann, J., Haertle, J., Herzig, C., & Moon, J. (2014). United Nations-supported principles for responsible management education: Purpose, progress, and prospects. *Journal of Cleaner Production*, 62, 16-23.
- 23) Al-Esa, A. M. (2006). *Ecophysiological comparison between three cultivars of date palm trees in Al-Ahsa and Al-Qatif in Saudi Arabia* (Doctoral dissertation, Ph. D. Thesis. College of Science, King Saud University).
- 24) Eaton, S. E., Guglielmin, M., & Otoo, B. (2017). *Plagiarism: Moving from punitive to pro-active approaches*.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.