

Critically Analyze the Management Problems Brought about by the Co-production of Multiple Companies

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Abstract: Multi-department cooperation has become a modern development trend. Together with the public sector and the private sector and the volunteer departments, public services not only accelerate efficiency to protect citizen rights and interests, but also help the development of social organizations. Out of the purpose of solving people's problems faster and serving the people, multiple departments work together. However, the values, goals, and the differences of corporate culture have brought many problems. In order to better protect the rights and interests of the people, different organizations need to run in and tolerate each other. This article is committed to solving complex interpersonal relationships, and system management caused by multiple departments. Putting members of different departments and each department seek common ground and mutual respect to promote the public service industry. Research and analyze the organizational goals and incentive methods of various organizations, and help explore managers from the root cause of conflict, resolve contradictions, improve work efficiency, and promote the positive development of the public service industry.

Keywords: Management, Co-production, Public Management.

1. Introduction

In today world, public services are increasingly provided by the public sector together with the private and voluntary sectors, which helps to promote the development of social organisations and the defence of the public interest. However, the differences in the objectives, values and status of each organisation pose a number of problems for staff management. This paper argues that multi-sectoral cooperation in the public service sector can lead to more complex interpersonal relationships, which exacerbate conflicts, and that managers should develop systems that allow each sector to seek common ground and respect each other in order to promote the public service sector. This paper will review the motivational approaches and organisational goals of each department, validate and analyse them with empirical facts, and finally explore ways in which managers can help staff understand the situations that create conflict.

2. Conception

2.1. Definition

The different values and pursuits of each department lead to different ways of motivation. Motivation styles are different for organisations of different nature, but they all have to fit logically [1]. The following are the incentives for three different sectors:

2.1.1. Voluntary Sector

The incentives for the volunteers are mainly intrinsic incentives, supplemented by extrinsic incentives. Extrinsic motivation in the voluntary sector consists mainly of meeting the basic, material and social needs of volunteers. Because voluntary organisations are characterised by their voluntary, public service and non-profit nature, and because the material incentives they can provide are usually limited, volunteerism and dedication become important factors affecting the efficiency of volunteers work. Spiritual motivation, on the other hand, mainly includes creating achievement, social

responsibility, sense of mission and sense of belonging to the organisation [2]. Recognition is an effective form of spiritual motivation for volunteers, including awards, certificates, souvenirs of activities and recognition parties to acknowledge the work and contributions of volunteers. Just like the Chinese volunteers in the epidemic, who spontaneously deliver groceries to residents who have difficulty living in quarantined homes and take the initiative to assist in temperature measurement at transport hubs. Through these voluntary actions, they pursue a sense of spiritual achievement and social responsibility, a satisfaction that cannot be achieved by material incentives for volunteers.

2.1.2. Public Sector

Public sector employees are motivated by both intrinsic and extrinsic incentives. Their extrinsic incentives are mostly pay incentives and guaranteed incentives. The remuneration system of public sector workers refers to the salary paid to them according to their knowledge, skills, level of responsibility and length of service [3]. It is necessary to maintain the daily life of public sector workers. Most of the incentives for security in the public sector are more stable and secure jobs, as they are backed by the state treasury so that they do not have to worry about losing their jobs if the unit goes bankrupt. Stable and secure jobs, therefore, increase the motivation of public sector workers. Intrinsic incentives include promotion incentives. It is the most powerful motivational tool in the public sector HR management system. The promotion of a public servant implies a rise in status, a strengthening of authority and an increase in the scope of responsibilities, and the satisfaction of the respect and self-fulfillment needs of the public servant [4]. The second refers to the fact that promotion implies an increase in salary and treatment, which is proportional to the position held, authority and responsibility [5]. In China, the benefits, stability, social status and symbols of power offered to public sector workers have attracted a significant number of talented people to work in the public sector, and during the epidemic, unlike other private sector companies that were affected by the epidemic,

there were no significant layoffs.

2.1.3. Private Sector

The private sector also has both intrinsic and extrinsic motivation going hand in hand, but the private sector is motivated in a more direct way, as reflected in the use of more material incentives. Work provides them with what they need, and performance in the private sector is linked to the demand and can be improved by working hard [6]. Material incentives in the private sector are not only reflected in pay mechanisms but also in equity rewards. "Equity incentives can tighten the link between personal interests and corporate interests and can make the members of the organisation more serious and responsible in managing the business and developing the industry" [7]. The Father of Management Drucker [8] pointed out that "people do not have goals because they work, they work precisely because they have goals, and they work hard to achieve them". Goal motivation is the motivation of members of an organisation to work through the establishment of ideals and beliefs.

2.2. How Organisations Differ in Their Organisational Aims

The public sector is a governmental organisation that has been granted public powers by the state and is organised with the public interest of society in mind, managing the public affairs of society and providing statutory services to all members of society [9]. In the process of organising the production and provision of public goods and services, the main objective and motivation of the public sector are to seek the "public interest" of society.

A private sector is mostly a profit-making unit, pursuing efficiency and effectiveness as its basic values, and they aim to make a profit [10].

The objectives of the public and voluntary sectors are broadly the same, but the scope of the objectives is different. Both sectors are not profit-oriented, the public sector serving all citizens and having a political dimension, while the voluntary sector is a pro bono effort to help needy groups. The objectives of the private sector are quite different from those of the other two in that the private sector participates in public services with the aim of making a profit. Unlike the public sector, which is financed by state taxation, the private sector is financed by its day-to-day business activities and is therefore accountable to the interests of the business for the purpose of making a profit [11].

3. Description and Analysis

3.1. Potential Conflicts that May Arise from These Situations

Potential conflicts that may arise from these situations. Employees may be dissatisfied with the lack of relationships, pay, status, and these dissatisfactions are initially generated by potential conflicts. When public services are delivered by a combination of organisations, these potential conflicts are more likely to arise due to the complexity of interpersonal relationships [12]. Potential relationship conflicts can arise across departments due to different organisational goals and cultures, as well as potential task conflicts due to resource allocation and information mismatches between departments, and potential process conflicts due to task definition and delegation.

Potential conflict arises when there is an unequal

distribution of resources, an unreasonable distribution of work, and an unequal status of information in the delivery of public services in a multi-sectoral combination [13]. In the case of Chinese public services, for example, although the sectors are nominally equal, the characteristic of having government leadership in the public sector leads to the public sector occupying a leadership position in public service work. This position of leadership brings with it many privileges in terms of work allocation, information transfer and resource distribution, and the lack of co-equality can lead to conflict. For example, in Wuhan, China, during the epidemic, public sector workers were given the same workload but different benefits than those in the voluntary sector. Although it is true that the voluntary sector is there to help on a voluntary basis, long periods of unpaid work based on volunteerism alone can reduce the motivation of volunteers, and a negative attitude can lead to insubordination and errors in work. Because of the complexities of human nature, this can lead to volunteers without pay or other benefits being compared to public sector employees with good benefits, and the potential for conflict can build up to a point where it can erupt over minor issues, which can lead to the public sector employees developing ego and a misconception that the public sector is the dominant party and can bully the volunteers at work, thus affecting the management of both sectors. Secondly, most volunteers are unhappy with the work arrangements in the public sector. Most volunteers are assigned a lot of repetitive tasks, such as posting notices and carrying courier food distribution, and many communities often have only one or two volunteers assigned to them. This can lead to jealousy and a perception of unfairness when compared to the majority of public sector staff who work indoors. This can also lead to negativity and affect staff management.

The public sector and the voluntary sector have different values and goals, and when something unexpected happens when they participate in public service together, potential conflicts can arise because of differences in culture and organisational goals. For example, in a February 2021 incident in Heilongjiang, China, an epidemic prevention volunteer and a public sector employee exchanged blows, in which the volunteer repeatedly stated that some residents were unhappy with the closed management of the community and were not cooperating with the epidemic prevention efforts, hoping that the public sector would punish the residents for their trouble to maintain cooperation with the follow-up epidemic prevention efforts. The public authorities did not punish these uncooperative and disruptive behaviours in order to avoid and reduce conflict and expressed the hope that these problems could be resolved through communication. The public sector has to act politically and in the interest of the public, both in terms of quelling the troublemakers and in terms of not affecting the positive cooperation of other residents in the fight against the epidemic and not wanting the trouble to be publicised in a negative way. The epidemic volunteers conflict with the public sector employee erupted as a result of repeated disruptions and unsuccessful responses to reported problems. As long as there are differences, there is potential conflict between them, and the greater the differences, the shorter the latency period for conflict [14]. The public and voluntary sectors seek broadly similar things, both to maintain social harmony, but differences in organisational goals can lead to potential conflict between the two sectors.

3.2. How Managers can Support Staff in Making Sense of These Situations

Managers play an integral role in facilitating the delivery of multisectoral public services [15]. Employees can be supported to understand these situations in these two ways.

The first is to set up a phase of training, where an induction session is conducted before the employee starts work, explaining in advance the many situations in which conflict arises and the principles of conflict resolution. Once the employee has become proficient, professionalism training and communication will be required in line with the changing requirements of the internal and external environment. Secondly, communication should be strengthened, and departmental stocktaking meetings should be held to identify unavoidable and potential conflicts. The manager will analyse the situation and reasons for conflict with the team's vision and interests and explain them to the staff, taking examples and analysing the conflicts that each employee may encounter and trying to propose solutions. It is also possible to think differently and ask employees to comment on conflict situations that other employees may encounter in their capacity as managers.

4. Conclusion

By analysing the above differences and sorting out the situations that can generate conflicts, this paper concludes that ensuring fairness is the most effective way for managers to resolve most conflicts and that mutual respect and trust between departments, and the establishment of a standardised cooperation mechanism to ensure the interests and safety of employees, can improve efficiency in the public service and better safeguard the public interest.

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