THE FUNDAMENTAL ROLE OF CARE IN PUBLIC MANAGEMENT: A CASE ANALYSIS IN A BASIC HEALTH UNIT IN MARANHÃO

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ABSTRACT

Objective: The article objective to show the importance of care in a basic health unit in Maranhão.

Method: The methodology used was through books that report on the theme, case study, closed questionnaire of a qualitative nature, exploratory descriptive character, involving users of the unit, with 5 (five) questions for each respondent, applied and tabulated in the period between the 5th of April and the 9th of April 2021, with a margin of error of 2%, involving a sample of 50 respondents.

Results and conclusion: Since, the justification comes from meeting that the service in a public agency is as fundamental, as in private companies, and the quality of service is essential as a factor to retain customers, even if it is in the public sector.

Research implication: In some public organizations, the service to the public is very weak, and some servers leave the service to the user to be desired.

Originality/value: An analysis of quality and attention is essential for People's Management and Public Management

Keywords: Service, Communication, User.

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RESUMO

Objetivo: O artigo objetiva mostrar a importância do atendimento em uma unidade básica de saúde no Maranhão.

Método: A metodologia utilizada foi por meio de livros que relatam o tema, estudo de caso, questionário fechado de natureza qualitativa, caráter descritivo exploratório, envolvendo usuários da unidade, com 5 (cinco) questões para cada respondente, aplicado e tabulado no período entre 5 e 9 de abril de 2021, com margem de erro de 2%, envolvendo uma amostra de 50 respondentes.

Resultados e conclusão: Visto que, a justificativa vem do encontro de que o atendimento em um órgão público é tão fundamental, quanto nas empresas privadas, e a qualidade do serviço é essencial como fator de fidelização de clientes, mesmo que seja no setor público.

Implicação da pesquisa: Em algumas organizações públicas, o serviço ao público é muito fraco e alguns servidores deixam o serviço ao usuário a desejar.

Originalidade/valor: Uma análise de qualidade e atenção é essencial para Gestão de Pessoas e Gestão Pública.

Palavras-chave: Serviço, Comunicação, Usuário.
1 INTRODUCTION

Care is one of the main tools to improve the services provided in the basic health units in a municipality, and it was with this thought that this article sought to improve the care of users who are served in a health unit. It is important to note that health units require differentiated care for their users so that they have a quality service.

Being that the objective of this work is to show the importance of care in a basic health unit in the neighborhood of Fátima in the Municipality of Balsas–MA. Being that, with justification, we find that service in public organizations is essential, as in private companies, and that quality in service is essential as a factor in building customer loyalty, even if it is not in the public sector. In this sense, in that there is great competitiveness, it is necessary for public managers to plan their goals, needs and objectives, so that they can obtain the best results and provide the users of public units.

However, as for the purpose of necessary changes and from two aspects analyzed about the service in a public environment, it is possible to perceive the importance of public managers seeking to qualify and value their servants. In the midst of so many changes in the globalized market, identifying the strengths, weaknesses, opportunities and challenges that are prerequisites for public companies will provide quality service to their users. In this context, the people who use the public service have all the same rights, without discrimination (heart, race, social power, among others).

In the popular context many reports that public service is precarious, and with several faults that need to be changed. And for the best understanding we divide the work into topics, meaning that we do not first discuss the definition of the attention, such as the subtmas: the effectiveness of communication in public organizations; to the quality of service in public bodies. And to substantiate fez-se a field investigation, and for final considerations on the topic investigated.

In this aspect of public management through two organizational processes focused on the intellectual capital of its public servants, which is the main element of a public company, which only its collaborators, managers need to identify their main leaders, and it was with this thought that they sought to investigate on the importance of care in a public institution, as the authors Peter Drucker and Adalberto Chiavenato demonstrate that the human being is the main part of an organization that seeks to grow successively.  

2 DEFINITION OF CARE

According to Dantas (2013) line of research and thought, attention can be defined as an important point regarding the provision of services or sales of products. I don't understand two authors Sertek et.al. (2011), it is known that service is one of the two most important factors for building customer loyalty. And it is best not to process two services for users in a public institution.

Following this line of thought, two authors mentioned above, quality care will support entrepreneurs, public managers, and will always seek new care ideas and methods that can help in the process of building customer loyalty and also in the public sector. And to substantiate this thought, Cahen (2007, p. 119) teaches that “customers are our only reason to exist. Without them we would not be able to sell products and services and we would not exist as a company.”
Based on this logic of Cahen’s understanding, service is an instrument that becomes of great relevance for companies, because a good service shows satisfaction for the internal or external customer. In this aspect, with the great competitiveness of the current market, it is necessary to invest in good service, innovating, always looking for new things so that your public or private company can achieve its objectives and goals, regardless of the desired success. Já no understanding of Walton (1993, p.85) mentions the following:

Many organizations continue to be based on control and submission techniques that have been perfected for many decades: clear demarcation between planning and execution; simple and low-qualification positions; individual responsibility; minimum performance standards; Rigid supervision and treatment of work as a variable cost.

Second thought by Walton (1993), organizational development is confused with the increasing predominance of mental work over physical work, or it seems, as it enters the era of knowledge, companies need to maintain two characteristics: clarity and concentration, on the basis of capacity. Adaptation must be continuous and follow changes. Always observing quality and always prioritizing service to your client.

For Chiavenato (2010), it is noted that not all professionals are accompanied by the accelerated pace of society, because knowledge is above the level of some people due to lack of studies and difficult access to advanced technology, or that for this purpose studies are necessary, information for expanding the knowledge and professional vocabulary that will serve this user.

Luz e Silveira (2009, p 59) mentions, “the client is always the same, but the client is always the client.” According to Scott, there is a hypothesis of customers dissatisfied with the services offered in the basic health units, due to delays in service, requiring a greater number of public servants, a health unit with a large structure for greater comfort for users and one person. melhoria you finish us of senhas, being able to thus give a greater agility to our attentions.

For this reason, it is important to use methods to facilitate the way of caring for people, eliminating their deficiencies in the work done in basic health units. Generally, you have professionals to serve clients to contribute as people by sectors or ourselves to accompany those who have difficulties in directing the attendants. And completing this line of thought the author Las Casas (2006, p.174) has the following opinion:

As organizations are carried out by people, therefore, nothing more obvious than doing the implementation of the quality process starting with them, through communication and awareness with all the members of the institution, that is, trying to adapt to all of their levels (tactic, strategic and operational).

It is known that there is a search for professional qualifications, because every day one sees great transformations in the labor market due to competitiveness. By this the user must improve according to the accelerated pace of society, because through knowledge that is enlivened by some of the challenging factors that we find in the world of work, we have the user of public service as the transformative element of the mutual relationship in the social sphere. .

Moura (2015), customer service is a process that occurs over the long period of practical human activities, where respect for the next must prevail in an integral and consistent manner in each situation, and the user in turn requires specialized attention, to feel valued in the institution.
2.1 The Effectiveness of Communication in Public Bodies

Internal communication serves as a license for external communication. The economy is slowly opening up, and, as a result, companies agree to a new reality. Computer-defined design, flexible and automated manufacturing, outsourcing, interlinked purchasing, media aimed at specific users and the most diverse information systems show a company that emerges from the traditional and authoritative administration system and which has as its main banner technological development and communication. Thus, it should also be seen in public bodies, as Ruggiero (2014, p.56) explains in that:

Effective communication is only established in a climate of truth and authenticity. Otherwise, there will only be appearance games, waste of time and, mainly, an “anti-communication” that is not essential/necessary. Therefore, it is not enough to ensure that communication occurs. It is necessary to ensure that the content is effectively learned so that people are in conditions of use and informed.

In the current context, Ruggiero (2014) explains that the business vocabulary incorporates new concepts such as productivity and competitiveness. Falas-se muito in a company focused on the market, but, fala-se muito in poor effective communication, in instruments capable of promoting a greater approximation between collaborators and public or private organizations. It is important to highlight that the internal public of a public organization needs to be qualified and trained to serve users who are looking for a type of service in a public institution. As exemplified by the author Vanoye (2014, p.77) em that:

Communication is vital for both public and private organizations. And carried out effectively, the relationship between individuals and groups becomes essential to coordinate the various activities, processes and resources in order to fulfill the purposes of the organization. This can be done in two ways: communication within organizations and between similar organizations and others.

As a basic social process, communication is present in all societies, permeating their actions, reflections, structures and dimensions. In other words, internal communication and internal marketing can be defined as “a set of actions that aim to become common, among officials of the same organization, objectives, goals and results”, or it is necessary to have a Effective communication between all the servers of a public unit to serve the population that is looking for some type of service.

In this lacuna Dantas (2013), tells about the effectiveness of communication in public organizations, there needs to be a synergy between all the servers, and this only happens through two training and qualifications, thus, internal communication is directly linked to factors such as education, culture and information. The transmission of ideas and attitudes, from one person to another within the same company, must be truly based on the needs of factors. The commission and attention to the client and the user itself will be more precise, attending to all the needs within the private as well as the public company.

As changes always concern people, and therefore, it is important that public institutions are able to communicate with their servers, through instruments and actions integrated into an internal communication program, in order to keep them informed about The true objects of change, as Sanches (2014, p.73) comments:

Currently, companies need to respond effectively and efficiently to verified changes to guarantee their status quo in the market, fully valid in the private sector as paradigms of survival, without questions being validated in the public sector.
Assim, Sanches (2014), believes that through a good internal communication program, it is possible to become a functionary and be committed to a new company structure and modernity, each in its own area of activity and through the activities it carries out. Internal communication, with better service to the public.

However, for Dantas (2013), an effective internal communication program is designed and capable of encouraging ideas, dialogues, partnerships and emotional involvement in a public or private institution. Within this context, internal communication is capable of establishing integrated relationships between servers, through interactive programs that are capable of guiding and improving the engagement of all internal and external servers, for higher user satisfaction rates and improving customer service. a general way.

2.2 The Quality of Service in Public Organizations

This logic or attention has been considered as a differential in private companies, and that also needs to be non-public sector, or it means something different, that only something possible or that differentiates two others. Competitive refers to the fact that this differential is a factor of competitiveness in the market, something that will attract the client for this and not for that company, thus defeating the competition. Therefore, to develop a competitive differential, it is necessary to initially study the specific market, the characteristics, costumes, habits and desires of consumers. For Moura (2015, p.68) comments or follows:

Quality is defined as being the conformity between what is produced with what the client wants, so that their expectations are exceeded and their satisfaction achieved. Marketing provides consumers with new ways to meet their needs, in more practical and innovative ways, so that the consumer begins to adopt this rather than that form of consumption.

As diverse organizations as Moura (2015) explains, which currently maintain their development and improvement in the function of "quality" elaborate their processes, their activities within some concepts advocated by these scholars, who need to understand that quality when it has a definition Regarding service in the public sector, it is understood that this quality is defined by the evaluations of two users of a given system. Já for Las Casas (2013, p.174) have the following thoughts:

As organizations are made by people, therefore nothing more obvious than doing the implementation of the quality process starting with them, through communication and awareness with all the members of the institution, that is, trying to act on all levels (tactical, strategic and operational) of the organization.

At the current moment Las Casas (2013), clients and users of the public system are more demanding in relation to the satisfaction of their needs, demanding high levels of quality for lower prices and services, and as quality has become paramount. In all the behaviors of the purchasing process, we mainly do not attend to public bodies, therefore, we want to be valued and public departments look for ways to serve these customers with more dignity and respect. Following this line of research Luz e Silveira (2009, p.47) has the following understanding, such as:

For the official to attend well, it is essential that he knows how to do (has knowledge or skills), can do (has the necessary resources) and primarily wants to do. Logo, wanting to do is directly related to the organizational climate, and consequently, to your motivation, satisfaction or your state of mind.
Nesta Luz e Silveira (2009), highlights that the service is supported by many specialists as being capable of differentiating a public company from a private one, where consumers are willing to pay a little more for a quality service. As tight competitiveness between companies or service works as a competitive differential. Given that, some products are similar, but there is a difference in service or purchasing power of a customer, therefore, our public services also require this differentiated service.

When looking for a qualification process for servers, the quality of customer service depends on the people within public or private organizations. Making it clear that there needs to be a personal policy aimed at valuing and motivating public servants, to always provide efficient and effective attention, differentiated in a certain public body, as Kaufmann (1999, p.55) argues that:

>This centralized and integrated service is characterized by the agglomeration of various public bodies from the federal, state and municipal spheres, with the purpose of functioning in an articulated manner in a single physical space, with the offer of varied public services, with efficiency, speed and safety, focused we do not attend to the needs of the community, for example two services offered by the express city.

In this context, Kaufmann (1999), in recent years public organizations have come to consider the city/user as an indispensable element in the success of public management, their satisfaction must be taken immediately at the moment of adhering to institutional performance, under penalty of not be considered oily. Some partnerships with private companies have revolutionized public service in some organizations, making it easier to collect quality service. Private provision of public services is part of the public administration, so it is necessary that these public managers be aware of their attention.

3 METHODOLOGY

The methodology used was for half of books that tell about the topic, and a case study, based on the analysis of the basic health unit that will be identified by X, which serves as the object of a public nature study. Using this, a dated questionnaire of a qualitative nature, of an exploratory descriptive nature, involving the users of the unit, with 5 (five) questions for each interviewee, applied and tabulated in the period between the days April 5 to April 9, 2021, with a margin of error of 2% for more or less, involving a sample of 50 interviewees.

4 RESEARCH ANALYSIS

It is necessary to continually invest in the quality of service, through knowledge of culture and organizational climate, continuous training of servers in professional development, incentives for the participation of each server in order to constantly search for policies aimed at the training of servers, with focus I do not serve two users. The question is how users qualify for care in the basic health unit, with 13% responding to be optimal, 20% saying being pumped and the remaining 67% failing to be regular.
As discussed around graph 1, where users are becoming more and more concerned about the quality of service, it can be seen that currently the public network has a lot to offer about the service quality, since service is a requirement in a unit. In this context, Medeiros (1999, p.81) disagrees “adapting talent to function is of great importance for the quality and productivity of work, based on the satisfaction of the individual, which in turn will have the highest performance when developing an activity. Coerente with your talent and in tune with your values.” In this aspect, when the server is valued for the public administration, the quality of the service makes it so that this user has a satisfaction in procuring the public services that are at the direction of the city.

When customers complain, they are giving an opportunity to public or private companies to receive better service. Since many companies do not value the clients or users who complain, they are only seen as “flats”, “raisers of cases”, thus, these institutions still do not perceive that their survival depends on the satisfaction of their clients or users themselves, or their investment. When asked, the servers answer the questions with satisfaction, where 10% will answer that they do, another 60% will answer that they do not and the remaining 30% will say that they do not.

After analyzing the graph 2 and the responses of the users, according to the author Dantas (2013, p.48) “in the private area, the attention can be the great differential that will make a company excel in the market in relation to competition, prioritizing a good attention, therefore, a survival quest.” When a public manager seeks to correct his errors and improve his successes, in the perspective of improving the service to the users of the basic health units, the servers themselves look for a way to motivate in future years, to achieve the goals and objectives set by public organizations, with users benefiting from the quality of care and provision of services available to basic health units.

Good service is essential for the success of a public or private company. It is necessary to verify whether the service is exceeding the needs of consumers seeking service provision in...
basic health units. These other questões must be objects of debate and reflection for the learning and organization involved in the institution, as is the question of the frequency in the use of services in the basic health unit, where 43% are annual, only 30% are informed. be monthly or remaining 27% regularly.

Analyzing graph 3 about the users who use the services of the basic health unit, where there is a plot that seeks the services of the unit frequently, it is clear that public management needs to invest more and more in attention to its users, because It is also fundamental to the survival of these institutions, because many are seeking private services to obtain good care. As Chiavenato (2010, p.79) highlights, “customers when they complain are giving companies an opportunity to receive better service.” It is most practical to please the servers at the time of service, being proactive and demonstrating interest in the subject matter itself, or which will subsequently be issued a response suitable to the needs of each user seeking public services.

It is important to understand the rights and duties of users in the basic health units, as part of the professional qualification of public servants, so it is not enough to understand the services, it is also necessary to understand the laws so that you do not have a problem or problems. A constraint between users and services provided by health units. Likewise, questions are asked about the factors that make it difficult to attend to the health unit, with 23% being poor servers, another 20% being infrastructure and the remaining 57% being communication.

After analyzing graph 4, it is possible to perceive the importance of a job directed not only to the qualification of two collaborators, but also to restructure the basic health unit, seek to improve the infrastructure with another unit to reduce the flow of users, and It is a differentiated service. According to Chiavenato (2010, p.115) “satisfaction can be obtained in a single transaction, but loyalty is achieved over a long period of time. There is no guarantee

Graph 3: Frequency of use of services in the basic health unit
Source: Own author, 2021.

Graph 4: Factors that make it difficult to receive care at the health unit
Source: Own author, 2021.
that a satisfied customer will reject competing offers.” Therefore, it is important that public managers or even themselves are responsible for the health unit to seek new methods and strategies to serve their users efficiently and effectively without causing damage and without prejudice to both parties, because when this user searches for this public service, it is necessary to be respected seus direitos.

Communication is a process quite used in the communicative way between people, giving everyone opportunities verbally or gesturally, we will touch on the social way. Communication has always been and will be essential in the relationship between people, as it is a necessity relevant to all human beings. And it was with this thought that I asked in relation to communication two servers to give information to the users of the unit, 17% will be optimal, only 23% will be good and the remaining 60% will inform be bad.

![Graph 5: Communication relationship between two servers](Image)

**Source:** Own author, 2021.

After analyzing graph 5, it is possible to perceive the importance of communication for users in this institution, where the search for excellence in the form of communication is a result that all public servants, who need to seek professional qualifications. For this reason, it is necessary to strike a balance between the technical, behavioral and emotional competencies of each public servant involved in the service process of this user. Conrado (1994, p.28) states “as a basic social process, communication is present in all societies, permeating their actions, reflections, structures and dimensions.” To use the competencies of two servers in relation to precise communication, it is used at no certain time to have coerência in the actions, mainly not emotional balance so as not to have altered the way of expressing each information passed by a certain server to the user.

**5 FINAL CONSIDERATIONS**

After field research in the basic health unit, it can be seen that it is important to observe how public servants treat the users of public organizations, and also give a better view of the services provided to the less favored population . It is clear that in order to be attended to by a user it is not necessary that the company be private, and it is clear that the attention is fundamental in any situation, whether it is public or private.

However, it is clear that globalization is about effective transformation of space and time, with important caveats, namely, that globalization should not be considered exclusively as an economic phenomenon or as a unique process, but rather as a complex one, full of contradictory processes, producers of conflicts and new forms of stratification and power, managed by the market and also by the State itself. Thus, attention has recently been a concern not only of private companies as well as of the public administration, which needs to train and qualify its servers more and more to serve the general population.
Therefore, attention in a basic health unit whether public or private, the servers and the collaborators themselves require more and more training and training. Ou seja, becoming a universal market allied with everyone with no sense of serving their clients. In the last analysis, only the large corporations, and not the governments, that decide on the change, taxa de juros, rendimento da poupança, dos investimentos, and, sim, some organizations that have a more focused power in the State, that is seeking to improve Every day there is more attention to its consumers, and some public institutions are beginning to stop providing attention to their users, because some are being privatized or outsourcing their services.

It is concluded that there is a problem to be faced by the public administration, in the sphere of greater efficiency and attention to the internal communication of its servers, being an untransposable obstacle, or it seems, it is necessary that there be a new training model. Thus, private provision and public service will have greater emphasis on public service, and will increase the population.

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