Citizen Service Satisfaction in Government Service Delivery System of Karnataka- Sakala

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Abstract

This study aims at exploring new directions for research on Government of Karnataka's role in enhancing Quality of Life (QOL) of people through better service delivery process. Citizen Service delivery is one of the most important functionaries of the government. Various governments to deliver better services have tailored Citizen Charters and Acts. However, the effective implementation and gauge of measurement is still questionable. Although Governments can have a greater impact on Citizen's happiness, very few studies have been able to systematically examine the qualitative and quantitative attributes of Governing bodies in happiness enhancement through service delivery, compared with greater volume of researches carried on economic, political and cultural attribute's impact on quality of life of citizens. Existing studies have focused on quantitative sides of Government, there are still various attributes that needs to be focused upon. Social surveys on happiness, citizen well- being has provided new stimulus to utilitarian political-theory through statistical reliable measure of happiness that can be co-related to various variables. One of the general findings define that happiness does not strongly co-relate with increase in wealth above modest level, this has led to governments to shift priorities towards other social values which contribute to Citizen happiness and well-being. Moreover, in this research we consider composite & non-linear attribute to gauge the happiness defining factors of citizens in service delivery system. The question of how much happiness research findings can contribute to happiness maximization in public service delivery policy and hence increasing the volume of happier population within the state of Karnataka is the main objective of this research.

Keywords: Sakala Mission, Service Satisfaction, Citizen Happiness, Transforming Governance, Right to Service, Service Reforms

Introduction

Recent research on subjective wellbeing and happiness of population has prompted a re-evaluation of the traditional utilitarian principle. With introduction of 'The Karnataka Sakala Services 2011 (Amendment) Act 2014', government of Karnataka has been able to curb most of the issues associated with government service delivery. However, the field reports and analytical reports suggest that Citizens have been unable to get the optimum benefits of this Act. Sakala Citizen Happiness Index (SCHI) is an initiative of Sakala Mission, Government of Karnataka to strengthen the service delivery channel and assure that citizens are receiving services notified in Sakala without any obstacles.

For this study we are considering the version of happiness maximization principle which has emerged from research on happiness in the discipline of sociology, economics, and psychology over the last two decades. Citizens can & do experience everlasting changes in their well-being as a result of impact of public policy and reforms in governance policy. Appropriate public policies, citizen charters, acts can contribute to increase in average level of subjective wellbeing and it is agreeable that citizens with better knowledge of social policies governing, might themselves purposefully select course of action which would permanently improve their state of being or happiness. New utilitarianism explains that number of social factors such as rule of law, economic freedom, and civil rights are co-related with public happiness levels. New utilitarianism study concludes that wellbeing and happiness of the society can be raised through application of suitable public policies. The study explains that wellbeing indicators serve in accessing the effectiveness of National policies. However, these theories and ar-

guments are based on retrospective data & based on G Duncan 123 statistical co-relations [1,2]. Other than Kingdom of Bhutan's Gross National Happiness & reference in United States declaration of Independence about 'pursuit of happiness' governments across world so far have not yet established 'happiness' as an overarching goal or an evaluation parameter for accessing effectiveness of public policy. Government of Karnataka's Sakala Mission for the first time in the administrative policy of the country is considering Citizen's happiness as a criterion to evaluate the effectiveness of 'The Karnataka Sakala Services 2011 (Amendment) Act 2014'.

Literature Review

New utilitarianism explains that number of social factors such as rule of law, economic freedom, and civil rights are co-related with public happiness levels. The wellbeing and happiness of the society can be raised through application of suitable public policies. The study explains that wellbeing indicators serve in accessing the effectiveness of National policies. However, these theories and arguments are based on retrospective data & based on G Duncan 123 statistical co-relations [1,2]. Other than Kingdom of Bhutan's Gross National Happiness & reference in United States declaration of Independence about 'pursuit of happiness' governments across world so far have not yet established 'happiness' as an overarching goal or an evaluation parameter for accessing effectiveness of public policy. This research is first of its kind in the administrative policy of the country which considers Citizen's satisfaction as a criterion to evaluate the effectiveness of the implementation of 'Right to Service Act' in the state of Karnataka, India.

There are various models of governance existing across globe. The existing models can be broadly classified under four categories- Trust & Altruism: unselfish concern for welfare of others, Choice and competition, Hierarchy & Targets and Reputation [3]. Analyzing the Right to Service Act in India with the help of these governance models can provide greater insights for future improvements in service delivery model. Trust and Altruism model explains favorable intensions of service providers. Here the service providers are assumed to be selflessly committed towards delivering public service. However, Trust & Altruism model doesn't succeed in Indian context as in most of the cases the intension of service providers has been opposite to Altruism and trust. In these cases, the interest was not towards betterment of masses. The mala-fide intension of service providers has led to exclusion of poor from development-based projects. Hence this model will not be ideal for Indian service delivery system.

Choice and competition model works when services are privatized and also increase in number of choices for citizens. This model would not be ideal for government notified services as services like Khata transfer, Driving License, Caste Certificate and many more require approval from government bodies. Hierarchy & target model ensures delivery of service as well as accountability based on setting targets for government organizations. Actions are taken against those who fail to meet the set targets. Under 'Right

to Service Act' the target is to deliver service within stipulated time which is set between citizens and government service providing officials (Designated officers). The providers must ensure transparency by providing information in public domain and also levy penalties on officials for not complying with standard of service delivery.

In fourth model, i.e. reputation model of governance, service provider are forced or put under pressure to perform well by making their performance data visible to public. Transparent Public Ranking System can stimulate service providers into action by affecting their reputations. Critical analysis, debates with respect to performance of officials under 'Right to Service Act' can enhance the functioning of the government. Only few of the Indian states have implemented this model. Thus, only partial utilization of reputation model of governance in delivery of public service have been implemented. These facts necessitate further inquiry into intended purposes and effectiveness of this Act across India. Only few studies have been carried out in area of Government service delivery and in the state of Karnataka there have been no major research studies on Government service delivery system. A model on e-governance service quality based on transaction-frequency being a moderator of citizen's perception of quality have been tested by Yan Li & Huping Shang. The proposed models have greater orientations towards developed countries whereas, developing countries have received attention of only few scholars. Hence greater number of studies are necessary to test feasibility of these proposed models in developing countries. It is necessary to examine existing models and also to develop new models based on challenges faced in the developing countries. The service production & consumption happens to be at same time. The delivered service exceeds or meets the customer expectations [4].

The characteristics which separate service from goods are heterogeneity, perishability, inseparability and intangibility [5]. In numerous services, customers are also part of service availing process, this results customer also being part of his/her own service satisfaction. Services have grown globally and hence service quality has also become a key differentiator for various organizations defining the competitive strategies of business. Gronroos was one of the early researchers to provide definition for service quality through customer perception [6]. He explained service quality as difference between the expected service and perceived service. Gronroos model was further studied by Parasuraman and defined it as degree & direction of discrepancy or gap expectation and perception of service by the customer [5].

Gap analysis model developed by Parasuraman et al is popular even today and is most widely used model of service quality [5]. This model was developed by studying four service industries: credit cards, securities brokerage, retail banking and appliances repair services. The model is constituted on gaps which exist at various stages of service delivery & integrates management (organization), employees and customers who are 3 critical elements in

service process. The model concentrates on service process & postulates stating that service quality is a factor of mentioned 5 gaps based on magnitude of gap whether gap is positive or negative.

Gap 1: Gap between customer expectations and those perceived by organization/management- Expectation Gap

Gap 2: Gap between organizations perception of customer expectation and firm' service quality specifications- Service design and standards gap

Gap 3: Gap between service quality specifications & service delivery- Service Performance Gap

Gap 4: Gap between delivered and promised service- External Communication Gap

Gap 5: Gap between perceived and expected service- Customer Gap/Perceived Service Quality Gap.

The first 4 gaps relate to the way how services are delivered by service providers and collectively grouped under 'Providers Gap'. The gap 5 is considered as true measure of service quality. This is the gap measured by the SERVQUAL instruments. Expectation-Perception gap is measured by SERVQUAL whereas, SERVPREF scale considers just the service outcome or performance and ignores expectations [7]. SERVPERF scale suggests that measuring expectation-performance gap is more relevant. The main argument against SERVQUAL is it pertains to tangible components associated with service, human interactions and interventions related to service delivery process. SERVQUAL does not consider critical elements of service like service product or core service, standardization and systemization of service delivery & image/good will of service firm with regard to being socially responsible.

The service quality construct as conceptualized in marketing literature focuses on perceived quality based on customer's judgement about entity's overall superiority. Even though SERVQUAL instruments have been popularly used, it is also subjected to criticism. Criticism includes use of different-scores, applicability, dimensionality & deficiency of validity of model with regard to dependence and independence of the 5 stated variable [7,8]. The major note is SERVQUAL concentrates on service process and not the actual service. It is quite interesting to know that developers of SERVQUAL initially figured that service quality consists of functional as well as technical dimensions [5]. However, SERVQUAL doesn't include measure of any technical quality dimension. The technical quality has been completely neglected in efforts to study and measure the service quality.

It has been suggested that 'perceived service quality model' replaces the product feature of physical product during consumption of services [6]. Further two service quality dimensions have been identified by Gronroos, which include the functional aspect involving "how" service has been delivered and technical aspect "what" service has been provided. Consumers perceive what they receive as process outcome of service delivery in which resources have been utilized i.e. technical/outcome quality dimension of the service delivery process. At the same time consumers also perceive how the process itself functions, i.e. functional or process quality dimension. For some services like that of health care it would be difficult for patient/consumer to evaluate technical dimension of service quality as immediate results of a treatment. Lacking ability to access technical quality consumers rely upon functional dimension of service quality "how" of health care service delivery system. The functional factors like reliability and empathy would be handy under such circumstances.

Consumers bring their previous experience as well as overall perceptions of a service organization to each encounter because consumers often continuous contact with the same service organization. Hence, image dimension was introduced as yet another important dimension in perceived service quality model, considering the dynamic aspect of service perception process. Favorable and well-known image is asset to the organization because image has an impact on Consumer perception of communication as well as operation of the organization in many aspects. If serve providing organization has a positive and favorable image in consumer's mind than minor mistakes shall be forgiven by the consumer. In circumstances when mistakes occur often this image shall be damaged. Similarly, if image of service providing organization is negative in consumer's mind, the impact of any mistake shall often be magnified in the mind of consumer. Image can also be visualized as filter in-terms of consumer's perception. The dimensions are inter correlated. The evaluation for process quality happens at the time when service is being delivered, whereas, outcome quality is evaluated after the delivery of the service and this basically focuses on 'what' is delivered to the consumer. The measurement of Service Quality is not explicitly the reflection of both the mentioned dimensions, but functional dimension only.

Kano's model is very useful during service and product development. This model assists to identify attributes which are important to consumers. Total perceived quality model, this model makes a comparative study of consumer expectation and experience of availed service [9]. The model speaks about factors consumer look for and also factors evaluated by the consumers. This model proposes that service quality composed of two dimensions technical quality (service outcome) and functional quality (how service is delivered). Both these factors have impact on service quality perception.
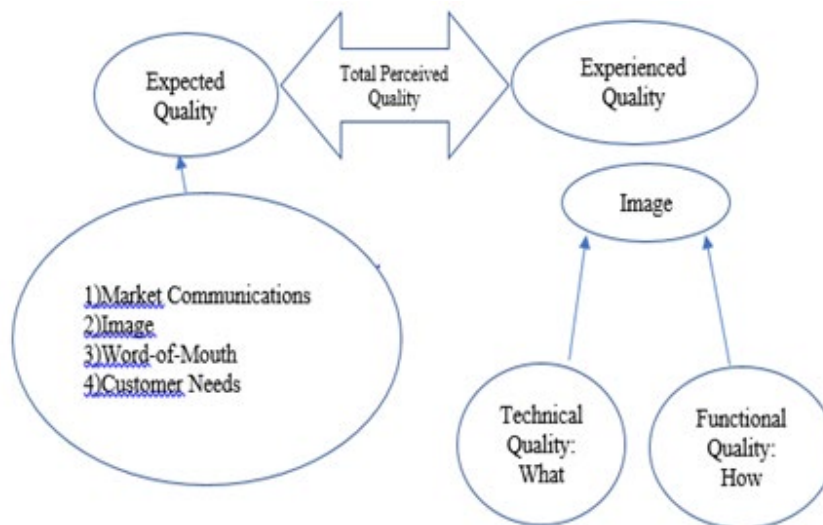
Figure 1: Total Perceived Quality
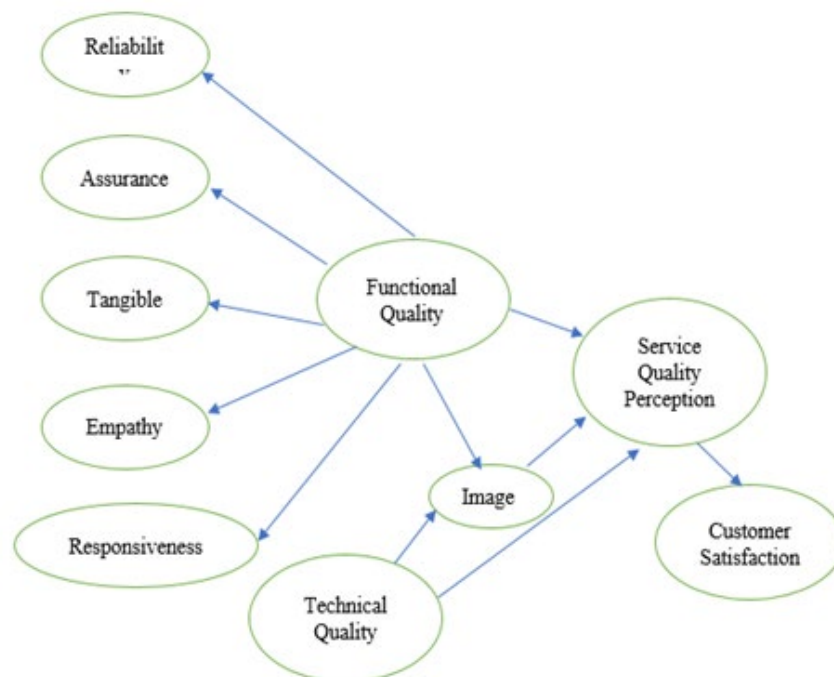
Figure 2: Service Quality Model

The model suggests that functional quality, technical quality and image should be measured to completely capture an individual's perception of service quality. However, functional quality has a greater influence on service quality when compared with technical quality. Image plays a mediating role in perception of service quality. Positive-image makes it easier for organizations to get favorable word of mouth. Governance-centric approach to be promoted in service delivery system rather than the techno centric approach. Effectiveness driven e-governance is more valued rather than just efficiency driven. E-Governance is multi-disciplinary & split across different streams of management. Contribution of Big-data in boosting the research activities & development in

e-Governance [10]. The worldwide revolution in internet and the way it had its impact on governance has been crucial. E-governance in developing countries has been empowering the citizens. Cloud computing permits uniform coverage of entire land mass area with e-governance solutions, independently of divergence of local administrative units that may be better or worse prepared to deliver e-governance services.

Research Methodology followed for arriving at Service Satisfaction Measuring Scales by Sakala Mission

A combination of qualitative and quantitative approach has been used – Based on the MIS reports, Sakala Mission through its call

center is conducting citizen surveys and collecting their valuable feed backs.

Quantitative Research Methodology
This methodology helped Sakala Mission to come up with a structured format of analysis through which Mission was able to generate hard facts and statics, which guided Sakala Mission throughout this learning process of designing survey questions.

Qualitative Research Methodology
This methodology assisted to have an in-depth knowledge related to why and how of decision making, which included collecting data/facts through various reference studies.

Objective and Target Group
The sample population were the citizens who had either applied or availed service through Sakala. Ordinal Scale of Evaluation was implemented. From the preliminary survey results it was found that there was correlation between Citizen's perception about Sakala, how the service is being delivered to them and the way how public authorities have been responding to the needs of the citizens.

Sakala Citizen Happiness Index
In the year 2020, when the Sakala Mission had proposed the concept of 'Sakala Citizen Happiness Index' Honorable Primary & Secondary Education and Sakala Minister agreed and decision was made to implement this proposal. On 15th July 2021 Sakala Mission launched the Sakala Citizen Happiness Index using Dieners Satisfaction Scale. In the Satisfaction with Life Scale the subjective wellbeing is conceptualized with two factors affective (emotional) and Cognitive (judgmental). The cognitive factor has also been conceptualized as life satisfaction. Memory measures and clinical trials are used as external criteria for validation in Satisfaction with Life Scale. The Diener's Satisfaction with Life Scale is proved to be valid and reliable measure of satisfaction, which is suited for wide-range of age group and also applications hence, this saves interview time and resources when compared with other measures of satisfaction. This scale was developed to understand the satisfaction level of respondent's life as a whole. This scale does not assess satisfaction with life's domains such as finance or health rather allows respondent to integrate and weigh these domains in whichever way they choose.

Satisfaction as assessed by the Satisfaction with Life Scale shows a degree of temporal stability, yet the Satisfaction with Life Scale has shown sufficient sensitivity to detect variation in satisfaction levels. This Scale is complemented to scales which focus on psychopathology or emotional well-being because it measures an individuals' conscious evaluative judgment.

Scale: Five statements or questions are posed to respondent. Respondents may agree with these statements or may not, but the respondent must project his agreement by providing appropriate number on the line preceding that statement or question.

7 - Strongly agree
6 - Agree
5 - Slightly agree
4 - Neither agree nor disagree
3 - Slightly disagree
2 - Disagree
1 - Strongly disagree

Whenever a feedback survey is done to measure satisfaction, it has been found that respondents give replies on the spur of the moment and not always right. To ensure correctness of the feedback and also the consistency in the replies of the respondents, same questions have been posed to the respondents in different presentation and these responses have been collated to get most reliable answer. This method takes care of respondent biasness while answering the survey. This is the way to presume integrity of the scaling instrument and Sakala Mission has upheld it. The questionnaires have been deliberately kept simple and easy to ensure the response of the respondents. Five Statements/Questions rated by Respondents during Sakala Citizen Happiness

Index Survey
1. Sakala is the ideal Government Service Delivery Mechanism.
2. Sakala is the excellent means of Government Service Delivery.
3. I am satisfied with Government's Service delivery system notified under Sakala.
4. I have received time bound service delivery under Sakala.
5. I would continue to receive the service through Sakala, I would change almost nothing in the service delivery process.

Citizens who have applied or availed service through Sakala are posed with the above-mentioned statements/questions. End of every statement respondent has to rate the statement between 1-7 in accordance with their experience. At the end of Survey, a score is obtained. Based on the sum of that score the Citizen Happiness Index is gauged.

If the total is or between these numbers than following results are derived:
31-35: Respondent is Extremely Satisfied
26-30: Respondent is satisfied
21-25: Respondent is Slightly Satisfied
20: Respondent is Neutral
15-19: Respondent is Slightly Dis Satisfied
10-14: Respondent is Dis-Satisfied
5-9: Respondent is Extremely Dis- Satisfied

Considering the Positive, Neutral and Negative aspects of this Scale. Sakala Mission has been considering the responses of the respondents who have been providing the rating to all 5 statements and the sum is between 21 to 35 as Satisfied/Happy. Respondents

whose rating sum is 20 are considered as Neutral and Respondents whose rating sum is 19 and less than 19 are considered to be Dis-Satisfied.

Accessing the reason of dis-satisfaction among these respondents is important to Sakala Mission. With an intension to understand the reason of dis-satisfaction of these citizens, another set of questions related to service delivery system have been posed to respondents by Sakala Mission to evaluate their reason for dis- satisfaction and based on these feedbacks the reforms are introduced by Sakala Mission in agreement with the departments.

Outcome & Results

Sakala Citizen Happiness Index is based not just on the satisfaction of getting government services delivered in time but also on the hassle-free journey while availing the service. In last 10 months, from July 2021 to April 2022 clocked 94.03% citizens extremely happy with the service delivery by the Government of Karnataka. This is the true measurement of good governance. Nothing else can substitute it. The month wise Citizen Happiness Index percentage have been provided in the table below.

Table 1: Month wise Survey Summary of Sakala Citizen Happiness Index

Sum total of ratings (Range)	Response Outcome	Jul- 21	Aug- 21	Sep-21	Oct-21	Nov- 21	Dec-21	Jan-22	Feb-22	Mar-22	Apr- 22	Total Sample Size
31-35	Respondent is Extremely Satisfied	611	1050	1033	750	1384	697	1441	1956	1781	1239	11942
26-30	Respondent is Satisfied	1812	2192	891	415	647	293	730	902	1166	790	9838
21-25	Respondent is Slightly Satisfied	556	1193	531	94	157	73	136	416	295	496	3947
20	Respondent is Neutral	38	230	219	93	296	336	54	7	12	192	1477
15-19	Respondent is Slightly Dis Satisfied	7	48	23	0	14	10	1	4	8	17	132
10-14	Respondent is Dis-Satisfied	8	47	0	0	5	0	1	2	0	3	66
05-09	Respondent is Extremely Dis-Satisfied	6	0	0	0	0	0	1	1	2	4	14
Grand Total		3038	4760	2697	1352	2503	1409	2364	3288	3264	2741	27,416

Sakala Citizen Happiness Index Percentage	99%	93%	71%	93%	88%	75.44%	97.59%	99.57%	99.30%	92.12%	93.84%

Sample Size: 27,416
Period in which survey population had applied for Sakala Services: 21-February-2020 to 01 January-2022
Measurement level: Diener's Satisfaction with Life Scale
Probability Sampling Technique: Simple Random Sampling Survey Period - July 2021 to April 2022
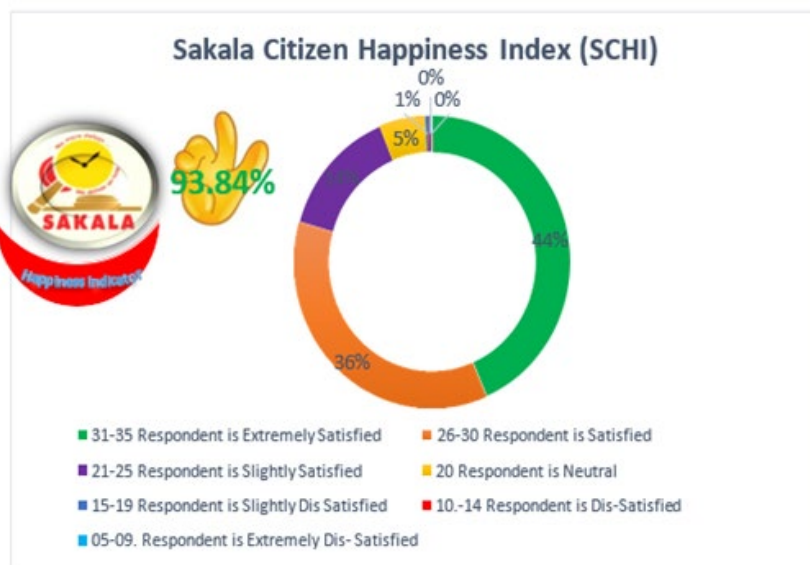

Figure 3: Sakala's Citizen Happiness Index Percentage Representation

- Among 27,416 sample size 25,727 citizens expressed their satisfaction towards Government of Karnataka's in-time service delivery mechanism. The happiness indicator was 93.84% satisfied population.
- 5.39% of the sample population provided neutral rating for the service delivery process.
- 0.77% of the sample population expressed their dis-satisfaction towards service delivery process. The dis-satisfied population had majorly availed services from following departments

a. 'Karnataka Building & Other Construction Workers Welfare Board' - the services were 'Marriage Assistance', 'Medical Benefit', 'Funeral & Exgratia Assistance', 'Assistance of Medical expenses for treatment'. 'Medical assistance for treatment of major ailments'.
b. Home Department - "Service Verification"
c. 'City Municipal Council' - Issue of Building License, Issue of Trade License as prescribed, Issue of Birth Certificate for event data not available in electronic media, Issue of Death Certificate for event data available in electronic media, Change of property ownership'
d. 'Sanction of Building Plan in sites upto 2400 sq. Dimension for residential single dwelling unit. (Not Computerized)' under BBMP.
e. Bangalore Development Authority - service Obtaining Khata for properties in BDA layout

f. Revenue Department - service Attestation of Family Tree
g. City Corporation (other than BBMP) - service Issue of Trade License as per the delegation of powers.
- The major causes for dis-satisfaction as expressed by citizens were - Officials making citizens to visit offices frequently for document verification, delay in disposal of service application, unjustified rejections.
- With this feedback Sakala was able to track the bottle necks in the service delivery system which were causing the dis-satisfaction among citizens.
- The survey data was also analyzed for a random sample from survey and tested with SPSS to find the consistency and results are as follows.

Reforms Proposed based on Survey Outcome
- Rejection Analysis Module- where 10% of the rejected applications shall be automatically moved to the nominated officer's login on monthly basis. Provision shall be given to Nominated officers to view these rejections and verify their genuineness.
- As a progressive measure Sakala Mission boosted the "Sakala Appeal Prompt Text Message" an initiative to trigger the Appeal raising process among applicants whose disposal of service application has been delayed or rejected. A link with appeal filing page details are auto texted to applicants on delayed disposal or rejection cases.

- Compensation payment Mechanism- This mechanism would ensure, on priority payment of compensation for delay in service delivery as per Sakala Act, as soon as aggrieved applicant files an Appeal against the delay in service delivery.
- A work flow-based module has been proposed to further increase the transparency in the service delivery system so that citizens are aware regarding exactly at which stage of service delivery and with official of what designation the application has been pending for disposal. In the existing system only, Designated Officer is held responsible for disposal of service.
- Sakala has also proposed an automated overdue reminder dashboard in officer logins. However, till the IT implementation of this initiative Sakala Mission has been manually sending the pendency reports to department heads on weekly basis. This is measure to keep check on application overdue rate of departments.
- At District level Sakala Mission has introduced Sakala Samanvaya Samithis where Sakala Mission has assigned task to Additional Deputy Commissioners of respective districts to Chair Sakala Samanvaya (Co-ordinate) Samithi Meetings and review the progress of in-time delivery of service within their respective districts. More than 360 Sakala Samanvaya Samithis have been conducted across the state of Karnataka as on Feb 2022.
- To sensitize officials about unjustified rejections Sakala Mission has also instructed districts to have exclusive vigilance wing. The District Samanavaya Samithis monitor the activities of these Vigilance wings.
- It has also been found that one of the popular reasons for rejections is submission of partial or in-complete documents. To address this issue Sakala Mission has on boarded itself in a Public friendly platform which is popularly known as "Tesz" This is an open platform where citizen can pose their queries or questions related to sakala and get the answer from subject experts. Under this platform Sakala Mission has achieved over 1,00,000 views within 9 months of first appearance and also award for being "Best Citizen Caring Department" for the year 2021.
- To inform Citizens about Sakala Services and Sakala application raising process Sakala Mission has introduced an initiative known as "Sakala Mitra (friend)" These Sakala Mitra are self-volunteered students or NGO members who create awareness about sakala being the representative of Sakala Mission popularly Known as "Sakala Mitra". Through Sakala Mitra's Sakala Mission has also been conducting Citizen Requirement survey just to collect the ground level needs related to service delivery from citizens.
- To promote Self-Sufficiency in Service delivery, Sakala Mission has also procured Self Help Kiosks which promotes cash less and faceless transactions and ensure citizen is directly involved in appeal raising process.

Table 2: Descriptive Statistics service satisfaction & Communalities of service satisfaction

Variables	Mean	Std. Deviation	Initial	Extraction	Factor Loading	Cronbach's Alpha
1. Sakala is the ideal Government Service Delivery Mechanism	5.41	1.372	1.000	.847	.921	0.960
2. Sakala is the excellent means of Government Service Delivery	5.39	1.531	1.000	.885	.941	
3. I am satisfied with Government's Service delivery system notified under Sakala	5.40	1.588	1.000	.891	.944	
4. I have received time bound service delivery under Sakala	5.48	1.597	1.000	.881	.940	
5. I would continue to receive the service through Sakala, I would change almost nothing in the						
service delivery process	5.42	1.670	1.000	.854	.925	

Variance experience percentage for the data has been 87.24%

Therefore, Communalities values are greater than 0.5. Component matrix value squared for an item gives the value of communalities for that item or variable. For item "I am satisfied with Government's Service delivery system notified under Sakala" component matrix value is of .944 when squared (regression r-square is correlation square indicating the amount of variance that was accounted for, which indicates 89.1% of variance in item 3 is explained by factor Sakala Citizen Happiness Index, which comes to 0.891 which is the value communalities for same item. Similarly, relationship holds good for other 4 items

One component solution – define how strong relation is between items and component in this solution. These are similar to Pearson correlation of the item with component or factor. Item 3 or variable 3 correlates .944 with the factor or component Sakala Citizen Happiness Index. "I am satisfied with Government's Service delivery system notified under Sakala" correlates highest on the factor. The values here are greater than .7 indicating that this is clean solution.

Reliability Analysis
The alpha value is found to be 0.960 indicating greater inter item

reliability and as shown in the table below the "Cronbach's Alpha if item deleted" is lesser than the "Cronbach's" existing alpha value for 5 items, indicating that deletion of any one of the parameters would only reduce the inter item reliability of the results.

Table 3: Cronbach's Alpha Statistics

Variables	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
1. Sakala is the ideal Government Service Delivery Mechanism	.874	.956
2. Sakala is the excellent means of Government Service Delivery	.903	.950
3. I am satisfied with Government's Service delivery system notified under Sakala	.911	.950
4. I have received time bound service delivery under Sakala	.901	.953
5. I would continue to receive the service through		
Sakala, I would change almost nothing in the service delivery process	.882	.957

Clear indication that all 5 variables are necessary and inconsistent with responses received in the survey.

• Therefore, Sakala's Model of Service Satisfaction can be represented as:
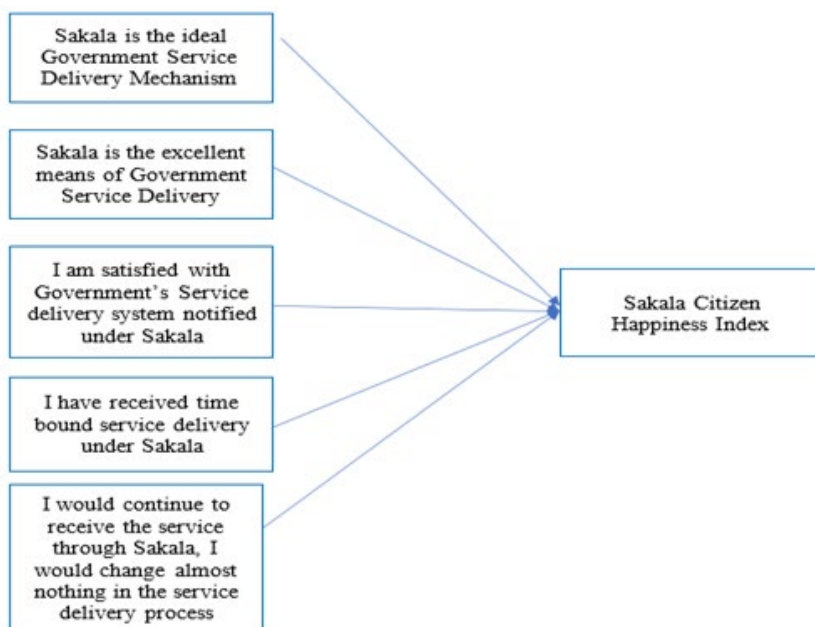
Figure 4: Sakala's Citizen Happiness Index Model

Impact

Sakala Statistics prior to implementation of Sakala Citizen Happiness Index and its outcome reforms

Table 4: Sakala Statistics Prior Implementation of Sakala Citizen Happiness Index full-fledged using Diener Scale

Year 2021	Receipts	Disposals	Rejections	Rejection Percentage	Delayed Disposal	Delayed Disposal Percentage	Strike Rate
January	2885044	2527312	170111	6.73%	164679	6.52%	93.48%
February	2973793	2846071	179994	6.32%	246371	8.66%	91.34%

March	2902965	3241579	281726	8.69%	334803	10.33%	89.67%
April	1903970	2108818	178961	8.49%	123027	5.83%	94.17%
May	437714	679054	96864	14.26%	90827	13.38%	86.62%
June	1238194	1055080	82099	7.78%	98405	9.33%	90.67%
Total	12341680	12457914	989755	7.94%	1058112	8.49%	91.51%

Sakala Statistics post implementation of Sakala Citizen Happiness Index and its outcome reforms.

Table 5: Sakala Statistics Post Implementation of Sakala Citizen Happiness Index full-fledged using Diener Scale

Period	Receipts	Disposals	Rejections	Rejection Percentage	Delayed Disposal	Delayed Disposal Percentage	Strike Rate
July 2021	2871300	2396446	132809	5.54%	104740	4.37%	95.63%
Aug 2021	2889367	2923838	212389	7.26%	131731	4.51%	95.49%
Sept 2021	3325069	3181309	290827	9.14%	183727	5.78%	94.22%
Oct 2021	2766327	2896967	209244	7.22%	214506	7.40%	92.60%
Nov 2021	2458079	2539912	202806	7.98%	164059	6.46%	93.54%
Dec 2021	2495443	2584972	202647	7.84%	179303	6.94%	93.06%
6 months total	16805585	16523444	1250722	7.57%	978066	5.92%	94.08%
Jan 2022-April 2022	9849558	9788089	640444	6.54%	641627	6.56%	93.44%
Total	26655143	26311533	1891166	7.19%	1619693	6.16%	93.84%

- There was only 42.34% of receipt intake in first 6 months of the year 2021 prior to SCHI and 57.66% in next six months of 2021 after implementation of SCHI. With Sakala Citizen Happiness Index and its initiatives, the receipt intake percentage also increased for sakala. SCHI feedback calling has also worked as an awareness creating mechanism for Sakala, as sometimes citizens won't be aware that they have actually raised application through sakala and when they receive feedback call, they tend to recall the service which they have actually received in Sakala. Increased awareness creates self-interest for applying in Sakala during citizen's next service- related transaction.

- The application disposition rate was 42.99% in first 6 months of the year 2021 prior to SCHI and 57.01% application disposition rate in next 6 months post implementation of SCHI & its initiatives. The Samanvaya Samithi & Weekly Overdue reports being mailed to Department heads have sensitized officials to dispose applications at greater rate.

- The Sakala Strike Rate or In-time disposition rate increased by 2.57% since the implementation of SCHI and its initiatives. Which is from 91.51% pre implementation to 94.08% on implementation in 6 months comparison prior and post implementation of SCHI. Proportionately delayed disposal percentage decreased by 2.57% on implementation of SCHI and its initiatives which is from 8.49% to 5.92%.

- Rejection percentage reduced by 0.37% on implementation of SCHI and its initiatives. Which is from 7.94% to 7.57%. With increase in appeal request the citizen have become more aware about their rights in Sakala and as officers are being sensitized for unjustified delays and rejections. The Appeal filing percentage prior to implementation of SCHI and its initiatives was 48.38% with 92 appeals approved and 61 rejected and on implementation of SCHI and its initiatives has been 51.62% with 94 appeals approved and only 29 rejections. The compensation paid amount for first 6 months of 2021 was Rs.6020, this amount reduced to Rs 5,240 in second half which is also an indication if not confirmation that Appeal-I cases where officers have been found guilty and penalized have also decreased. Which is an indication that there has been slight decrease in unjustified delays associated with service delivery process.

- The strike rate further improved to 95.06% in the month of January 2022, with decrease in delayed disposal rate to 4.94% and further reduction in rejection rate to 6.41%.

- The 6 months prior and post comparison after implementation of Sakala Happiness Index have brought transformation in service disposal process in Karnataka and in the year it further improved with strike rate for the year 2022 increasing to 93.44% & rejection rate dipping to 6.54%.

Challenges were Overcome & Transformed to Success

The main challenge was motivating the respondents to answer the survey, this has been carried out successfully through human interaction in phone call rather than automated answering machine. Happiness research based principally on social surveys of subjective well-being, has given a new impetus to utilitarian prescrip-

tions for good governance. Sakala Citizen Happiness Index has been a flagship program of Sakala Mission. Through Citizen Happiness Index Sakala Mission is trying to reach the citizen rather than Citizen reaching the Sakala Mission. This initiative is first of its kind in India. Simple random sampling technique used to pick the respondents from applicant data base helps in unbiased sampling of the group. Sakala Mission has utilized Citizen Happiness Index as a tool to confront un-noticed issues, as citizen remarks have been useful in removing the bottle neck from service delivery process. Feedback collection process has also increased connectivity between Citizens and Government. Sakala Citizen Happiness Index has been working as an awareness creating for Sakala and assure better service delivery mechanism to citizens. Sakala Citizen Happiness Index is one initiative with many mutual benefits to citizens as well as government. Sakala Mission has proved that happiness index findings can be transformed directly in to authoritative reforms or actions by the government [11-43].

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