

**A LOCAL GOVERNANCE FRAMEWORK:  
ANALYSIS OF POLITICAL AND SOCIAL  
ACCOUNTABILITY**

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**MASTER OF PUBLIC MANAGEMENT  
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**A LOCAL GOVERNANCE FRAMEWORK:  
ANALYSIS OF POLITICAL AND SOCIAL  
ACCOUNTABILITY**

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**Project Paper Submitted to the Ghazali Shafie  
Graduate School of Government,  
Universiti Utara Malaysia  
in Fulfilment of the Requirements for the Degree of  
Master**

## **DECLARATION**

“I hereby declare that the work in this research is my own except for quotations and summarize which have been duly acknowledged.”

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## ABSTRACT

The overview of this study is mainly focusing on the political and social accountability in local government. There are five main objectives developed, (1) to evaluate general perspective towards Ipoh City Council (2) to identify Ipoh City Council's role in involving the community in the programs (3) to evaluate Ipoh City Council's services (4) to assess Ipoh City Council's infrastructure arrangement and (5) to identify the best way to appoint the Councilors of Ipoh City Council. Ipoh City Council accountability evaluated in five (5) key areas which are general perspective, program, service, infrastructure and councilor. The data for this research were collected from two sources, namely primary sources and secondary sources. The quantitative technique using structured questionnaire was used in this study to solicit responses from respondents. This study involved two groups of respondent consists of clients who deal with local government administration and local government management employee. A total of 150 employee and 150 client around Ipoh City Council were selected as respondents of this study. The methodology in this study implies the method of descriptive statistic involved frequency, percentage and mean. Based on the analysis, it was found that most of both employee and client are satisfied with local government performance to serve communities. Analysis shows positive feedback about how local government manage complaint, satisfied with the development and services and highly agree to implement electoral system for councilors and given training for them. However, some client show that they are unsure about local government financial planning system, program conducted by local government, monitoring of infrastructure and either election of councilors transparent or otherwise. Through the results obtained, several recommendations were introduced to improve accountability mechanism at local government level in the future.

**Keywords:** Local government, political accountability, social accountability, employee, client

## ABSTRAK

*Tumpuan kajian ini memberi fokus utama kepada akauntabiliti politik dan sosial dalam kerajaan tempatan. Terdapat lima objektif utama yang ingin dicapai iaitu, (1) untuk menilai perspektif umum terhadap Majlis Bandaraya Ipoh (2) untuk mengenal pasti peranan Majlis Bandaraya Ipoh untuk melibatkan masyarakat dalam program yang dijalankan (3) untuk menilai perkhidmatan yang disediakan oleh Majlis Bandaraya Ipoh (4) untuk menilai penyediaan infrastruktur Majlis Bandaraya Ipoh (5) untuk mengenal pasti cara terbaik pelantikan Ahli Majlis. Akauntabiliti Majlis Bandaraya Ipoh dinilai dalam lima (5) bidang utama iaitu perspektif umum, program, perkhidmatan, prasarana dan ahli majlis. Data untuk kajian ini telah dikumpulkan daripada dua sumber, iaitu sumber utama dan sumber sekunder. Teknik kuantitatif dengan menggunakan soal selidik berstruktur telah digunakan dalam kajian ini untuk mendapatkan jawapan daripada responden. Kajian ini melibatkan dua kumpulan responden terdiri daripada pelanggan yang berurusan dengan pentadbiran kerajaan tempatan dan kakitangan pengurusan kerajaan tempatan. Sebanyak 150 kakitangan dan 150 pelanggan di seluruh sekitar Majlis Bandaraya Ipoh telah dipilih sebagai responden kajian ini. Metodologi kajian ini menggunakan kaedah statistikdeskriptif yang melibatkan frekuensi, peratusan dan min. Berdasarkan analisis, kebanyakan kakitangan dan pelanggan berpuas hati dengan prestasi kerajaan tempatan dalam menyediakan perkhidmatan kepada masyarakat. Analisis menunjukkan maklum balas positif tentang bagaimana kerajaan tempatan menguruskan aduan, pembangunan, perkhidmatan dan mereka juga sangat bersetuju untuk melaksanakan sistem pilihan raya untuk memilih Ahli Majlis di samping latihan yang sewajarnya. Walau bagaimanapun, terdapat juga pelanggan yang tidak pasti tentang sistem perancangan kewangan kerajaan tempatan, program yang dijalankan oleh kerajaan tempatan, pemantauan infrastruktur dan sama ada pilihan raya Ahli Majlis telus atau sebaliknya. Melalui keputusan yang diperolehi, beberapa cadangan telah diperkenalkan untuk memperbaiki mekanisme akauntabiliti di peringkat kerajaan tempatan pada masa hadapan.*

**Katakunci:** Kerajaan tempatan, kebertanggungjawaban politik, kebertanggungjawaban sosial, kakitangan, pelanggan

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Finally, I believe that this report will give some useful information to the UUM and the public and government in general. Hopefully, we can find the best solution to the local government problem from this report. I hope these efforts may receive the blessings from Allah SWT. InsyaAllah.

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## **LIST OF ABBREVIATION**

ICC	Ipooh City Council
ICT	Information and Communications Technology
KPI	Key Performance Indicator
NCLG	National Council for Local Government
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
WEF	World Economic Forum's

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Introduction**

Local government accountability is important in service delivery to society. If local government fails to provide good service delivery, citizens will lose their trust in government as an institution. Local government is the sphere of government closest to communities and responsible to provide facilities to improve on the lives of the people at the grassroots.

One of the major reasons for establishing local government is to bring government closest to communities so that the citizens can fully participate in the process of development. This is important in order to improve governments' service delivery, thus speed up the pace of social, economic and political development. For that reason, many studies call for new studies on local government accountability.

Local governance is defined as collective action at the local level involves its role to defining the framework for citizen-citizen and citizen-state interactions. Moreover, local governance is critical to developing a framework for local governance that is responsive, responsible and accountable. This three (3) aspect means that local government must do the right things and delivering services that are consistent with citizens' preferences, doing the right thing the right way with the best benchmarking and accountable to citizens, through a rights-based approach.

Local governments in the twenty-first century face challenges regarding service delivery, finance, workforce, and citizen engagement. While accountability becomes a major issue in designing local government reforms, the twenty-first century must focus on rebuilding the capacity of local government to attract and retain a skilled labor force, finance critical infrastructure, and engage citizen in designing innovative solutions to address public problems. Theories of democratic government traditionally have relied on a model of organization in which officials act fairly, accept clear lines of accountability and supervision, define their daily activities through rules, procedures, and confined discretion (Warner, 2010).

Improving government accountability is important to increase an effectiveness of service delivery especially to the community and also to increase social, economic and political development. For that reason, decentralization becomes significant opportunities to improve government accountability. It creates the possibility of exerting stronger pressures particularly on government performance both from top (the supply side) and down (the demand side).

Decentralization reshapes power relations among the local residents, local governments and central government. It sets new rules for political game, helping local leaders deal with power struggle with the federal government. It also redefines the interactions between local leaders and their constituencies. In sum, decentralization leads to new interactions and contractual relationships between local governments, between small and big private firms, between providers and producers of services, and between communities and nongovernmental organizations.

Despite decentralization's promise for more accountable government but it create challenge for democratic system. Decentralization reforms have often been introduced without thinking through their accountability implications and the efforts tend to emphasize either the down or the top demand of the accountability equation, but not both. Decentralization reforms grant local governments new powers and responsibilities in administrative, political and fiscal.

Building appropriate local governance structures require bridging the up and down demand side. It forces local governments to democratically be accountable to citizens (downward) as well as to higher levels of government (upward). According to Yilmaz et al. (2008) a precondition for downward accountability is to simultaneously empower local governments and citizens. That requires setting priorities and sequencing decentralization reforms to strengthen accountability on both the upward and downward demand sides.

However, the question is to what extent local governments should be given discretion and autonomy over local decision-making. As reforms proceed, questions will remain about who will have, what kind of powers over what kind of functions. That is why decentralization reforms often face strong resistance during their implementation. Coupled with the inexperience and weak capacity of local governments, decentralization is often blamed because not fulfilling its promises and for not having a positive impact on development. So, reforms are frequently revisited and sometimes changed.

Many central governments around the world respond to such frictions by imposing stricter control and excessive accountability measures over local governments, sometimes revoking some important aspects of discretionary powers and resources extended to local governments. Yet, reducing powers and functions are not a form of accountability but makes local governments irrelevant. The cause of failure is the absence of effective accountability systems, both upward and downward (Yilmaz et al., 2008).

A key message of this study is that social and political accountability mechanisms introduced by central governments are necessary to ensure appropriate local discretion but not sufficient. Without sound mechanisms for downward accountability, the sole emphasis on upward accountability measures limits local government autonomy in local decision-making and service delivery, negating the intended empowering of local governments.

Thus, it need acquire a clear understanding of potential conflicts is essential for successful implementation of decentralization reforms. So, it is important to critically analyze the government framework that includes the critical stakeholders, the sources of their power, their interests and positions in decentralization reforms, and the relationship between economic and social inequalities. The decision to decentralize is political. If the decision is made, the analytical framework presented here can help in studying implications of reforms for accountability.

## **1.1 Problem Statement**

Local governments are the basic institutional elements of decentralization and it's accountable to higher levels of government (upward accountability) and to citizens (downward accountability) as allowed by their discretionary space. Within their discretionary space, local governments need to be accountable to upward and downward. The ideal of decentralization is local governments have a high degree of local discretion and accountability. But countries are at different stages of decentralization, with varying progress in both discretion and accountability.

The existing scenario in local governments in Malaysia tends to highlight the traditional top-down approach to local administration (Phang, 2011). Particularly, from the local elections were abolished in 1970. Since then, members of the local authorities are appointed by the Chief Minister. The names proposed by political parties for consideration. As a result, councilors cannot therefore be regarded as truly independent (The Star, 2010; Lim, 2006).

Beside this, global influences and growing community awareness are now challenging the practice of centralized administration, and local government leadership is being forced to reappraise its role and contribution in local affairs. The community seeks empowerment and tries to reinforce its right to be consulted in the decision making process of its local council (Phang, 2008). This means empowering local government and decentralizing autonomy to local government which currently is limited in the Malaysia's context.

In fact, local government in Malaysia operates within a centralized political system that does little to encourage autonomy or public participation at the local level. Although the federal government advises application of the principles of good governance such as participation, transparency, accountability and local government's subordinate position to the federal and state government hierarchy limit its ability to engage freely with the community. Local government continues to face criticisms over delays, poor attitude, weak enforcement and displaying arrogance (Phang, 2011).

This is indicative that for a nation to deliver services efficiently and effectively, an effective governance accountability framework which involves demands by upward and downward at the local level is essential. The government appears anxious to bridge the perception gap between the demands coming from the community and what local authorities are currently delivering.

As a consequence, what is provided by the government is not fulfilling what is desired by the community. There is a gap between demand and supply both in service delivery and local government's performance towards public. Increasingly communities are focusing on the need for more efficient and effective provision of services by local government to have more public participation.

The decision to decentralize is inherently a political one. However, once a decision is made, the main goal is to have a local government system with a high degree of decision-making autonomy and accountability. Achieving this goal requires effective mechanisms for strengthening downward accountability along political, administrative

and financial dimensions of decentralization. However, with increasing public awareness, government activities to achieve good governance are severely challenged to respond to this issue of political decentralization. There is indeed a necessity for less bureaucracy and more community empowerment. Much as the local community seeks redress to centralization by exerting more self-autonomy from the higher tiers of government.

Nonetheless, it seems unlikely that federal and state governments will change the current system of appointment of councilors. This lack of political decentralization creates a bad relationship between citizens and local councils which impact to the implementing administrative decentralization. In the absence of a legitimate transfer of powers and increased accountability to the community, the leadership may instead become primarily accountable to itself and to local elites (Phang, 2006). The system lacks the necessary link between decentralization and participation through democratic representation (Gaventa, 2004).

Under such circumstances, questions arise as to the viability of local government within the federal system and its capacity to sustain challenges from an increasingly aware community. Local government will face a negative reputation and negative views because of the weakness in service delivery and public participation. Without elected councilors, further attempts at local governance accountability framework restructuring to make local government more transparent, accountable and efficient. It seems likely that decentralization will remain elusive with powers remaining consolidated at the center.

The evidences showed that the public sector in Malaysia continues to suffer from low level of efficiency and organizational competence. An analysis of the public sector competence by the Global Competitiveness Report shows that in 2009-2010, Malaysia was ranked at 24th position, slipping downwards by three positions from the previous year. Malaysia slipped two levels to 26th from 24th ranking previously in the World Economic Forum's Global Competitiveness Report 2010-2011 (World Economic Forum's (WEF) Global Competitiveness Report for year 2009, 2010, and 2011).

Thus, local governments are expected to carry out their duties efficiently and effectively. Both government and public are demanding high performance and accountability towards local governments. According to the public, from time to time, has made allegations of their gross inefficiency, abuse of power and poor planning which are always highlighted in the local dailies (Salleh and Khalid, 2011; Siddiquee, 2010; Siddiquee and Mohamad, 2007).

The issue is the responsibility of the local government in establishing a close cooperation with the community to produce results that fulfill requirements and needs of the public. Local government should create initiatives to have good administration and service. The other issue is the absence of transparent rules for public servant and involvement of citizens in decision-making structures and processes to enhance good governance scenes in local government because the results will reflect the priorities of people. The people have an influence on the decisions made by local government about the use of resources and service delivery.

Related to the issue above, some assumptions identified about government accountability, whether governments respond to citizens' expressed needs, and whether citizens satisfied with local government services. It therefore describes mechanisms that promote both responsiveness and accountability at various stages throughout the formulation, implementation, monitoring and evaluation of government policies and programs (Malena et al., 2004).

Evaluating an effectiveness of public officials ensures that they are performing to their full potential for their work and providing value for money in the provision of public services. Other than that, public officials also must instilling confidence in the government and being responsive to the community they are meant to be serving. So, to realize the transformation of local government, good governance must arise from the belief among some government decisions and the community can play a role as a development partner. This study will examine the barriers of politic and social accountability in the local government system.

Thus, this study critically analyzes the issues of decentralization and limited involvement of public participation in local government decision making. It attempts to evaluate the upward (government) and downward (citizen) accountability mechanisms introduced by local governments. The local governance accountability framework is critical to be studied in Malaysia because the community regards local government as the grass root government or the government that is the closest to the citizens. Citizens will concern in what local government can provide to them to fulfill their needs to ensure the comfort of living.

## **1.2 Research Questions**

Research questions are important to show the boundary of the research to make sure the focus on the title under investigation. Based on the research problems discussed above, this study is driven by this complex situation that leads us to investigate the concrete reasons behind the failure of local government to achieve both accountability goals, down as well as top demands. In doing so, the study examine existing accountability mechanisms and identify the accountability implications of decentralization reforms to improve local government.

From that reason which is related to the problem statement, this study addressed five (5) research questions are as below:

- i. Does Ipoh City Council have the clear general perspective of their organization?
- ii. Does Ipoh City Council have a program involving community?
- iii. Does Ipoh City Council have a good service?
- iv. Does Ipoh City Council have a systematic arrangement of the infrastructure?
- v. Does Ipoh City Council have a best way to appoint the Councilors?

## **1.3 Research Objective**

Research questions and research objectives are complementary to each other, as it is through answering the research questions that the objectives of the study will be met.

The research objectives divided into two (2) main parts; there are the general objective and the specific objective. Generally, this study aims to clarify accountability

mechanism in local government. The purpose of this study is also to examine how this accountability be challenges to the democratic decentralization.

From that reason, this study has five (5) objectives are as follows:

- i. To evaluate general perspective towards Ipoh City Council.
- ii. To identify Ipoh City Councils' role in involving the community in the programs.
- iii. To evaluate Ipoh City Councils' services.
- iv. To assess Ipoh City Councils' infrastructure arrangement.
- v. To identify the best way to appoint the Councilors of Ipoh City Council.

#### **1.4 Significance of Research**

This study is will contribute and increase research on political and social accountability and governance. It also indicate the importance of local governments to democratically be accountable to local residents (downward) as well as to state and federal government (upward). Other than that, this research gives information, idea, opinion and perceptions in interpreting the situation in local government.

The body of this study discussed about literature review, methodological and analysis include theoretical framework of political and social accountability use in this research; approach of democratic decentralization; explaining the analysis from employee and community perspective; and conclude the finding of the research where is give important implications for policy makers.

The outcome of this study is expected to strengthen democratic accountability of local government. Second, is to identify the impact of political and social accountability on decision-making in local government and to make strategic recommendation for the future of local government. Other than that, this study also discovers the functions of the councilors and local council towards the political and social accountability.

This study tried to find out the importance of accountability in improving governance in local government and helps local authorities to evaluate their performance based on the community perception towards the service provided, especially in Ipoh City Council (ICC). Hence, this research significantly gives an impact to organizations and provides useful information to local governments in ICC in formulating new strategies in an effort to encourage the community in the future. It also significantly improve local government accountability framework by making local government more accountable to the local citizen as well as to their political stakeholder.

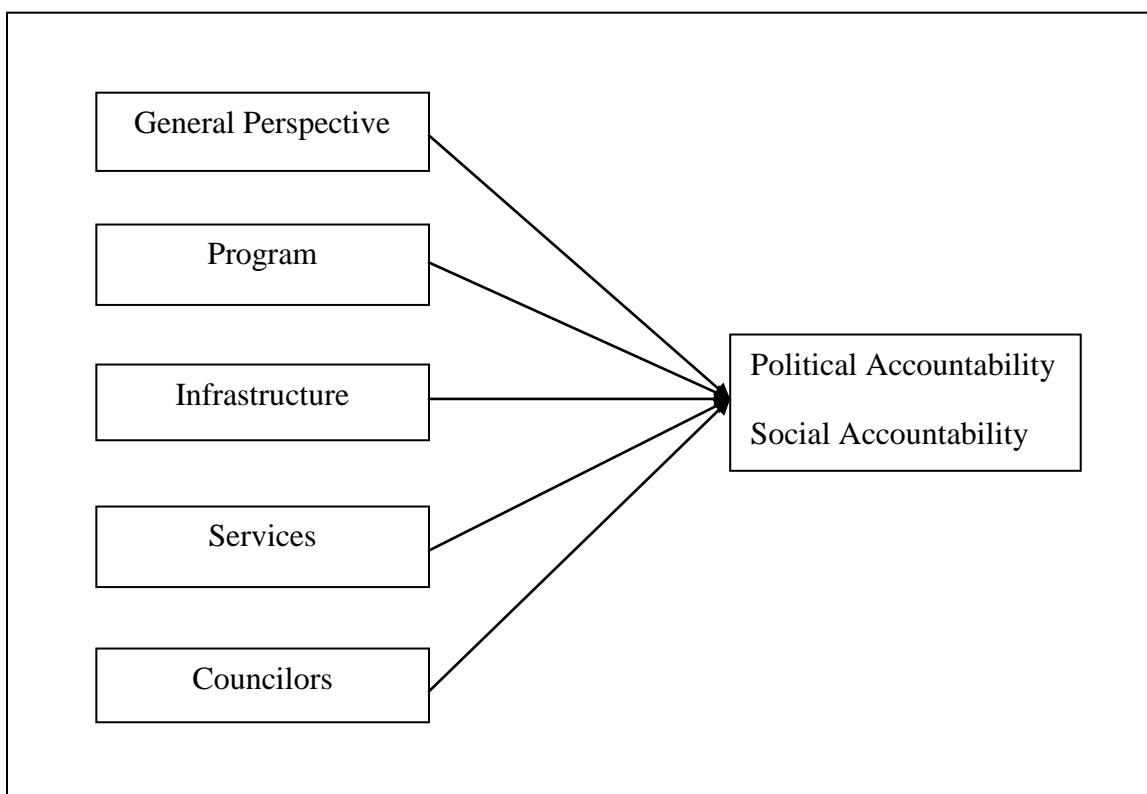
### **1.5 Scope of Study**

This study conducted at ICC as a case study. The questionnaire in this study has been distributed to two groups of respondents involve ICC employees and clients. A total of 150 ICC employees and 150 ICC clients were chosen randomly to be the sample of this study. ICC employees consist of staff from various department and ICC clients consists of community that deal with ICC. Different perspective by both groups of respondents is important to identify political and social accountability mechanism by ICC. This study focus on five (5) variables to be analyze which is general perspective, program,

infrastructure, service and councilors. All this aspect is important to analyze management of ICC either fulfill client's satisfaction.

## 1.6 Theoretical Framework

This study build theoretical framework as show in Figure 1.1 in order to better analyze the factors that improve local government which include political and social accountability ICC. This theoretical framework represent five (5) variables relate to the responsibility of the local government. The entire five (5) variables which are general perspective, program, services, infrastructure and councilors help in this study to answer the research question and to achieve the research objectives.



**Figure 1.1: Model of Accountability of Local Government (Wang and Wart, 2007)**

## **1.7    Definition of Term / Concept**

Several concepts definition will be applied in this study. The concepts been applied to maintain the uniformity and flows of this study. The definitions are as follows:

### **1.7.1   Local Government**

Local government serves a two-fold purpose involve administrative or government (upward) of supplying goods and services and citizens (downward) in determining specific local public needs and how these local needs can be met.

According to Shah (2006) local government can be defined as thus: A specific institutions or entities created by national constitutions (Brazil, Denmark, France, India, Italy, Japan, Sweden), by state constitutions (Australia, United States), by ordinary legislation of a higher level of central government (New Zealand, the United Kingdom, most countries), or by executive order (China) to deliver a range of specific services to a relatively small geo-graphically delineated area.

Good local governance is not just provider of local services but also must preserving the life and liberty of communities, creating space for democratic participation, supporting market-led, environmentally sustainable local development and facilitating outcomes that enrich the quality of life of communities.

### **1.7.2 Public Participation**

Public participation is a decision making process by local public administration to engage the public in identifying problems, decision-making and implementation to achieve sustainable development in an area. There is a two-way communication between citizens and the administration to make better decisions in the local public administration (France, 1998; Florina-Maria, 2007).

Verba et al. (1995) defines citizen participation as any voluntary action by citizens more or less directly aimed at influencing the management of collective affairs and public decision-making. In general, public participation is defined as an open and accountable process through which individuals and groups within selected communities can exchange views and influence decision-making. Besides, it is further defined as a democratic process of engaging people, planning, deciding and playing an active part in the development and operation of services that affect their lives.

### **1.7.3 Accountability**

Accountability is a term used in business, political, and social contexts, and is viewed as an important concept for social and organizational systems. Accountability is a complex and multi-faceted concept (Sinclair, 1995) that is made operational through relationships between individuals and organizations (Tippett and Kluvers, 2010). Therefore, accountability is the process whereby organizations and individuals are answerable for their performance which is an obligation of institution to provide information or

justification to individuals and face sanctions from the second party for inappropriate behavior. Accountability has two important aspects that related to local government which is political and social accountability. Both aspects are very important to explain relationship between government and citizens.

Political accountability is a process whereby citizens hold elected officials to account for their behavior and performance-say, through elections (Aucoin and Heintzman, 2000). These definitions seemed to presume that whoever was elected remained accountable to those who did the electing and that those competing with each other must have offered different programmatic alternatives to citizens (Schmitter, 2007).

Social accountability can be defined as an approach towards building accountability that relies on civic engagement which it citizens who participate directly or indirectly in exacting accountability. Social accountability mechanism can be initiated and supported by the citizens, state or both, but it is very often they are demand-driven and operate from the bottom-up (Malena et al., 2004).

#### **1.7.4 Democratic Decentralization**

Historically, the word decentralization has been used to refer to different areas of the economy, politics and sociology. Decentralization in economics usually refers to financial and fiscal decentralization mainly access to resources. It is different from political view where the decentralization usually means a set of policy issues, focusing on the structure of authority and responsibility. In terms of sociology, decentralization

usually means participation, the role of formal organizations and community groups is a major concern. From these three areas, political decentralization is important to make sure the accountability of the local government.

Decentralization also may be defined in several ways either in term, a concept, a process, a theory, a methodology or a policy. However, one of the common definitions to make people easy to understand, decentralization defined as a process through which authority and responsibility for public functions is transferred from central government to local government. In this sense decentralization is a process of redefinition of structures, governance procedures and practices to be closer to the community.

## **1.8 Structure of Research**

This study contains five (5) chapters. Chapter One (1) discussed in general the whole process of research to provide a brief overview of the study. This chapter outline the introduction of the research, problem statement, research questions, research objectives, the significance of the research, limitation of the research, theoretical framework, definition of term or concept and lastly a brief clarification about the structure or organization of the research as a summary for all chapter.

Chapter Two (2) briefly discuss about related literature. This chapter provides an explanation of operational concept of local government structure and the implementation in Malaysia, discussion about theory of democratic decentralization, brief review of accountability of local government involve political accountability and

social accountability, public participation concept and also discussion about relation of local government accountability and democratic decentralization.

Chapter Three (3) discussed the methodology for this study. The topics included are research design to explain a method for collecting data, population and sampling of the research to show the research focus group, research instrument that include overview of the questionnaire, pilot study to test reliability and validity, data collection method and procedures that were used to analyze data collected from the survey.

Chapter Four (4) presents the findings of the study and analyzed the outcomes of the research findings from the data collected to answer the research questions and research objective either achieved or not. The results based on descriptive analysis. This chapter gives an explanation result of the respondents' profile and also results from the five (5) variables. This findings have two different analysis result; according to employees views and communities views.

Chapter Five (5) the final chapter of this study is to conclude the research and the findings of the research. It is also stated some discussion based on the finding and some comparison between employees and communities views. This chapter also discussed some strategic recommendations for policy makers and also for future research.

## **1.9 Conclusion**

In conclusion, this chapter starting with a brief overview of this research followed by the discussion about the background, problem statement, research questions, research objective, scope of study, model of accountability and definition of term of the study. This study aims to identify the local government accountability and the challenges of democratic decentralization. Local governments must have to be accountable to higher levels of government (upward accountability) and to local residents (downward accountability). Other than that, this chapter clarify about the important concept or key to show clear picture of the research. Next, the Chapter Two (2) discusses the literature review and operational concept of this research.

## **CHAPTER TWO: POLITICAL AND SOCIAL ACCOUNTABILITY OF LOCAL GOVERNMENT**

### **2.0 Introduction**

The literature review is a process to identify the operational conceptual of this study. The purpose of this chapter is to present a review of relevance to this study. The literature review cover five areas of interest namely accountability which is political accountability and social accountability, local government, public participation and democratic decentralization. This chapter also build theoretical framework to identify the variable use in this research.

### **2.1 Local Government in Malaysia**

The Malaysian federal constitution is divided into three (3) major levels, namely, the Federal Government, the State Government and the Local Government. Local government occupies the third and lowest level after federal and state governments. It was conceived to strike a balance between the need for a strong central government at the federal level, the rights and powers of the states, and the expectations and needs of the local level (Phang, 2008).

Division of the authority between the federal and state government is enumerated in the Ninth Schedule of the constitution of Malaysia. In this Ninth Schedule cover three lists, namely the Federal List, State List and Concurrent List (Table 2.1).

**Table 2.1: The constitutional division of powers between federal and state governments**

<b>Federal List</b>	<b>State List</b>	<b>Concurrent List</b>
External Affairs	Muslim Religious Law	Social Welfare
Defense and Security	Land Ownership and Use	Public Health
Trade, Commerce and Industry	Agriculture and Forestry	Town and Country Planning
Shipping, Communication and Transport	State Works and Water Supply, when not federalized	Drainage and Irrigation
Water Supply, Rivers and Canals	Loans for State Development and Public Debt	Rehabilitation of Mining
Finance and Taxation	Malay Reservation and Custom	Land and Soil Erosion
Education and Health	Local Government	National Parks and Wildlife
Labor and Social Security		

*Source:* Andrew Harding, *Law, Government and the Constitution of Malaysia, 1996* (Phang, 2008)

The Federal List details matters that fall under the full authority of the federal government and the State List does likewise for the states. The Concurrent List contains the subjects over which both federal governments are the Parliament, while those of the states are the State Legislative Assemblies. Having said that, this schedule of the makes clear that where the provisions of state laws are inconsistent with those of the federal laws, the provisions of the federal laws shall prevail.

The position of local government in Malaysia is entrenched in the federal constitution and according of items four (4) and five (5) of the ninth schedule, local government outside the federal territories of Kuala Lumpur, Putrajaya and Labuan, is a subject under the state list. All local authorities outside the federal territories therefore come under the exclusive jurisdiction of each state government. By virtue of this, the state government has wide legislative powers to control the local authorities and to ensure their proper functioning.

However, through a consultative body, called the national council for local government (NCLG), the federal government can exert influence to ensure that state and local authorities follow national policies. The creation of the NCLG through Article 95 (A) of the federal constitution provides an effective channel through which the federal government and its agencies can exercise their influences and maintain functional links with the local authorities (Phang, 2011). It shows that local government is the responsibility of the states, but the federal government also exercises considerable power and influence over local government. It has been observed that in practice the states have little real autonomy because most decision-making remains at national level although some federal functions have been decentralized (Morrison, 1994).

Local governments don't have precise definition but the term of local government have been described with understanding of the concept. Report of the Royal Commission (1970) defined local government is subsystem operating within or among a number of other subsystems. Higher government gave to the one body handled on local issues that represent the power whether from federal government or state government, which has limited autonomy in terms of administration and financial, have power to sue and sued by others and have legal property. The Ministry of Housing and Local Government states that local governments are infra-sovereign geographic sub-division of a sovereign nation or quasi-sovereign nation, exercising the power of jurisdiction in a particular area. Phang (2011) states that local government is a state-created political entity thereby representing the third tier in a federal structure, administered by state-nominated Councilors, geographically encompassing a portion of the country.

Historically, local government in Malaysia is essentially an urban phenomenon because of the existence and functions as an essential system of administration to govern modern and diverse urban setting society. The establishment of the local government is basically to provide the necessities for the tax payers and to provide basic utility service to an area, such as drainage and electricity.

Since Dr. Mahathir Mohamad became the Prime Minister in 1981, a substantial number of administrative reforms in the public administration system had been introduced. The administrative reforms that were introduced are still carried out until now and mainly to improve and upgrade effectiveness, efficiency, productivity of organizations image and the quality of the administration of government including local governments. It also helped to change the attitude of the civil servants, good quality, competent, skilled, have moral values and work ethics which is the most encouraging success of the reform. Malaysia can now claim to have an administrative system, which is comparable to that of other advanced and developing countries (Hussain and Brahim, 2006).

Local government also has the responsibility for numerous services related to housing, water supply, waste management, taxation, land assessment and other matters (Maria, 2008). The increasing number of local government administration units is bringing service delivery closer to the local residents. It soon evolves from time to time to meet the needs of the citizens.

Local authorities have direct working relationships with external accountees in their community. Thus, ratepayers, local consumers and municipal electors can claim a right

to know about the plans and actions of their local government. Other than that, they also can get any information that facilitates them to make decision making. According to Rohana et al. (2008), not only are local government authorities at the forefront of dealing with local residents, they are also answerable to a hierarchy of regulators, policy-makers and other oversight bodies within State and Federal levels of government.

In 2009, the Prime Minister, Datuk Seri Najib Tun Razak established Key Performance Indicator (KPI), which will be standard on the achievement of administrative officers and public servants. KPI is an important practice in performance management to evaluate and measure the target set by organizations and to shape accountability and transparency at the local government level. In fact, the local government has been identified as a potential institution to assist the federal government in driving development, especially in developing countries. This is because, cooperation and linkages between the federal government and local government important and requires transparency in decision-making when it comes to the distribution of power and resources (NKRA, 2009).

Accountability is taken seriously by Malaysian government, the lack of enforcement or the seriousness taken in giving penalty or punishment on violation concerning accountability is far very low (The Star, 2010; The Star, 2009). New approaches and transformation programs are introduced to improve performance and accountability of public sectors in Malaysia. For instance, recently Government Transformation Program is introduced to meet the challenges standing in the way of achieving Vision 2020 to be a fully developed nation.

Even the central government was seen as vital to provide convenience and needs for the community but not all central governments can accommodate the demands of the community. For that reason, local government was best placed to help tackle community and other national issues such as poverty, crime, urban, climate change, migration, and quality of life.

The local governments derive their power and autonomy through the process of decentralization from the state government that involves loosening centralization. Though they have little power and autonomy, they play an important role to shape local policies, provide basic facilities and services efficiently, as well as maintaining infrastructures. State government can integrate local authorities to create a new local authority to make it an effective unit from both the administrative and financial perspective knowledge of the local government. This integration will be able to fix the need of public by providing public services.

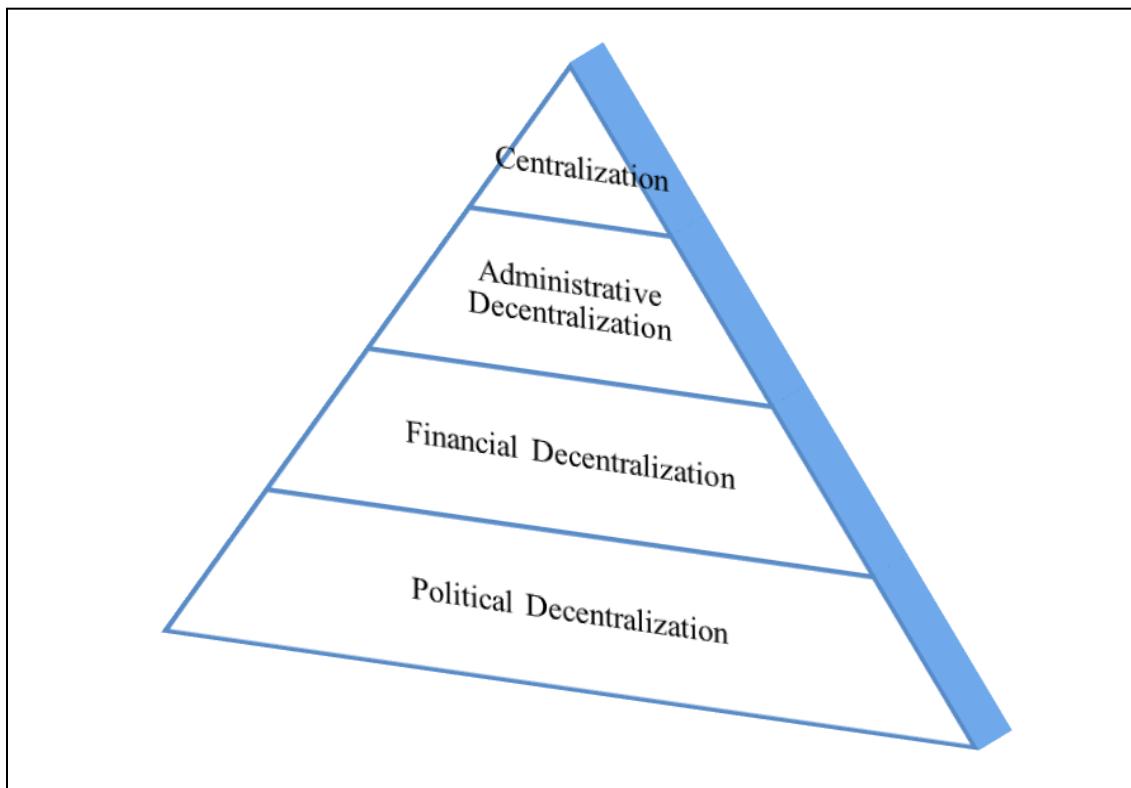
This statement comes to prove that the existence system of local government is a symbolic structure which indicates the trust of the federal government to the citizens by giving them the freedom to self-govern. By allowing the local government to be carried out by the people, it will not only edify of local government by the nation's grass roots but able to reflect the democratic characteristic that Malaysia has been holding on.

For local government to be able to address national and global problems, it must be strengthened structurally and politically (Phang, 2008). The incentive to participate in the government processes is stronger locally than nationally because local governments

are closest to the citizens. Therefore a way to deepen democracy nationally is to deepen democracy locally (Mkhatshwa and Otekat, 2005).

## 2.2 Theory of Democratic Decentralization

Decentralization is the transfer of responsibility, authority, and accountability from central to local governments. Barnett et al. (1997) illustrated pyramid model to show sequential stages of progress in achieving the governance objectives of decentralization (Figure 2.1).



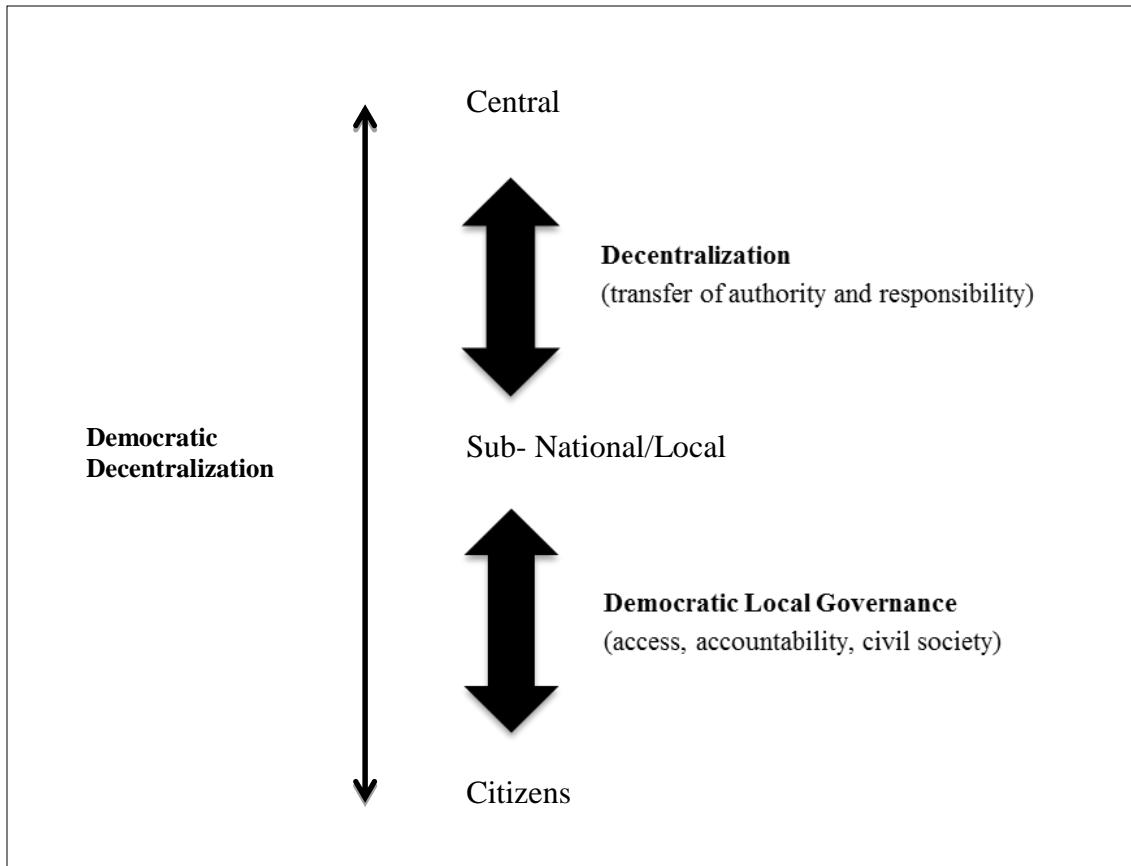
**Figure 2.1: Stages of Decentralization (Barnet et al., 1997)**

From the Figure 2.1 above, this theory state of three types of decentralization which is administrative decentralization (functional responsibility), financial decentralization (access to resources) and political decentralization (accountability).

The pyramid stages show the political dimension is very important to achieve democratic decentralization because it reconstitutes the state in a democratic way. This stage provides a process at the local level for the public discussion to make sure diverse interests can be negotiated and resource allocation decisions can be made.

Decentralization is an attempt to deepen democracy. Democratic decentralization incorporates both decentralization and democratic local governance. It is an attempt to make transparent, accountable, efficient and effective, governance at the grassroots. So establishing accountability measures is an essential pre-requisite in any decentralization effort everywhere.

According to Barnett et al. (1997) democratic decentralization is the development of reciprocal relationships between the central government and local government (decentralization) and the relationship between local government and citizens (democratic governance). Figure 2.2 below illustratea spectrum of relationships that help define a framework for implementing democratic decentralization strategies.



**Figure 2.2: Key Relationships in Democratic Decentralization (Barnet et al., 1997)**

From the Figure 2.2 above, the first major relationship is between the central government and the sub-national or local government. This relationship called as decentralization describes the transfer of authority and responsibility to local government. The authority and responsibility as explain in Figure 2.1 which is including administrative, political and financial. Local governments cooperate with central government for carrying out responsibilities formerly conducted by the central government and also participate in central policymaking.

The second major relationship depicted in Figure 2.2 is between local governments and citizens. This relationship very relate to the social accountability because involves

various group and individual such as local residents, community groups, civil society, businesses, news media and other local governments. Democracy is enhanced by strengthening relationships among all the stakeholders.

The third relationship depicted in Figure 2.2 is between citizens and the central government. This relationship explains about the responsibility of central government in order to guarantee fundamental right of citizens. Citizens also must be able to directly influence the central government.

Other than that, they also identified five key characteristics of democratic decentralization: (i) implementing legal reforms to devolve power; (ii) increasing local governments' ability to act; (iii) increasing local government accountability, transparency and responsiveness; (iv) enhancing the role of civil society and (v) improving the quality of life (Barnet et al., 1997).

### **2.3 Accountability in Local Government**

There is considerable difference of opinion among scholars of accountability as to how narrowly or broadly the concept of accountability should be defined. Some see accountability as an essentially ex-post phenomenon while others argue that principles of accountability should ideally be applied before, during and after the exercise of public authority (Ackerman, 2004).

In a narrow administrative context, accountability relates to adherence to the rules, regulations and procedures. It emphasizes the fact that politicians and local government officials should be the very embodiment of what society regards as ethical, that is, good, fair and moral (Baguma and Shellukindo, 2000). Since public accountability is essential to good governance, it has been generally taken as a parameter for adjudging the public expectations of fairness, responsiveness and exemplary leadership (Ayittey, 1976).

Accountability is an essential component of the broader strategy of good governance and seen as a positive quality of organizations or officials. Accountability is a term used in business, political and social contexts was viewed as an important concept for organizational systems (Cunningham and Harris, 2001). Accountability is a cornerstone of public governance and management because it constitutes the principle that informs the processes whereby those who hold and exercise public authority are held to account (Aucoin and Heintzman, 2000). In the public administration literature, the claim is made that accountability is the cornerstone of the Westminster system of government (Fountain, 1991).

Traditionally, accountability means the giving or rendering of an account (Rohana et al., 2008). Mulgan (2000) on the other hand calls it ‘complex and chameleon-like’ as Schedler, Diamond and Plattner (1999) observes that; accountability represents an underexploited concept whose meaning remains evasive, whose boundaries are fuzzy and the internal structure is confusing.

One fascinating definition of accountability is by Bovens (2006; 2010) who defines it as a relationship between an actor and a forum, in which the actor has an obligation to explain and to justify his or her conduct thus, may face consequences, while the forum can pose questions. This definition covers the important aspects of accountability, as it emphasizes the importance of a relation between actors and the forum, stressing the role of obligation.

Accountability also can be defined as the obligation of power-holders to account for or take responsibility for their actions (UNDP, 2013). Power-holders refers to those who hold political or other forms of power and include officials in government, private corporations, civil society organizations and international financial institutions (Malena et al., 2004). It describes the dynamics of rights and responsibilities that exist between people and the institutions that have an impact on their lives, in particular the relationship between the duties of the state and the entitlements of citizens (UNDP, 2013).

The principle element that assures good government is the accountability of public officials. This involves either answerability, or the obligation of public officials to inform about and to explain what they are doing and enforcement, or the capacity of accounting agencies to impose sanctions on power holders who have violated their public duties (Schedler et al., 1999).

Although some individual officials may never need institutional structures to assure their commitment to the public good but most do need it at least some of the time. The only

way to guarantee good government is by institutionalizing a powerful accountability structure that holds every public official responsible for his/her actions as a public servant (World Bank, 2004). Transparency, performance, punishment, external surveillance, the public interest, power, corruption, and principal-agent relationships are all left out of this basic understanding of the concept of accountability.

Accountability is defined as the openness, transparency, information, and the agreement of responsibilities required providing an explanation for the action taken or not taken. Government officials are accountable to (i) obey the law and not abuse their powers, and (ii) serve the public interest in an efficient, effective and fair manner (Malena et al., 2004). The view of accountability takes into account all accounting and the operations of governments throughout every level in the entire structure of government departments and agencies (Humphre et al., 1993).

There are two systems of accountability which is horizontal accountability and vertical accountability (Schedler et al., 1999). Accountability processes are both horizontal and vertical, described by Ackerman (2004) as proactive process by which public officials inform and justify their plans of action, behavior, results and are sanctioned accordingly in which horizontal processes of accountability involve external involvement of another party. Horizontal accountability prevails within the structures of the state is the capacity of state institutions to check abuses by other public agencies and branches of government. Vertical accountability is the means through which citizens, mass media and civil society seek to enforce standards of good performance on officials.

The concept of accountability is at the heart of both democratic, rights-based governance and equitable human development. A democratic society is based on a social contract between a responsive and accountable state and responsible and active citizens, in which the interests of the poorest and most marginal are taken into account. Such contracts have to be constructed over time, through mutual interactions between states and citizens (UNDP, 2013).

### **2.3.1 Political Accountability**

Political accountability forms a cornerstone of modern democracy: it directs the political system towards the public interest and allows the exercise of the principles of autonomy and self-determination that lie at the core of democratic politics (Bellamy and Palumbo, 2010).

Political accountability refers to the responsibility of government to act in the best interests of community. Public officials should be held responsible for their actions especially for actions that go against established rules and principles. According to the Hoffman and Gibson (2006), although the sources of accountability focus on the role of institutions but the changes in political accountability result from changes in the institutional link between the government and the governed.

Political accountability is a relationship between what citizens want and what government officials do. In term of local government, political accountability is focusing on processes, actions and policy outcome. The process is about the procedures either it is

fair and transparent. Second, the dealing with government actions is about either representatives advocate policies that citizens favor, and dealing with policy outcomes either they reflect citizen preferences.

Other than that, political accountability also defined such as good governance, democracy, transparency, efficiency, responsiveness, equity, responsibility, and integrity but it is also equated with much broader concepts such as involvement, deliberation, and participation. Nevertheless, in the academic literature various efforts have been made to make sense of this broad notion of accountability. According to O'Connell (2005), accountability is present when the public service is of high quality, low cost and be polite.

An established body of literature on Western local governance suggests that, even under “perfect” conditions of free and fair elections and a wider stable democratic national context, a voice in local elections fails to ensure that elected officials will exercise power on behalf of all segments of the communities. The impact of these measures on political accountability is complex. For example, re-election procedures could determine political accountability, although two opposing relationships are possible (Packel, 2008). Term limits could foster accountability by preventing local politicians from becoming entrenched in their positions and locked into relationships of patronage. Representatives who were recently private citizens would thus be more attuned to the concerns and interests of the community than career politicians (Packel, 2008). But if term limits are too restrictive, council members may not have enough opportunity to master the responsibilities of their position before their terms expire.

The political accountability mechanisms also are very relate to the public corruption. Corruption among public officials and, more generally, the government functioning remain widespread phenomena across the globe. This phenomenon also occurs in local government and affects organization efficiency. Political accountability can also be improved by having elected local officials oversee local executives, increasing awareness about the performance of local government policy, or involving citizens directly in decision-making beyond elections (Yilmaz et al., 2008).

### **2.3.2 Social Accountability**

Accountability is an important building block in social accountability and the lack of it can lead to a crisis of legitimacy amongst citizens and their governments (Malena et al., 2004). Social accountability refers to a form of civic engagement that builds accountability through the collective efforts of citizens and civil society organizations to hold public officials, service providers and governments to account for their obligations with responsive efforts (Houtzager and Joshi, 2008).

United Nations Development Programme (UNDP) 2013 describes the principle of a dynamic, vibrant and accountable relationship between states and citizens underpinning efforts to ensure equitable development. A social accountability initiative is a managed intervention guided by this principle there have four elements of social accountability, first preparing community and civil society groups to engage, second collecting, analyzing and using information, third undertaking accountability engagements with

governments and fourth using information from accountability engagements with governments.

To ensure social accountability, citizens need to involve directly in producing the information about local governments, administrative decisions and actions that is most relevant for local citizens' welfare. These refer to actions and mechanisms that public and communities can use to hold public officials and public servants accountable. These citizen-driven accountability measures complement and reinforce conventional mechanisms of accountability such as political checks and balances, administrative rules, accounting and auditing systems and legal procedures.

Election is one of the mechanisms of social accountability in democratic states. Because of that, election is an instrument to make sure government accountable. In this case, elections still only allow citizens to select among a limited number of individuals or political parties although citizens already have accurately informed of the views of every political candidate. This shows that government does not offer citizens the opportunity to express their preferences with a meaningful way.

The World Bank (2006) defined social accountability to mean: the broad range of actions and mechanisms (beyond voting) that citizens can use to hold the state into account, as well as actions on the part of government, media, civil society and other social actors that promote or facilitate these efforts.

Malena et al. (2004) also define social accountability as an approach towards building accountability that relies on civic engagement, i.e., in which it is citizens or civil society who participate directly or indirectly in exacting accountability. From these definitions, social accountability suggests using a ‘bottom-up’ approach to demand accountability that is demand-driven, which requires the structure and laws that define the rights of citizens , and how far they can go in exacting accountability from the duty bearers.

Social accountability approaches must be bridged to ensure that citizens have the ability and opportunity to demand accountability and that local governments have the means and incentives to respond to citizen demands for accountability and better service delivery (Yilmaz et al., 2008). This approached also concern to ensure can give poor and marginalized people a more direct voice in the policies that local governments formulate and implement.

Social accountability mechanisms can give poor and marginalized people a more direct voice in the policies that local governments formulate and implement. Such mechanisms are often part of broader efforts to deepen democracy and ensure a robust public sphere for citizens to give feedback and control government action. The practical form of the participatory practices and arrangements include public meetings, citizen juries, forums for various social groups, neighborhood assemblies, multi-choice referendums accompanied by active public debate and discussions, and activism by nongovernmental organizations and other community groups. In some settings, citizens were excused from work and asked to meet to make recommendations on issues of local, interesting though people usually passive and not interested in public life and activism (Lankina, 2008).

While accountability may be difficult to define (Ebrahim, 2003; Goddard, 2005) there is a consensus that it involves a rendering of an account and therefore the provision of information. Underpinning the concept of accountability is the notion that one person is responsible to another, and is obliged to render an account of their decisions and actions to another party.

## **2.4 Local Government Accountability and Democratic Decentralization**

Decentralization also has several dimensions that reflect, in general, increasing and often sequential stages of progress in achieving the governance objectives of decentralization. It addresses the power to develop and implement policy, the extension of democratic processes to lower levels of government, and measures to ensure a sustainable democracy. Democratic decentralization incorporates both decentralization and democratic local governance.

The political dimension is especially critical for democratic decentralization because it reconstitutes the state in a democratic way. It provides a process at the local level through which diverse interests can be heard and negotiated and resource allocation decisions can be made based on public discussions. Democratic local governance does not exist in a vacuum. Authorities beyond the local level must be persuaded or influenced to support the legitimization and empowerment of local governments.

In Malaysia, decentralization is basically concerned with improving service delivery performance by government organizations at all levels. It is because central government

cannot deliver all that are required at the local level. The central government has to accede to calls for public participation and some form of democratic decentralization if it is to achieve its objective of being able to deliver to the community. Providing a platform for the community to participate in the process of decision making at the local level symbolizes the existence of decentralization (Mkhatshwa and Otekat, 2005).

In an ideal setting, local governments carry the dual functions of ensuring top-down and bottom-up accountability. Specifically, to deliberate on policies and implementation through public financial management and service delivery, thus performing the oversight function for both federal and state governments. Similarly, they are assumed to be representing citizens by giving voice to individual citizens, civil society organizations, and business groups and by representing the needs of local constituents in policy-making. This assumption leads to public accountability measures that aim to strengthen local government oversight so that local leaders oversee local government operations on behalf of local citizens.

In this respect, several factors influence the oversight responsibility of local governments. First is the status of local councilors (Lankina, 2008). Although executive positions are generally considered to be full time, in many settings, councilor positions are low paying and part time. In many cases, local councilors hold full-time jobs to make a living, and their council duties are motivated by civic spirit and volunteerism (Pelissero et al., 1997). In some developing countries, there are no safeguards against dual structures of accountability (Lankina, 2008). Councilors often occupy dual roles as full-time executive functionaries dependent on and accountable to local officials higher-

up bureaucracies and. In these jurisdictions, organized social and political interests are not represented in the local governments.

Strengthening the political dimension of local accountability requires some modifications in local governments and local council oversight. On the demand side, political accountability measures allow for citizen-initiated legislation (petitions), referendums, or recalls of elected public officials. They include procedures for public petitions to adopt, amend, or repeal an act, law, or executive order. They also empower citizens to demand public hearings on policy decisions and action and to appeal to citizen ombudsman offices in local governments (Sisk and Timothy, 2001).

By introducing mechanisms for poor people to participate in decision-making and for local transparency and accountability, community-driven development programs have promoted a culture of citizen oversight (Helling et al., 2005; McLean et al., 2006). The social accountability agenda has developed against a background of broader democratization and decentralization trends and new mechanisms and instruments have been developed and refined in response to the broader changes (UNDP, 2013) social accountability mechanisms can give poor and marginalized people a more direct voice in the policies that local governments formulate and implement. Such mechanisms are often part of broader efforts to deepen democracy and ensure a robust public sphere for citizens to give feedback and control government action.

There are four (4) main groups of actors represented in accountability mechanism; local residents, local governments, producers of local government services, and higher level

governments (Schroeder, 2004). Each has particular relations of accountability with the others.

## **2.5 Local Government and Public Participation**

According to Lukensmeyer, Goldman and Stern (2011), participation allows members of the public to contribute ideas and expertise so that their government can make policies with the benefit of information that is widely dispersed in society. By this definition, to improve the quality of government plans, policies, and programs government must allow more people a chance to share their ideas, opinions, and knowledge with government in order to inform decision-making. Participation offers citizens who will be affected by plans, policies, and programs the opportunity to provide feedback and shape how agencies develop and implement.

Citizen participation in local government as a means of collaborating with citizens to promote democratic values especially accountability. Other than that, local government effort to provide more opportunities for public participation and input in government performance evaluation and policy decision-making is an important strategy for improving public trust in government.

According to Ran (2012) participation can be defined as forums for exchange that are organized for the purpose of facilitating communication among government, citizens, stakeholders and interest groups, and businesses regarding a specific decision or problem (Wittmer et al., 2006), so that the process and outcomes of the decision are

“democratic, open, legitimate, technically competent and timely” (Steelman and Ascher, 1997).

Local governments continuously face the challenge of improving the quality of public service and implementation of policies that respond to the challenges of economic and social development. The demands of economic and social development also influence citizens’ expectations of local government responsiveness, transparency, and accountability.

Citizens and community organizations have also expressed their interest in a more participatory approach to the decision-making processes, transparency and accountability from the local government (Hambleton et al., 2007). The concept of power sharing is fundamental in ensuring the successful of public participation. It is a method for delivering common needs, solve problems and make the planning and execution (Dalal-Clayton and Bass, 2002).

Dietz and Stern (2008) explain the decision making in democracy include participation to elect the government, opinions on issues related to the government and public issues, establish organizations or associations and cooperation with the agency government. This explains that democracy and public participation are very closely related because it involves the freedom of an interested party.

One common method of categorising participation is that of Arnstein (1969) who introduced the theory of ‘A Ladder of Citizen Participation’. His writing provides power

structures in society and how they interact and involved in decision making. It consists of eight levels of participation; manipulation, therapy, informing, consultation, placation, partnership, delegated power, citizen power which is divided into three main categories; non participation, tokenism and citizen power. Distribution of power which is fundamental in public participation enables people to participate in the process of social reconstruction and to share the benefits among society.

## **2.6 Conclusion**

This chapter begins with discussion of the structure of local government in Malaysia to give understanding situation of local government in Malaysia. This research state two (2) model of the theory of democratic decentralization which is explained about the stages of decentralization and key relationship in democratic decentralization. It also provides an overview of the accountability of local government involve political and social accountability that relate to democratic decentralization which is as the challenges to the management. Lastly, this chapter discussed about public participation that involve citizens to make decision-making. The next chapter describes in detail the research design, instrument, population and sampling that were used for data collection and analysis in this research.

## **CHAPTER THREE: METHODOLOGY**

### **3.0 Introduction**

Research methodology is defined as general approach (Leedy and Ormrod, 2001) and this chapter discussed in detail the method, and process will be used to collect and analyze data to achieve the objectives of the study. Research methodology includes research design, population, sampling, research instrument and pilot study. All this process including is done as a technique and method to do data collection. This study used two different data collection which is primary data and secondary data to get more information. Finally, this chapter explains the method of data analysis to show clearly picture how data will be interpreted.

### **3.1 Research Design**

Research design can be defined as a method for collecting data to gather the information. Identifying a research design is important because it because it presents information on the characteristics of the study. This study used quantitative method by using a set of questionnaire. According to Creswell (2003), quantitative research used strategies of investigation such as experiments and surveys, and collect data on specified instruments that yield statistical data. Data collected through quantitative methods are often believed to yield more objective and accurate information because they were collected using standardized methods. Quantitative data can be measured through the measurement process and requires measurement tools such as questionnaires. Questionnaires were

distributed to all respondents using a Likert scale of five (5) points. This method was used because it suits the research objective which is to investigate the accountability mechanism in local government. The findings from quantitative data can be predictive, explanatory, and confirming. Besides that, according to Leedy and Ormrod (2001) this method also can develop generalizations that contribute to theory.

### **3.2 Population and Sampling**

In conducting this study, the first step taken is to select the population and next choose the sample from the population. The population for this study was composed of ICC employees and clients that were randomly selected. By randomly selecting respondent from a population, this research statistically equalizes all variables simultaneously. The logic of probability sampling depends on selecting a truly random and statistically representative sample that will allow generalization from the sample to a larger population (Patton, 1990).

According to statistics presented by Ministry of Housing and Local Government, Malaysia has 150 local authorities with a total of 12 of the City Council/Hall Council, 39 of the Municipal Council and 99 of the District Council. There are 150 local authorities in Malaysia with a breakdown of 100 in Peninsular and 50 in Sabah and Sarawak. Sabah and Sarawak use the term of City Hall while City Council use in Peninsular. Sarawak has highest number of local authorities with a total of 3 of the City Hall, 3 of the Municipal Council and 20 of the District Council. Table 3.1 shows the distribution of local authorities according to various categories in Malaysia.

**Table 3.1: Distribution of local authorities according to various categories in Malaysia (2014)**

Bil	State	City Council/ City Hall	Municipal Council	District Council	Total
1	Johor	1	6	8	15
2	Kedah	1	3	7	11
3	Kelantan	0	1	11	12
4	Melaka	1	3	0	4
5	Negri Sembilan	0	3	5	8
6	Pahang	0	3	9	12
7	Penang	0	2	0	2
8	Perak	1	4	10	15
9	Perlis	0	1	0	1
10	Selangor	2	6	4	12
11	Terengganu	1	2	4	7
12	Sabah	1	2	21	24
13	Sarawak	3	3	20	26
14	Federal Territory	1	0	0	1
<b>Total</b>		<b>12</b>	<b>39</b>	<b>99</b>	<b>150</b>

*Source: Ministry of Housing and Local Government, 2014.*

This study covers only one local authority in Perak which is ICC because ICC was among the earliest established. ICC was established in 1893 as the Ipoh Sanitary Board. On May 31, 1962, they renamed to Ipoh Municipal Council. Ipoh was declared a city (3rd city in Malaysia) in 1988 and the Council was renamed the ICC (Ipoh City Council, 2014).

In general, the ICC as the local authority, is a Corporate Body established under the Local Government Act 1976 (Act 171), being the body responsible for managing the Ipoh City area based on local interest, as well as a local planning authority under the Town and Country Planning Act 1976 (Act 172); ICC is directly tasked by Law to formulate and implement development planning policies based on centralized locality in

accordance to the policies set by the Government (Ipoh City Council, 2014). Currently, Perak has 15 local authorities with a total of one (1) of the City Council, four (4) of the Municipal Council and ten (10) of the District Council. Table 3.2 below shows the list of the local authorities in Perak.

Other than that, this study also covered population from local residents in a district of Kinta. Currently, the boundary of the ICC covers an area of 643 square kilometres with a population of over 720,000 people (Ipoh City Council, 2014). District of Kinta is located in the central part is the third largest district in the state of Perak and divided into seven (7) resident namely, Kinta District, Sungai Raia, Teja, Kampar, Tanjung Tualang, Belanja and Sungai Terap. District of Kinta consists of the ICC, Kampar District Council and Batu Gajah District Council (Public Works Department of Kinta, 2013).

**Table 3.2: List of the local authorities in Perak (2014)**

<b>Bil.</b>	<b>Local authorities</b>	<b>Categories</b>
1	Ipoh City Council	City Council
2	Manjung Municipal Council	
3	Kuala Kangsar Municipal Council	Municipal Council
4	Taiping Municipal Council	
5	Teluk Intan Municipal Council	
6	Kampar District Council	
7	Gerik District Council	
8	Kerian District Council	
9	Batu Gajah District Council	
10	Lenggong District Council	District Council
11	Pengkalan Hulu District Council	
12	Perak Tengah District Council	
13	Selama District Council	
14	Tanjong Malim District Council	
15	Tapah District Council	

*Source:Ministry of Housing and Local Government, 2014.*

The population chosen for this study concentrates on ICC employees and clients to achieve the research objective. Meanwhile, sampling involves selecting people who are most readily available to participate in the research and who can provide information that answers the research questions of the study.

For this study, total number of sampling is 300 respondents which is cover on the ICC employees and clients who deal with local authority. A total of 150 employees were chosen randomly to be the sample of this research consist different department around the ICC. In addition, to obtain a more accurate result in the services provided by the ICC, a total of 150 clients consist of community in a district of Kinta are selected. The ICC clients were selected randomly around the area at ICC, in which every person of the population has a chance of being selected.

According to Krejcie and Morgan (1970), sample size based on the total population which means the total population will be able to determine the amount of sample required in the study. However, in this study, total number of samples is less than the actual distributed as shown in Table 3.3. The total of both groups of respondents is considered sufficient because of limitation of time to distribute the questionnaire. This amount was not too little or too large for this study. The rule of thumb to influence sample size when the sample size greater than 30 and less than 500 and this sufficient for most of the population with an acceptable level of confidence (Sekaran, 2003).

**Table 3.3: Total of questionnaire distributed and questionnaire received**

<b>Respondent</b>	<b>Total of questionnaire distributed</b>	<b>Total of complete questionnaire received</b>
Employee	300	150
Client	500	150

### **3.3 Research Instrument**

In term of research instrument, this study used two different questionnaire distributed to ICC employees and clients who had experience dealing with the ICC. Two different perceptions needed to evaluate the mechanism of social and political accountability in local government. A set of questionnaire for ICC employees aimed to see the role of the ICC. At the same time, a questionnaire for ICC clients is to examine how the services provided by the ICC.

Generally, there are two (2) sets of different questionnaires to analyze the study. However, both questionnaires were divided into six (6) parts. Part A is designed to collect demographic information of the respondents. Next, Part B, C, D and E were designed to measure the General Perspective, Program, Service, Infrastructure and Councilor.

Questionnaires for the ICC employees are categorized into Parts A, B, C, D, E and F which contains of 40 items, covering six (6) main part namely, Demography (6 items), General Perspective (10 items), Program (8 items), Service (8 items), Infrastructure (4 items) and Councilor (4 items). Secondly, the questionnaire for ICC clients also

categorized into Parts A, B, C, D, E and F which contains of 39 items, covering five (5) main part namely, Demography (6 items), General Perspective (7 items), Program (10 items), Service (8 items), Infrastructure (4 items) and Councilor (4 items). The summary of the items in the questionnaire state in table 3.4 below:

**Table 3.4: Summary of Questionnaire**

<b>Respondent</b>	<b>Aspect</b>	<b>Total of Item</b>	<b>Number of Item</b>
Employee	Part A: Demography	6	1 - 6
	Part B: General Perspective	10	1 - 10
	Part C: Program	8	11 - 18
	Part D: Service	8	19 - 26
	Part E: Infrastructure	4	27 - 30
	Part F: Councilor	4	31 - 34
Client	Part A: Demography	6	1 - 6
	Part B: General Perspective	7	1 - 7
	Part C: Program	10	8 - 17
	Part D: Service	8	18 - 25
	Part E: Infrastructure	4	26 - 29
	Part F: Councilor	4	30 - 33

The questions for the questionnaire were built from the study conducted by Wang and Wart (2007). Both questionnaires have similar focus consist of six (6) parts:

i. Part A : Personal Information

The question of Part A is about the personal profile of the respondents consist six (6) question such as gender, religion, race, academic level, age and name of the local authority for employee or the name of district for client. Questions in this section help to determine the background and personal information of the respondents.

ii. Part B: General Perspective

Part B consist question about general perspective of local authorities. This part consists of ten (10) items for ICC employees and only seven (7) items for ICC clients. In this part, seven (7) out of ten (10) items show in employee questionnaire was similar with client. The questions include complaint and either client easy to make a complaint, the complaint dealt with promptly and either employee alert and sensitive to all complaints. Other than that, this part also include either number of employees to perform their duties is sufficient or not and the efficiency of local authority officers to aware, sensitive about all the problems and complaints provided by the client and either ICC financing system is in accordance with the ministry's financial procedures. Furthermore, this part added three (3) more question for ICC employees about training for ICC employees, annual work targets and the concept of serving people.

iii. Part C : Program

Part C consist question to identify either the programs organized by ICC involved community or not. This part consists of eight (8) items for ICC employees and ten (10) items for ICC clients. In this part, eight (8) out of ten (10) items show in client questionnaire was similar with employee. This part consist question about day to meet customers, ICC program involve community, and programs are very helpful in solving problems and encourage community to provide feedback based on the program. Question in this part also want to know either development projects and infrastructure by ICC fulfill the needs of community, either ICC is successful or not, development of information and

communications technology (ICT) facilities such as internet services and social networking sites make community easy to complaint and either ICC can be an agent of economic and social development. However, for the client, this part added two (2) more question about either this program give a positive impact on life and either the programs enhance cooperation between the public and local government.

iv. Part D : Service

This part consists of eight (8) items for ICC employees and clients. Both questionnaires have a same focus of questions. Part D in a questionnaire of employee and client cover question about the system for parking fees, maintenance of drainage, the waste collection system follow the collection schedule, effectiveness of counter service provided by local authority, effectiveness in solving the problems faced by the community, efficiency in service delivery, either officers often check the condition of infrastructure and either client satisfied with the service provided by ICC.

v. Part E : Infrastructure

Part E consists of four (4) items for ICC employees and clients. Both questionnaires have a same focus of questions. This part consist question about basic infrastructure and facilities provided by local authority and about their responsibility for the infrastructure. The responsibility include monitoring the infrastructure provided, action taken by local authority if have any complaints

from community related to infrastructure damage and the maintenance of the infrastructure.

vi. Part F : Councilor

Part F consists of four (4) items for ICC employees and clients. Both questionnaires have a same focus of questions. This part consist question about training from time to time for council members to improve their efficiency to serve community, the implementation of the electoral system to choose council members, the transparency in the election of councilors and the way of selection either based on popularity or influence in the community.

Each question except the personal information was measured using a Likert scale of 5 points, in which ‘1’ represents “Strongly Disagree”, ‘2’ represents “Disagree”, ‘3’ represents “Unsure”, ‘4’ represents “Agree” and ‘5’ represents “Strongly Agree”. The data obtained in this study will be analyzed using the Statistical Package for Social Sciences (SPSS) for Windows version 19.0.

### **3.4 Pilot Test**

In conducting the research, reliability and validity are important components in research design. Questionnaire must be both reliable and valid in order to have confidence in the data collected with the instrument. According to Sekaran (2003), the reliability of each instrument is essential to ensure the consistency of the results obtained. According to Andrew et al. (2011), validity is to determine the accuracy of a survey study and whether

or not an instrument addresses its designed purpose. Pilot study questionnaire were analyzed using SPSS to calculate reliability by using Cronbach's Alpha method. According to Andrew et al. (2011) Cronbach's alpha values range from 0 to 1, and, in the social sciences, values at or above 0.7 is desirable as a measure of a study.

A pilot survey was conducted at ICC to test the reliability and validity of the items selected in the questionnaire before the research was conducted. The selected samples have the same characteristics with the sample to be use in this study. In addition, this pilot test is useful to examine the problems that would arise when running the questionnaire process. The pilot test conducted by using 60 samples; 30 samples consisting of ICC employees and 30 samples consisting of ICC clients with randomly selected.

Results obtained from this pilot study on the questionnaire for the ICC employees show all variables measured gave Cronbach Alpha values range from 0.704 to 0.933 (Table 3.5). The reliability test was conducted on the questionnaire for the ICC clients found the Cronbach Alpha items questions in each section of the questionnaire is between 0.716 to 0.941. The result shows this questionnaire is a reliable measurement tool to conduct this study. It indicates no modification needed to all the items in the questionnaires.

**Table 3.5: Pilot Test for ICC Employee and Client**

<b>Part</b>	<b>Variable</b>	<b>Cronbach Alpha</b>	
		<b>Employee</b>	<b>Client</b>
B	General Perspective	.882	.808
C	Program	.933	.941
D	Services	.899	.901
E	Infrastructure	.866	.898
F	Councilors	.704	.716

### **3.5 Data Collection**

This study needs to find many sources to support the discussion and finding of the research. Data collection is an important process in any study whether the data is primary or secondary. This is because the information obtained is trying to answer the research objectives and doing analyzing in order to explain the problem statement. There are two (2) procedures to collect relevant data which are primary data and secondary data.

Primary data is raw material which is collected for the first time and need the application of statistics methods for the purpose of analysis and interpretation. Whereas secondary data are those which have already been collected by someone and have gone thought the statistical machines. Primary data is a type of information that is collected for the first time sources by surveys, observation or experimentation. Surveys are a very popular form of data collection, especially when gathering information from large groups, where standardization is important. This study used surveys as data collection method by using a set of questionnaire. The questionnaire was distributed to be answered by respondents and this method only takes a short time. The questionnaire was structured into six (6)

parts starting with demographic information, general perspective, program, services, infrastructure and councilors.

The questionnaire consist two (2) components which are questions and responses and use close-ended approach in which respondents are asked to select from a range of answers provided. In this close-ended approach, respondent answers the question depend on rating on Likert scale of five (5) points, in which '1' represents "Strongly Disagree" '2' represents "Disagree" '3' represents "Unsure" '4' represents "Agree" '4' represents "Strongly Agree". By using questionnaire with scale answer, respondents can focus on the questions that have been set without having to think critically about the answer.

The secondary data is the data that have been already collected and recorded by someone else and readily available from other sources. The secondary data for a research can be collected directly through published or unpublished resources. The sources of published is generally taken from official publications, semi-official publications, research publication and technical or trade journal.

Other than that, the secondary data are also obtained from the unpublished data such as the chamber of trade associations, commerce and labor bureaus. Moreover, secondary data also obtained from academic journal, working paper, newspaper, report and organization profile was also used as extra information. The information obtained from this source is very useful and important to support and strengthen the primary data. However, the secondary data should have qualities of reliability, suitability and

adequacy because it is just possible that the data might be inaccurate, inadequate or even unsuitable for the purposes of investigation.

### **3.6 Data Analysis**

In this study, descriptive statistical analysis was undertaken. Descriptive statistics were used to organize and interpret the data and presented in the form of tables, diagrams with an explanation. The descriptive statistics that are utilized is the frequency, percentage and mean. The frequency and percentage of each items presented in the form of table according to the part specified. The data obtained are divided according to the Likert scale of five (5) points. Meanwhile, the values of mean stated are according to the each part. For the demographic of respondents, this study used descriptive statistic involves frequency and percentage.

### **3.7 Conclusion**

As a conclusion, this chapter focused on the methodology issues and process to conduct the study including design, population and sample, instrument, pilot test, data collection and data analysis. This chapter discusses the method use in this research to get the finding. This study used quantitative method by using a set of questionnaire with the chosen answer by Likert scale of five (5) points consist of 150 ICC employees and 150 ICC clients. Other than that, the data of this study analyzed by using descriptive statistic include frequency, percentage and mean. The findings of the research are reported in the Chapter Four.

## **CHAPTER FOUR: FINDINGS**

### **4.0 Introduction**

This chapter discussed the findings obtained through data analysis that has been done. A total of 300 sets of questionnaires were used in this study involving 150 employees and 150 clients of the ICC. The results will be analyzed using SPSS based on five (5) objectives and research questions of this study. The data acquired will be analyzed descriptively that involves frequency and percentage and mean to know the effectiveness of accountability mechanism by ICC.

### **4.1 Demographic**

Descriptive analysis was used to determine the frequency and percent of demographic characteristics of the ICC employees and clients. This analysis shows a general overview of the respondent's profile. This demographic characteristic of respondents was analyzed base on the data obtained from the Part A of questionnaire for ICC employees and clients. First, demographic for employees have six (6) components: gender, religion, race, academic level, age, and name of local authorities. Second, demographic for clients also have six (6) components: gender, religion, race, academic level, age, and name of district.

#### **4.1.1 Demographic of Ipoh City Council Employees**

This study analyzed demographic involved 150 ICC employees. Based on the Table 4.1, majority of the employees are female which representing 56.0 percent (n=84). Meanwhile, males are the minority which representing 44.0 percent (n=66). It indicates in this study female employees participate more compared with male employees.

In term of religion, this study divided respondents into four (4) categories namely Islam, Hindu, Buddha and Christian. From this analysis, the results shows that Islam 95.3 percent (n=143) is the highest number followed by Hindu 2.7 percent (n=4), Buddha 2.0 percent (n=2) and Christian 1.0 percent (n=1). In this study, respondents were divided into four (4) races namely Malay, Indian, Chinese, and Others. However, based on Table 4.1 it is found that Malay employees recorded the highest number which representing 94.7 percent (n=142), 3.3 percent (n=5) representing Indian employees, 1.3 percent (n=2) representing Chinese employees and 0.7 percent (n=1) representing others. This result shows Malay employees more interested working in government sector (ICC) compared with other races.

Next, education levels among respondents are categorized into five (5) levels which are SPM, Diploma, Bachelor Degree, Master Degree and PhD. According to the result, most of the employees holding SPM which representing 66.7 percent (n=100), while the rest 23.3 percent (n=35) holding Diploma, 10.0 percent (n=15) holding Bachelor Degree and don't have any employee holding Master Degree and PhD. It indicates in this study most of the employees is support group based on the highest number of SPM holders.

In term of aged, respondents are categorized into four (4) age groups which range from 20-29 years old, 30-39 years old, 40-49 years old and more than 50 years old. Majority of the employees' age are 40-49 years old which representing 38.0 percent (n=57), followed by 30.0 percent (n=45) under group of 30-39 years old, 17.4 percent (n=45) under group of 20-29 and 14.6 percent (n=22) under group of more than 50 years old. From the result, the name of the local authorities that represent the employees was the last question in the demographic profile and all the employees 100.0 percent (n=150) was from ICC.

**Table 4.1: Employees' Profile**

<b>Category</b>	<b>Demographic</b>	<i>f</i>	<b>%</b>
Gender	Male	66	44.0
	Female	84	56.0
Religion	Islam	143	95.3
	Buddha	2	1.3
	Hindu	4	2.7
	Christian	1	0.7
Race	Malay	142	94.7
	Chinese	2	1.3
	Indian	5	3.3
	Others	1	0.7
Education levels	SPM	100	66.7
	Diploma	35	23.3
	Degree	15	10.0
	Master	0	0
	PhD	0	0
Age	20-29 years	26	17.4
	30-39 years	45	30.0
	40-49 years	57	38.0
	50 years and above	22	14.6
Local authorities	Ipoh City Council	150	100.0

#### **4.1.2 Demographic of Ipoh City Council Clients**

Table 4.2 show demographic characteristics by 150 ICC clients. The result of the demographic study on ICC clients shows that the percentage of female clients is greater than the male clients or 62.7 percent (n=94) as compared to 37.3 percent (n=56). It indicates in this study female clients more involved compared with male clients.

In this study, respondents were divided into four (4) religions namely Islam, Hindu, Buddha and Christian. However, based on Table 4.2 it is found that Islam recorded the highest number which representing 83.3 percent (n=125) followed by Buddha 8.7percent (n=13), Hindu 5.3 percent (n=8) and Christian 2.7 percent (n=4). In term of race, respondents were divided into four (4) races namely Malay, Indian, Chinese, and Others. Of the total clients, majority is Malay which representing 83.3 percent (n=125), 8.7 percent (n=13) representing Chinese clients, 7.3 percent (n=11) representing Indian clients, and 0.7 percent (n=1) representing others. This result shows Malay clients always deal with ICC compared with other races.

Next, levels of education held by the respondents are categorized into five (5) levels which are SPM, Diploma, Bachelor Degree, Master Degree and PhD. In term of education level, results shows that ICC clients who have SPM recorded the highest number compared to other levels, which representing 50.0 percent (n=75). A total of 16.0 percent (n=24) had Diploma, 27.3 percent (n=41) had Bachelor Degree, 4.7 percent (n=7) had Master Degree whilst another 2.0 percent (n=3) possessed a PhD.

In term of aged, respondents are categorized into four (4) age groups which range from 20-29 years old, 30-39 years old, 40-49 years old and more than 50 years old. Majority of the clients' age are 40-49 years old which representing 36.0 percent (n=54), followed by 28.7 percent (n=43) under group of 30-39 years old, 22.7 percent (n=34) under group of 20-29 and 12.6 percent (n=19) under group of more than 50 years old. For the last category in the demographic profile, that is the name of the district that represent the clients and the result show all the client's 100.0 percent (n=150) was from District of Kinta.

**Table 4.2: Clients' Profile**

<b>Category</b>	<b>Demographic</b>	<i>f</i>	<b>%</b>
Gender	Male	56	37.3
	Female	94	62.7
Religion	Islam	125	83.3
	Buddha	13	8.7
	Hindu	8	5.3
	Christian	4	2.7
Race	Malay	125	83.3
	Chinese	13	8.7
	Indian	11	7.3
	Others	1	0.7
Education levels	SPM	75	50.0
	Diploma	24	16.0
	Degree	41	27.3
	Master	7	4.7
	PhD	3	2.0
Age	20-29 years	34	22.7
	30-39 years	43	28.7
	40-49 years	54	36.0
	50 years and above	19	12.6
District	Kinta	150	100.0

## **4.2 Accountability Analysis of Ipoh City Council**

The analysis in this section is intended to identify the accountability of ICC by both respondents (employee and client) based on the questionnaire. The questionnaire contains five (5) main characteristics that determine the general perspective, program, services, infrastructure and councilors.

The five (5) main features of accountability have been tested through 34 items for the ICC employee and 33 items for ICC client. All the questions based on the five (5) scales in which respondents are given the opportunity to choose whether “Strongly Agree” (SA) “Agree” (A) “Unsure” (U) “Disagree” (D) and “Strongly Disagree” (SD). In this analysis, agree and strongly agree can be categorize together as agree and disagree and strongly disagree can be categorize as disagree.

### **4.2.1 General Perspective**

In this part, Table 4.3 and Table 4.4 below shows ten (10) items for employees and seven (7) items for clients in term of general perspective. General perspective items according to employee and client views has some similarities but for the employee, this part added three items about training, annual work target and concept of serving the people first.

**Table 4.3: General Perspective According to Employee Views**

General Perspective	SD		D		U		A		SA	
	f	%	f	%	f	%	f	%	f	%
1 Appropriate training for the employee.			3	2.0	21	14.0	100	66.7	26	17.3
2 Annual work target.			3	2.0	7	4.7	91	60.7	49	32.7
3 The concept of serving the people first.	1	0.7	2	1.3	9	6.0	98	65.3	40	26.7
4 Client easy to make a complaint.	1	0.7	3	2.0	7	4.7	107	71.3	32	21.3
5 The complaint dealt with promptly.	1	0.7	4	2.7	24	16.0	89	59.3	32	21.3
6 Employee was sufficient to perform their duties.	3	2.0	16	10.7	39	26.0	69	46.0	23	15.3
7 Efficiency of local council officers.	2	1.3	9	6.0	22	14.7	95	63.3	22	14.7
8 Alert and sensitive to all complaints.			5	3.3	19	12.7	101	67.3	25	16.7
9 The role played is increasingly challenging.			1	0.7	9	6.0	93	62.0	47	31.3
10 Local financial planning system.	1	0.7	4	2.7	27	18.0	88	58.7	30	20.0

**Table 4.4: General Perspective According to Client Views**

General Perspective	SD		D		U		A		SA	
	f	%	f	%	f	%	f	%	f	%
1 Client easy to make a complaint.	7	4.7	10	6.7	15	10.0	92	61.3	26	17.3
2 The complaint dealt with promptly.	14	9.3	46	30.7	18	12.0	64	42.7	8	5.3
3 Employee was sufficient to perform their duties.	3	2.0	27	18.0	47	31.3	63	42.0	10	6.7
4 Efficiency of local council officers.	6	4.0	35	23.3	39	26.0	62	41.3	8	5.3
5 Alert and sensitive to all complaints.	11	7.3	45	30.0	18	12.0	67	44.7	9	6.0
6 The role played is increasingly challenging.	4	2.7	15	10.0	15	10.0	95	63.3	21	14.0
7 Local financial planning system.	3	2.0	13	8.7	76	50.7	53	35.3	5	3.3

Table 4.3 above clearly shows that the level of agreement is higher than the level of disagreement and unsure among ICC employees towards general perspective. From the Table 4.3, three (3) items with a scale of agree have frequency 100 and above. The three (3) items was 71.3 percent employees agreed with items on “Citizens easy to make a complaint”, 67.3 percent employees agreed with “Alert and sensitive to all complaints”

item and 66.7 percent employees agreed with “Appropriate training for the staff” item. This shows that most of ICC employees responded highly on the complaint by clients.

Results of this study presented in Table 4.4 show that the level of agreement among ICC clients on general perspective is higher than the level of disagree and unsure except “Local financial planning system” item. Two (2) items in Table 4.4 have level of agreement exceeding 50.0 percent on general perspective among client. Based on the analysis conducted in items on “The role played is increasingly challenging”, it shows that the level of agreement is high with a percentage of 63.3 percent. The second higher percentage shows in items on “Citizens easy to make a complaint” with a percentage of 61.3 percent. In addition, 50.7 percent of ICC clients were unsure whether or not financial planning system by ICC followed the ministry's financial procedures. This clearly indicates that there are weaknesses by ICC clients to identify the financial planning system by ICC.

The result from Table 4.3 and Table 4.4 above clearly shows that both ICC employees and clients highly agreed with “Citizens easy to make a complaint” item. Meanwhile, ICC employees agreed to attend appropriate training to be more effective in their work. However, the results show ICC clients unsure about the financial planning system by ICC although employees highly agreed in this item with 58.7 percent. Results obtained from this part clearly indicate that ICC financial planning system is still at a level that is considered unsatisfactory.

## 4.2.2 Program

Table 4.5 and Table 4.6 below show eight (8) items for employees and ten (10) items for clients in term of program conducted by ICC. Program items according to employee and client views have some similarities. However, for the client, this part added two (2) items which is in items on “Programs by local authorities have a positive impact on life” and “Program run by local authorities enhance cooperation”.

**Table 4.5: Program According to Employee Views**

Program	SD		D		U		A		SA	
	f	%	f	%	f	%	f	%	f	%
1 'Day to meet the clients'.			3	2.0	13	8.7	90	60.0	44	29.3
2 The programs often involve local residents.			2	1.3	18	12.0	105	70.0	25	16.7
3 The program very helpful in solving problems.	2	1.3	1	0.7	21	14.0	102	68.0	24	16.0
4 LA is highly encouraging clients to give response.			2	1.3	21	14.0	100	66.7	27	18.0
5 Development projects and infrastructure.	1	0.7	3	2.0	20	13.3	102	68.0	24	16.0
6 This LA is successful.			4	2.7	18	12.0	94	62.7	34	22.7
7 ICT technological advances.			2	1.3	7	4.7	101	67.3	40	26.7
8 LA as an agent of economic and social development.			1	0.7	11	7.3	107	71.3	31	20.7

**Table 4.6: Program According to Client Views**

Program	SD		D		U		A		SA	
	f	%	f	%	f	%	f	%	f	%
1 'Day to meet the clients'.	5	3.3	23	15.3	64	42.7	52	34.7	6	4.0
2 The programs often involve local residents.	5	3.3	26	17.3	70	46.7	45	30.0	4	2.7
3 The program very helpful in solving problems.	4	2.7	27	18.0	69	46.0	46	30.7	4	2.7
4 LA is highly encouraging clients to give response.	7	4.7	24	16.0	66	44.0	49	32.7	4	2.7
5 Programs by LA have a positive impact on life.	6	4.0	22	14.7	69	46.0	48	32.0	5	3.3
6 Development projects and infrastructure.	1	0.7	22	14.7	47	31.3	73	48.7	7	4.7
7 This LA is successful.	5	3.3	24	16.0	55	36.7	61	40.7	5	3.3
8 Program run by LA enhance cooperation.	7	4.7	41	27.3	50	33.3	49	32.7	3	2.0
9 ICT technological advances.	3	2.0	16	10.7	26	17.3	84	56.0	21	14.0
10 LA as an agent of economic and social development.	1	0.7	16	10.7	28	18.7	91	60.7	14	9.3

According to Table 4.5 above clearly shows that the level of agreement among ICC employees on the program by ICC is higher compared to disagreement and unsure responds. Based on the results, all the items show a high degree of agreement exceeding 60.0 percent. However, the items on “Local authorities as an agent of economic and social development” show a high percentage which is 71.3 percent and second higher percentage shows in items on “The programs often involve locals” with a percentage of 70.0 percent. In this Table 4.5 also shows two (2) items in the third higher percentage have same percentage which is items on “The program very helpful in solving problems” and “Development projects and infrastructure” with a percentage of 68.0 percent.

A result presented in Table 4.6 indicates six (6) out of ten (10) items show that ICC clients gave moderate unsure scale on the element of program. Items on “The programs often involve locals” show high level of unsure with percentage of 46.7 percent. Items on “The program very helpful in solving problems” and “Programs by local authorities have a positive impact on life” show second higher level of unsure with both percentages of 46.0 percent. Other than that, others items that ICC clients gave unsure scale higher than disagree and agree scale is in items on “Local authorities is highly encouraging people to give response” with percentages of 44.0 percent, items on “Day to meet the customers” with percentages of 42.7 percent and items on “Program run by local authorities enhance cooperation” with percentages of 33.3 percent.

Besides that, Table 4.6 also shows the four (4) items have a level of agreement higher than the level of disagreement and unsure among ICC clients towards program. Two (2) items have a level of agreement exceeding 50.0 percent on ICC program. Clients have a high agreement in items on “Local authorities as an agent of economic and social development” with percentages of 60.7 percent. Other than that, clients also agree with items on “ICT technological advances” which is second high percentage of 56.0 percent. Two (2) items which is “Development projects and infrastructure” and “This local authority is successful” item shows high level of agreement with percentages of 48.7 percent and 40.7 percent respectively.

From the result, clearly shows that these elements of program have different answer from both respondents group. ICC employees have a high level of agreement with their program but ICC clients shows unsure in most of the items. Results obtained from this part clearly indicate that program by ICC mostly involved employees because most of the clients unsure about the program. However, both ICC employees and clients agree that local authorities as an agent of economic and social development. It indicates in this study local authorities seen as important agent to develop economic and social.

#### **4.2.3 Service**

In this part, Table 4.7 and Table 4.8 below show eight (8) items for employees and clients in term of services by ICC. Services items in both employee and client view have a same meaning. This services part covered four (4) items about ICC services which is parking system, maintenance of drainage, waste collection system and counter service

and four (4) items about response of the service either ICC effective in solving problems, improves efficiency in service delivery, sent enforcement officers to check infrastructure and service delivery satisfaction.

**Table 4.7: Services According to Employee Views**

	Services	SD		D		U		A		SA	
		f	%	f	%	f	%	f	%	f	%
1	Parking area system is effective.	1	0.7	3	2.0	28	18.7	94	62.7	24	16.0
2	Maintenance of drainage.	5	3.3	7	4.7	30	20.0	87	58.0	21	14.0
3	Waste collection system according scheduled.			12	8.0	22	14.7	96	64.0	20	13.3
4	Counter service is efficient.	1	0.7	5	3.3	13	8.7	107	71.3	24	16.0
5	LA is effective in solving the problems.	4	2.7	8	5.3	20	13.3	93	62.0	25	16.7
6	LA always improves efficiency in service delivery.	2	1.3	2	1.3	13	8.7	107	71.3	26	17.3
7	LA is always sent enforcement officers to check infrastructure.	2	1.3	6	4.0	31	20.7	86	57.3	25	16.7
8	I am satisfied with the service provided by the LA.	2	1.3	6	4.0	19	12.7	98	65.3	25	16.7

**Table 4.8: Services According to Client Views**

	Services	SD		D		U		A		SA	
		f	%	f	%	f	%	f	%	f	%
1	Parking area system is effective.	6	4.0	13	8.7	21	14.0	92	61.3	18	12.0
2	Maintenance of drainage.	7	4.7	18	12.0	46	30.7	69	46.0	10	6.7
3	Waste collection system according scheduled.	1	0.7	6	4.0	32	21.3	87	58.0	24	16.0
4	Counter service is efficient.	7	4.7	12	8.0	33	22.0	86	57.3	12	8.0
5	LA is effective in solving the problems.	3	2.0	15	10.0	44	29.3	78	52.0	10	6.7
6	LA always improves efficiency in service delivery.	4	2.7	14	9.3	27	18.0	93	62.0	12	8.0
7	LA is always sent enforcement officers to check infrastructure.	4	2.7	16	10.7	50	33.3	72	48.0	8	5.3
8	I am satisfied with the service provided by the LA.	2	1.3	14	9.3	54	36.0	73	48.7	7	4.7

In term of services by ICC, Table 4.7 shows that the percentage of agreement is higher than the percentage of disagreement and unsure among ICC employees. Based on results presented, all the items show a high degree of agreement exceeding 50.0 percent towards the element of services. Results obtained from this research shows that there are two (2) items which show high level of agreement exceeding 70.0 percent in the element of service. 71.3 percent of ICC employees agreed with two items on “Counter service is efficient” and items on “Local authorities always improve efficiency in service delivery”. Besides that, items on “Satisfied with the service provided by the local authorities” and items on “Waste collection system according scheduled” also show high level of agreement with percentage of 65.3 percent and 64.0 percent respectively.

Results of this study presented in Table 4.8 show that most ICC clients only gave moderate agreement on the services pursued by ICC. Based on the analysis conducted on “Local authorities always improve efficiency in service delivery” item, it shows that the level of agreement is high with a percentage of 62.0 percent. The second higher percentage shows in items on “Parking area system is effective” with a percentage of 61.3 percent. Others items that show a high degree of agreement exceeding 50.0 percent is “Waste collection system according scheduled” item with percentage of 58.0 percent, “Counter service is efficient” item with percentage of 57.3 percent and “Local authorities is effective in solving the problems” item with percentage of 52.0 percent.

The result from Table 4.7 and Table 4.8 above clearly shows that both ICC employees and clients highly agreed with the “Local authorities always improve efficiency in service delivery” item. All the items also shows that the level of agreement among

employees and clients on the services by ICC is higher compared to disagreement and unsure responds. Results from this part suggest that the management of ICC always put great concern on the services and always improve efficiency in service delivery to fulfill client's satisfaction.

#### 4.2.4 Infrastructure

Table 4.9 and Table 4.10 below show four (4) items for both employees and clients in term of infrastructure. Both groups of respondents have same items that consist of basic infrastructure, infrastructure monitoring, immediate action on complaints and responsibility for the maintenance. According to this part, infrastructure is the basic facilities that are used to enhance development in a local area such as playground and recreational infrastructure, such as parks and sport facilities. Other than that, infrastructure also can improve the living standards of the local resident.

**Table 4.9: Infrastructure According to Employee Views**

	<b>Infrastructure</b>	<b>SD</b>		<b>D</b>		<b>U</b>		<b>A</b>		<b>SA</b>	
		<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
1	Basic infrastructure facilities are sufficient.	4	2.7	11	7.3	39	26.0	78	52.0	18	12.0
2	LA is constantly monitoring the infrastructure facilities provided.	2	1.3	7	4.7	38	25.3	87	58.0	16	10.7
3	LA will take immediate action when have complaints.	2	1.3	11	7.3	33	22.0	84	56.0	20	13.3
4	Responsibility for the maintenance of infrastructure.	7	4.7	29	19.3	24	16.0	72	48.0	18	12.0

**Table 4.10: Infrastructure According to Client Views**

	<b>Infrastructure</b>	<b>SD</b>		<b>D</b>		<b>U</b>		<b>A</b>		<b>SA</b>	
		<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
1	Basic infrastructure facilities are sufficient.	5	3.3	19	12.7	39	26.0	77	51.3	10	6.7
2	LA is constantly monitoring the infrastructure facilities provided.	7	4.7	31	20.7	56	37.3	51	34.0	5	3.3
3	LA will take immediate action when have complaints.	6	4.0	33	22.0	54	36.0	52	34.7	5	3.3
4	Responsibility for the maintenance of infrastructure.	10	6.7	32	21.3	44	29.3	60	40.0	4	2.7

According to Table 4.9 above clearly shows that the level of agreement among ICC employees on the infrastructure provided by ICC is higher compared to the level of disagreement and unsure responds. The items on “Local authorities is constantly monitoring the infrastructure facilities provided” show a high percentage which is 58.0 percent and second higher percentage shows in items on “Local authorities will take immediate action when have complaints” with a percentage of 56.0 percent. Besides that, items on “Basic infrastructure facilities are sufficient” and “Responsibility for the maintenance of infrastructure” item also show high level of agreement with percentage of 52.0 percent and 48.0 percent respectively.

Based on Table 4.10, results shows that two (2) items have the level of agreement and two (2) items have the level of unsure among ICC clients on the infrastructure provided by ICC. The level of agreement in this study shows that the item on “Basic infrastructure facilities are sufficient” has a high percentage which is 51.3 percent. Second item with a high level of agreement is “Responsibility for the maintenance of infrastructure” item with a percentage of 40.0 percent. Besides that, two (2) more items have a high level of

unsure which is in items on “Local authorities is constantly monitoring the infrastructure facilities provided” with a percentage of 37.3 percent and “Local authorities will take immediate action when have complaints” item with a percentage of 36.0 percent. This clearly indicates that there are weaknesses by ICC to monitor infrastructure and take immediate action on complaints although the infrastructure facilities are sufficient.

The result from Table 4.9 and Table 4.10 above clearly shows that both ICC employees and clients highly agreed with the items on “Basic infrastructure facilities are sufficient” item and “Responsibility for the maintenance of infrastructure” item. However, there is different result for two (2) items which is “Local authorities is constantly monitoring the infrastructure facilities provided” item and “Local authorities will take immediate action when have complaints” item where ICC employees highly agree whilst ICC clients unsure. Thus, this clearly indicates that few clients still consider that ICC has yet to deliver efficient infrastructure to their clients.

#### **4.2.5 Councilor**

In term of Councilors, Table 4.11 and Table 4.12 below show four (4) items for both employees and clients. Both groups of respondents have same items that consist of training, electoral system, transparent election and popularity or influence by councilors.

**Table 4.11: Councilors According to Employee Views**

	Councilors	SD		D		U		A		SA	
		f	%	f	%	f	%	f	%	f	%
1	Councilors should be given training from time to time.			5	3.3	9	6.0	62	41.3	74	49.3
2	The implementation of the electoral system.	4	2.7	10	6.7	22	14.7	65	43.3	49	32.75
3	Election is fair and transparent.	5	3.3	14	9.3	54	36.0	66	44.0	11	7.36
4	Popularity or influence in the community.	6	4.0	7	4.7	31	20.7	66	44.0	40	26.7

**Table 4.12: Councilors According to Client Views**

	Councilors	SD		D		U		A		SA	
		f	%	f	%	f	%	f	%	f	%
1	Councilors should be given training from time to time.			2	1.3	3	2.0	54	36.0	91	60.7
2	The implementation of the electoral system.	3	2.0	5	3.3	22	14.7	48	32.0	72	48.0
3	Election is fair and transparent.	7	4.7	20	13.3	93	62.0	23	15.3	7	4.7
4	Popularity or influence in the community.	2	1.3	4	4.0	24	16.0	79	52.7	39	26.0

Based on Table 4.11 above, results shows that the level of agreement among ICC employees is higher compared to unsure and disagreement scale. This study shows that there is one (1) item which shows strongly agree with a percentage of 49.3 percent. The items on “Councilors should be given training from time to time”. The items on “Election is fair and transparent” and “Popularity or influence in the community” item are a second highest level of agreement with a percentage of 44.0 percent followed by the items on “The implementation of the electoral system” with a percentage of 43.3 percent.

Next, results obtained from the Table 4.12 shows that there are two (2) items which show high level of strongly agree in the element of councilors. 60.7 percent of ICC clients strongly agreed with items on “Councilors should be given training from time to time” and 48.0 percent of clients agreed with items on “The implementation of the electoral system”. Besides that, items on “Election is fair and transparent” show high level of unsure with percentage of 62.0 percent and items on “Popularity or influence in the community of” show high level of agreement with percentage of 52.7 percent.

From the result, clearly shows that these elements of councilors have different answer of two (2) items which is items on “The implementation of the electoral system” and “Election is fair and transparent” item. Items on “The implementation of the electoral system” show high level of agreement according to ICC employees and high level of strongly agreed according to ICC clients and this result don’t have significant differences. In this analysis, agree and strongly agree can be categorize together as agree. Then, items on “Election is fair and transparent” show ICC employees have a high level of agreement but ICC clients shows unsure in this item. However, both ICC employees and clients strongly agree that councilors should be given training from time to time. It indicates in this study that training is as medium to have good leadership among councilors. Besides that, the result also clearly shows that both ICC employees and clients highly agreed with the “Popularity or influence in the community” item.

#### 4.3 Perception towards ICC According to Employee and Client Views

In this study, descriptive statistic also involved mean. Each question except the personal information was measured using a Likert scale of five (5) points, in which '1' represents "Strongly Disagree" '2' represents "Disagree" '3' represents "Unsure" '4' represents "Agree" '4' represents "Strongly Agree". Analysis for this part use the ranges of five (5) point Likert scales were categorized into equal sized, namely low, moderate and high. Therefore, score of less than 2.33 [4/3+lowest value (1)] are considered low; scores of 3.67 [highest value (5)-4/3] are considered high and those in between are considered moderate (Alzaza and Yaakub, 2011). Table 4.13 below shows mean score according to employee and client views.

**Table 4.13: Mean According to Employee and Client Views**

<b>Variables</b>	<b>Employee</b>	<b>Client</b>
	<b>Mean</b>	<b>Mean</b>
General Perspective	3.73	3.17
Program	3.97	3.10
Services	3.73	3.34
Infrastructure	3.27	3.01
Councilors	3.75	3.97

Based on the Table 4.13 above, four (4) of measures recorded mean score which exceeded 3.67 considered high means indicate that most of the respondents highly agreed on general perspective, program, services and councilors. Other than that, the variable of infrastructure recorded mean scores between 2.34 to 3.66 for the ICC employees show moderate perception. The highest mean score for the ICC employees was obtained through variable namely program with a mean of 3.97. The second highest

mean score with a mean value of 3.75 was obtained through councilor's variable. Finally, general perspective and services recorded the lowest mean scores of 3.73.

It indicates in this study ICC employees perception towards their organization is high. Most of the employees agreed that KMC very clear about the general perspective, program, councilors and services provided by the ICC to the clients are very effective and efficient.

Next, mean score according to ICC clients also show in Table 4.13. Mean score analysis regarding the perception of ICC according to 150 client's shows that one (1) variable which is councilor's recorded mean score which exceeded 3.67 considered high means. Besides that, four (4) variables recorded mean score between 2.34 to 3.66. It indicates in this study client who the experience in dealing with ICC had provided moderate feedback on four (4) variables. In this category, the highest mean score of 3.34 was obtained by services variable. The second highest mean score of 3.17 was recorded by general perspective variable. This is followed by program with a mean score of 3.10, and finally the infrastructure variable with the mean score of 3.01.

The analysis found that most ICC clients agree that the management of ICC is at a moderate level. This result explains that ICC clients agreed that program, services, infrastructure and general perspective by ICC only at the moderate levels of efficiency and effectiveness.

#### **4.4 Conclusion**

In this chapter, the main focus of research is to evaluate the accountability of the ICC through five (5) main variables of the general perspective, program, service, infrastructure and councilor. This analysis involved 150 employees and 150 clients of the ICC. This study used descriptive analysis. Result of descriptive statistic obtained by two (2) ways which is first by the percentage and frequency, second by the mean analysis. Other than that, the demographic characteristics of the respondents also described in this chapter used descriptive statistic. The analysis of descriptive by percentage and frequency in this chapter shows most of the ICC employees have high level of agreement for all items. Meanwhile, ICC clients not just have high level of agreement but also have high level of unsure for the certain items. The analysis by the mean indicates that the two groups of respondents have different perceptions about ICC management. ICC employees have a high perception on ICC while ICC clients show a moderate perception. Next, Chapter Five (5) will explain the discussion, conclusions and recommendations of this study.

## **CHAPTER FIVE: DISCUSSION, SUMMARY AND RECOMMENDATION**

### **5.0 Introduction**

This chapter is the final part in this study conducted to clearly elaborates and discuss the results obtained in Chapter Four (4). This chapter started with an overview of the background of the study and then followed by a summary of the research according to each variable to achieve research objectives. In addition, this chapter also includes the recommendations or suggestions to improve the future research. Finally, this chapter ended with conclusion of the study.

### **5.1 Summary of Research**

This study was conducted to find the accountability mechanism being practices in local government in Perak. In order to solve the problem and achieve the objectives of this study stated in Chapter One (1), an extensive literature review was performed and reported in Chapter Two (2). Previous studied has proven that accountability play an important role in explaining the success of local government. As indicated in Chapter Three (3), quantitative method was adopted in order to achieve the objective of the study. The data for this study were collected from two sources, namely primary sources and secondary sources. By combining the use of both data, this study able to have an in-depth understanding of the accountability. In Chapter Four (4), these study use descriptive statistics involves frequency, percentage and mean to analyze the data. In general, the results found that both group of respondents have their own perception

towards the role of ICC. The elements such as program, infrastructure and councilors found obvious different answer form both of respondents. On the other hand, the elements of general perspective and services show the high level of agreement by both groups of respondents. Finally, Chapter Five (5) gave some discussion and recommendation of the study.

## **5.2 Discussion**

In the following discussion, results of each objective are discussed in detail. This result also makes a comparison with the result of previous study.

### **5.2.1 General Perspective**

In general, in average, ICC employees recorded high average scores whilst ICC clients attained some moderately high scores. This difference occurs because ICC employees were within the organization which enabled them to understand ICC role and management better rather than ICC clients. Results showed that most of ICC employees agreed that they were very clearly about the role and management of their organization. The same can be said for most of ICC clients who understand ICC role to serve customers. This result also show understanding among ICC employees to have training, achieve annual work target and give priority in serving clients. However, there is only one item of the clients who were not clear with local financial planning system by ICC. This happened probably because ICC not discloses the information about their financial planning systems and customers are not interested to find out either their financial

planning systems according to the ministry's financial procedures or not. General perspective is very important as a general perception of employees towards their organization and also perception of clients on management of local authorities in overall. Via this study, general perspective refer to having effective tool to make a complaint, efficiency of local council officers, sufficient employees to serve clients and financial system of ICC.

This general perspective was relate to the organizational competence and the result from this aspect is in line with previous study conducted by Rakickaite et al. (2011) that indicates organization's internal capability to reach its goals and how they deal with customers. The potential of organizational competence belongs to employees at individual and collective levels. In each of these levels, there are three distinct groups of organizational competence components: individual and collective knowledge; individual and collective skills and abilities; individual and collective value, and general agreements. This component allows employees applying their skills facing situations to offer effective solutions to problems and enables individuals and groups to act in complex situations.

### **5.2.2 Program**

In term of program by ICC, result show that ICC employees gave more positive responds compared to ICC clients. Most of the ICC employees agreed that program by their organization involve communities, helpful in solving problems, successful in develop medium of ICC and development of project fulfill community's needs. In

contrast, ICC clients gave responds at a moderate level of agreement in four (4) items, and six (6) items indicates some clients are not sure about the program by ICC. The results show communities does not participating in the program that causes there are no positive impact that can be derived from the activities. The different answer from both groups indicates that program conducted by the ICC didn't get the attention of the community.

The findings acquired via this study have some differences with previous studies conducted by Mohammadi et al. (2011). They found no significant relationship between perception and levels of participation although the descriptive findings showed positive perception of respondents toward participation in social activities. The results show communities are willing and interested to participate in program by government. It is because communities believe their participation in local government can improve their own ability and skills as well as promotes the local government efficiency. In short, this previous study shows that participation of communities is important to promoting the efficiency of local government programs.

### **5.2.3 Service**

The result obtained for the services provided by ICC is high. Majority of ICC employees and clients agree that ICC services are a customer-oriented service and effective. It can be concluded that ICC has a quality management in services which fulfill satisfaction to employees as well as its clients. From the results, ICC employees and clients agree that

ICC have a good management in services consists of parking area system, maintenance of drainage, waste collection system, counter service and service delivery.

Result obtained in this study is in line with previous study conducted by Wang and Wart (2007) that indicates service competence is measured whether high-quality services are provided in a city to meet public needs and achieve public satisfaction with services provided. Besides, research by Zaherawati et al. (2010) found that the services provided by local government such as cleanliness, collecting and disposal waste, drainage and sewage, sanitation and beautification programme are well provided by the local government. It is because all the service has significant difference among the users' perception. It means that all the environmental services influenced users' perception on of environmental functions provided by local government.

#### **5.2.4 Infrastructure**

The results obtained for the infrastructure by ICC is moderate by both group of respondent. ICC employees agreed that they were providing sufficient infrastructure facilities such as playground, always monitored and doing maintenance, take quickly action when have complaints and have responsibility for the maintenance of infrastructure. The same can be said for most of ICC clients who conceded that they satisfied with the infrastructure provided and agreed that maintenance of infrastructure is under ICC responsibility. However, there are some ICC clients who were not sure with the monitoring and action by ICC towards the complaint of infrastructure.

Besides that, result of this study is supported by the works of Rives and Heaney (1995) who stated that infrastructure is a significant and have positive determinant of economic performance. They also found infrastructure and the level of economic development have positive relationship. This relationship provides a compelling justification for continued infrastructure maintenance.

### **5.2.5 Councilor**

In general, in average, ICC employees and clients recorded moderate average scores towards the best way to appoint the councilors of ICC. However, ICC employees and clients indicate they strongly agreed that council members should have training from time to time. Councilors are an important individual in local authorities and training can increase their effectiveness to play their role to communities. Other than that, electoral system seen as effective system to appoint councilors and this system got high agreement among ICC employees and high strongly agreement among ICC clients. Nevertheless, community felt that the current selection of councilors is not fair and transparent.

Results obtained from this study is parallel with what reported by Paradza et al. (2010) in their study which stated that councilors need training to be able to determine council decisions better, good understanding of legislation, understand submissions made by administrators and have some basic literacy and numeracy skills. This previous research also found that sometimes councilors accused of not performing their duties honestly for residents interest. So, councilor should receive more education and training encourages

them to be accountable and follow the rules. Through this emphasis, the performance of councilors would be improved, and got more trust from residents. Other than that, training for developing budgets and financial management is important to ensure that they are able to manage finances.

### **5.3 Limitation of Research**

This research have two (2) important limitations that need to be addressed are two group of respondent and time constraints. In terms of group of respondent, the questionnaire in this research has been distributed only in Perak involving ICC employee and community. Both group have different way to be approached because involves institution and also community who deal with the institution. For the employee, the questionnaire was given to staff representatives and he will distribute questionnaires to the department. For the communities, the questionnaire is on an individual basis. Because of data for this sourced through questionnaires, respondent is voluntary and as such cooperation is necessary. It is assumes that answer were provided in an honest and accurate answer.

Another limitation of this research is the time constraint. It is because researcher has to wisely manage their time between the course works and research project. Other than that, researcher also must wait the organization to give feedback and respond to obtain the permission of conducting research in their organizations. Similarly, qualities of data affect the time needed for data collection and data analysis. Although technological innovations have shortened the time needed to process quantitative data, a good

questionnaire requires considerable time to create and to obtain high response rates. This time-frame limited had affected the data collection process and the finding. The findings might be different when similar researches are conducted in the future.

#### **5.4 Recommendation of Research**

From the finding and analysis of this study, several recommendations have been identified to ensure the development of local government to have good local governance and provide good service to customers. From that reason, this study addressed five (5) recommendations are as below:

- i. The ability of local government to deliver services needs to get an attention in order to increase public trust. The effective ways to ensure good services was by a regular assessment of councilor performance, undertaken in a systematic and transparent way and based on a set of standardized indicators applied across all municipalities.
  
- ii. There is a need to have a medium to institutionalize a discussion or decision making between councilors and the city council administration. This enables communities to track progress in council decisions that have been taken so that they will know the level of accountability of their public representatives to fulfill their needs.

- iii. Local government should establish a group of organizations to investigate the level of satisfaction among communities with services rendered by employees either service in an organization or service provide outside organization. Responsibilities of employees in their work are important to ensure a systematic good performance by local government.
- iv. KPI also should always be evaluated to measure performance, make improvements and to drive organization strategy. This indicator is important to local government to be more effective, increased efficiency, improve satisfaction, improved quality, and successful implementation and have greater productivity.

## **5.5 Recommendation of Future Research**

Result of this study conducted to investigate accountability mechanism of public service management in ICC by looking at factors such as general perspective, program, services, infrastructure and councilors. However, in order to overcoming the limitations of data gathering, additional research is needed to investigate accountability mechanism. Hence, it would be beneficial for future research to consider the following recommendation:

- i. The study samples only focus in one local authority which is ICC, Perak. Hence, future research is recommended to expand the scope of the research to the different state. The results might be different if it is conduct based on more than

one state. It is because each state have different environment, different management with the different ways of working.

- ii. In the future, the number of respondent must to be add in both category of respondent either employees or clients. This is because in this study the size of the sample is too small compared to the population. Although the sample size is acceptable for statistical analysis, but with future researchers can increase the sample size to generate analytical results to be stronger. The greater number of samples can enhance the validity and the data more reliable of the research. Other than that, in the future research also can add councilors to be one of the respondents.
- iii. Next, future studies can use open-ended questions and qualitative method or interview session. This method which may support the quantitative research. This is because respondents will react spontaneously to the questions and the answer the actual situation of the problems they are facing. This method can provide more accurate answers to the research questions. Respondents also can provide their opinion and suggestion freely.
- iv. This study only use descriptive statistic to analyze the data because this research objective just identify and investigate the mechanism of accountability. For the future research, researcher can use inferential statistic to examine the relationship between the variables measured respondents' expectations. In this way, the

difference between expectations and perceptions of the participants on the role of local government can be measured. The results of the study will be able to show the strong or weak relations among variables.

## **5.6 Conclusion**

From the findings, it could be concluded that the entire objective that develop in Chapter One was achieved. Political and social accountability is an important element of an organization, especially in the public sector such as Local Government Council which always provides services to the community. This is appropriate because role of the public sector, not only maintaining public order, providing basic amenities and welfare of the people but to provide a more complex, development-oriented service by providing better quality services, meeting the desires and satisfying the needs of the public.

This study has shown that the accountability mechanism at ICC is satisfactory, by taking two perspectives from two groups of respondents namely the ICC employees and clients who had experience in dealing with the organization. However, ICC can still improve its management from time to time in order to increase their future performance and to meet the needs of the community because the result shows that community not fully satisfied with program and infrastructure provided.

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## **APPENDIX**

### **APPENDIX 1**

#### **QUESTIONNAIRE (EMPLOYEE)**

**BAHAGIAN A : LATAR BELAKANG RESPONDEN**

ARAHAN: Sila isikan maklumat mengenai diri anda. Tandakan (✓) di dalam ruang yang disediakan bagi semua soalan di bawah.

1. Jantina: Lelaki ( )  
Perempuan ( )
2. Agama : Islam ( )  
Buddha ( )  
Hindu ( )  
Kristian ( )
3. Bangsa : Melayu ( )  
Cina ( )  
India ( )  
Lain- Lain ( )
4. Tahap Pendidikan: SPM ( )  
Diploma ( )  
Ijazah Sarjana Muda ( )  
Sarjana ( )  
Doktor Falsafah ( )
5. Umur: \_\_\_\_\_
6. Pejabat PBT : \_\_\_\_\_

**BAHAGIAN B : PERSPEKTIF UMUM**

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
-----------------------------	-------------------	------------------	-------------	--------------------

1. Saya dihantar menjalani latihan yang bersesuaian.	1	2	3	4	5
2. PBT ini meletakkan sasaran kerja tahunan.	1	2	3	4	5
3. Pihak pengurusan sentiasa menekankan konsep berkhidmat untuk rakyat diutamakan.	1	2	3	4	5
4. Penduduk setempat mudah untuk membuat aduan kepada Pihak Berkuasa Tempatan (PBT) ini.	1	2	3	4	5
5. Aduan yang dibuat diambil tindakan segera.	1	2	3	4	5
6. Jumlah kakitangan PBT ini adalah mencukupi untuk melaksanakan tugas mereka di kawasan penempatan penduduk.	1	2	3	4	5
7. Saya amat berpuas hati dengan kecekapan kerja anggota penguatkuasa PBT ini.	1	2	3	4	5
8. PBT ini amat peka dan sensitif tentang segala permasalahan dan aduan yang diberikan oleh penduduk.	1	2	3	4	5
9. Peranan yang dijalankan oleh PBT ini semakin mencabar disebabkan tuntutan masyarakat yang pelbagai.	1	2	3	4	5
10. Sistem perancangan kewangan PBT ini adalah mengikut prosedur kewangan kementerian.	1	2	3	4	5

## BAHAGIAN C: PROGRAM

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
-----------------------------	-------------------	------------------	-------------	--------------------

11. PBT ini kerap menjalankan program "Hari bertemu pelanggan".	1	2	3	4	5
12. Program-program yang dianjurkan oleh PBT ini sering melibatkan penduduk setempat.	1	2	3	4	5
13. Program yang dijalankan oleh PBT ini sangat membantu di dalam menyelesaikan permasalahan penduduk.	1	2	3	4	5
14. PBT ini amat menggalakkan masyarakat untuk memberi maklumbalas mengenai program yang diperlukan.	1	2	3	4	5
15. Projek-projek pembangunan serta penaiktarafan infrastruktur yang dijalankan oleh PBT ini dapat memenuhi kehendak penduduk setempat.	1	2	3	4	5
16. PBT ini telah berkhidmat dengan cemerlang sepanjang saya berkhidmat.	1	2	3	4	5
17. Kemajuan teknologi ICT seperti kemudahan perkhidmatan internet serta laman sosial memudahkan orang ramai membuat aduan berkaitan permasalahan yang dihadapi oleh penduduk kepada PBT ini.	1	2	3	4	5
18. PBT ini dilihat sebagai agen pembangunan ekonomi dan sosial di dalam masyarakat setempat.	1	2	3	4	5

## BAHAGIAN D: PERKHIDMATAN

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
-----------------------------	-------------------	------------------	-------------	--------------------

19. Sistem kutipan bayaran tempat letak kereta yang dijalankan oleh PBT ini adalah berkesan.	1	2	3	4	5
20. Penyelenggaraan perparitan yang diselenggarakan oleh PBT ini kerap dilakukan.	1	2	3	4	5
21. Sistem kutipan sampah yang dikendalikan oleh PBT ini adalah mengikut jadual kutipan.	1	2	3	4	5
22. Perkhidmatan kaunter yang disediakan oleh PBT ini cekap.	1	2	3	4	5
23. PBT ini efektif didalam menyelesaikan permasalahan yang dihadapi oleh penduduk seperti jalan rosak, sistem perparitan tersumbat dan lain-lain.	1	2	3	4	5
24. PBT ini sentiasa berusaha meningkatkan kecekapan didalam penyampaian perkhidmatan dari masa ke semasa.	1	2	3	4	5
25. PBT ini sentiasa menghantar anggota penguatkuasa bagi memeriksa keadaan kemudahan infrastruktur di sekitar kawasan yang telah ditetapkan.	1	2	3	4	5
26. Saya berpuas hati dengan penyampaian perkhidmatan yang diberikan oleh PBT ini.	1	2	3	4	5

## BAHAGIAN E: PRASARANA

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
-----------------------------	-------------------	------------------	-------------	--------------------

27.	Kemudahan prasarana asas seperti taman permainan dan rekreasi yang disediakan oleh PBT ini adalah mencukupi.	1	2	3	4	5
28.	PBT ini sentiasa memantau keadaan kemudahan prasarana yang telah disediakan.	1	2	3	4	5
29.	Sekiranya terdapat sebarang aduan daripada penduduk berkaitan dengan kerosakan prasarana, PBT ini akan mengambil tindakan susulan dengan pantas.	1	2	3	4	5
30.	Tanggungjawab bagi memelihara keadaan prasarana adalah terletak pada PBT ini semata-mata.	1	2	3	4	5

## BAHAGIAN F: AHLI MAJLIS

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
-----------------------------	-------------------	------------------	-------------	--------------------

31.	Ahli Majlis perlu diberikan latihan dari masa ke semasa oleh PBT ini bagi meningkatkan kecekapan mereka didalam memberikan perkhidmatan kepada masyarakat.	1	2	3	4	5
32.	Saya merasakan perlunya perlaksanaan sistem pilihanraya bagi memilih Ahli Majlis didalam PBT ini.	1	2	3	4	5
33.	Pemilihan Ahli Majlis PBT yang dijalankan pada ketika ini adalah adil dan telus	1	2	3	4	5
34.	Ahli Majlis perlu dipilih berdasarkan kepada populariti ataupun pengaruh mereka didalam masyarakat setempat.	1	2	3	4	5

**TERIMA KASIH ATAS KERJASAMA ANDA**

**APPENDIX 2**  
**QUESTIONNAIRE (CLIENT)**

**BAHAGIAN A : LATAR BELAKANG RESPONDEN**

ARAHAN: Sila isikan maklumat mengenai diri anda. Tandakan (✓) di dalam ruang yang disediakan bagi semua soalan di bawah.

1. Jantina: Lelaki ( )  
Perempuan ( )
2. Agama : Islam ( )  
Buddha ( )  
Hindu ( )  
Kristian ( )
3. Bangsa : Melayu ( )  
Cina ( )  
India ( )  
Lain- Lain ( )
4. Tahap Pendidikan: SPM ( )  
Diploma ( )  
Ijazah Sarjana Muda ( )  
Sarjana ( )  
Doktor Falsafah ( )
5. Umur: \_\_\_\_\_
6. Daerah : \_\_\_\_\_

**BAHAGIAN B : PERSPEKTIF UMUM**

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
-----------------------------	-------------------	------------------	-------------	--------------------

1. Saya dapat membuat aduan kepada Pihak Berkuasa Tempatan (PBT) di kawasan saya dengan mudah.	1	2	3	4	5
2. Aduan yang dibuat diambil tindakan segera oleh PBT dikawasan saya.	1	2	3	4	5
3. Jumlah kakitangan PBT adalah mencukupi untuk melaksanakan tugas mereka di kawasan penempatan saya.	1	2	3	4	5
4. Saya berpuas hati dengan kecekapan bekerja anggota penguatkuasa PBT di kawasan saya.	1	2	3	4	5
5. PBT dikawasan saya amat peka dan sensitif tentang segala permasalahan dan aduan yang diberikan oleh penduduk.	1	2	3	4	5
6. Peranan yang dijalankan oleh PBT di kawasan saya semakin mencabar disebabkan tuntutan masyarakat yang pelbagai.	1	2	3	4	5
7. Sistem perancangan kewangan PBT di kawasan saya adalah mengikut prosedur kewangan kementerian.	1	2	3	4	5

## BAHAGIAN C: PROGRAM

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
-----------------------------	-------------------	------------------	-------------	--------------------

8.	PBT di kawasan saya kerap menjalankan program “Hari bertemu pelanggan”.	1	2	3	4	5
9.	Program-program yang dianjurkan oleh PBT melibatkan penduduk setempat kerap dijalankan.	1	2	3	4	5
10.	Program yang dijalankan oleh PBT di kawasan saya sangat membantu di dalam menyelesaikan permasalahan penduduk.	1	2	3	4	5
11.	PBT di kawasan saya menggalakkan masyarakat untuk memberi maklumbalas mengenai program yang diperlukan.	1	2	3	4	5
12.	Program-program yang dijalankan oleh PBT di kawasan saya memberikan impak yang positif kepada keselesaan hidup seperti penaiktarafan prasarana dan infrastruktur.	1	2	3	4	5
13.	Projek-projek pembangunan serta penaiktarafan infrastruktur yang dijalankan oleh PBT di kawasan saya dapat memenuhi kehendak penduduk setempat.	1	2	3	4	5
14.	PBT dikawasan saya telah berkhidmat dengan cemerlang sepanjang saya menetap di kawasan ini.	1	2	3	4	5
15.	Saya menyertai program yang dijalankan oleh PBT bagi meningkatkan kerjasama diantara orang awam dengan kerajaan tempatan.	1	2	3	4	5
16.	Kemajuan teknologi ICT seperti kemudahan perkhidmatan internet serta laman sosial memudahkan saya untuk membuat aduan kepada PBT seperti masalah yang sering dihadapi oleh penduduk.	1	2	3	4	5
17.	PBT dilihat sebagai agen pembangunan ekonomi dan sosial di dalam masyarakat.	1	2	3	4	5

## BAHAGIAN D: PERKHIDMATAN

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
-----------------------------	-------------------	------------------	-------------	--------------------

18.	Sistem kutipan bayaran tempat letak kereta adalah berkesan.	1	2	3	4	5
19.	Penyelenggaraan perparitan di kawasan saya kerap dilakukan.	1	2	3	4	5
20.	Sistem kutipan sampah di kawasan kediaman saya adalah mengikut jadual kutipan.	1	2	3	4	5
21.	Perkhidmatan kaunter yang disediakan oleh PBT di kawasan saya amat cekap.	1	2	3	4	5
22.	PBT di kawasan saya efektif di dalam menyelesaikan permasalahan yang dihadapi oleh penduduk seperti jalan rosak, sistem perparitan tersumbat dan lain-lain.	1	2	3	4	5
23.	PBT di kawasan saya sentiasa meningkatkan kecekapan di dalam penyampaian perkhidmatan dari masa ke semasa.	1	2	3	4	5
24.	PBT di kawasan saya sering menghantar anggota penguatkuasa bagi memeriksa keadaan kemudahan infrastruktur di sekitar kawasan kediaman saya.	1	2	3	4	5
25.	Saya berpuas hati dengan penyampaian perkhidmatan yang diberikan oleh PBT di kawasan saya.	1	2	3	4	5

## BAHAGIAN E: PRASARANA

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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26.	Kemudahan prasarana asas seperti taman permainan dan rekreasi yang disediakan oleh PBT di kawasan saya adalah mencukupi	1	2	3	4	5
27.	PBT di kawasan saya sentiasa memantau keadaan kemudahan prasarana yang telah disediakan.	1	2	3	4	5
28.	Sekiranya terdapat sebarang aduan daripada penduduk berkaitan dengan kerosakan prasarana, PBT di kawasan saya akan mengambil tindakan susulan dengan pantas.	1	2	3	4	5
29.	Tanggungjawab bagi memelihara keadaan prasarana adalah terletak pada PBT semata-mata.	1	2	3	4	5

## BAHAGIAN F: AHLI MAJLIS

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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30.	Ahli Majlis perlu diberikan latihan dari masa ke semasa oleh PBT bagi meningkatkan kecekapan mereka didalam memberikan perkhidmatan kepada masyarakat.	1	2	3	4	5
31.	Saya merasakan perlunya perlaksanaan sistem pilihanraya bagi memilih Ahli Majlis didalam PBT.	1	2	3	4	5
32.	Pemilihan Ahli Majlis PBT yang dijalankan pada ketika ini merupakan sistem yang adil serta telus.	1	2	3	4	5
33.	Ahli Majlis perlu dipilih berdasarkan kepada populariti ataupun pengaruh mereka didalam masyarakat setempat.	1	2	3	4	5

**TERIMA KASIH ATAS KERJASAMA ANDA**