

**FACTOR THAT INFLUENCE PUBLIC
SATISFACTION TOWARDS LOCAL
GOVERNMENT SERVICES:
AN EMPIRICAL STUDY IN MAJLIS
DAERAH KUBANG PASU (MDKP)**

AHMAD AIMAN MOHD SHUIB

**MASTER OF SCIENCE (MANAGEMENT)
AUGUST 2015**

**AHMAD
AIMAN**

**FACTOR THAT INFLUENCE PUBLIC SATISFACTION TOWARDS
LOCAL GOVERNMENT SERVICES: AN EMPIRICAL STUDY IN
MAJLIS DAERAH KUBANG PASU (MDKP)**

**MSC
2015**

**FACTOR THAT INFLUENCE PUBLIC SATISFACTION TOWARDS LOCAL
GOVERNMENT SERVICES: AN EMPIRICAL STUDY IN MAJLIS DAERAH
KUBANG PASU (MDKP)**

By

AHMAD AIMAN MOHD SHUIB

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the Master of Science (Management)**

PERMISSION TO USE

In presenting this dissertation in partial fulfillment of the requirements for a post graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of Othman Yeop Abdullah (OYA) Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation part of it for financial gain shall not be allowed without my written authorization. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM, Sintok
Kedah Darul Aman

ABSTRACT

This paper aims to identify the factors that influence public satisfaction towards Majlis Daerah Kubang Pasu (MDKP) services. The study was held among the residents that reside within MDKP territory. The population size of this research is among 220,700 residents that live in 21 sub-districts under MDKP administration and the researchers had choose 385 respondents using convenience sampling. The variables have been tested in this study are public participation, service quality and service delivery. The type of analyse used in this research include descriptive analysis, reliability analysis, correlation analysis and regression analysis. The study found that, there is a significant relationship between all independent variables; public participation, service quality and service delivery towards public satisfaction with local government services in Majlis Daerah Kubang Pasu (MDKP).

Keyword: public participation, service quality, service delivery, public satisfaction , local government services

ABSTRAK

Kertas kerja ini bertujuan untuk mengenal pasti faktor-faktor yang mempengaruhi kepuasan penduduk tempatan terhadap perkhidmatan Majlis Daerah Kubang Pasu (MDKP). Kajian ini telah diadakan di kalangan penduduk yang tinggal di kawasan daerah Kubang Pasu. Saiz populasi bagi kajian ini adalah di antara 220,700 orang dan adalah mereka yang tinggal di 21 daerah kecil di bawah pentadbiran MDKP. Penyelidik telah memilih sejumlah 385 responden dan menggunakan kaedah persampelan mudah. Pembolehubah yang telah diuji dalam kajian ini adalah penglibatan penduduk tempatan, kualiti perkhidmatan dan penyediaan perkhidmatan. Jenis analisis yang digunakan dalam kajian ini melibatkan analisis deskriptif, analisis kebolehpercayaan, analisis korelasi dan analisis regresi. Hasil kajian mendapati bahawa terdapat hubungan yang signifikan di antara semua pembolehubah iaitu penglibatan penduduk tempatan, kualiti perkhidmatan dan penyediaan perkhidmatan dalam menentukan faktor yang mempengaruhi ke atas kepuasan penduduk terhadap perkhidmatan yang disediakan oleh Majlis Daerah Kubang Pasu (MDKP).

Kata kunci: penglibatan penduduk tempatan, kualiti perkhidmatan, penyediaan perkhidmatan, kepuasan penduduk, dan perkhidmatan kerajaan tempatan

ACKNOWLEDGEMENT

This dissertation would not have been conceivable without the guidance and the assistance of several individuals who have directly and indirectly contributed and outspread their valuable support in the preparation of this study.

First and foremost, I wish to express my sincere special thanks and gratitude to Miss Fazilah Mohd Othman, Senior Lecturer, Public Management Department, College of Law, Government and International Studies, who has closely supervised the preparation of this dissertation, for her patience, time, criticism and also useful suggestions during the course of this research. I'm so grateful that she always gave me time and advice in the most convenient ways.

My appreciation also goes to all supportive respondents in the Kubang Pasu district and others who responded to my questionnaires and not to mention for their help to distribute the questionnaires to their fellow colleagues.

Finally, words alone cannot express my gratitude and indebtedness to my wife, parents, and siblings for their tremendous help and who always were there for me no matter what. I also would like to say thank you to the Ministry of Education, Malaysia in providing MyBrain 15 financial assistance via MyMaster and also to Dr. Jasmani and Dr. Norshafizah for fruitful comment during the viva.

TABLE OF CONTENTS

	Pages
PERMISSION TO USE	I
ABSTRACT	II
ABSTRAK	III
ACKNOWLEDGEMENT	IV
TABLE OF CONTENTS	V
LIST OF TABLES	IX
LIST OF FIGURES	X
LIST OF ABBREVIATIONS	XI
CHAPTER 1	1
INTRODUCTION	1
1.1 Background of Study	1
1.2 Problem Statement	3
1.3 Research Questions	4
1.4 Research Objectives	4
1.5 Scope of Study	5
1.6 Significance of The Study	6
1.7 Limitation of The Study	6
1.8 Organization of The Dissertation	7
CHAPTER 2	8
LITERATURE REVIEW	8
2.0 Introduction	8
2.1 Public Participation	8

2.2	Quality Services in Local Government	15
2.3	Service Delivery	24
2.4	Public Satisfaction	33
2.5	Theories Of Public Management	35
2.5.1	New Public Management (NPM)	35
2.5.2	Total Quality Management (TQM)	38
2.6	Chapter Summary	39
	CHAPTER 3	40
	RESEARCH DESIGN AND METHODOLOGY	40
3.0	Introduction	40
3.1	Research Framework	40
3.2	Hypothesis Development	41
3.3	Research Design	43
3.4	Operational Definition	44
3.4.1	Public Participation	44
3.4.2	Service Quality	44
3.4.3	Service Delivery	45
3.5	Population	45
3.6	Sample Size	46
3.7	Sampling Techniques	48
3.8	Instrument Questionnaire	49
a)	Public Participation	50
b)	Service Quality	50
c)	Service Delivery	50
d)	Public Satisfaction	50

3.9	Data Collection Procedures	51
3.9.1	Primary Data	51
3.9.2	Secondary Data	51
3.10	Techniques Of Data Analysis	52
3.10.1	Descriptive Analysis	52
3.10.2	Reliability Analysis	53
3.10.3	Correlation Analysis	54
3.10.4	Regression Analysis	54
3.11	Chapter Summary	54
	CHAPTER 4	55
	FINDINGS AND DISCUSSION	55
4.0	Introduction	55
4.1	Descriptive Analysis	55
4.1.1	Demographic Analysis	56
4.2	Reliability Analysis	65
4.3	Correlation Analysis	66
4.4	Regression Analysis	67
4.5	Hypothesis Testing	688
4.6	Chapter Summary	69
	CHAPTER 5	70
	CONCLUSION AND RECOMMENDATION	70
5.0	Introduction	70
5.1	Summary of Findings	70
5.1.1	Public Participation	70
5.1.2	Service Quality	71

5.1.3 Service Delivery	72
5.2 Recommendations for future research	73
5.3 Conclusion	75
REFERENCE	77
APPENDICES	88

LIST OF TABLES

Table 3.1:	List of Kubang Pasu sub-district	45
Table 3.2:	Total population based on Kedah District Administration, 2006-2010	46
Table 4.1:	Descriptive analysis of independent variables (IV) and dependent variable (DV)	56
Table 4.2:	Demographic variable of gender	57
Table 4.3:	Demographic variable of age group	58
Table 4.4:	Demographic variable of marital status	58
Table 4.5:	Demographic variable of race	59
Table 4.6:	Demographic variable of resident	60
Table 4.7:	Demographic variable of length of residency	61
Table 4.8:	Demographic variable of employment status	62
Table 4.9:	Demographic variable of family income	63
Table 4.10:	Demographic variable of home ownership tenure	63
Table 4.11:	Demographic variable of channels used to obtain MDKP information	64
Table 4.12:	Reliability test analysis	65
Table 4.13:	Correlation analysis for all variables in the research framework	66
Table 4.14:	Regression analysis	68
Table 4.15:	Summary of the hypothesis testing result from Regression analysis	69

LIST OF FIGURES

Figure 3.1:	Research framework	40
Figure 3.2:	Data collection procedures	51

LIST OF ABBREVIATIONS

MUWHLG	Ministry of Urban Wellbeing, Housing and Local government	1
MHLG	Ministry of Housing and Local Government	1
MDKP	Majlis Daerah Kubang Pasu	3
MGPWA	Malaysia Government Portals and Websites Assessment	5
LR	Literature Review	8
LA 21	Local Agenda	9
UK	United Kingdom	10
FOI	Freedom of Information	13
MPAJO	Markazi Province Agricultural Jihad Organization	17
OPSC	Office of Public Service Commissioner's	19
CEO	Chief Executive Officer	21
NPM	New Public Management	24
ISF	Improvement Service Fund	26
ICT	Information And Communications Technology	28
TQM	Total Quality Management	38
IV	Independent Variable	40
DV	Dependent Variable	40
PP	Public Participation	40
SQ	Service Quality	40
SD	Service Delivery	40
PS	Public Satisfaction	40
PPPs	Public-Private Partnerships	42
CSOs	Participation of Civil Society (CSOs)	42
ACELG	Australian Centre of Excellence for Local Government	50
SPSS	Statistical Package for the Social Sciences	52

CHAPTER 1

INTRODUCTION

1.1 Background of Study

The local government is known as a governing entity which entitles authority over a sub national territory, or also known as a sub state territorially demarcated area. Monsour (2008) defines local government as the entity entrusted with the delivery of goods and services by, and, for the government at the national, regional or local level.

The definition and function of local government have evolved from years as its responsibility becomes wider and influenced by the growth of its the population. Quoted by the Government of Malaysia (1970), local government is a “subsystem operating within or between a number of other subsystems. Higher government gave its one body handled on local issues that represent the power, whether from the federal government or state government, which has limited autonomy in terms of fiscal and administration, have power to sue and sued by others and have legal property”. Meanwhile, Ministry of Urban Wellbeing, Housing and Local government (MUWHLG), Malaysia (formerly known as the Ministry of Housing and Local government (MHLG)) (1980) define local government as an “infra sovereign, geographic subdivision of a sovereign nation or a quasi sovereign nation, exercising the power of jurisdiction in a particular area”.

In May 2015, throughout 14 states in Malaysia, there were 149 local authorities has been registered and given authority to administer their territory. Local government in Malaysia played main roles at local level holds responsible to provide their communities with adequate facility and service that are favorable to the local necessities. The Local government was categorized into three categories which is a City Council for city centers, Municipality for a township and District Council for a trivial and developing township, which is separated by the differences of the number of population and revenue gained within the territory. The local government is precast and regulated under the state legislation power which subjected to the Local Government Act of 1976 and to act as a subordinate to the respective of the state government (Malaysia, 2001).

Nowadays, most of the developed nations and development agencies are demanding a good service from local government bodies in order to maximize the outcomes for the development plan implementations. To fulfill with public demand, the Government of Malaysia has introduced measures such as administrative decentralization and reforms to empower local government bodies to introduce and implement programs that give benefit to their public.

The performance of local government is measured by its effectiveness of its capability to provide services to its community. There are few studies that have been conducted which touched on the factors that have been used to measure the effectiveness of local government. Based on the study conducted by John (1984), the scholar highlighted that the effectiveness of a local government is measured by the ability to provide ample

services to the community, such as public safety, health, welfare, eradicating pollution, education and protect the civil right of their residents. Meanwhile, Ismail (1995) defined the effectiveness of local government to gain support from its community is referred to the capability of local government administration or management in term of local government functions, fiscal, workforce system and public participation. Almost everywhere, city and rural development programs mainly have been implemented through the local government bodies. Therefore, the study is aim to identify the factor that influences public satisfaction toward local government services. This chapter discusses the background, problem statement, research questions, research objectives, significance of the study, scope and limitation of the study and the organization of the study.

1.2 Problem Statement

The issue related to public dissatisfaction towards local government administration and services has loudly voiced out since 1990's. Most general management issues that usually been brought up is ineffective, wasteful, red-tape, unresponsiveness, bureaucracy, lack of flexibility, poor management and lack of transparency of public information (Hazman, 2006). Local government issues had continued over the years like encountering with open criticized for poor management and public began to questioning and lodge a direct complaint in the mass media and higher government levels (Zakaria, 2008). While in other case, local government has been questioned with the public safety issue due to the

threat of terrorism and local crime, inefficient services and political agenda in local government (Bernama, 2012).

1.3 Research Questions

- a) What is the relationship between public participation and public satisfaction towards local government services?
- b) What is the relationship between service quality and public satisfaction towards local government services?
- c) What is the relationship between service delivery and public satisfaction towards local government services?
- d) Which of these factors that most influence public satisfaction towards local government services?

1.4 Research Objectives

- a) To determine the relationship between public participation and public satisfaction toward MDKP services.
- b) To determine the relationship between service quality and public satisfaction toward MDKP services.
- c) To determine the relationship between service delivery and public satisfaction toward MDKP services.

- d) To determine factors the most influence public satisfaction toward MDKP services.

1.5 Scope of Study

This study is conducted in one of the Kedah district council, which is known as Majlis Daerah Kubang Pasu (MDKP). MDKP is one of the 149 local government in Malaysia. The MDKP administrative authority is within Kubang Pasu district area. The area stretched along 98 km per square feet north Kedah territory, administered 21 habitations or sub-districts (*mukim*). In 2012, MDKP has received 5 stars award in Malaysia Government Portals and Websites Assessment (MGPWA). The MGPWA is a program under MSC Malaysia, which act as an assessment tool to provide a “check-and-balance” assessment to government agencies of their online services but also act as a guidance to enhance their services effectively to the public which is stated in the MSC Malaysia website, http://mscmalaysia.my/other_programmes/mgpwa2012.

This achievement reflects the capability and maturity of MDKP administration in providing services to the public. The service provided by MDKP cover by two methods which is via direct interaction (manually thru counter service and sub-contract to third parties) and electronic methods (administrative and general information, for complaint, application form for business and development activities etc.) which is stated in their website, <http://www.mdkubangpasu.gov.my/>.

This study also focusses to the end user or the customer of MDKP, which is specifically aimed to the resident of the Kubang Pasu district. The resident of MDKP is the suitable target group to provide information and feedback on the capability of services to the public (MDKP resident) as highlighted earlier by John and Ismail. Moreover, generally, the reason why MDKP resident has been selected because they are the customer that deals and liaise with local government services in the Kubang Pasu district.

1.6 Significance of The Study

The purpose of this study is aimed to provide information on the MDKP resident feedback and satisfaction toward the MDKP services. This study also aimed to contribute knowledge MDKP to administrators, related government agencies, MDKP resident and other affected parties for their future reference.

1.7 Limitation of The Study

The main limitation of this study was the limited source of literature review or study conducted related to this study by the scholar and education institutions in Malaysia. Most of the literature review retrieved and research done was conducted from the outside of Malaysia. Therefore, many of study and literature review used for this study was retrieved from international sources.

This study also has limitation to obtain up-to-date data from MDKP. The data such as the latest activity and population data of the target group are limited and outdated. Some

of data is retrieved from 2010 due to the timeline of population survey, which is conducted every 10 years.

The respondents' response or cooperation during data collection process also one of the limitation of this study. Researcher found that there are responsive that reluctant to accommodate the direct approach survey. Thus, the researcher has opted to use another alternative to attract and obtain a respondents' response to participate in this study.

1.8 Organization of The Dissertation

This study is structured into five chapters. The contents of each of these chapters begin with Chapter 1. This chapter provides the background of the study, including problem statement, research question and objective, scope and significance of the study and the limitation of the study. In Chapter 2, it contained literature review and displayed theories that fortify and support the objective of this study. This chapter also displayed the idea and past study from previous scholars. Furthermore in chapter 3, the chapter has listed out the details about research methodology. This chapter displays the conceptual framework of this study. Moreover, this chapter also provides justification and purpose of the research, such as research design, target group, data collection procedures and much more. Meanwhile, in chapter 4 discuss on the finding result from the analysis technique of the research question. Finally, in chapter 5, all findings will be aligned according to the research questions. From the findings result, there will be discussion on the implication supported with the recommendation for future research.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter is focused on the reviewing the related literature review (LR) from the research done by previous scholar. The orientation of this chapter is to obtain an overview of the concept and outcome analysis of the previous research. Thus, it will provide picture on what is concept of a variable that is appropriate to use to achieve the research objective and answering the research question.

2.1 Public Participation

In order to encourage the effectiveness of local government in providing services to the public, one of the ways refers to the public participation in local government activities. It was believed that, by having the public participation in local government decision, it will encourage the public to get involved in any matter related to the means of successful good management of local authority actions.

The effectiveness of local government in providing the services to the public can be seen through the proper engagement of public towards local government activities (Monnikhof and Edelenbos, 2001). This shows that the implementation of the activities in relating to the matter of local institution will lead to the effectiveness of the local government by

enhancing the public involvement in any activities such as in term of decision making, availability of information to the public, complaint management system as well as the quality in the services provided to the public at large.

Public participation in local government activities in Malaysia is depends on several factors such as types of local government (i.e. City council, municipal or district), local leadership and fiscal capabilities. In most cases, the public will participate in local authority-driven activities. For example, the Municipal Council of Petaling Jaya has launched a river clean up campaign near Sungei Ara squatter settlement areas as part of its river beautification program (The Star, 1997). It shows that the opportunity given to the public in rising up their opinion to the local government could give an issue-oriented decision by the local government in fulfilling the needs of residential area. The similar activity has been acknowledged and promoted in ministry level, whereas the Ministry of Housing and Local Government (MHLG) has aggressively addressed the Local Agenda (LA 21) program in international level such as in Rio De Janeiro Earth Summit in 1992. The LA 21 is one of sustainable development program which promote more public participation in the sustainability agenda and intended to translate it into practical action at local level. This initiative would provide a good example to be replicated by other countries worldwide (Joseph & Taplin 2012).

Moreover, the concept of public participation in improving local government service was initiated prior to the success of the privatization policy whereby the Public Private Partnership introduced into the 9th Malaysia Plan and were further emphasized in the 10th

Malaysia Plan. The effort was parallel to what had applied in the United Kingdom (UK) whereby the private sector participation was introduced aimed to improve the efficiency and quality of public service whilst introduction of competition among others (Suhaiza, 2014).

Brager and Specht (1973) referred participation to the means by which people, who are not elected or appointed officials of agencies and of government, influence decisions about programs and policies which affect their lives. While the Skeffington (1970) defined public participation as a sharing action to formulate policies and proposal, but a complete participation only happens when the public is allowed to participate actively in the planning process.

In the World Conference on Agrarian Reform and Rural Development (1983), public participation is conclude as a human right, whereas participation of the people in institutions and system which govern their lives is a basic human right and also essential for a realignment of political power in favor of disadvantaged groups and for social and economic development. Furthermore, Navarro (2001) defined participation as a process of empowerment that helps to involve local people in the identification of problems, decision-making and implementation, which can contribute to sustainable development.

The important avenue to participate in the running of a local authority is through councilors appointed by the government taking part in local councils. According to the Local Government Act 1976, the appointment of councilors is done: "From amongst

persons the majority of whom shall be persons ordinarily resident in the local authority area who, in the opinion of the State Authority, have wide experience in local government affairs or who have achieved distinction in any profession, commerce or industry, or are otherwise capable of representing the interests of their communities in the local authority area" (Malaysia, 2001). Therefore, public involvement in choosing the right candidate as their representative might lead to the public satisfaction towards local government.

The future of local government is tied to its capacity as a community leader to work alongside other agencies and its citizens in order to achieve social and economic benefits. The local government modernization agenda includes encouragement or requirements for local authorities to engage the public in realizing this capacity. Complaints or suggestion schemes (and, inevitably, service satisfaction surveys) are most often used to obtain the public's views on service delivery and best value issues and referendums tend to be used to seek citizens' views on political management arrangements (London, Department for Transport, Local Government and Regions, 2002). Based on the previous research done in London Local Government, it shows that an opportunity or space given to the local residents to make a complaint as well as suggestion might be useful for local authorities to carry out their activities and directly increase the level of satisfaction among the public towards services provided by the local government.

In addition, from the London, Local and Regional Government Research Program (1998) stated that a better relationship with the public towards local government enhanced when

the participation initiative used most regularly by local authorities appears to be an area or neighborhood forums, which seem to be used on average 15 times a year.

Traditional approaches, public meetings, question and answer sessions and co-option to committees are also used frequently around once a month by authorities to engage the public. As one would expect, referendums are used on a one-off basis, most likely to engage the public on a key issue or decision. It means that, to encourage the participation among public towards local government activity, public must be allowed to involve in any forum, meeting and any referendum in making any local decisions. Public satisfaction towards local government services is influenced by given the opportunity to enter in any forum or meeting regarding local decision. Moreover, the obligations on the local sphere to consult are more developed. Section 152 (1) of the Constitution States of South Afrika Local Government (2001) stated that ‘local government must encourage the involvement of communities and community organizations in the matters of local government’. This implies going beyond just consulting communities as an aid to deliberation. The consultation requires the annual report of a municipality be made to public. It also requires local government to disclose its financial condition publicly, therefore the public are aware about the position of local government in its financial condition. The disclosure of information about local government activity will enhance the public participation and increase the public satisfaction towards services provided by local government.

Community participation in decision-making and planning is not a new concept. In fact, it has long been used in some communities as a way for governments to avoid public outcry over their decisions. Without such communication, there will be an obstacle and could cause the wrong action taken by the decision maker in order manage public issues (Kasemir et al., 2000). Public participation is important to gain public support in decision making. The public must be given the opportunity to voice up their needs and wants before the policy being implemented. Therefore, public participation in decision making of local government policies will increase the public satisfaction towards services provided by the local government.

Public consultation remains invaluable in gauging local feeling and opinion. Not only is it politically desirable to consult the people the provision of leisure facilities is intended to serve, but more important, the planning process itself is incomplete unless people are consulted about their leisure needs and demands, their perception of existing facilities and services and their expectations of future provision. (Torkildsen, 1999).

Participation in planning is widely considered to improve the quality and effectiveness of decision-making as it widens the knowledge base, stimulates creativity and creates social support for policies. (Leeuwis, 2004). ccording to the Information Commissioner of England, noted that is not always easy government, but it is good government (Thomas, 2007). It focused on the Freedom of Information (FOI) Act 2000 at the tier of elected local government in England and Wales, which, through the provision of a variety of social services such as education and housing, has the most immediate impact upon the

majority of citizens. As Redlich and Hirst (1970) have noted, in the cities the transfer of power to un-elected boards effectively excluded the freemen of the town from any participation in making decisions about the government of the town. Therefore, the researcher believes that the public participation in local government activities such as, the involvement in decision making, freely in gaining any information and the space given to the public in voice up the opinion to the local government will enhance the effectiveness of local government in providing the services to the public at large.

The important role public participation plays in the management of a particular locality is universally accepted even though the extent and degree of participation may vary from one country to another or amongst local authorities themselves. According Phang (1989), the term covers at least four general features that are by no means exhaustive, but seem to imply a system of representative or participatory democracy in local governance, consultation, where the council identifies an issue and seeks public response. Secondly, direct involvement or power sharing, where the community is a full member in the decision making body. It also must be accompanied by community activity, where groups put forward their own demands and community self-management, where groups have control over facilities and resources.

Buccus et. al (2007) found that the significance of public participation in the dominant development model in American has become consolidated over the last 10 years, as experience has proven it works better than the 'external expert stance' approach. Hence, public participation is seen as a central component necessary to influence human

development. Meanwhile, Barner (2003) highlighted that in America, it was found that almost all local governments in American provide opportunities for the public to speak at regular meetings. In addition, it has led to the effectiveness of local government in providing the services to the public when some cities reach out to citizens, going outside the hearing rooms or the council chambers to probe community opinion. Some survey citizens by mail, telephone, or fax. Officials, usually managers accompanied by staff or department representatives, visit civic groups and neighborhood associations. Other cities use formal methods. Hence, the effectiveness in local government service is indirectly influenced by public participation.

Mohamed et al. (2009) asserts that the involvement of public towards electronic service introduced by Malaysia government is motivated by public own interest or need in such way to demonstrate the outcome of using government services for themselves or others. It shows that the participation of public in utilizing local government is subject to the functions of the service and their need. As the criteria are matched, broadly, the public tends to share the outcome from the post-experience of the service either to themselves (satisfaction) or others.

2.2 Quality Services in Local Government

Service quality measures the performance of products and services from the customer's perspective (Manjunatha and Shivalingaiah, 2004). The staff should understand the internal and external customer expectation and it is crucial to anticipate the level or

standard of customer satisfaction in order to ensure that the employees is capable to preserve the quality of service delivery at all times (Wan Zahari et al., 2010).

In the early study of SERVQUAL, Parasuraman et al. (1985; 1988) define a set of gaps occurring at different stages of the service design and provision, which altogether result into the ultimate relevant gap between consumers' expectations prior to the service delivery and consumer perceptions during the service delivery. This gap was first defined for 11 dimensions or domains of the service provision (access, competence, responsiveness, reliability, courtesy, communication, credibility, security, understanding and knowing the customers, and tangible), which were later reduced to five which is (1) responsiveness, (2) reliability, (3) assurance, (4) empathy and (5) tangible.

According to Parasuraman et al. (1985), *Responsiveness* refers to the reaction on time of the service. It means that, when the customer requires any information related to the services provided, the service provider is able make it on the time required. *Reliability*, is referring to the dependability of the service providers and their ability to keep their promises, ability to perform the promised service dependably and accurately. Thus, to improve public satisfaction with local government, quality services must be improved frequently. *Assurance* referring to the level of certainty a customer has regarded the quality of the service provided. It means that, once the service provider had allocated the service required, they are satisfied as it fulfilled all the needs of the customers. *Empathy* is when a service employee shows that she understands and sympathizes with the customer's situation. The greater the level of this understanding, the better some

situations require more empathy than others. For the final dimension which is *Tangible* is referring to a service's look or feel, appearance of physical facilities, equipment, personnel, and communication materials. It means that, after the customer had experienced the service provided, they are about to satisfy based on what they are looking for.

SERVQUAL method is widely used in assessing customer satisfaction in government services. Horri et.al (2013) investigated and surveyed the client satisfaction of the Markazi Province Agricultural Jihad Organization (MPAJO) services through the SERVQUAL method for service quality assessment. The researchers found that the dimensions such as tangibles and responsiveness do satisfy customers, but reliability, assurance and empathy did not meet their satisfaction. They suggested that the organization should improve assurance via employee knowledge in responding to clients' complaints resolution, established trust, accuracy and rapidity increase in doing their work.

The originator of SERVQUAL stated that this model can fit for any service organizations which has been argued and counter-attacked by other studies. Despite criticisms, Fonseca et. al (2012) have explored the relationship of service quality and customer satisfaction in public transport service using SERVQUAL survey taking into account both internal and external perspectives. They found out that people under study do not make any distinction between the two concepts mentioned: service quality and customer satisfaction. In addition, they suggested that the determinants of dissatisfaction were the

opposite of satisfaction in relation to the service quality dimension. In reliability, failure to commit in prompt service and schedule dissatisfied customers, discomfort and dirt intangibles, or the question of punctuality. Furthermore, their study shows that if dimensions of service quality are assured then satisfaction will be achieved or will be dissatisfied if their needs were not met.

Apart from SERVQUAL dimension theory, the public satisfaction can improve through helpdesk services. Based on the research done in England local authority, it found that 78% of the respondents agreed that availability to solve the problem immediately would reflect towards the satisfaction among the public (Grant, 2008).

Local government councils are committed to providing timely, efficient, consistent and quality customer service. Inevitably, there will be times when that objective is not attained, particularly from the viewpoint of residents. As a result, some of those situations will trigger complaints from individuals or organizations. The community expects that public agencies will be customer -focused and responsive to their feedback. One of the ways an agency can meet this expectation is to have as part of its business activities and procedures a complaints management system with a feedback loop to enable complaints information to be used to improve services. If people are unhappy with an administrative decision or action, feedback via complaints gives an agency a second chance to explain why the decision was made or change it if appropriate. It can ensure that a good relationship between the agency and its customer is maintained, or a bad one improved. A proper complaint management system in local government encourages public satisfaction

regarding the local government administration and lead to the effectiveness of local government in providing the services to the public.

In UK, the reformation made in Local Government 1999 proposed that, any complaint, recommendation and suggestion made by the public must be responded in two consecutive working weeks. If the local authority failed to do so, it is subjected to penal action and has to show the letter caused for failing in doing so. It proposed also, the responds must be disclosed freely to the public which stated the type of actions taken into consideration. Hence, responsiveness of the local authority may improve the public satisfaction towards local government administration (London, DETR, 1999).

In Tasmania, councils are required by the Local Government Act 1993 to have procedures to deal with complaints. The Act also requires councils to develop a customer service charter that must specify a procedure for dealing with complaints relating to services provided by the council. The report makes 12 recommendations aimed at ensuring councils comply with their complaint handling obligations under the Local Government Act 1993 and that information regarding complaints be collected in such a way as to assure its use in improving internal reporting and service provision (Haward & Ivan, 2009).

Office of Public Service Commissioner's (OPSC) (2006) asserts that the Australian Standard ISO 10002-2006 has discussed about the customer satisfaction, and the Guidelines for complaints handling in local organizations. It can be divided into several

sections which are (1) visibility, (2) accessibility, (3) responsiveness, (4) courteously, (5) objectivity and (6) unbiased manner through the complaints management process. It also requires confidentiality, customer-focused approach, accountability and Continual improvement. The continual improvement of the complaints management process and the quality of services will be a permanent objective of the administration. The objective of this policy is to provide a consistent and effective mechanism for the management of local government and prompt resolution of complaints and at the same time to improve customer and stakeholder service satisfaction with the services provided. The development of public administration not only contributes to the modernization of the public service, but has also educated the public. The public expects the civil service especially the third tier of government, which is local government to fulfill their needs in the best tune. Therefore, the quality of the services given by the local public service, in all aspects, needs to recognize the customers' expectation. Realizing the importance of improving the local public service, this study aimed to investigate the customer's satisfaction towards service quality in the center of the local authority. Even though the operation of each local authority followed the same operating procedures, but still the satisfaction rendered to the customers differ.

According to Norudin & Che Hamdan (2010), the management (local council) should enhance the more support system and facility to ensure the up-to-date service counter facility and to provide training and continuing motivational support to the staff. This would assist staff to provide a satisfied counter service to the customer (public).

Based on the interview among the Chief Executive Officer (CEO) and finance directors of local government bodies such as in Australia, the public sector in most developing nations is hardly having any performance measure of their services provided (Kloot, 1999). This leads to the local government officers and counselors believe that they are largely responsible and accountable to the State and Federal agencies, but the people they serve (Kuppusamy et al, 2006). Although the service provided likely to be beneficial for the public, however, it does not always develop a strong package of significant satisfaction accordingly to meet the needs of the communities. Lack of knowledge about interrelatedness of one department to another department, method of operation, styles of negotiation and the execution of delivery found to be frequent causes of dissatisfaction. Dissemination of information, exchange of views and ideas, and the analysis of potential solutions to cases are therefore important factors for consequent satisfaction.

Based on previous research, customer satisfaction can be defined as the result achieved when the service or product features respond to customer need and when the company meets or exceeds customer expectations over the lifetime of a product or service (Juran, 1981). As suggested by Jones and Sesser (1995), providing customers at the counter services with outstanding value may be the only reliable way to achieve sustained customer satisfaction. Companies or firms must realize that different actions are required to convert neutral customers to satisfied customers than to convert satisfied customers into completely satisfied customers.

Going through the literature, it is evident that companies have tried to measure customer satisfaction ever since the 70's. During that period of time, much of the work was based on theories, which, among others stated that increasing customer satisfaction would help them to prosper (Coyles and Gokey, 2002). In the 80's, witnessed the issue of service quality, performance monitoring and resource allocation being added to customer satisfaction (Bolton, 1998). In the 1990's however, organizations and researcher have become increasingly concerned about the financial implications brought about by customer satisfaction (Bolton, 1998). Therefore, researchers believe that customer satisfaction towards local government administration, especially at the counter service might lead to the efficiency of local administration in developing the territorial area.

Providing service is not the same as manufacturing and selling tangible goods to the customers. When buying tangible item, consumers may have some expectation about the product based on advertising, word-of-mouth or previous ownership of the product. From those, customers will develop some feelings about the quality of the product after some experience with it, but these perceptions of product quality are not influenced by personal contact with those individuals who manufactured the product (Burke et al, 2005). When individuals purchased a service, however, they are influenced by the service provider and the quality of experience or encounter they have with the service provider. The provision of service is face-to-face; the receipt of service is both a personal and a psychological experience. The findings by Burke et. al. (2005) is well support the notion by earlier researchers (Schneider & Bowen, 1995) Interestingly, customer satisfaction can result from any dimensions, whether or not it is quality related (Choi et.al. 2004).

In Carlzon (1989) study, he stated that the quality of any service encounters or “moments of truth” experienced by customers' forms part of their overall impression of the whole service provided by the local government. As commented by Deming (1982), most people give their opinions based on the people that they see, and they are either satisfied or dissatisfied or delighted or even on the continuum in between. As such according to Parasuraman et. al., (1985), measuring the service quality is more difficult than product quality. Service quality perception results from a comparison of customer expectations with actual service performance. Tracking back the study by Schneider and Bowen (1995), they deduced that the quality of the core services influences the overall quality of the service perception and thus lead to customer satisfaction. Therefore, in this study researcher try to explore about the quality in the counter service in local government administration since it has been divided into three sections which is employee performance at the counter, facilities and office layout in local administration office.

While in Malaysia, apart from the customer-oriented policies that were repeatedly announced, the obvious trend towards a friendly and efficient delivery of services found to be lacking in the local authorities as compared to those deliveries done by the private sectors. However, these policies and changes that had occurred were seriously affected by the inability of certain factors such as the facilities and layout, the performance of the staff involved, and the quality of service delivery. This paper therefore indirectly seeks to conduct an investigation about customer's satisfaction towards counter service at local authority within the desired local government.

2.3 Service Delivery

Local government is the sphere of government closest to the people, they are elected by citizens to represent them and are responsible to ensure that services are delivered to the community. One way in which local government can do is to provide the service themselves through the use of their own resources involves finance, equipment and employees. The local government may also outsource the provision of a service. In other words, it may choose to hire someone else to deliver the service but it remains the responsibility of the municipality to choose the service provider and to make sure that they deliver the service properly.

The introduction of New Public Management (NPM) was introduced to upgrade and improve the effectiveness and efficiency of public service and aimed to eradicate the administrative culture of compliance, error evidence and inefficient (Siddiquee, 2008; Moynihan, 2005).

The main motivation for the improvement was the demand for a more efficient, energized and market-driven public administration (Cheung and Scott, 2003; Siddiquee, 2006; Swee and Kesavapany, 2006). Currently, it was notably that there has been augmented public interest in the performance of Malaysia local government in the delivery of public service followed by the request for the transparency and enhancement in public accountability of local government service performance (Berita Harian, 2005; Buang, 2006; Phang, 2008; The Star, 2005; Utusan Malaysia, 2008). These services have a direct and immediate

effect on the quality of the lives of the people in that community. For example, if the water that is provided is of a poor quality or refuse is not collected regularly, it will contribute to the creation of unhealthy and unsafe living environments. Poor services can also make it difficult to attract business or industry to an area and will limit job opportunities for residents.

Local government plays a significant role in delivering essential services to the public. Services delivered include road and footpath maintenance, garbage pickup and waste disposal, park maintenance, library services, building and development approvals, water supply, water collection and treatment, art galleries, community facilities, storm water drainage, airport management and tourism promotion. (Woodbury, Dollery & Rao, 2003).

According to privatization advocates, providing governmental services through the market encourages competition, economies of scale, and greater consumer voice (Savas, 2000). Advocates of inter-municipal cooperation argue that it achieves similar results by creating a market for service provision extending beyond a single jurisdiction and expanding economies of scale. At the same time, local governments retain public control over both the provision decision (what services will be provided) and actual service delivery, since contracts are given to another government or governmental authority (Oakerson, 1987).

According to Fox and Meyer (1995), service delivery is the provision of public activities, benefits or satisfactions. Services relate both to the tangible public goods and to intangible services themselves. Therefore, the researcher believes that service delivery provided by municipalities to the public within its territory must not only concerned with sustainable manner, it also should relate both the tangible public goods and to tangible services.

Local government authorities hold a large number of facilities that place demands on resources. They have a responsibility to use and maintain a wide range of property assets, including classified and heritage buildings, single purpose facilities and state of the art multipurpose facilities. In addition, amalgamations may have caused many authorities to have surplus property assets that duplicate functions. Resources allocated to running and maintaining under performing or extra facilities directly restrict the authority's ability to provide the community with better services (Malaysia, 2001).

Stated in Street, Drainage and Building Act 1974 (Act 133) (Malaysia, 2001) under the provision of section 133, local authority may to set up fund Improvement Service Fund (ISF) to generate financial contribution prior development approval granted. The fund actually was prescribed only to be used for a specified range of infrastructure uses. It is the responsibilities of the local authority to ensure the cleanliness, collection and disposal wastes and drainage and sewage.

Moreover, Craythorne (2006), define basic municipal service as the necessary to ensure an acceptable and reasonable quality of life and, if not provided, would endanger public health or safety or the environment. Much more, he also added that municipal service must be equitable and accessible; be provided in a manner that is conducive to the prudent, economic, efficient and effective use of available resources as well as the improvement of standards of quality over time by financially.. [and] environmentally sustainable; and be regularly reviewed with a view to upgrading, extension and improvement.

Siddiquee (2008) stated that for service delivery is at the core of government duties to its citizens, the existence of innovation and governance is needed to ensure the level competitiveness in local government services is up to date and ready to meet the standard of services offered by the private entities. This is fundamentally because despite privatization, the governmental machinery in Malaysia has continued considerably large and the citizens endure to rely on the public sector for the bulk of their service needs.

In order to relate the delivery service in the local government and public satisfaction, the researcher has divided it into three sections which is adequate facility, upgrading local government delivery service and frequency in delivery service in local government administration system. Those sections used to explain its used and role in the local government service delivery.

Refers to Wanmali & Islam (1995), service delivery provided by local government in most areas in India similarly, includes various services such as those related to transport (bus and truck), finance (credit and banking), input distribution (of seeds, fertilizers, pesticides and agricultural machinery), animal husbandry and marketing (of agriculture produce) which are also considered necessary for development. Service is often available in only a few settlements, but are used by a large number of settlements, resulting in economic transactions across a greater geographical area. Based on those scholars, in providing adequate facility, the service delivery should have an interrelation between each other in term of application of the services with its functionality and services that are necessary to the society.

Local governments are commonly recognized as “natural aggregators” offering or contracting for a range of essential services from water and solid waste to cable television. But most importantly, what we can’t afford to overlook is that they have already aggregated consumers for electric service. One example of this is the municipal system in the town of Glasgow, Kentucky, which offers an integrated mix of telecommunications, cable television and high speed internet services along with electricity Glasgow has become a centre for those envisioning the technological possibilities for communities (Ridley, 1997).

In 2003, Deputy Prime Minister Datuk Seri Abdullah Ahmad Badawi has called on the district councils and the local authorities to make full use of the Information And Communications Technology (ICT) in their effort to provide efficient and quality

services in tandem with the rapid urbanization in the country. This is because the people have become more educated and more discerning as well as having high expectations of the goods and services provided by local government institutions (Bernama, 2003).

For persons with complex service needs, adequate care depends on the availability and accessibility of services offered by organizations and care providers of delivery systems that are functionally discrete and disconnected. A common problem in service delivery systems for the elderly, for example, is the inadequate linkage between hospital-based acute care services and in-home supportive care. Frequently, the absence of functional linkage results in organizational activities that seem to work at cross-purposes in meeting the care and service needs of clients. As a consequence, demand grows for improved relationships between sectors of care, and the problem becomes conceptualized in terms of the need to develop a comprehensive community-based system of care (Myrtle & Wilber, 1994).

Working in partnership with the communities involved, and with the local authority, the objective was to explore the feasibility of creating a method-based approach to informal settlement upgrading that could be used as a replicable model for South Africa. A key objective of this upgrading methodology was to empower the community, both through the provision of detailed information on the community and then by the use of that information to support their negotiations with the local authority. The ability to access all the relevant data on their community and settlement did strengthen the community, and gave them a power base that facilitated a partnership with local government. The

functioning of local government is based on ultra-vires and general competence principle (Norris, 1980). Government restructuring of its service delivery remains a central focus of research on the role of the public sector in modern society. Observing that public provision is still the dominant form of public goods service delivery in the United States and believing that private provision is more cost efficient, researcher have tried to explain why more services have not been privatized (Lopez-de-Silanes, Shleifer, & Vishny, 1997). Privatization proponents argue that local governments surrender to union and political pressure and ignore the savings from privatization (Savas, 2000).

Although there are many other higher education institutions in America, some of them have aggressively provided services to government officials, the universities included in the survey do comprise an immense national resource. They have the faculty and budgets necessary to make an organizational commitment of assistance to state and local government officials. Given their obvious value, the priorities which these universities place on programs of assistance to state and local government should say something of major importance about the way higher education in this country will meet the challenge of assisting state and local public officials (Whorton et al., 1986). The difference is the current drive for enhanced managerial effectiveness is an indirect consequence of a growing public sector, which itself is the result of a more complex and interdependent economic, social, and political order. For example, the cost and effectiveness of local government services are among the factors considered by industry when making facility-siting decisions (Cohen, 2004). Every city, for example, serves some function in a sense larger than the operations of the city government. The city may be a financial center, a

transportation hub, or a service area for a farming region. It should be the ultimate goal of the municipal government, and thus the direction of all of its "output," to maximize those factors which enhance these two functions, recognizing that the government is not the (or even necessarily the principal) determinant in this ultimate process (Wright, 1975). A well-known example of intergovernmental contractual arrangements is the "cafeteria style" Lakewood Plan, adopted in 1954. The Lakewood Plan refers to the agreement between the Los Angeles suburbs of Lakewood and the county of Los Angeles that allowed Lakewood to purchase almost all of its basic services from another level of government. The Lakewood Plan allowed cities to maintain their full legal status as municipalities with taxing and borrowing powers and allowed them to elect city officials (Koven & Hadwige,. 1992). Expectations for "solutions" should be replaced by desires for continued improvement in the hope that the rate of change in the quality of local governance can begin to keep pace with the growing needs of the people for social order and effective services (Wright, 1975).

Achieving equality of treatment becomes more difficult as one move from resources to activities to results. Further, equal treatment at one stage often seems to mean unequal treatment at subsequent stages. For example, equal expenditures for street cleaning in neighborhoods having varying amounts of litter are unlikely to result in equally cleaner streets in each neighborhood. Equality of results may be the most difficult to achieve. It commonly will require inequality of resources and activities from part to part of a jurisdiction. Professional or administrative explanation presumes that service administrators respond primarily to neighborhood needs and service conditions, the

preferences and not simply the needs of neighborhood residents may affect the policies adopted by service administrators. Although professional administrators are in control of the actual day-to-day implementation of municipal service policies, revenues are raised and expenditures are authorized in the political arena (Kelly & Swindell, 2002). The researcher believes that the local government itself should identify or determine the suitable policy and the financial source to ensure the frequency in delivering service to the public in adequate time.

Subsequent studies reveal little evidence indicating that municipal service distributions favor the privileged. For example, Lineberry's recent study of San Antonio was designed, in part, to test his "underclass hypothesis" that in the distribution of municipal services to neighborhoods, "some groups suffer because of their race, because of their social status, or because of their paucity of political power" (Lineberry, 1977). The researcher believes these factor effects the frequency of local government service distribution in their territory toward public.

Parks, fire protection, and several other services were examined in terms of their benefits to various neighborhoods in the city. The data, analyzed by census tract, show marked inequity, but not along the expected lines of bias against "underclass" neighborhoods. In most service categories, poor neighborhoods or those with greater concentrations of minorities were found to receive greater service benefits than others. (Nivola, 1978). The researcher believes that frequency of local government delivery service is affected by the

role of services towards public which consideration which services is most needy and benefits the public.

2.4 Public Satisfaction

Satisfaction involves the moment of truth or experience the service before assessing how satisfied the customer that uses the service is. Referring to the past studies since the 70's, it is proven that an organization has been attempted to assess customer satisfaction. Most of the effort done were constructed on theories, which, among others mentioned that the organization may flourish by enhancing customer satisfaction (Coyles and Gokey, 2002). Meanwhile, in the 80's, customer satisfaction correlates with the service quality, performance monitoring and fund allocation. However, in 1990's, the organization and scholars become more anxiety about the effect of customer satisfaction toward organization financial insinuation (Rust and Zahorik, 1993; Bolton, 1998).

According to Sureshchandar et al (2002), the scholars identified a greater connection between customer satisfaction and service quality while Palmer (2011) stated that it is a customer post-ingesting experience that differentiates perceived quality with the expected quality. Moreover, Baran et al. (2008) claimed that satisfaction can be characterized as a post-purchased assessment of product or service quality given pre-purchase expectations, thus the customer satisfaction will be influenced by on the confidence presented from the quality of a product or service.

Furthermore, Taiwo et al (2011) described conceptualization of customer satisfaction can be either transaction-specific satisfaction or cumulative satisfaction. That customer evaluates the service and determines their satisfaction the first time they encounter it. However, for the repeated customers may evaluate their satisfaction from the first time they have tried the service to date. Thus the degree of customer's satisfaction level would be influenced based on the frequency of use of the service.

In general, to ensure that the post-experience are aligned with per-purchase expectation, the local government should focus the application of a reliable analysis method for determining the level of citizens' satisfaction with the services provided by local governments and the factors related and influenced to that satisfaction level. However, in the past studies that measuring satisfaction, usually deal with the relationship between demographic characteristics of the citizens and their satisfaction with the local services, and it is overlooked that local service delivery is a process of transaction between local government employees and citizens and satisfaction with the local government servants is also an important factor to develop citizen satisfaction (Kurgun et al., 2008). Citizen satisfaction is a multi-dimensional issue, due to diverse factors influencing the level of satisfaction. In Adaman and Carkoglu (2000) study, the scholars have pointed out the three factors, which influence the citizens' level of satisfaction towards the public services. Those factors are (1) whether or not the choices are reflected in public policies, (2) whether or not efficiency principle is complied with, while providing services, (3) whether or not there is a relationship based on self-interest with the third parties.

According to Sevimli (2006) study, the scholar states different factors to be effective on citizen satisfaction. Those are (1) *Experience*: citizens generally use their past experiences primarily, when deciding to receive services, and they compare the service they receive with their previous experience, (2) *Personal characteristics*: citizens' demographic, social and physical, characteristics, and the factors such as their levels of education and expertise are extremely effective on their satisfaction levels, (3) *Situational effect factors*: those include factors, such as advertising and public relations activities, in relation to the service, and (4) *Verbal communication*: that is the knowledge, which the citizens derive from their environment, about the services.

Meanwhile, Emrealp and Yildirim (1993) in their study stated that local governments should consider the elements given below, in order to increase the satisfaction level of the local community which consist of (1) providing public participation, (2) political structure, (3) understanding of mission and objectives, (4) Innovative and entrepreneurial management approach, (5) Provision of job satisfaction of staff, (6) values and ethics and (7) Organizational structure .

2.5 Theories Of Public Management

2.5.1 New Public Management (NPM)

Restructuring of public administration is now a worldwide situation as governments contend with rapid changes of technological, social, the effects of

globalization economic, and, including the upshot of globalization. Few countries have implemented radical and comprehensive public-sector reforms since the mid-1980s. These reforms have established objectives and set incentives for productive performance and involve greater transparency. The opening of government agencies to competition, greater privatization, and accountability standards contributed to improved government performance. These reforms have reduced the governments' market involvement relative to the total economy.

The NPM is referring to a set of present-day administrative modifications aimed to enhance the competence and performance in the public sector delivery of services. The essential of these modifications is the utilization of public sector management tools, private sector values and the delivery of local services via market mechanisms. The NPM philosophy is subject to the theory that the poor performance and incompetent of local services are caused by the existing structures and policies of the government.

It more states that the complications of the government are so prevalent and deep-seated that the government themselves unable to restore simply by shifting the structures of public bureaucracies. Hence, the promoters of the NPM offer replacements in the form of market-based solutions and customer-driven management. Some experts see the NPM as a "menu" from which the countries may choose and apply depending on their specific situations (Manning, 2001).

However, based on the existing literature, it is likely to recognize some important elements of the NPM as a generic model. It emphasizes, among others, on the following:

- Decentralization of authority with service delivery instruments, including contracting out and quasi-privatization;
- Downscaling (decrease budget and staff of public agencies), employee empowerment and deregulation in the public sector;
- Results compared to inputs and processes, performance management hold staff accountable and performance contracts;
- Private sector management and flexibility style;
- Cost recovery, competition between public and private agencies to attain a contract to deliver services;
- Enhance the quality of the directive and the management of human resources; .
- A philosophy that gives priority on the citizens/customers and accountability for results (Pollitt and Bouckaert, 2000).

Thus, the NPM signifies a main modification in public sector administration – a modification that redefines and integrates modifications in public sector processes, values and structures. The structural modifications involve decrease in hierarchies, organizational decentralization, rationalization organizational activities to eradicate unnecessary units/agencies. With all this, the NPM pursues to modify the

traditional rule-bound, process-oriented administrative culture into innovative, flexible, result-oriented and dynamic.

2.5.2 Total Quality Management (TQM)

The philosophy of Total Quality Management (TQM) is to preserve excellence and competence in management activities within an organization. This theory has captured attention among practitioners and scholars during the 1990s (Svensson and Wood, 2005). Afterwards, the theory is attained as a well introduced system for enhancement for both the satisfaction of customers and the performance of institutions (Lagrosen, 2001). Svensson and Wood (2005) asserted that the TQM has an interior effort on a business management institution. An imperative requirement is a sound quality policy, supported by strategies and toilets to implement it. Leaders must take responsibility for preparing, reviewing and monitoring the policy, plus take part in regular improvements of it and ensure it is understood at all levels of the organisation. Although TQM is established and regularly exercised within the private sector, it can be applied in the public sector. However, TQM experts suggested to study and understand the local people first for enhancing quality of services in the public sector (Munro-Faure & Munro-Faure, 1994).

Conversely, TQM is also connected with customer affairs by refining internal management. As in both staff and customers are the essential to governance

phenomena, any plan needs to understand the society and local places for the superlative performance. Therefore, TQM is also fixated on internal staff, as it have confidence that customers obtain quality service if the organisation develops the quality of its staff. TQM scholars suggest that refining the performance of staff could assist to develop the performance of its service delivery. Hence, TQM has emphasised the 'soft' fundamentals of the organisations in realizing best services (Svensson & Wood 2005). Thus, the collective fundamental of TQM and good governance are to acknowledge local people for any organizational development. In more detail these fundamentals are: (1) reorganize administrative functions and procedures; (2) overcome obstacles in interacting external customers i.e. community; (3) supervise staff performance, especially producing officials accountable to the beneficiaries; and (4) develop the relationship between organizaiton and the beneficiaries (Ciborra & Navarra, 2005; Schedler & Felix 2000).

2.6 Chapter Summary

This chapter discuss on the critical reviews of literature and theories according to the topic of the thesis. The literature and theories disscuss earlier is meant to act as the foundation for the experimental of analytical section of the thesis. Literature selected is applied as research variable and will be used as the foundation guide the development of research framework.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This research is a cross-sectional study which is used to meet with the points discussed in the scope and the significance of this research. In brief, this research attempts to analyse the relationship between the outlined independent variables (IV) and dependent variables (DV). Therefore, this chapter is aimed to outline the methods and procedures that were used to measure the relationships.

3.1 Research Framework

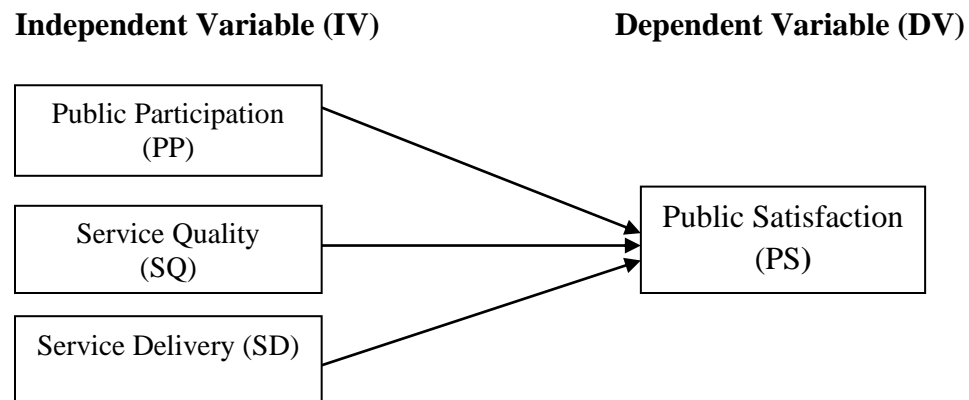


Figure 3.1: Research framework

3.2 Hypothesis Development

Sekaran and Bougie (2013) has outlined that hypothesis testing usually clarifies the nature of certain connection or created the differences among groups or independent of two or more factors in a situation. Moreover, hypothesis testing is undertaken to justify the differences in the dependent variable or to predict organizational outcomes.

H1 There is a significant relationship between public participation in local government activities and public satisfaction towards local government services.

LR H1 Vadeveloo & Singaravelloo (2013) reveals that from the perious research conducted by Rosenbloom and Kravchuk (2005), it reveals that frequency of public participation in community activity is subject to the information and goal that can be achieve from the activity which in certain extent gives expectation that the activity could offer or lead to some degree of satisfaction.

H2 There is a significant relationship between service quality in the local government and the public satisfaction towards local government services.

LR H2 Quality is an essential factor for the development of local government services and a pivotal driving force for better citizen satisfaction (Rodríguez, Burguete, Vaughan & Edwards, 2009). Seiler (2004) has

conducted a study for appraising service quality for home buyers in the residential real estate brokerage industry. The research found a positive relationship between quality and evaluation whereby when the quality is low, then it contribute negative word-of-mouth feedback and negative influence evaluation, and vice versa. Meanwhile in previous study, Nowak and Washburn (1994) has highlights that among 4 main factors being used to measure to identify customers' overall satisfaction, the scholars found that the most important factor that contribute to satisfaction is product quality.

H3 There is a significant relationship between the service delivery provided by the local government and the satisfaction among the public towards local government.

LR H3 According to Uganda, Ministry of Local Government (2013), the ministry asserts that service delivery is refers to mechanisms or instruments of policy implementation. In Uganda's local government system, service delivery approaches consist of direct provision by the local government, public-private partnerships (PPPs), participation of civil society (CSOs) and privatization (granting individuals or companies to provide the services). Meanwhile according to Andrews (2003), the scholar identifies areas of concerns for measuring public public sector. The areas highlighted by the scholar comprise changes in responsiveness and

performance, process transparency, changes in corruption and in political accountability. In the nutshell, both scholars shows that public satisfaction can be measured and influenced by service delivery thru the community program, implemented policy and local government service performance.

3.3 Research Design

The phase discussed on research design which research design can be identified as a framework or a plan of study which is used to gather and analyse data which offer rational choices for decision making procedure. Sekaran and Bougie (2013) stated that research design is mechanism to discuss on the issues that relates to the decision regarding the purpose of the study, types of investigation, the unit of analysis, sampling design, data collection methods, measurement and data analysis. To accomplish the purpose of this research, a case study framework and quantitative methodology are used to run this research.

To acquire as much data as possible, this research use case study research approach. This approach has been pointed out by Yin (1984) which stated that a case study can deal with most of these methods, while Abeyasekera (2005) asserted that quantitative methods of data analysis can be of great value to the researcher who is attempting to draw meaningful results from a large body of qualitative data. Together with the case study framework and qualitative methodology, this research comes out with the survey research method as the foundation of research design. Survey method has been the most

appropriate and frequently used methods to acquire primary data. This technique is used to acquire information from the sample size using a questionnaire or interview approach. For this study, the researcher has used questionnaire as the survey mechanism to collect data from the selected sample size.

3.4 Operational Definition

3.4.1 Public Participation

Public participation is refer to the public involvement to the activities promote by local authority. Referring to literature review in previous chapter, the activites promote or introduce by local authorities is public hearing, forum, development program and community program. In this study, the reseacher focus on the public involvement with community program only which is often promoted by the local authority (MKPD).

3.4.2 Service Quality

In general, service quality is refer to the customer post-experience versus customer expectation in using certain service. In this study, the researcher try to measure local government (MDKP) servie quality from public experience.

3.4.3 Service Delivery

In overall discussion and research result from the literature review, service delivery represent the range of services introduce and perform by the local authority (MDKP) or by the third party in order to meet the communities needs.

In this study, the researcher use the availability of services in MDKP territories and public response as the measurement for public satisfaction.

3.5 Population

According to Zikmud (2003), the target population is the specific complete group relevant to the research area. The population for this research is the resident that lives in the Kubang Pasu district, which governed by MDKP. Kubang Pasu districts are covered by 21 areas or sub-districts (Appendix 1). The list of sub-districts are as per below table 3.1:

Table 3.1
List of Kubang Pasu sub-district

No	Sub-district	No	Sub-district	No	Sub-district
1	Ah	2	Binjai	19	Temin
3	Bukit Tinggi	4	Gelong	20	Tunjang
5	Hosba	6	Jeram	21	Wang Tepus
7	Jerlun	8	Jitra		
9	Kepelu	10	Kubang Pasu		
11	Malau	12	Naga		
13	Padang Perahu	14	Pelubang		
15	Pering	16	Putat		
17	Sanglang	18	Sungai Laka		

Each of the sub-district under Kubang Pasu or MDKP administrator has their own representative known as the Headmans or “*Penghulu*”. As at 2015, there were 19 headmans appointed by MDKP administration, which few of them is responsible to supervise 2 sub-districts (Appendix 2). The headman is the head of sub-district and as the representative for MDKP to supervise for all issues in their respective sub-districts.

3.6 Sample Size

Sample size is the number of elements that are included in the research. Sample size is crucial for researchers to make a good decision, hence giving out accurate recommendation to lower the gap or solve the problem. As mentioned in chapter 1, this research encountered an obstacle to retrieve the latest figure for population live in Kubang Pasu or figure for MDKP resident. As of March 2015, the official data for the number of population was retrieved from the Population and Housing Census of Malaysia (Table 3.2). The census was conducted by the Department of Statistics in 2010 which at that moment the total number of the population in Kubang Pasu district administration (MDKP) is 220,700 residents.

Table 3.2:
Total population based on Kedah District Administration, 2006-2010

District	Year				
	2006	2007	2008	2009	2010
Kedah	1,868.1	1,893.3	1,918.1	1,942.6	1,947.6
Baling	147.0	149.2	151.3	153.4	135.6

Bandar Baharu	44.5	45.1	45.6	46.1	42.3
Kota Setar	406.8	411.0	415.1	419.2	366.8
Kuala Muda	409.5	414.2	418.9	423.4	456.6
Kubang Pasu	217.3	220.5	223.7	226.9	220.7
Kulim	237.5	240.9	244.2	247.4	287.7
Langkawi	91.4	93.6	95.7	97.9	94.8
Padang Terap	66.5	67.6	68.6	69.6	62.9
Sik	70.5	71.6	72.8	73.9	67.4
Yan	72.8	73.8	74.8	75.8	68.3
Pendang	104.3	105.8	107.3	108.8	95.0
Pokok Sena	-	-	-	-	49.5

Source: Department of Statistics, Population and Housing Census of Malaysia, 2010

To determine the number of sample size, Sekaran & Bougie (2013) has asserted that the for population size (N) that larger than 200,000 or less than 250,000 people, the applicable sample sizes (S) to be used is 383 respondents. A total of 385 questionnaires was distributed by hand-on to the residents of MDKP. The questionnaires were distributed on 21 March 2015 and were collected on 26 March 2015. Respondents take, on average, 5 to 10 minutes to answer the questionnaire at their convenience. However, only 248 or 64.41% feedback obtained from the respondents who were willing to spare their time to answer the questionnaires.

The remaining 137 sets of questionnaires were not able to be collected and incomplete. To cover the remaining balance number of respondents, the researcher opted to distribute a questionnaire via online using the Google Questionnaire application. The application is more convenient and cost saving compared to the traditional physical paper questionnaire. Using this application, researcher able to distribute the questionnaire via online such as email, social network application (online messenger application (i.e. WhatsApp) and website (i.e. Facebook) to the targeted sample size and target group. Respondent at their convenience able to access the questionnaire via email, variety social network channels and personal mobile phone. In the nutshell, the remaining questionnaire has been answered and were successfully collected.

3.7 Sampling Techniques

Sekaran & Bougie (2013) stated that sampling is the process of choosing an adequate number of elements of the population, which will result, a study of the sample and an understanding of its properties of characteristics would make it possible for the researcher to generalize such properties or characteristics to the population elements. There are two types of sampling design which are probability and non-probability sampling. The probability sampling is used when the representativeness of the sample is of importance in the interest of wider generalizability while non-probability sampling, the elements do not have a known or predetermined chance of being selected as subjects. This research has choose convenience sampling. Convenience sampling is a non probability method which gives flexibility to the research to conduct study and encounter the limitations.

This approach has been proven in Malhotra (2012) study, which the scholar found that the convenience sampling technique does not use chance selection procedures, but it's subject to a researcher's personal judgment or convenience.

3.8 Instrument Questionnaire

The measurement of variables in this study exemplifies the factors that influence public satisfaction toward MDKP services. The variables used in this study is PP, SQ, SD, PS participation, service quality, service delivery and public satisfaction and there are more than one statement required to measure these variables. Therefore, the researcher constructed question for each variable by using the 5 points *Likert* scale in order to measure the variables using survey questionnaire. The survey instruments consist of the six pages questionnaire (Appendix 3) with a total of 39 close ended questions. All the measure except for the demographic item was taken from o published literature. The questionnaire consists of four sections which consist of section A to E. In section A, the question is related to demographic factors covers 10 areas, namely gender, age group, marital status, race and much more. Meanwhile, for Section B to E comprises set of question that related and measure the research IV & DV. Each of measurement displayed a simple description and the responses for each topic ranging from Strongly Disagree “*Sangat Tidak Setuju*” (1), Disagree “*Tidak Setuju*” (2), Uncertain “*Tidak Pasti*” (3), Agree “*Setuju*” (4), and Strongly Agree “*Sangat Setuju*” (5). The researcher asked the respondent to rate as above according to the presented question. In addition, the reliabilities of these scales were measured by using Cronbach's alpha.

The structure of questionnaire were adopted from the question from the literature review and previous scholar. The researcher used the appropriate set of question taken from the literature review which consider to be suitable for this study. The researcher has provide a multi-language question, whereby the original question has been translated into Bahasa Melayu, which is for the respondent convenience. The questionnaire was premeditated to collect data for future analysis and contained 18 'closed type of question' although in various cases guidelines were provided to inspire respondents to share their views that may have been missed from the questionnaire design (Kumar, 2005). Moreover, respondent particular is important in conducting questionnaire. This why because the list of respondent details includes the name of the representatives of the company, e-mail address and telephone number. While the questionnaires were sent to the prospective respondents by e-mail, the telephone numbers proved to be useful for follow-up (ENDs, 2007). Meanwhile, for the literature review for the adoption of research questionnaire are as follows:

- a) Public Participation : Del-Furia and Wallace-Jones (2000), Morrison-Saunders et al (2001), Eduardo (2008), Anja (2011) and Vadeveloo and Singaravelloo (2013).
- b) Service Quality : Eduardo (2008), Anja (2011), Makanyeza et al (2013), Ramseook-Munhurrin (2010)
- c) Service Delivery : Mukisa (2009), Makanyeza et al (2013) and ACELG (2014).
- d) Public Satisfaction : Ipsos MORI (2005), Makanyeza et al (2013)

3.9 Data Collection Procedures

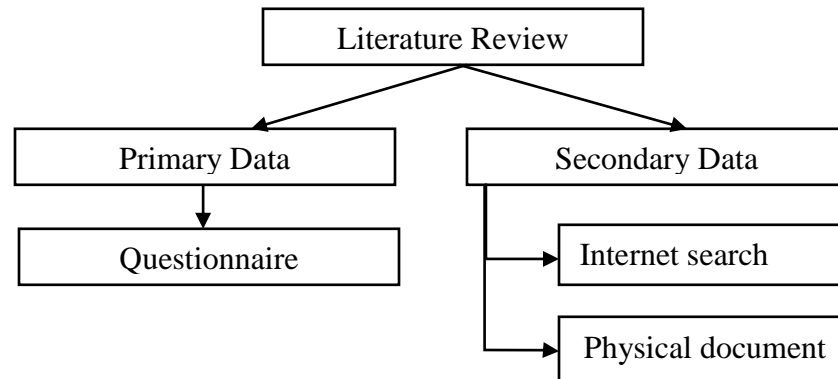


Figure 3.2: Data collection procedures

3.9.1 Primary Data

Primary data is a measurement tool that being used is a questionnaire which designed based on the survey questionnaire developed by a previous researcher. This tool can be useful as a reference to develop the ideal questionnaire to obtain the accurate and relevant information needed for the study in the targeted population. The questionnaire has been filtered and restructured based on the expediency of the study.

3.9.2 Secondary Data

Secondary data represent data that have already been compiled for justified purposes than the problem at hand (Malhotra, 2012). A method that used to acquire the desired data was through internet research (i.e. Online newspaper or bulletin, local and international education achieve (journal), MDKP official website & Department of

Statistic official website) and physical documents collected from the targeted population (i.e. MDKP office and library).

3.10 Techniques Of Data Analysis

Data processing refers to the coordination of information into new and constructive structures. This research was analysed using Statistical Package for the Social Sciences (SPSS) to organize the information obtain from the respondent. The data analysis of the present study employed SPSS Statistical Software version 22.0. Data analysis techniques applied in this study as follows:

3.10.1 Descriptive Analysis

The descriptive analysis was applied to analyze the main distribution among the independent variables. The test assists the researcher to identify the predilection of respondents towards independent variables. Therefore, mean from each of the independent variables could be determined by the one sample T-test (Sekaran & Bougie, 2013).

Descriptive statistics practically used to obtain analysis results for data transcription errors and distribution patterns, to obtain a description of the elementary demographic features of the sample acquire from the survey. Descriptive statistics are achieved by frequencies, measures of central tendency and dispersion. Frequencies resemble the figure of times various subsections occurred, in which the

percentage of the existence can be easily calculated. For example, analyses of the figures of respondents from different genders, etc.

Other than frequency test, normality test also applied in descriptive statistic. Normality test is used to measure the normality of data and also a requirement for various statistical tests as normal data is an underlying assumption in parametric testing. There are two key methods of measuring normality which is numerically and graphically. The data of the analysis are considered normal when the Sig. value of the Shapiro-Wilk Test is 0.05 or higher. The data are considered deviate from a normal distribution if it is below 0.05.

3.10.2 Reliability Analysis

Reliability analysis is used to measure both consistency and stability of variables. Consistency specifies how well the items measuring a concept hang together as a set. The Cronbach Alpha coefficient is an adequate test of internal consistency reliability. It is vital because it is one of the techniques that helps to find out the reliability of the instrument. Cronbach (1951) highlight that “Cronbach’s Alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability”. Therefore, the application of Cronbach’s Alpha (α) is used to measure how the significance of variation in a set is positively correlated to one another. According to Sekaran & Bougie (2013), Cronbach Alpha coefficient accepted in this test is 0.5 and above.

3.10.3 Correlation Analysis

Sekaran & Bougie (2013) stated that Pearson's correlation analysis shows the relationship between independent and dependent variables. The correlation coefficient or "r" will determine whether there is a significant positive or negative relationship. The (r) within the range of 1.0 indicate strong relationship while (r) -1 indicate low relationship.

3.10.4 Regression Analysis

Regression analysis was used because it is suitable for this study because there were more than one independent variable were used to support the dependent variable. Regression analysis is a multivariate technique that is often used in business research in which it is measured the importance of each of the independent variables and the dependent variable in the prediction of the dependent variable (Sekaran & Bougie, 2013). The R square value close to 1 indicates that the model fits with data very well or value above 0.05 is considered significant.

3.11 Chapter Summary

This chapter explains the research framework of this study. The research framework act as a blueprint. Other than that, this chapter also explains on the methods use to identify and to obtain research population, sample size and data collection. Much more, this chapter also clarify on the mearsurement and data analysis techniques used for this study in order to attain the research objective as highlight in chapter 1.

CHAPTER 4

FINDINGS AND DISCUSSION

4.0 INTRODUCTION

This chapter discusses the results based on the descriptive and correlation analysis previously. The presentation of findings also consists of alternate hypothesis testing on the relationship between public participation, service quality and service delivery in which has influenced public satisfaction the most is either accepted or rejected. A total of 385 (*N*) respondents has collaborated on the research which the first 30 (*n*) respondents are selected during the pilot test of this research. The findings section will analyse demographic data and the relationship of the factors.

4.1 Descriptive Analysis

Descriptive statistics are used to produce a quantitative description in manageable form. In a research study, researchers may have various ways of measuring a large number of people. Thus, descriptive statistics assists researcher to simplify the large amounts of data in a sensible way. Each descriptive statistics would reduce lots of data into simple summary.

Table 4.1

Descriptive analysis of independent variables (IV) and dependent variable (DV)

No of item	Study Variable	Actual Findings	
		N	Standard Deviation
9	PP	385	.562
7	SQ	385	.767
8	SD	385	.679
5	PS	385	.859

The above table displays the result of descriptive analysis via standard deviation for each study variable. The outcome of both findings shows that service quality (SQ) had a larger standard deviation (.767) compared to other IVs, public participation (.562) and service delivery (.679). As a result, it shows that the respondents had a more consistent reaction toward service quality as a factor that influence public satisfaction toward local government services. Other than that, it shows that the respondent also responded well to the criteria of DV, public satisfaction, with the standard deviation value of (.859).

4.1.1 Demographic Analysis

The result of this analysis was based on the data collected from 385 respondents from the residence live in the MDKP territories.

a) Gender

The table below illustrates the number of respondent's gender. Table 4.2 displayed that the male respondents are slightly higher with 193 (50.1%) compared to female respondents with 192 (49.9%).

Table 4.2
Demographic Variable of Gender

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
Male	193	50.1	50.1	50.1
Female	192	49.9	49.9	100.0
Total	385	100.0	100.0	

The result implies that respondents from both genders have understood the purpose of the study and has given cooperation throughout the data collection process.

b) Age Group

Table 4.3 indicates the respondent's age group. The result of the study shown that respondent of the age 25-34 years old is the uppermost respondents with 206 (53.5%) respondents, trailed by the age of 35-44 with 76 (19.7%) respondents, the age of 45-54 with 71 (18.4%) respondents, the age below 24 years old is 22 (5.7%) respondents and the age above 55 years old is 10 (2.6%) respondents. From the result, it shows that respondents from different age group have given satisfying cooperation for this study.

Table 4.3

Demographic variable of age group

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
18 – 24 years old	22	5.7	5.7	5.7
25 – 34 years old	206	53.5	53.5	59.2
35 – 44 years old	76	19.7	19.7	79.0
45 – 54 years old	71	18.4	18.4	97.4
55 – 64 years old	10	2.6	2.6	100.0
Total	385	100.0	100.0	

c) Marital Status

The table 4.4 stated the marital status of the respondents. It shows that respondents with the marital status of single is 116 (30.1%) while respondents that was married is 269 (69.9%). The finding shows that the married respondents are more approachable and cooperative during the data collection process compared to vice versa.

Table 4.4

Demographic variable of marital status

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
Single	116	30.1	30.1	30.1
Married	269	69.9	69.9	100.0
Total	385	100.0	100.0	

d) Race

Table 4.5 displayed the racial status of the respondent. It shows that the majority number of respondents is from Malay which is 329 (85.5 %), Indian with 32 (8.3 %), Chinese with 14 (3.6 %) and others are 10 (2.6%). Most of the respondents were coming from Malay because they were the majority races in the Kubang Pasu district.

Table 4.5
Demographic variable of race

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
Malay	329	85.5	85.5	85.5
Chinese	14	3.6	3.6	89.1
India	32	8.3	8.3	97.4
Others	10	2.6	2.6	100.0
Total	385	100.0	100.0	

e) Resident

The table 4.6 shows number of respondents from 21 areas of Kuang Pasu district. The respondent from Jitra has a higher contribution than others area which is 145 (37.7 %) respondents. Meanwhile the lowest contribution is the respondent from Sanglang with 2 (0.5%) respondents. The differences of respondents' contribution are influenced by the distribution of population in that area and the convenience of the researcher to interact with respondents during data collection process.

Table 4.6
Demographic variable of resident

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
Ah	5	1.3	1.3	1.3
Bukit Tinggi	5	1.3	1.3	2.6
Hosba	7	1.8	1.8	4.4
Jerlun	8	2.1	2.1	6.5
Kepelu	7	1.8	1.8	8.3
Malau	11	2.9	2.9	11.2
Padang Perahu	15	3.9	3.9	15.1
Pering	3	0.8	0.8	15.8
Sanglang	2	0.5	0.5	16.4
Temin	17	4.4	4.4	20.8
Wang Tepus	4	1.0	1.0	21.8
Binjai	9	2.3	2.3	24.2
Gelong	4	1.0	1.0	25.2
Jeram	11	2.9	2.9	28.1
Jitra	145	37.7	37.7	65.7
Kubang Pasu	56	14.5	14.5	80.3
Naga	8	2.1	2.1	82.3
Pelubang	3	0.8	0.8	83.1
Putat	4	1.0	1.0	84.2
Sungai Laka	9	2.3	2.3	86.5
Tunjang	14	3.6	3.6	90.1
Others	38	9.9	9.9	100.0
Total	385	100.0	100.0	

f) Length of residency

Table 4.7 shows the respondent's residents in MDKP area. Referred to the table, it shows that the majority of resident has lived here more than 10 years with 303 (78.7%) respondents. Thus, it could conclude that this survey was answered by a respondent that has many experienced with the services provided by MDKP administration.

Table 4.7
Demographic variable of length of residency

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
Less than one year	10	2.6	2.6	2.6
1-5 years	11	2.9	2.9	5.5
6-10 years	61	15.8	15.8	21.3
More than 10 years	303	78.7	78.7	100.0
Total	385	100.0	100.0	

g) Employment status

The table 4.8 shows that the socioeconomic in MDKP area are derived from the government sector with 212 (55.1%). This result might reflect by the numerous public institutions in MDKP territories such as district office, public schools, public higher education institutions and much more.

Table 4.8

Demographic variable of employment status

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
Government	212	55.1	55.1	55.1
Private	89	23.1	23.1	78.2
Self-employed	54	14.0	14.0	92.2
Students	14	3.6	3.6	95.8
Not working	9	2.3	2.3	98.2
Retired	7	1.8	1.8	100.0
Total	385	100.0	100.0	

h) Family income

Table 4.9 indicates that most that above than the majority of MDKP resident has monthly income less than RM5,000 per month with 226 (58.7%) respondent earned income of RM2,001-RM5,000 and followed by those who earned less than RM2,000 with 108 (28.1%) respondents, income earner from RM5,001-RM8,000 is 45(11.7%) respondents and income earner more than RM8,000 is 6 (1.6%) respondents. It can conclude that the income earning trend was reflected by the employment status of MDKP residents.

Table 4.9

Demographic variable of family income

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
Less than RM 2000	108	28.1	28.1	28.1
RM2,001-RM5,000	226	58.7	58.7	86.8
RM5,001-RM 8,000	45	11.7	11.7	98.4
More than 8,000	6	1.6	1.6	100.0
Total	385	100.0	100.0	

i) House ownership tenure

The table 4.10 shows the majority of respondents which is 304 (79.0%) respondents of this study lived in their own house while 81 (21%) of respondents lived in rented homes. The researcher believed that the respondents that own a house more experience in dealing with MDKP compare to those who rented a house.

Table 4.10

Demographic variable of house ownership tenure

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
Owner	304	79.0	79.0	79.0
Rent	81	21.0	21.0	100.0
Total	385	100.0	100.0	

j) Channels used to obtain MDKP information

Table 4.11 shows that the majority of respondents which is 217 (56.4%) respondents obtained information regarding MDKP via Internet. Meanwhile, others received information via brochure and advertisement with 123 (32.3%) respondents, newspaper with 20 (5.2%) respondents, radio with 17 (4.4%) respondents and television with 8 (2.1%) respondents. The result is reflected by the service enhancement by MDKP whereby they have utilized internet functions as their communication medium via the official website and social network websites such as Facebook.

Table 4.11
Demographic variable of channels used to obtain MDKP information

	Frequency	Percent %	Valid Percent %	Cumulative Percent %
Newspaper	20	5.2	5.2	5.2
Brochures & Advertisement	123	31.9	31.9	37.1
Internet	217	56.4	56.4	93.5
Television	8	2.1	2.1	95.6
Radio	17	4.4	4.4	100.0
Total	385	100.0	100.0	

4.2 Reliability Analysis

As described in the chapter 3, reliability analysis is used to measure both consistency and stability of variables. Consistency specifies how well the items measuring a concept hang together as a set. Therefore, the application of the Cronbachs Alpha coefficient (α) is used to measure how the significance of variation in a set is positively correlated to one another. According to Sekaran (2006), Cronbach Alpha coefficient accepted in this test is 0.5 and above. The result of this analysis is shown in Table 4.12.

Table 4.12
Reliability test analysis

No of item	Study Variable	Actual Result	
		<i>N</i>	α
9	PP	385	0.670
7	SQ	385	0.922
8	SD	385	0.859
5	PS	385	0.932

The table above shows there is a consistency in each variable. Among all the IVs, service quality (SQ) shows the favorable (α) value with 0.922. The result indicates that SQ has high positively correlate with PS compare than other IVs. Meanwhile, for the public satisfaction (PS), the test result shows that the question about PS has positively correlate with the research objective. Therefore, overall result shows that the item and concept within each variable is consistent with research objective and purpose.

4.3 Correlation Analysis

Sekaran & Bougie (2013), highlighted that correlation assessments (Pearson correlation) are used to study the relationships between two or more quantitative or numerical variables whilst Deborah (2011), stated that “correlation coefficient r measures the strength and direction of a linear relationship between two variables on a scatter plot”. Its value of r ranges from negative (-1) to positive (+1) coefficient values. The mark out the front shows whether there is a positive correlation or a negative correlation. The Pearson's correlation is used to find a correlation between at least two continuous variables.

Table 4.13

Correlation analysis for all variables in the research framework

No of item	Study Variable	Matrix	PS (Result)
9	PP	Pearson Correlation (r)	.789**
		Sig. (2-tailed)	.000
		N	385
7	SQ	Pearson Correlation (r)	.809**
		Sig. (2-tailed)	.000
		N	385
8	SD	Pearson Correlation (r)	.787**
		Sig. (2-tailed)	.000
		N	385

**. Correlation is significant at the 0.01 level (2-tailed).

Table above table shows the relationship between the three IVs and the DV. First correlation is between PP and PS, the finding shows a strong relationship between both variables, $r(385) = -.789$ or 78.9% at 99% confidence interval. The figure represents. The second correlation is between SQ and PS, the finding shows a strong relationship between both variables, $r(385) = -.809$ or 80.9% at 99% confidence interval. Finally, the third correlation is between SD and PS, the finding shows a strong relationship between both variables, $r(385) = -.787$ or 78.7% at 99% confidence interval. In the nutshell, as all IV has a significant relationship with DV, SQ are the strongest relationship with PS.

4.4 Regression Analysis

The main purpose of conducting regression analysis is to examine the hypothesis where the statistical meaning can be examined and form of the interaction term whilst it used to show correlation coefficients and the strength between the relationship of independent variable and dependent variable. Furthermore, the dimension of the study is to explore the factors that influence public satisfaction towards MDKP services. The linear regression analysis was adopted to clarify the relationship between the variables as a whole model.

Table 4.14
Regression analysis

No of item	Study Variable	Result	
		β	Significant
9	PP	.575	.000
7	SQ	.460	.000
8	SD	.310	.000
F Value		583.261	
R Square		.821	
Adjusted R Square		.820	

* $<.05$ ** $<.01$

From the coefficients table (Table 4.14), in the beta column under Standardize Coefficients, the maximum number in the beta (β) is 0.575 for the PP which is significant at the 0.00. It also be seen that SQ also significant with beta 0.460 which significant values are 0.00 followed by SD with beta 0.310 which significant values are 0.00. The positive beta weight indicates that all IVs able to influence public satisfaction towards local government services. The result also supported by the R square value which is close to one, 0.821 which prove that the model is statistically significant.

4.5 Hypothesis Testing

From the regression table 4.15, the researcher manages to conclude the study hypothesis testing. Moreover, based on the regression analysis result have provided the researcher a data and explanation of the relationship and significance of IV and DV in table 4.15.

Table 4.15

Summary of the hypothesis testing result from Regression analysis

Hypothesis	Remarks
H1 There is a significant relationship between public participation in local government activities and public satisfaction	Supported
H2 There is a significant relationship between service quality and the public satisfaction towards local government services	Supported
H3 There is a significant relationship between the service delivery provided by the local government and the satisfaction among the public towards local government	Supported

4.6 Chapter Summary

In this chapter, the research have analysed all variables according to the listed analysis testing. From all analysis testing result, the researcher found that all IV tested had significant relationship with DV. The overall analysis testing shows, in hierarchy, that SQ has the most significant relationship with PS, followed by PP & SD. Therefore, this studies can conclude that all IVs has supported the research hypothesis. Hence, all IV have influences public satisfaction toward MDKP services.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.0 Introduction

This research had identified useful information and recommendations that could be share and address to the MDKP management as a benchmark or reference for future improvement. The details of information and recommendation will cover the areas of findings, namely public participation, service quality, and service delivery, which contributes the most to the factors that influence public satisfaction toward MDKP services.

5.1 Summary of Findings

5.1.1 Public Participation

This study has concluded that MDKP have offered a limited and moderate level of public in their management. The public or MDKP resident has the opportunity to access information regarding their community social and business activity from various channels not just from MDKP office, but they are being given excess various channels such as from headmen, internet or online excess and much more. This shows that MDKP administration has awareness and provide an initiative channel to enhance public involvement. Other than having the capability to excess

MDKP information, the public also has the opportunity to address their complaints for issue related to MDKP function. The public is able to address their complaints via counter and online.

However, the study found that MDKP administration has limited the public participation in some aspects such as the involvement in public policy and knowledge sharing for local development projects. This approach shows the contradiction of local administration practiced from the previous research. Hence, the researcher believes that this topic should be brought in future study for promoting cooperation and prosperity between MDKP administration and the public.

5.1.2 Service Quality

Usually, quality service holds a greater impact towards public satisfaction which it can deliver through the services provided by the local authority. In this study, service quality has resulted as a greater factor that influenced public satisfaction towards local government services. In general, residents of MDKP found that the local government has provided them with a quality and satisfying service. It proves that MDKP are aware with community demand and expectation towards their administration. The study believes that service quality and service delivery are interrelated.

5.1.3 Service Delivery

This study found a significant relationship between service delivery and public satisfaction in MDKP services. Most of the residents feel that the need for good service delivery is important to make them feel well served and satisfied with the services or facilities provided for by the MDKP. The reason being is that the service delivery is a basic or an obligatory function of local government and it should be provided consistently with committed in a good way and understanding to the public needs. It is important for local government to provide an adequate facility and service for public use and at the same time emphasize equity and fairness while deliver services to the public which could promotes satisfaction among the public. This practice has been highlighted in Cohen (2004) study, which highlight that the efficiency of local government services are the factors that be measured by industry when making facility-sitting decisions to enrich public satisfaction.

A part of saying that both service delivery is interrelated with service quality, the research believe that public participation also plays an influence to the effectiveness in service delivery. According to Lowndens et.al (2001), having availability of information about public feedback in the sense to improve the decisions adopted by local government (MDKP), participation able to help improve the services delivered.

5.2 Recommendations for future research

This research found that public participation promotes the public satisfaction and in certain situation could influence service quality and service delivery. It gives opportunity to the public to get involved in local government activities such charity and community program, agenda and local policies will enhance and increase the level of satisfaction among the residents. The local government needs to improve their communication mechanism in order to enable the public to get involved in matter regarding issues and decision making in local government which give satisfaction toward all parties involved toward the outcome.

It is recommended for MDKP to apply values for public engagement which has been introduced by the International Association of Public Participation (IAP2) (Eugene, 2010) which are which are (1) careful planning and preparation, (2) inclusion and demographic diversity, (3) collaboration and shared purpose, (4) transparency and trust, (5) impact and action and lastly (6) sustainable engagement and participatory culture. The value is believed to be helpful for MDKP to enhance their functionality and services to the public.

This quality of service provided to the local residents would inculcate satisfaction among the public towards the services provided by the Local government. Therefore, the researcher would recommend MDKP to provide a better quality service to the public on the first line services. Here, it refers to the service encounter so-called moment of truth

when personnel dealing with the local residents. Service encounter is referring to the moment when the staff dealing with a good way in answering any public question or response in a quick way and at the same time provide the quick information as asked by the public. It is because, the researcher believes that by having a proper service quality in the Local government might lead to the public satisfaction.

This research found that quality services provided to the public at large will directly lead to the effectiveness of Local government in providing the services to the public. The quality services must be improved frequently in order to attain public satisfaction toward local government. In recent years, there are seem to be an improvement done by local councils throughout the states, including MDKP which shows that they are aware with the needs to uphold the quality of services as the assessment to measure the level of satisfaction among the public towards services provided.

Delivering the essential services by the local government helps the local resident to improve quality of community lifestyle and standards. The local authority can also promote activities and facilities such as road and footpath maintenance, garbage pickup and waste disposal, park maintenance, library services, building and development approvals, water supply, water collection and treatment which has a significance towards public satisfaction. Adequate services should be provided in order to give the fulfillment to the local residents about the importance of having good and adequate services. It should be connected with other services functions in gaining public satisfaction toward MDKP administration.

Recent years, MDKP has improved the number of service delivery in their administration. This has shown that MDKP is concern to the community needs as well to the community welfare. Nevertheless, it is hoped that MDKP could make service improvement in other aspect such as public transportation or other facility that suit with the community.

5.3 Conclusion

The study concludes that the three objectives outlined earlier, which are to identify whether the public participation, service quality and service delivery are the factors that influence public satisfaction toward MDKP services have been answered by this research. Henceforth, all of the three factors able to influence public satisfaction toward MDKP services have been answered by this research. The researcher found that service quality in MDKP services was influenced and supported by both the efficiency of service delivery and room for public participation.

Despite of having limited services and financial capabilities, MDKP able to deliver a service that meets public demand and expectation. Moreover, the factors like availability to obtain information, involvement in community activity, efficiency in managing service delivery in term of time arrangement to deliver the service, and to encounter public complaint within the acceptable time frame, and the friendliness treatment from counter

service enhance the service quality of MDPK. The adequacy of services provided by the MDPK will influence the satisfaction among the public. In a local government institution, the factors like adequate facility provided, availability of the services and public information, upgrading service delivery and fairness in providing services promotes the level of satisfaction among the public towards local government administration.

REFERENCE

- Abeyasekera, S. (2005). Quantitative analysis approaches to qualitative data: why, when and how? In: Holland, J.D. and Campbell, J. (eds.). *Methods in Development Research. Combining Qualitative and Quantitative Approaches*. ITDG.
- Adaman, F. & Carkoglu, A. (2000). *Reform, Patronage Networks and Satisfaction from Public Services at the Local and Central Levels: The Case of Turkey*. İstanbul: TESEV.
- Andrews, M. (2003). Voice Mechanisms & Local Government Fiscal Outcomes: How does Civic Pressure& Participation Influence Public Accountability? Bringing Civility in Governance. *The World Bank, Handbook on Public Sector Performance Reviews*. Vol.3. Washington D.C.
- Anja Graf. (2011). Environmental and Social Impact Assessment with Public Participation: A company's view. *Master 's Thesis in Industrial Management*. University of VAASA, Faculty of Technology, Department of Production.
- Australian Centre of Excellence for Local Government (ACELG). (2014). *Service Delovery Review: A how to manual for local government*.
- Baran, R., Galka, R.J., Strunk D. (2008). *Marketing strategy and CRM. Principles of customer relationship management*. Thomson South-Western. Pp 317-323. USA.
- Berita Harian. (2005). "Tadbir PBT bukan macam kongsi gelap", 3 October, available at: www.bharian.com.my (accessed 15 February 2015).
- Bernama, Malaysian National News Agency. (2003). *Annual Report 2003*
- Bernama. (2012). Kerajaan Pulau Pinang Tetap Mahu Laksana Akta Pilihan Raya Kerajaan Tempatan. *Bernama Library & Inforlink Service*. Retrieved from <http://blis2.bernama.com.eserv.uum.edu.my/mainHomeBypass.do>
- Berner, M. (2003). Current practices for involving citizens in local government budgeting: Moving beyond method. *Public Administration Quarterly*. Vol. 27. No 4. pp 410–432.

- Bolton, R.N. (1998). A Dynamic Model of the Duration of the Customer's Relationship with a Continuous Service Provider: The Role of Satisfaction. *Marketing Science*. Vol 17 (1). pp 45-46.
- Brager and Specht. (1973). Enhancing Public Participation in Local Government. *A research report, DETR*.
- Buang, A. (2006). Procurement issues in local government in Malaysia. *Paper resented at Preventing Corruption in Public Procurement: Capacity Building and Networking for Civil Society and Local Government Conference, Kuala Lumpur, 22-23 May 2006*.
- Buccus, I., Hemson, D., Hicks, J., and Piper, L. (2007). Public participation and local governance. *Centre for Public Participation*.
- Burke, R.N. and Drew, J.H. (2005). A multistage model of customer's assessments of service quality and value. *Journal of Consumer Research*. Vol. 17 . pp 375-384.
- Carlzon, J.M. (1989). Consumer perceptions of service quality: an assessment of the SERVQUAL dimensions. *Journal of Retailing*. Issue 66. No 33-55. *Centre for Public Participation, p.4*.
- Cheung, A.B.L and Scott, I. (2003). Governance and public sector reform in Asia: paradigms, paradoxes and dilemmas A.B.L. and Scott, I. (Eds). *Governance and Public Sector Reforms in Asia: Paradigm Shifts or Business as Usual*, Routledge, London. pp. 1-24.
- Choi, K. S., Cho, W. H., Lee, S., Lee, H., & Kim, C. (2004). The relationships among quality, value, satisfaction and behavioral intention in health care provider choice: A South Korean study. *Journal of Business Research*. 57(8). 913-921.
- Ciborra, C and Navarra, D. D. (2005). Good Governance, Development Theory, and Aid Policy: Risks and Challenges of E-Government in Jordan. *Information Technology for Development*. Vol. 11. No. 2. pp. 141-59.
- Cohen, S. (2004). Governing new york city: progressive government reforms hiding in plain view. *Public performance & management re^{view}*. Vol. 27, No. 4. pp. 67-90

- Constitution States Of South Afrika Local Government. (2001). Local Democracy and Development: The Kerala People's Campaign for Decentralised Planning. *Lanham: Rowman & Littlefield*.
- Coyles and Gokey. (2002). Consumer perceptions of service quality: an assessment of the SERVQUAL dimensions. *Journal of Retailing*. 66, 33-55.
- Craythorne. D.L. (2006). Municipal Administration : The handbook. *Juta Legal and Academic Publishers*. 6th Ed. South Africa
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*. Vol. 22:3. pp. 297-334
- Deborah. J. Rumsey. (2011). Statistics for Dummies. 2nd Ed.
- Del-Furia, L., and Wallace-Jones, J. (2000). The effectiveness of provisions and quality of practices concerning public participation in EIA in Italy. *Environmental Impact Assessment Review*. Via Hayez, 8, Milano, Italy. Vol. 20, pp.457–479.
- Deming, W.E. (1982). Structural equation models in marketing research: basic principles. *Principles of Marketing Research*. Cambridge: Basil Blackwell, 317-385.
- Eduardo Langa. (2008). An Appraisal of Effectiveness of Public Participation Process at the Pre-implementation Stage of the Aarhus Convention in the UK EIA System. *Master 's Thesis School of Environmental Science*. University of East Anglia. Norwich.
- Emrealp, S. and Yildirim, S. (1993). The success of local government roads, Istanbul: housing IULA-EMME broadcasts.
- Environmental Data services, ENDS. (2008). A directory of consultants and service providers.
- Eugene, City of Eugene. (2010). Public Participation Guidelines: A Framework For Culturally Competent Outreach.
- Fonseca, F., Pinto, S., and Brito, C. (2012). Service Quality and Customer Satisfaction in Public Transports. 4 (2), UDK- 656.025.2:658.56.

- Fox, W. and Meyer, I.H. (1995). *Public Administration Dictionary. Cape Town Juta and Company.*
- Grant, R. (2008). *Customer satisfaction: Guidelines for complaints handling in organizations: A case study in England Local Authority.*
- Haward, Marcus and Ivan Zwart. (2009). *Local government in Tasmania: reform and restructuring. Australian Journal of Public Administration.*
- Hazman, S. A. (2006). *From Customer Satisfaction to Citizen Rethinking Local Government Services in Service Delivery by Local Authority Issues and Challenges.* pp. 113-119. University Publication Centre (UPENA).
- Horri, M.S., Shirsavar, H.R.A., & Movahed, A.B. (2013). *The Effect of Relationship Marketing Tactics on Customer Loyalty Given the Mediating Role of Quality Relationship.* Journal of Basic and Applied Scientific Research. 3 (3): 414-419.
- Ipsos MORI. (2010). *Public Sector Service Satisfaction Index: A report for Consumer Focus.* Retrieved from <http://www.consumerfocus.org.uk/files/2011/10/Public-sector-service-satisfaction-index.pdf>
- Ismail, A. (1995). *Local Government Restructuring in Peninsular Malaysia: A Review of the Local Authority Function and Capacity, in Planning and Administration, Volume 16 No. 2, Autumn, IULA, The Hague.*
- John M, S. (1984). *Metropolitan Specific Estimates of the Price Elasticity of Supply Housing and Their Sources. Center for Urban Land Economics Research. University of Wisconsin.*
- Jones, D.R. & Sesser, J.C. (1995). *Ordinal measures in multiple indicator models: a simulation study of categorization error.* American Sociological Review, 48, 398-407.
- Joseph, C. and Taplin, R. (2012). "International initiatives influence on local government sustainability web-disclosures". *Social Responsibility Journal.* Vol. 8 Iss: 4. Pp.589 – 602.
- Juran. (1981). *Measuring service quality: A reexamination and extension. Journal of Marketing.* 56, 55-68.

- Kasemir, B., Schibli, D., Stoll, S. and Jaeger, C.C. (2000). Involving Citizens in Climate and Energy Assessments, *Environment* 3, pp. 32-42.
- Kelly J., M. and Swindell. D. (2002). *A multiple-indicator approach to municipal service evaluation: correlating performance measurement and citizen satisfaction across jurisdictions*. *Public administration review*. Vol. 62, No. 5. pp. 610-621
- Kloot. (1999). "Absorptive capacity: a new perspective on learning and innovation in Australia", *Administrative Science Quarterly*. Vol. 35. pp 128-152.
- Koven, S. G. and Hadwiger, D. F. (1992). *Consolidation of rural service delivery*. *Public Productivity & Management Review*. Vol. 15, No. 3. pp. 315-328
- Kumar, R. (2005). *Research Methodology-A Step-by-Step Guide for Beginners*. 2nd ed. SAGE Publications; London EC1Y 1SP.
- Kuppusamy. (1999). Paradoxes Of Technology: Consumer Cognizance, Emotions, And Coping Strategies. *Journal of Consumer Research*. Vol.25, pp 123-47.
- Kurgun, A., Ozdemgr, A., Kurgun, H., Bakici, Z. (2008). Factors Affecting the Improvement of Municipalities in Service Capability and Service Quality Analysis of Factors: In Izmir Kargiyak Municipality Application. Dokuz Eylul University. *Journal of the Institute Of Social Sciences*. 10(2).
- Lagrosen, S. (2001). Strengthening The Weakest Link of TQM: From Customer Focus To Customer Understanding. *The TQM Magazine*. 13(5), 348-354.
- Leeuwis, C. (2004). *Communication for Rural Innovation, Rethinking Agricultural Extension*. 3rd ed. *Anne van der Ban, Blackwell Publishing*, Ames, IA.
- Lineberry. R. (1977). *Equality and public policy*. *Beverly Hills*: Sage.
- London, Department for Transport, Local Government and Regions. (2002). *Local Indicators to Monitor Urban Sustainability*.
- London, Department of Environment, Transportation and Region (DETR). (1999). *Environmental Impact Management Agency: Act of the Republic United Kingdom*. No. 23 of 1997 Concerning Environmental Management. Technical Guidelines on Social Impact Assessment in Preparing.

- London, Local and Regional Government Research Program. (1998). International Council for Local Environmental Initiatives (ICLEI): The Local Agenda 21 Planning Guide: An introduction to sustainable development planning
- Lopez-de-Silanes, F., Shleifer, A. & Vishny, R. W. (1997). *Privatization in the United States. The RAND Journal of Economics*. Vol. 28, No. 3, pp. 447-471
- Makanyeza, C., Kwandayi H. P., and Ikobe B. N. (2013). Strategies To Improve Service Delivery in Local Authorities. *International Journal of Information Technology and Bonus*. Vol. 15 No. 1.
- Malaysia, Ministry of Housing and Local Government (MHLG). (1980), Modernization of Local Government System in Malaysia.
- Malaysia. (1970). Report of the Royal Commission of Inquiry to Investigate into the Working of Local Authorities in West Malaysia. *Government Printer*.
- Malaysia. (2001). Local Government Act, 1976 (Act 171). *International Law Book Services*. Kuala Lumpur.
- Malaysia. (2001). Street, Drainage and Building Act 1974 (Act 133). Kuala Lumpur: *International Law Book Services*.
- Malhotra, N. K. (2012). *Basic Marketing Research*. Pearson Education, Inc., publishing as Prentice Hall.
- Manjunatha, K. & Shivalingaiah, D. (2004). Customer's Perception of Service Quality In Libraries. *CSIR*.
- Manning, N. (2001). The legacy of new public management in developing countries. *International Review of Administrative Sciences*. Vol. 67 No. 2, pp. 297-312.
- Mohamed, N., Hussin, H. and Hussein, R. (2009). Measuring users' satisfaction with Malaysia's electronic government system. *Electronic Journal of e-Government* 7(3): 283–294.
- Monnikhof, R. and Edelenbos, J. (2001), Into the fog. Stakeholder input in participatory impact assessment, impact assessment and project appraisal. *Journal of the International Association for Impact Assessment*. Vol. 19 No. 1, pp. 29-39.

- Monsour, A. (2008). *The Best-Kept Secrets in Government: A Report to President Bill Clinton*. Washington DC
- Morrison-Saunders, A. Annandale, D and Capelluti, J. (2001). Professional Practice - Practitioner perspectives on what influences EIA quality. *Impact Assessment and Project Appraisal*, Beech Tree Publishing, 10 Watford Close, Guildford, Surrey GU1 2EP, UK, vol. 19 number 4, pp. 321–325.
- Moynihan D. (2005). Why and how do state governments adopt and implement ‘managing for results’ reforms? *Journal of Public Administration Research and Theory*, 15: 219–243.
- Mukisa P. K. (2009). *Public Participation in Solid Waste Management: Challenges and Prospects. A case of Kira Town Council, Uganda*.
- Munro-Faure, L., and Munro-Faure, M. (1994). *TQM: A Primer for Implementation*. Irwin Professional Publishing, New York, NY
- Myrtle, R.C. and Wilber, Kathleen H. (1994). Designing service delivery systems: lessons from the development of community-based systems of care for the elderly. *Public Administration Review*. Vol. 54, No. 3. pp. 245-252
- Navarro, Z. (2001). “Decentralization, Participation and Social Control of Public Resources: “Participatory Budgeting” In Porto Alegre (Brazil).” *Development*, 41(3), 68–71
- Nivola, P. S. (1978). Distributing a municipal service: a case study of housing inspection. *The Journal of Politic*. Vol. 40, No. 1, pp. 59-81
- Norris, M. W. (1980). Restructuring of Local Government division. *Malaysia Management Review*, 15(1).
- Norudin Mansor & Che Hamdan Che Mohd Razali. (2010). Customers’ Satisfaction towards Counter Service of Local Authority in Terengganu, Malaysia. *Asian Social Science*. Vol. 6, No. 8; 197-208.
- Nowak, L. I. and Washburn, J. (1998). Antecedents to Client Satisfaction in Business Service. *The Journal of Services Marketing*, Vol. 12, No. 6, pp 441-452.

- Oakerson, R. J. (1987). The political theory of a compound republic: designing the American experiment. *The State of American Federalism*. Vol. 18, No. 3. pp. 203-206
- Office of Public Service Commissioner's (OPSC). (2006). Guideline For complaints handling in local Organization. *Journal of Management Information Systems*, Vol 13/06, pp 5980.
- Office of the Public Sector Commissioner (OPSC). (2006). Directive on Complaints Management Systems 13/06. Queensland.
- Palmer, A. (2011). Principles of services marketing. 6th ed. *Maidenhead: McGraw-Hill Education*
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perc. *Journal of Retailing*, 64(1), 12.
- Parasuraman. A. & Valarie A. Zeithaml and L. L. Berry. (1985). A Conceptual Model of Service Quality & its Implications for Future Research. *Journal of Marketing* 49. Pg. 41-50
- Phang, S, N. (1989). *Sistem Kerajaan Tempatan.: Dewan Bahasa dan Pustaka*. Kuala Lumpur
- Phang, S.N. (2008). Decentralisation or recentralisation? Government in Malaysia. *Journal of Local Governance*. No. 1, May, pp. 1-7.
- Pollitt, C. and Bouckaert, G. (2000). Public Management Reform: A Comparative Analysis. *Oxford University Press*. New York, NY.
- Ramseook-Munhurrun, P. and Lukea-Bhiwajee, S. D. (2010). Service Quality In The Public Service. *International Journal of Management And Marketing Research*. Vol. 3. No 1.
- Redlich & Hirst (1970). Organizing the Movement: Roots and Growth of ACORN. Philadelphia: Temple University Press.
- Ridley, S. (1997). Local Government: The Sleeping Giant In Electric Industry Restructuring. *The Electricity Journal*. Vol 10, Issue 9. pp 13-21

- Rodríguez, P. G., Burguete, J. L. V., Vaughan, R. & Edwards, J. (2009). Quality dimensions in the public sector: municipal services and citizen's perception. *Journal of International Review on Public and Nonprofit Marketing*. Vol, 6(1). pp 75-90.
- Rust, R.T. and Zahorik, A.J. (1993). Customer Satisfaction, Customer Retention and Market Share. *Journal of Retailing*, 69(2), pp193-215.
- Sahim, A. & Taspinar. Y. (2014). Administrative style of mayor and citizens' perception of satisfaction with local government services: the case study of Selcuklu sub-provincial municipality. *WEI International Academic Conference Proceedings*. The Hungary.
- Savas. E. S. (2000). Competition and choice in New York city social services. *Public Administration review*. Vol. 62, no. 1, Pp. 82-91
- Schedler, K., and Felix, J. (2000). Quality in Public Management: the Customer Perspective. *International Public Management Journal*. Vol. 3, No. 1. pp. 125-43.
- Schneider and Bowen. (1995). *Mesura de la Qualitat en el Sector Serveis [Measurement of Quality in the Service Sector]*. Doctoral dissertation, University of Girona, Spain.
- Seiler, V.L. (2004). Examining SQ for homebuyers in the residential real estate brokerage industry. *PhD thesis*. University of Western Sydney, Sydney.
- Sekaran, U. and R. Bougie. (2013). Research methods for business: A skill building approach (6th Ed.). *John Wiley & Sons Ltd. United Kingdom*
- Sevimli, S. (2006). Quality and Service Quality Measurement An application in the Service Sector. *Unpublished Master's Thesis*. Dokuz Eylul University Social Sciences Institute , Ankara , p : 18 .
- Sevimli, S. (2006). Quality and Service Quality Measurement in the Service Sector An Application. Unpublished Master Thesis. Dokuz Eylül University Institute of Social Sciences.
- Siddiquee, N.A. (2006). Public Management Reform in Malaysia. *International Journal of Public Sector Management*, Vol. 19 No. 4, pp. 339-58.

- Siddiquee, N.A. (2008). *E-Government and Innovation in Service Delivery: The Malaysian Experience. International Journal of Public Administration*. 31(7): 797-815.
- Skeffington, A. M. (1970). People and planning: report of the Committee on public participation in planning. Ministry of Housing and Local Government, Scottish Development Department and Welsh Office. London.
- Suhaiza Ismail. (2014). Driving forces for implementation of Public Private Partnerships (PPP) in Malaysia and a comparison with the United Kingdom. *Journal of Economic and Administrative Sciences*. Vol. 30 Iss: 2. pp.82 – 95.
- Sureshchandar G.S., Rajendran C, & Anantharaman R.N. (2002). The Relationship Between Service Quality And Customer Satisfaction – A Factor Specific Approach. *Journal of Services Marketing*. 16(4), 363 – 379.
- Svensson, G. and Wood, G. (2005). Corporate ethics in TQM: management versus employee expectations and perceptions. *The TQM magazine*. Vol. 17 No. 2. pp. 137-149.
- Swee, H.S. and Kesavapany, K. (2006). Malaysia: Recent Trends and Challenges, *Institute of Southeast Asian Studies*. Singapore.
- Taiwo, A., Loke, P., Salim, H. & Downe A. (2011). Service Quality and Customer Satisfaction in a Telecomm Service Provider. *Journal of International Conference on Financial Management and Economics*. 11,123-128.
- The Star. (1997). Municipal Council Petaling Jaya. River cleanup campaign near Sungai Ara squatter settlement: towards encouraging public participation.
- Thomas. (2007). Freedom of information: Let the People Decide: Neighborhood Organizing in America. *Twayne Publishers*. ICMA. New York:.
- Torkildsen. (1999). The Backyard Revolution: Understanding the New Citizen Movement. Transforming local e-government services in United Kingdom: The use of application service providers., *Government Information Quarterly*, Vol 18, pp 343– 355. Vol, 25, No. 4. UK.
- Uganda, Ministry of Local Government. (2013). Handbook on Principles of Service Delivery in Uganda's Local Governments.

- Utusan Malaysia. (2008). "Penduduk bantah cukai tinggi", Utusan Malaysia, 7 April, available at: www.utusan.com.my/utusan/info.asp?%2008&dt%40407&pub%40utusanmalaysia&sec%40kota&pg
- Vadeveloo, T., & Singaravelloo, K. (2013). Local Government And Community Development. *International Journal of Business, Economics and Law*, Vol. 2, Issue 2 (June).
- Wan Zahari Wan Yusoff, Maziah Ismail and Azlan Shah Ali, (2010), "Understanding the service provider perspective towards better service quality in local authorities", *Journal of Facilities Management*, Vol. 8 Iss 3. Pp. 226 – 238
- Wanmali, S., and Y. Islam. (1995). Rural services, rural infrastructure and regional development in India. *The Geography Journal*. 161:1-3.
- Whorton, J, W., Frank , Jr., Gibson, K., and Dunn, D, D. (1986). The culture of university public service: a national survey of the perspectives of users and providers. *Public Administration Review*. Vol. 46, No. 1. pp. 38-47
- Woodbury, K., Dollery, B., & Rao, P. (2003). Is local government efficiency measurement in australia adequate? An analysis of the evidence. *Public Performance & Management Review*. Vol. 27. No. 2. pp 77-91.
- World Conference of Agrarian Reform and Rural Development. (1983). 'A Ladder of Citizen Participation. *Journal of the American Institute of the American Institute of Planners*. 35. pp 216- 224.
- Wright, M. (1977). Public expenditure in Britain: the crisis of control. *Public Administration*. Vol 55, Issue 2, pp 143–169.
- Yin, R.K. (1984). Case Study Research: Design and Methods. *SAGE Publications Ltd*. London.
- Zakaria, Z. (2008). Users perception of environmental functions provided by local government: A case study on Majlis Perbandaran Sungai Petani Kedah (MPSPK).
- Zikmund, W. G. (2003). Exploring Research Methods. (8th ed.). Ohio: Thomson, South Western.