

**THE IMPACT OF PUBLIC PARTICIPATION ON  
THE PERCEPTION OF SERVICE QUALITY IN  
LOCAL GOVERNMENT IN SOUTHERN  
THAILAND**

**ONUMA SUPHATTANAKUL**

**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
NOVEMBER 2014**

**THE IMPACT OF PUBLIC PARTICIPATION ON THE PERCEPTION OF  
SERVICE QUALITY IN LOCAL GOVERNMENT IN SOUTHERN  
THAILAND**

**By**

**ONUMA SUPHATTANAKUL**

**Thesis Submitted to the Ghazali Shafie Graduate School of Government,  
Universiti Utara Malaysia  
in Fulfillment of the Requirements for the Degree of Doctor of Philosophy**

## **PERMISSION TO USE**

In presenting this thesis in fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or in their absence, by the Dean of Ghazali Shafie Graduate School of Government. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or to make other use of the materials in this thesis, in whole or in part, should be addressed to:

Dean of Ghazali Shafie Graduate School of Government  
UUM College of Law, Government, and International Studies  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman

## ABSTRAK

Kerajaan tempatan di Thailand menghadapi banyak kekangan dalam usaha meningkatkan kualiti perkhidmatan kepada masyarakat. Antara faktor kritikal yang dikenalpasti ialah partisipasi awam yang lemah dalam proses pembuatan keputusan kerajaan tempatan. Oleh itu, kajian ini meneliti darjah partisipasi awam dalam proses pembuatan keputusan dalam kerajaan tempatan di selatan Thailand. Kesan partisipasi awam terhadap persepsi kualiti perkhidmatan dalam kerajaan tempatan juga dikaji. Di samping itu, kajian ini membandingkan persepsi kualiti perkhidmatan di antara pelanggan dan pegawai kerajaan tempatan. Akhirnya, kajian ini turut mengkaji perbezaan persepsi pelanggan terhadap kualiti perkhidmatan antara jenis perbandaran, dan juga antara lokasi perbandaran. Kajian ini menggunakan kaedah kuantitatif dan kualitatif. Populasi kajian terdiri daripada pegawai-pegawai kerajaan tempatan yang bekerja sebagai pegawai pentadbiran, dan pelanggan yang menerima perkhidmatan kerajaan tempatan. Lebih daripada 600 soal selidik telah dikutip daripada kedua-dua pelanggan dan pegawai di lebih 200 buah majlis perbandaran di selatan Thailand. Sebanyak 20 orang pegawai telah ditemubual untuk mendapatkan maklumat terperinci. Untuk menganalisis data, ujian *t*-bebas dan ANOVA digunakan untuk menguji perbezaan antara kumpulan sementara analisis korelasi Pearson digunakan untuk menguji hubungan antara pemboleh ubah bebas dan pemboleh ubah bersandar. Regresi linear telah digunakan sebagai alat statistik yang sesuai untuk menguji hipotesis kajian. Hasil kajian menunjukkan darjah partisipasi yang tinggi di dalam proses pembuatan keputusan di peringkat penetapan matlamat. Terdapat kesan yang signifikan di antara partisipasi awam dan persepsi kualiti perkhidmatan pegawai-pegawai kerajaan tempatan. Di samping itu, dapatan menunjukkan perbezaan kualiti perkhidmatan lebih tinggi bagi kumpulan pelanggan berbanding kumpulan pegawai kerajaan tempatan. Seterusnya, dapatan kajian juga menunjukkan terdapat perbezaan persepsi yang signifikan bagi jenis perbandaran dan lokasi perbandaran. Oleh itu, untuk meningkatkan kualiti perkhidmatan, dicadangkan supaya semua jenis majlis perbandaran menggiatkan usaha untuk meningkatkan partisipasi awam dalam proses pembuatan keputusan. Kajian ini turut menyumbang kepada himpunan ilmu dengan menyatukan kedua-dua pendekatan pengurusan awam dan pemasaran dalam membincangkan persepsi mengenai kualiti perkhidmatan.

**Kata Kunci:** Partisipasi Awam, Budaya Organisasi, Kualiti Perkhidmatan, Kerajaan Tempatan, Thailand.

## ABSTRACT

Local government in Thailand is facing many hindrances in providing service quality to the public. Among the critical factor noted is poor public participation in local government decision-making process. Therefore, this study evaluates the degree of public participation in the decision-making process in local government in Southern Thailand. The impact of public participation on the perception of service quality in local government was also examined. In addition, this study also compares the differences in the perception of service quality between customers and local government officials. Lastly, the differences in customers' perception of service quality between types of municipality and locations of the municipality is also reviewed. This research employs both quantitative and qualitative methods. The target population consisted of local government officials who were working as administrative officials, and customers who received the services of the local government. More than 600 questionnaires were collected from both customers and officials of over 200 municipalities in Southern Thailand. Twenty officials were interviewed to gather in-depth information. To analyse the data, independent t-test and ANOVA were used to test the differences between the groups while Pearson correlation analysis was used to test the relationship between the independent variables and the dependent variable. Linear regression analysis was used as appropriate statistical tool to test the hypotheses. The results showed that the degree of decision-making participation occurred at a high level in a goal setting process. There was a significant positive impact between public participation and the perception of service quality of the local government officials. In addition, it showed that the gap in the perception of service quality was higher for the customer group compared to that of the local government officials. Moreover, this study revealed that there were significant differences in customers' perception of service quality between the types of municipality and the locations of the municipality. As such, in order to increase service quality, it is recommended for all types of municipalities to increase efforts to enhance public participation in their decision-making process. This study contributes to the existing body of knowledge by integrating together the public management and the customer-oriented approaches in relation to the perception of service quality, which is based on the marketing approach.

**Keywords:** Public Participation, Organizational Culture, Service Quality, Local Government, Thailand.

## **ACKNOWLEDGEMENTS**

This study has been accomplished with the help and support of many people. The first of all I would like to express my deepest appreciation to my supervisor Assoc. Prof. Datin Dr. Siti Alida John Bt Abdullah for providing me the good guidelines and the inspirations. I would like also to express my great thanks to my family and my friends who always support and encourage me to accomplish this research.

## TABLE OF CONTENTS

CERTIFICATION OF THESIS WORK	i
PERMISSION TO USE	iii
<i>ABSTRAK</i>	iv
ABSTRACT	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii
LIST OF APPENDICES	xiii
LIST OF TABLES	xiv
LISTS OF FIGURES	xvii
LIST OF ABBREVIATIONS	xviii
 <b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 Introduction .....	1
1.2 Background of the Study .....	4
1.3 Problem Statement .....	8
1.4 Research Questions .....	12
1.5 Purpose of the Study .....	12
1.6 Research Objectives .....	13
1.7 Significance of the Study.....	14
1.8 Scope of the Study.....	16
1.9 Operational Definitions .....	16
1.10 Organization of the Study.....	18
1.11 Summary .....	19

<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>20</b>
2.1 Introduction .....	20
2.2 Democratic Theory.....	20
2.2.1 Concepts of Participatory Democracy Theory .....	22
2.2.2 Concepts of Public Participation .....	24
2.2.3 Review of the Literature of Public Participation .....	43
2.3 Total Quality Management, Organizational Performance Measurement in Public Sector, and Service Quality .....	47
2.3.1 Concepts of Total Quality Management .....	47
2.3.2 Organizational Performance Measurement in Public Sector.....	50
2.3.3 Concepts of Service Quality .....	52
2.3.4 Review of the Literature of Service Quality.....	60
2.4 Theories of Organizational Culture.....	63
2.4.1 Denison Organizational Culture Survey (DOCS).....	67
2.4.2 Review of the Literature of Organizational Culture .....	71
2.5 Local Administration of Thailand .....	75
2.5.1 Municipality Structure .....	77
2.5.2 Roles and Authorities of Local Government Organization .....	78
2.5.3 Problems of Local Administration of Thailand .....	80
2.6 The Conceptual Framework.....	81
2.7 Hypotheses .....	84
2.7.1 Differences in the Perception of Service Quality.....	84
2.7.2 The Impact of Public Participation on the Perception of Service Quality .....	86



2.7.3	Moderating Effect of Organizational Culture.....	87
2.8	Summary.....	88
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>		<b>89</b>
3.1	Introduction .....	89
3.2	Purpose of the Study .....	89
3.3	Research Design .....	90
3.4	Population.....	92
3.4.1	Local Government Officials .....	92
3.4.2	Customers.....	94
3.5	Sample Size .....	94
3.5.1	Sampling of Quantitative Research .....	94
3.5.2	Sampling for Qualitative Research .....	96
3.6	Measurement.....	97
3.6.1	Measuring Public Participation .....	97
3.6.2	Measuring Service Quality .....	98
3.6.3	Measuring Organizational Culture.....	100
3.7	Data Collection .....	102
3.7.1	Data Collection Processes.....	102
3.8	Pilot Study .....	104
3.8.2	Validity and Reliability of the Measurement for Qualitative Research.....	106
3.9	Data Analysis Techniques.....	107
3.9.1	Analysis of Quantitative Data .....	107
3.9.2	Analysis of Qualitative Data.....	107

3.10	Summary.....	108
<b>CHAPTER FOUR: FINDINGS.....</b>		<b>109</b>
4.1	Introduction .....	109
4.2	Response Rate .....	109
4.3	Description of the Study Sample.....	110
4.3.1	Demographic Data of the Officials.....	110
4.4	Goodness of Measures .....	113
4.4.1	Construct Validity .....	114
4.4.2	Reliability Analysis.....	120
4.5	Descriptive Analysis .....	121
4.5.1	Descriptive Statistics of Variables .....	121
4.6	Degrees of Public Participation in Local Governments .....	123
4.7	Differences in the Perception of Service Quality between Local Government Officials and Customers.....	126
4.8	Differences in Customers' Perception of Service Quality between the Types of Municipality .....	131
4.9	Differences in Customers' Perception of Service Quality between the Locations of the Municipality .....	135
4.10	The Impact of Public Participation on the Perception of Service Quality of Local Government Officials.....	139
4.10.1	Bivariate Analysis .....	140
4.10.2	Regression Analysis.....	142
4.11	The Moderating Effect of Organizational Culture on the Impact of Public Participation on the Perception of Service Quality.....	145

4.11.1	The Interaction Effect of Organizational Culture Dimension with Public Participation on the Perception of Service Quality.....	147
4.11.2	The Interacting Effect of Involvement Dimension with Public Participation (PP) on the Perception of Service Quality (SQ).....	148
4.11.3	The Interacting Effect of Consistency Dimension with Public Participation (PP) on the Perception of Service Quality (SQ).....	149
4.11.4	The Interacting Effect of Adaptability Dimension with Public Participation (PP) on the Perception of Service Quality (SQ).....	150
4.11.5	The Interacting Effect of Mission Dimension with Public Participation (PP) on the Perception of Service Quality (SQ).....	150
4.11.6	The Moderating Effect of Organizational Culture (OC) on the Impact of Public Participation (PP) on the Perception of Service Quality (SQ) .....	151
4.12	Summary of Hypotheses Testing .....	152
4.13	The Interview Data.....	154
4.13.1	Demographic Data of the Officials.....	154
4.13.2	How to Get People to be Involved in Local Government Decision-making Processes .....	156
4.13.3	The Degree of Public Participation in Decision-making in Local Government .....	157
4.13.4	The Barriers to Public Participation in Decision-making Processes in Local Government .....	158
4.14	Summary.....	159

<b>CHAPTER FIVE: DISCUSSIONS, IMPLICATIONS, AND RECOMMENDATIONS.....</b>	<b>160</b>
5.1 Introduction .....	160
5.2 Overview of the Study .....	160
5.3 Discussion.....	161
5.3.1 The Degree of Public Participation in Local Government .....	161
5.3.2 Differences in the Perception of Service Quality between Customers and Local Government Officials (H1) .....	173
5.3.3 Differences in Customers' Perception of Service Quality between Types of Municipality (H2).....	177
5.3.4 Differences in Customers' Perception of Service Quality between the Locations of the Municipality (H3) .....	180
5.3.5 The Impact of Public Participation on the Perception of Service Quality of Local Government Officials (H4) .....	182
5.3.6 The Moderating Effect of Organizational Culture on the Impact of Public Participation on the Perception of Service Quality (H5, H5a, H5b, H5c, H5d).....	186
5.4 Implications.....	189
5.4.1 Theoretical Implications.....	189
5.4.2 Policy Implications .....	191
5.5 Limitations and Future Research Directions.....	194
5.6 Conclusion.....	195
<b>REFERENCES.....</b>	<b>196</b>
<b>APPENDICES.....</b>	<b>209</b>

## **LIST OF APPENDICES**

Appendix A	The Questionnaires of the Study	209
Appendix B	Factor Analysis of PP	226
Appendix C	The Results of the Reliability Analysis	235
Appendix D	Independent Samples t -test	241
Appendix E	ANOVA Test	242
Appendix F	Correlation Test between PP and SQ Dimensions	248
Appendix G	Linear Regression Test of the Relationship between PP and SQ	249
Appendix H	Hierarchical Regression Test of the Interacting Effect of Organizational Culture Dimensions on the Impact of Public Participation on the Perception of Service Quality	250
Appendix I	Hierarchical Regression Test of the Interacting Effect of Organizational Culture on the Impact of Public Participation on the Perception of Service Quality	252

## **LIST OF TABLES**

Table 2.1	IAP2 Public Participation Spectrum	31
Table 2.2	Advantage of Citizen Participation in Government Decision-making	38
Table 2.3	Organizational Culture Traits in Denison's Model	69
Table 2.4	Number of Local authorities	76
Table 3.1	Number of Population	93
Table 3.2	Sample Size of Administrative Officials	94
Table 3.3	Instrumentation and Variables Used in the Study	100
Table 3.4	The Values of Cronbach's alpha for Administrative Officials	104
Table 3.5	The Values of Cronbach's alpha for Customers	105
Table 4.1	Response Data and Rate	109
Table 4.2	Demographic Data of the Officials	110
Table 4.3	Demographic Data of the Customers	112
Table 4.4	Results of Factor Analyses for Independent Variable	115
Table 4.5	Factor Analysis for Dependent Variable	116
Table 4.6	Factor Analysis for Moderating variable	118
Table 4.7	The Cronbach's alpha Values	120
Table 4.8	Descriptive Statistics of Variables	121
Table 4.9	Use of Public Participation Mechanisms in Local Government	123
Table 4.10	The Degree of Participation in Decision-making Process in Local Government	124
Table 4.11	Perception Scores for All Dimensions	126
Table 4.12	Expectation Scores for All Dimensions	127

Table 4.13	Descriptive Statistic for Officials and Customers in the Perception of Service Quality (Gap Scores)	129
Table 4.14	The Differences in the Perception of Service Quality between the Officials and Customers	130
Table 4.15	Descriptive Statistic for Customers' Perception of Service Quality (Gap Score) between the Types of Municipality	132
Table 4.16	Differences in Customers' Perception of Service Quality among the Types of Municipality	134
Table 4.17	Descriptive Statistic for Customers' Perception of Service Quality (Gap Score) among the Locations of the Municipality	136
Table 4.18	Differences in the Perception of Service Quality among the Customers in Accordance with the Locations of the Municipality	138
Table 4.19	Pearson Correlation Coefficient between Public Participation (PP) Dimensions and the Perception of Service Quality (SQ)	140
Table 4.20	Pearson Correlation Coefficient between Public Participation (PP) and the Perception of Service Quality (SQ)	140
Table 4.21	Evaluating the Relationship between PP Dimensions and SQ	142
Table 4.22	Linear Regression of PP with SQ	143
Table 4.23	F- Test and ANOVA Summary of Predictors for PP with SQ	143
Table 4.24	Results of Linear regression analysis on PP with SQ	144
Table 4.25	The Moderating Effect of Organizational Culture Dimensions on the Impact of Public Participation on the Perception of Service Quality	147
Table 4.26	The Moderating Effect of Organizational Culture on the Impact of Public Participation on the Perception of Service Quality	151

Table 4.27	Summary of Hypotheses Testing	152
Table 4.28	Demographic Data of the Qualitative Respondents	154
Table 4.29	Use of Public Participation Mechanisms in Local Government	155
Table 4.30	The Current Degree of Public Participation in Decision-making Processes	156
Table 4.31	The Barriers to Public Participation in Decision-making Processes	157



## **LIST OF FIGURES**

Figure 1.1	Public Sector Reform Initiatives	5
Figure 2.1	The Service Quality Model	58
Figure 2.2	Model of Organizational Culture	68
Figure 2.3	Municipal Structure	77
Figure 2.4	Conceptual Framework of the Study	82

## LIST OF ABBREVIATIONS

ADAPT	Adaptability
COMSATS	COMSATS Institute of Information Technology
CON	Consistency
CSS	Customer Satisfaction Survey
CVM	The Competing Value Model
DOCS	Denison Organizational Culture Survey
FLE	Frontline Employee
INV	Involvement
LAO	Local Administrative Organization
MIS	Mission
OC	Organizational Culture
OECD	The Organisation for Economic Co-operation and Development
OPDC	The Office of the Public Sector Development Commission Thailand
PAO	Provincial Administrative Organization
PP	Public Participation
QMS	Quality Management System
ROA	Return on Assets
SOA	Service-oriented-architecture
SQ	Service Quality
TAO	<i>Tambon</i> Administrative Organization
TQM	Total Quality Management

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

In many developing countries, including Thailand, the public organization is poorly managed and lacks the ability to provide quality public services. In addition, it cannot meet customers' satisfaction because of the weak motivation for government officials to deliver services efficiently (OECD, 2001). While the public sector has been confronted by many external factors, for example, changes in the economic, social and political systems, and also changes in information and communication technology, the government has focused on a basic theme about governance which emphasizes the roles and responsibilities of the public service to respond to citizens or customers' needs. According to Paarlberg (2007), organizational achievement depends on its capacities to constantly gather data of customers' needs and requirements in order to increase organizational performance and establish better value for customers. Thus, public organizations are moving toward a more customer-oriented management approach to cope with current and future challenges and changes.

Many studies, for example, Total Quality Management (TQM) and Good Governance were considered in order to reform the public sector and to improve the public sector efficiency, effectiveness, and service delivery (Baird *et al.*, 2004).

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Alford, J. (2002). Defining the client in the public sector: A social-exchange perspective. *Public Administration Review*, 62(3), 337-346.
- Anderson, E. (1995). Measuring service quality in an university health clinic. *International Journal of Health Care Quality Assurance*, 8(2), 32-37.
- Baird, K., Harrison, G., & Reeve, R. (2004). Adoption of activity management practices: A note on the extent of adoption and the influence of organizational and cultural factors. *Management Accounting Research*, 15(4), 383-399.
- Bakar, C., Akgun, S.H. & Al Assaf, A.F. (2008). The role of expectations in patient assessments of hospital care: An example from a university hospital network, Turkey. *International Journal of Health Care Quality Assurance*, 21(4), 343-355.
- Beierle, T.C., & Cayford, J. (2002). *Democracy in practice: Public participation in environmental decisions*. Washington, D.C.: Resources for the Future.
- Bennett, A.J. (2000). Focus on research mediator and moderating variables in nursing research: Conceptual and statistical differences. *Methods Research in Nursing & Health*, 23, 415-420.
- Berry, L.L., Parasuraman, A., & Zeithaml, V.A. (1994). Improving service quality in America: Lessons learned. *Academy of Management Executive*, 8, 32-52.
- Bishop, P., & Davis, G. (2002). Mapping public participation in policy choices. *Australian Journal of Public Administration*, 61(1), 14-29.
- Blahna, D.J., & S.Yonts-Shepherd (1989). Public involvement in resource planning: Toward bridging the gap between policy and implementation. *Society and Nature Resources*, 2, 209-227.
- Bouckaert, G. and S. Van de Walle (2001). *Government performance and trust in government*. Paper for the Permanent Study Group of Productivity and Quality in the Public Sector at the EGPA Annual Conference, Vaasa, Finland, September, 5-8.
- Bourgon, J. (2008). The future of public service: A search for a new balance. *The Australian Journal of Public Administration*, 67(4), 390-404.
- Bovaird, T. (2007). Beyond engagement and participation: User and community coproduction of public services. *Public Administration Review*, 67(5), 846-860.

- Bovaird, T., & Downe, J. (2008). *Innovation in public engagement and co-production of services*. Policy Paper to Department of Communities and Local Government. Cardiff: Cardiff Business School.
- Boyne, G. (2003). Sources of public service improvement: A critical review and research agenda. *Journal of Public Administration Research and Theory*, 13(2), 367-394.
- Brady, H., Verba, S., & Schlozman, K. (1995). Beyond SES: A resource model of political participation. *APSR*, 89(2), 271-294.
- Bryson, A., & Curry, A. (2001). Service improvements in public services using SERVQUAL. *Managing Service Quality*, 11, 389-401.
- Bunyanupong, S. (2004). *Samattana Kong Ongkon Pokkrong Suantongtin Naikanpatibat Parakit Danpankmuang (Local administration's capacity in urban planning)*. Chiangmai: Social Research Institute, Chiangmai University.
- Burgess, H., & Malek, C. (2005). Public participation. Retrieved from [www.beyondintractability.org](http://www.beyondintractability.org).
- Callahan, K. (2007). People, politics, participation, and place. *Public Administration Review*, 67(5), 950-954.
- Cameron, K. S., & Quinn R.E. (2005). *Diagnosing and changing organizational culture: Based on the competing values framework*. San Francisco. CA: Jossey-Bass.
- Carr, S., Penson, R., & Bendell, T. (1995). The quality gurus-their approaches described and considered. *Managing Service Quality*, 5(6), 44-48.
- Chambers, R. (1997). Editorial: Responsible wellbeing: a personal agenda for development. *World Development*, 25(11), 1743-1754.
- Chaowarat, P. (2010). *Participatory planning in municipal development in Thailand*. Unpublished doctoral dissertation. University Berlin, Germany.
- Charoenmuang, T. (1997). *100 Years of local government in Thailand 1897-1997*. Bangkok: Kobfai's publishing work.
- Chatman, A.J., & Jehn, K.A. (1994). Assessing the relationship between industry characteristics and organizational culture: How different can you be? *Academy of Management Journal*, 37, 522-553.

- Chompunth, C., & Chomphan, S. (2012). Evaluating public participation process in development projects in Thailand: A case study of the Hin Krut Power Plant Project. *American Journal of Applied Sciences*, 9(6), 865-873.
- Choonhaklai, S., & Singsuriya, P. (2008). Thailand's approach to achieving effective leadership: Culture and outcomes. *International Employment Relations Review*, 14(2), 38-55.
- Claver, E., Llopis, J., Gasco, J.L., Molina, H., & Conca, F.J. (1999). Public administration: From bureaucratic culture to citizen-oriented culture. *The International Journal of Public Sector Management*, 12(5), 455-464.
- Cogan, A., Sharpe, S., & Hertzberg, J. (1986). *The practice of state and regional planning*. Chicago: American Planning Association.
- Cohen, J., & Uphoff, D. (1980). *Rural development participation: Concept and measures for project design implementation and evaluation rural development center*. New York: Cornell University.
- Cohen, J.W. (1988). *Statistical power analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Erlbaum.
- Coyler, S. (1997). *The Relationship between organizational culture and organizational performance: An extension of a study of leadership and performance*. Paper presented at Academy of Management. Boston, August 11.
- Creighton, J.L. (1981). *The public involvement manual*. Cambridge, MA: Abt Books.
- Cronin, J. & Taylor, R. (1992). Measuring service quality: A re-examination and extension. *Journal of Marketing*, 56(7), 55-68.
- Curristine, T., Lonti, Z., & Joumard, I. (2007). Improving Public Sector Efficiency: Challenges and Opportunities. *OECD Journal on Budgeting*, 7(1), 1-41.
- Czepiel, J.A. (1990). Service encounters and service relationship: implication for research. *Journal of Business research*, 20, 13-21.
- Dahl, A.R. (1989). *Democracy and its critics*. New Haven: Yale University Press.
- Davidson, M.C. (2003). Does organizational climate add to service quality in hotels? *International Journal Temporary Hospital Management*, 14(4), 206-215.
- Deming, W.E. (1986). *Out of the crisis*. Cambridge, MA: Massachusetts Institute of Technology, Center for Advanced Engineering Study.

- Denison, D.R. (1982). *The climate, culture, and effectiveness of work organizations: A study of organizational behaviour and financial performance*. Unpublished doctoral dissertation. University of Michigan, The United States of America.
- Denison, D.R. (1984). Bringing corporate culture to the bottom line. *Organizational Dynamics*, 13, 4-22.
- Denison, D.R. (1990). *Corporate culture and organizational effectiveness*. New York: John Wiley & Sons.
- Denison, D.R. (2000). *Organizational culture: Can it be a key lever for driving organizational change*. In S. Cartwright & C. Cooper (Eds.), *The handbook of organizational culture*. London: John Wiley & Sons.
- Denison, D.R., & Mishra, A.K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204–223.
- Denison, D.R., & Neale, S.W. (1996). *Denison organizational culture survey*. Ann Arbor, MI: Aviat.
- Department of Local Administration. *Number of Local Organizations*. Retrieved June, 20, 2011, from [www.thailocaladmin.go.th](http://www.thailocaladmin.go.th).
- Deshpande, R.J., & Webster, F.E. (1989). Organizational culture and marketing: defining the research agenda. *Journal of Marketing*, 53(1), 3-15.
- Dietz, H.A. (1998). *Urban poverty, political participation, and the state: Lima, 1970-1990*. Pittsburgh, PA: University of Pittsburgh Press.
- Donthu, N., & Yoo, B. (1988). Cultural influences on service quality expectations. *Journal of Service Research*, 1(2), 178-185.
- Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: What do we know and where do we need to go? *International Journal of Human Resource Management*, 6(3), 656-670.
- Edvardsson, B. (2005). Service quality: Beyond cognitive assessment. *Managing Service Quality*, 15(2), 127–131.
- Farivar, F., Khanbashi, M., & Esmaeelinezhad, O. (2011). The analysis of different customers and employees' perceptions from service quality in the insurance industry of Iran. *International Journal of Business and Management*, 6(2), 103-108.
- Fey, F.C., & Denison, D.R. (2003). Organizational culture and effectiveness: Can American theory be applied in Russia? *Organization Science*, 14(6), 686-706.



- Finterbusch & Van Wicklin (1987). The contribution of beneficiary participation to development project effectiveness. *Public Administration and Development*, 7(1), 1-23.
- Flemming, P.L. (2009). *A study of the relationship between transformational leadership traits and organizational culture types in improving performance in public sector organizations: A Caribbean perspective*. Unpublished doctoral dissertation. Capella University, The United States of America.
- Fornell, C., Johnson, M.D. Anderson, E.W., Cha, J., & Bryant, B. (1996). The American customer satisfaction index: Description, findings, and implications. *Journal of Marketing*, 60(4), 7-8.
- Foster, P.D., Stine, A.R., & Waterman, P.R. (1998). *Business analysis using regression*. New York: Springer.
- Funnell, W. (2003). Enduring fundamentals: Constitutional accountability in the Reluctant State. *Critical Perspectives on Accounting*, 14, 107-132.
- Gholamzadeh, D., & Yazdanfar, K. (2012). Analysis organizational culture level in selected Iranian corporations using the denison model (Case study: Snova, Hayer, Lorch and Mana Co.). *Interdisciplinary Journal of Contemporary Research in Business*, 3, 791-798.
- Giannoccaro, R., Costantino, N., Ludovico, D.A., & Pietroforte, R. (2008). Measuring citizen satisfaction with aspects of public service from a local authority and determining their importance: A case study. *Public Organization Review*, 8(1), 1-15.
- Giddens, A. (2000). *The third way and its critics*. Cambridge: Polity Press.
- Gowan, M., Seymour, J., Ibarreche, S., & Lackey, C. (2001). Service quality in public agency: same expectations but different perceptions by employees managers, and customers. *Journal of Quality Management*, 6, 275-291.
- Gronroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18(4), 36-44.
- Hair, J.F., Andersson, R.E., Tatham, R.L., & Black, W.C. (2010). *Multivariate data analysis*. New Jersey: Prentice Hall International Inc.
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2006). *Research methods for business*. New York: John Wiley & Son, Ltd.

- Halvorsen, E. K. (2003). Assessing the effects of public participation. *Public Administration Review*, 63(5), 535-542.
- Ham, C.L. (2003). *Service quality, customer satisfaction and customer behavioral intentions in higher education*. Unpublished doctoral dissertation. Nova Southeastern University, The United States of America.
- Hofstede, G., Bond, M.H., & Luk, C. (1993). Individual perceptions of organizational cultures: A methodological treatise on levels of analysis. *Organization Studies*, 14(4), 483-503.
- Hsiao, C., & Lin, J. (2008): A study of service quality in public sector, In: *International Journal of Electronic Business Management*, 6, 29-37.
- International Association for Public Participation (2007). *The IAP2 public participation toolbox*. Retrieved November 15, 2007, from <http://www.iap2.org/associations/4748/files/toolbox.pdf>.
- Ilhaamie, A.G. (2010). Service quality in Malaysia public service: Some findings. *International Journal of Trade, Economics and Finance*, 1(1), 40-45.
- Irvin Rene'e A., & Stansbury, J. (2004). Citizen participation in decision making: Is it worth the effort? *Public Administration Review*, 64(1), 55-63.
- Javier, F., (1997). Quality measurement in Spanish municipalities: Transferring private sector experiences. *Public Productivity*, 21(1), 44-55.
- Kaplan, R.S., & Norton, D.P. (1996). *The balanced scorecard: Translating strategy into action*. Boston: Harvard Business School Press.
- Kauzya, J.M. (2003). *Local governance capacity-building for full-range participation: Concepts, frameworks and experiences in African countries*. New York: United Nations.
- Kettl, F.D. (1998). *Reinventing government: A fifth-year report card*. Washington, D.C.: Brookings Institution.
- Kim, S. (2009). *Management strategy for local governments to strengthen transparency in local governance*. Seoul: United Nations Project Office on Governance.
- Kim, S. (2012). *Citizen participation and transparency in local government: An empirical analysis*. Paper Presented at the 2nd Global Conference on Transparency, Netherlands: Utrecht University. June 7-9.

- Kitchen, T., & Whitney, D. (2004). Achieving more effective public engagement with the English planning system. *Planning Practice and Research*, 19(4), 393-413.
- Kluvers, R. & Pillay, S. (2009). Participation in the budgetary process in local government. *Australian Journal of Public Administration*, 68, 220-230.
- Kotter, J. (2001). What leaders really do. *Harvard Business Review*, 79(11), 1-12.
- Kotter, J.P., & Heskett, J.I. (1992). *Corporate culture and performance*. New York: Free Press.
- Kotler, P. (2003). *Marketing management*. New Jersey: Prentice Hall.
- Krejcie, R.V. & Morgan, D.W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- Krueathap, W. (2004). Local government initiatives in Thailand: Cases and lessons learned. *Asia Pacific Journal of Public Administration*, 26(6), 217-239.
- Kumar, A., & Lim, H. (2008). Age differences in mobile service perceptions: comparison of Generation Y and baby boomers. *Journal of Services Marketing*, 22(7), 568-577.
- Landrum, H., Prybutok, V.R., Kappelman, L.A., & Zhang, X. (2008). Service: A parsimonious instrument to measure service quality and information system successfully. *The Quality Management Journal*, 12, 17-25.
- Lashley (1997). *Empowering service excellence : beyond the quick fix*. London: Wellington House.
- Leedy, D.P. & Ormrod, E.J. (2001). *Practical Research: Planning and Design*. NJ: Merrill Prentice Hall.
- Lowndes, V., & Prachett, L. (2002). *The locality effect: Local government and citizen participation*. United Kingdom: Award.
- Mabry, E.S. (2008). *Adopting a service -oriented architecture (SOA) strategy: The forces of organizational culture and the moderating role of senior managers*. Unpublished doctoral dissertation. Capella University, The United States of America.
- McDonnell, J., Gatfield, T., & Brisbane, N. (2004). SERVQUAL as a cultural change agent in the Australian public sector. *Marketing & Society, Queensland*, 1528-1539.

- Mektrairat, N. Rathamarit, N., Waranyuwattana, S., Laowakul, D., Chatchawan, S., Wongpredee, A., & Leangprapath, W. (2009). *The report of the progress of decentralization in Thailand and the proposals*. Bangkok: Department of Local Administration.
- Michael, R.K., Sower, V.E., & Motwani, J. (1997). A comprehensive model for implementing total quality management in higher education. *Benchmarking for Quality Management & Technology*, 4(2), 104-120.
- Miller, K., & Monge, P. (1986). Participation, satisfaction, and productivity: A meta-analytic review. *Academy of Management Journal*, 29(4), 727-753.
- Mokhlis, S., Aleesa, Y., & Mamat, I. (2011). Municipal service quality and citizen satisfaction in Southern Thailand. *Journal of Public Administration and Governance*, 1(1), 122-137.
- Morgan, G. (1997). *Images of organization*. Thousand Oaks: Sage Publications.
- Munhurrun, R.P., Lea-Bhiwajee, D. S., & Naidoo, P. (2010). Service quality in the public service. *International Journal of Management Research*, 3, 37-48.
- Munhurrun, R.P., Lea-Bhiwajee, D.S., & Naidoo, P. (2010). Measuring service quality: Perceptions of employees. *Global Journal of Business Research*, 4, 47-58.
- Nagai, F., Mektrairat, N., & Funatsu, T. (2008). *Local government in Thailand: Analysis of the local administrative organization survey*. Japan: Institute of Developing Economies Japan External Trade Organization.
- Nakashima, Keiko, Putro, Sarjono, U., Mulyono, Budi, N., & Arai, T. (2010). Factor affecting customer's perception of service quality: Comparing differences among countries. Case study: Beauty salons in Bandung and Tokyo. *The Asian Journal of Technology Management*, 3(2), 62-68.
- Nerdinger, F.W. (2008). Editorial: Employee participation and organisational culture. *German Journal of Human Resource*, 22(2), 107 – 110.
- Neir, L.S. (2008). *The relationship between organizational culture and organizational performance in a large federal government agency*. Unpublished doctoral dissertation. Walden University, The United States of America.
- O'Donnell, O., & Boyle, R. (2008). *Understanding and managing organisational culture*. Ireland: Institute of Public Administration.

- Office of Deputy Prime Minister of United Kingdom (2002). *Public participation in local government*. UK: Author.
- Office of the Public Sector Development Commission (2007). *Good governance*. Bangkok: Author.
- Office of the Public Sector Development Commission. (2009). *Handbook of public sector quality management development*. Bangkok: Author.
- O'Neill, M & Palmer, A. (2003). The effects of perceptual processes on the measurement of service quality. *Journal of Services Marketing*, 17(3), 254 – 274.
- Organ, D.W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10, 85–97.
- Organisation for Economic Co-operation and Development (1993). *Public management developments: Survey 1993*. Paris: Author.
- Organisation for Economic Co-operation and Development (2001). *Citizens as partners: Information, consultation and public participation in policy-making*. Paris: Author. Retrieved from [http://www.ezd.si/fileadmin/doc/4\\_AKTIVNO\\_DRZAVLJANSTVO/Viri/Citizens\\_as\\_partners\\_oecd.pdf](http://www.ezd.si/fileadmin/doc/4_AKTIVNO_DRZAVLJANSTVO/Viri/Citizens_as_partners_oecd.pdf).
- Organisation for Economic Co-operation and Development (2001). *OECD annual report*. Paris: Author.
- Ouchi, W.G. (1981). *Theory Z: How American business can meet the Japanese management challenge*. MA: Addison-Wesley Publishing.
- Overdevest, C. (2000). Participatory democracy, representative democracy, and the nature of diffuse and concentrated interests: A case study of public involvement on a national forest district. *Society & Natural Resources*, 13(7), 685-696.
- Paarlberg, L.E. (2007). The impact of customer orientation on government employee performance. *International Public Management Journal*, 10(2), 201-228.
- Parr, J., & Gates, C. (1989). *Assessing community interest and gathering community support*. In international city management association, eds., *Partnerships in local governance: Effective council-manager relations*. Washington, D.C.: International City Management Association.
- Parasuraman, A. (1988). SERVQUAL: A multiple-item scale for measuring customer perceptions of service quality. *Journal of Retailing*, 1, 12-40.

- Parasuraman, A., Zeithaml, V.A., & Berry, L.L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49, 41-50.
- Parasuraman, A., Zeithaml, V.A., & Berry, L.L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
- Parasuraman, A., Zeithaml, V.A., & Berry, L.L. (1991). Refinement and reassessment of the SERVQUAL scale. *Journal of Retailing*, 67 (4), 420-50.
- Parasuraman, A., Berry, L.L., & Zeithaml, V.A. (1993). Research note: More on improving service quality measurement. *Journal of Retailing*, 69, 140-147.
- Parasuraman, A., Zeithaml, V.A., & Berry, L.L. (1994). Reassessment of expectations as a comparison standard in measuring service quality: Implications for further research. *Journal of Marketing*, 58, 111-124.
- Pateman, C. (1970). *Participation and democratic theory*. Cambridge: Cambridge University Press.
- Pateman, C. (2012). Participatory democracy revisited. *Perspectives on Politics*, 10(1), 7-19.
- Paul, H. & Alain, G. (1996). An examination of the cross-culture differences in service quality: the example of Mexico and the U.S.A. *Journal of Consumer Marketing*, 13(3), 43-53.
- Perry, J.L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50, 367-373.
- Petts, J. (1999). *Public participation and environmental impact assessment*. Handbook of Environmental Impact Assessment. Blackwells, UK: Oxford.
- Pretty, J.N. (1995) Participatory learning for sustainable agriculture. *World Development*, 23(8), 1247-1263.
- Putnam, R.D. (1993). *Making democracy work: Civic traditions in modern Italy*. Princeton: Princeton University Press.
- Ribori, M.K. (2005). *The effectiveness of citizen participation in local governance: A case study of citizen advisory boards*. Unpublished doctoral dissertation. University of Nevada, The United States of America.

- Rowe, G., & Frewer, L.J. (2005). A typology of public engagement mechanisms. *Science Technology and Human Values*, 30(2), 251-290.
- Rozelle, M. & Sarno, D.J. (2006). *Final report: Training on public participation in Thailand*. Retrieved from [http://siteresources.worldbank.org/INTTHAILAND/Resources/CDPG/392030-1163054967445/Martha\\_training\\_on\\_public\\_participation\\_in\\_thailand.pdf](http://siteresources.worldbank.org/INTTHAILAND/Resources/CDPG/392030-1163054967445/Martha_training_on_public_participation_in_thailand.pdf).
- Ryzin, G.V. (2004). The measurement of overall citizen satisfaction. *Public Performance and Management Review*, 27(3), 9-28.
- Sanoff, H. (2000). *Community participation methods in design and planning*. New York: John Wiley & Sons, Inc.
- Sashkin, M. (1984). Participative management is an ethical imperative. *Organizational Dynamics*, 12(4), 5-22.
- Sattarifar, M. (2005). *People's participation*. Retrieved May 18, 2005, from <http://web.archive.org/web/20060322175547/http://iran-daily.com/1384/2277/html/focus.htm>.
- Sawner, T.E. (2000). *An empirical investigation of the relationship between organizational culture and organizational performance in a large of public sector organizations*. Unpublished doctoral dissertation. The George Washington University, The United States of America.
- Schein, E.H. (2004). *Organizational culture and leadership: A dynamic view*. San Francisco: Jossey-Bass Publishers.
- Schlesinger, L.A., & Zornitsky, J. (1991). Job satisfaction, service capability, and customer satisfaction: An examination of linkages and management implications. *Human Resource Planning*, 14, 141-149.
- Schmit & Allscheid. (1995). Employee attitudes and customer satisfaction. *Personnel Psychology*, 521-536.
- Scott, D. & Vitartas, P. (2008). The role of involvement and attachment in satisfaction with local government services. *International Journal of Public Sector Management*, 21(1), 45-57.
- Singh, R., & Khanduja, D. (2010). SERVQUAL and model of service quality gaps: A framework for determining and prioritizing critical factors from faculty perspective in higher education. *International Journal of Engineering Science and Technology*, 2(7), 3297 – 3304.

- Sekaran, U. (2006). *Research methods for business a skill building approach*. New York: John Wiley & Sons, Inc.
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach*. New York: John Wiley & Sons, Inc.
- Shakil, A.M. (2012). Impact of organizational culture on performance management practices in Pakistan. *Business Intelligence Journal*, 5, 50-55.
- Shytov, A. (2004). *Public participation in environmental protection and Thai folk wisdom*. Retrieved from <http://asialaw.tripod.com/articles/publicpart.html>.
- Slater, S.F., & Narver, J.C. (1999). Market-oriented is more than being customer-led. *Strategic Management Journal*, 20(12), 1165–1168.
- Smith, S.R., & Ingram, H. (2002). *Policy tools and democracy in the tools of government: A guide to the new governance*. New York: Oxford University Press.
- Smith, A.M., & Reynolds, L.N. (2001). Measuring cross-cultural service quality. *International Marketing Review*, 19(5), 450-480.
- Subramaniam, N., & Ashkanasy, M.N. (2001). The effect of organisational culture perceptions on the relationship between budgetary participation and managerial job-related outcomes. *Australian Journal of Management*, 26, 35-54.
- Tripathi, S., & Tripathi, N. (2009). Influence strategies & organizational success: moderating effect of organizational culture. *Indian Journal of Industrial Relations*, 36(3), 283-300.
- Uttal, B. (1983). The Corporate culture vultures. *Fortune Magazine*, 108(8), 66-72.
- United Nations (1981). *Popular participation as a strategy for planning community level action and national development*. New York: Author.
- United Nations (1998). *Tools to support participatory urban decision making*. New York: Author.
- United States Agency for International Development (2008). *Citizen engagement and participatory governance: Challenges and opportunities to improve public service at the local level*. Washington, D.C.: Author.
- Vella, P.J., Gountas, J., & Walker, R. (2009). Employee perspectives of service quality in the supermarket sector. *Journal of Services Marketing*, 23(6), 407–421.



- Verba, S., & Nie, N.H. (1987). *Participation in America: Political democracy and social equality*, University of Chicago Press.
- Verba, S., Schlozman, K., Brady, M., & Nie, N.H. (1995). Citizen activity: Who participates? What do they say? *American Political Science Review*, 87(2), 303-318.
- Wang, X. (2001). Assessing public participation in U.S. cities. *Public Performance & Management Review*, 24(4), 322-336.
- Wang, X., & Wart, W.M. (2007). When public participation in administration leads to trust: An empirical assessment of managers' perceptions. *Public Administration Review*, 67(2), 265-267.
- Wagner, J.A. III., & Gooding, R.Z. (1987). Shared influence and organizational behavior: A meta-analysis of situational variables expected to moderate participation-outcome relationships. *Academy of Management Journal*, 30, 524-541.
- Walters, L., Aydelotte, J., & Miller, J. (2000). Putting more public in policy analysis. *Public Administration Review*, 60(4), 349-359.
- Witcher, B.J. (1990). Total marketing: Total quality and marketing concept. *The Quarterly Review of Marketing*, 15(2), 1-6.
- Wright, E.B. (2001). Public sector work motivation: Review of the current literature and a revised conceptual model. *Journal of Public Administration and Theory*, 11(4), 559-586.
- Wood, R. & Locke, E. (1990). Goal setting and strategy effects on complex tasks. *Research in Organizational Behavior*, 12, 73-109.
- World Bank (1996). *World development report 1996: From plan to market*. Washington, D.C.: Author.
- World Bank (2012). *Improve service quality, Thailand: Public finance management report*. Bangkok: Author.
- Yoo, D.K., & Park, L.A. (2007). Perceived service quality: Analyzing relationships among employees, customers and financial performance. *International Journal of Quality & Reliability Management*, 21(9), 908-926.
- Yunus, N.K.Y., Ismail, A., Juga, Z.R., & Ishak, S. (2009). Service quality dimensions, perceive value and customer satisfaction: Abc relationship model testing. *International Business and Economic Journal*, 2(1), 1-18.