

**AHMAD
AIMAN**

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

**MSC
2015**

**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**

**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 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”.

The contents of
the thesis is for
internal user
only

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 Delivery 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 Kargıyak 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%200407&pub%20utusanmalaysia&ec%20kota&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.