Government Delivery System:
Effectiveness of local authorities in Perak, Malaysia

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Abstract

This paper evaluates the effectiveness and efficiency of service delivery performed by local authorities in the state of Perak, Malaysia. Local authorities’ performances are important in giving positive public perception to the overall government structure. In developing countries, improving the quality of government delivery system is quite challenging, but effective delivery systems are crucial in achieving the people’s satisfaction level. A total of 250 respondents in selected 10 local authorities participated in the questionnaires survey. The survey was to assess the level of performances performed by Local Authorities in Perak. Several recommendations proposed to strengthen local authorities’ performances and improved public satisfaction level.

Keywords: Quality of Services; local authorities’ performances; satisfaction Level; Perak Malaysia

1. Introduction

The effectiveness and efficiency of service delivery among local authorities has been the priority of federal and state government of Malaysia. It is parallel with the government aspiration towards a developed nation by the year 2020. Meanwhile, in the context state of Perak, high level of service delivery rendered by the local government would be the principal criteria in achieving the goal of Perak Amanjaya Development Plan. Therefore, the vital contribution delivered by local government is providing essential services to everyone without discrimination, especially those who currently have minimal access or no access to the services. Thus, effective and efficient delivery considered as essential.
elements of the local government responsibility and makes this sphere of government closest to the people. Based on Local Government Advisory Board (2008), local governments remained the essential way to deliver their services to local communities within the districts, with being more flexible in meeting local needs and efficiently being able to fulfill their functions. Besides, previous research has shown that the rapid changes and competitive environment worldwide have raised various issues that required courteous service delivery performed exclusively in the local government sector.

1.1. Study objectives

The objectives of this study are as follow:

- To recognize the current issues regarding service delivery of Local Authorities in Perak;
- To evaluate the performance of service delivery by Local Authorities in Perak;
- To suggest strategies and action plan for improving the service delivery of Local Authorities towards a world class status.

2. Local government in Malaysia

The local governments accountable in providing public goods and services to every group of people that live within their localities. The greatest contribution provides by the local government is by performing efficient and effective service delivery, predominantly to those who currently have little access or even no access to these services. Therefore, the local authorities in Malaysia power expanded with a complete set of functions and responsibilities within the Local Government Act of 1976. The Local Government Act 1976 (Act 171) empowered the right to embark on various tasks and have also merged frameworks for local authorities. The planning powers of local authorities stipulated in the allied Town and Country Planning Act 1976. The Act stated that the local authority shall be the local planning authority for their area, thus, allowing the local authorities to control the developmental functions of urban management and play a more dynamic role in the national development (Yaakup et al., 1994).

The functions of local authorities in Malaysia cover on mandatory functions such as the licensing authority, authority for waste and garbage collection, street lighting and activities pertaining to public health and also discretionary functions that include all development functions such as providing amenities and recreational parks. The major functions of Malaysian local authorities can be summarized as environmental, public, social and developmental (Yaakup et al, 1994). The local government or local authority (Kerajaan tempatan or pihak berkuasa tempatan (PBT)) is the lowest level in the system of government in Malaysia after the federal government and states government. It has the ability to collect taxes (in the form of assessment tax), to create laws and rules (in the form of by-laws) and to grant licenses and permits for any trade in its area of jurisdiction as in providing basic amenities, collecting and managing waste and garbage, as well as planning and developing the area under its jurisdiction (Local Government Act 171).

Local governments are under the exclusive purview of the state governments as provided in the Constitution of Malaysia, except for local governments in the federal territories. The Federal Ministry of Housing and Local Government play a role in coordinating the practices of local governments across the country. Local governments commonly referred to as councils (Majlis), headed by a civil servant with the title President (Yang Di- Pertua) for rural districts and municipalities, and Mayor (Datuk Bandar) for cities, though there are a few exceptions in the form of unique and altered local authorities.

2.1. Issues on government service delivery in Malaysia

Effective delivery is at the best of the local government function that makes this level of government closest to the people. Local governments are where the services delivered to the local communities within their area and districts. Thus, local governments must be more responsive in meeting local needs and
being able to deliver according to their functions. In addition, in ensuring to ensure the services are always at the maximum quality, an assessment on their performances required. While according to Cathy (2008), the efficient allocation of resources by local governments remains a critical issue to be addressed.

However, in Malaysia the local governments are providing local services referring existing stages of policy decisions. First, the local governing body must choose whether or not it will provide a given service. Second, if the service is to be provided, a decision must be made setting the level at which the service provided. Third, the policy makers must establish the suitable regulation that can give benefit to the community (David, 2001).

In addition to the above, local governments can maximise medium or channels to deliver services to the local residents. Currently many local governments try to clarify a needed service themselves, usually by a government employee or department. Nevertheless, according to (David, 2001) there are few local governments decide to provide a service, but try to limit or reduce demand for the service through educational programs and use of their regulatory and taxing powers. Therefore, when it has become relevant for services, some governments provide the service and charge a fee, which recovers some or all of the cost, and may also help reduce demand for, or excessive use of, the service (Muggan, 2008).

The past research shows, several issues may force institutions to measure customer satisfaction, which citizens normally are not aware of the procedures and expectations that govern services conduct in the realm of service delivery. This lack of transparency obstructs governmental effectiveness and creates numerous opportunities for corrupt and unaccountable practices remained as some of the main issues in Malaysia, and this are why government often categorized as being slow, bureaucratic and rarely innovative. In addition, Andrews (2003) identifies areas of concerns for measuring customer satisfaction in the public sector. The identified areas as asserted by Andrew (2003) include “changes in resource responsibility, changes in responsiveness and performance, changes in process transparency, changes in corruption and, changes in political accountability”.

For that reason, there is a crucial need to evaluate the local government’s performance as the public concerned about quality services and the greater role expected from local governments. The efficient allocation of resources by local governments remains an important issue to be addressed. As a matter of fact, legitimate government delivery systems will always importance in ensuring the people’s satisfaction level has achieved. For that reason, an assessment of people’s satisfaction level used to evaluate the performance of the local authorities’ service quality and implementation policy as Mzni (2011) declared that:

“The performance and accountability of local governments have been the constrained by a gap that exists between the impact of customer satisfaction and organizational performance. Furthermore, municipalities often suffer from weak institutional capacity, limited resources and limited availability of information. Measuring customer satisfaction is a relatively new concept to the public sector. Greater accountability can encourage responsiveness to citizens’ voices”.

Therefore, Peter (2007) explained that the performances of their service delivery covering on two aspects, known as local government accountability and customer satisfaction. The accountability in Local government always look as dimension in getting close with local communities. Not only that, it becomes an interesting a way to boost up their knowledge of and expectations for betterment of local government authorities (Owusu, 2008). The frameworks of local government accountability arise from the transition of management in the local government, which inspired by a vision geared towards the developmental role of local government, (Mzini, 2011) and this is perhaps how Local government largely associated with the term ‘service delivery’. Thus, to give effect to the objectives within the local government system, a constitution assigned the municipalities the role to stimulate the economic resources of the local government boundaries towards the improvement of the lives of state of Perak.

However, customer satisfaction explained as the state of mind that clients have about an institution when their expectations met or exceeded over the lifetime of the product or service. The management of customer satisfaction in local government has become a critical element in the day to day operations of local government to pursue high performance. Hence, local governments are increasingly setting
themselves strategies to measure and ensure customer retention, and charging their staff to be more customer-focused and service-oriented in order to achieve high quality performances of their service delivery and utter satisfaction to their customer.

2.2. Customer satisfaction

According to Liu and Fang (2009), customer satisfaction is when customer anticipation and the perception factors are reversely equal, and the customer satisfaction is positively proportional with the actual. Customer satisfaction defined as an excitement situation or disappointment resulting from perceived performance (or outcome) in relation to their expectations (Mortazavi, et al, 2009, Munusamy and Fong, 2008). Customer satisfaction has also become a measurement of success in analyzing organizations performances, (Mortazavi, et al, 2009). Nevertheless customer satisfaction is a situation when the customer expectations are at par with the quality of product and services used by them. (Munusamy and Fong, 2008). Customer satisfaction drives the success of an institution (Center for the study of social policy (CSSP), 2007). Cram (2005) regards it as a qualitative assessment of the services provided and being surrogate measure of the value of services to the customers. Thus, the improvement of customer satisfaction within institutions began with understanding of customer base. In regards to CSSP (2007), the government servants responsible in delivering services for developmental purposes. However, the absence of a profit motive does not mean that customer satisfaction is insignificant in the public and non-profit world.

2.3. Delivering effectiveness and efficiency in local government

2.3.1. Definition effectiveness and efficiency

According to Oxford Dictionary, 2007 effectiveness defined the level to which something intended is successful in producing a desired result is success. Meanwhile, efficiency defined by achieving maximum productivity by using available resources in the appropriate way. Nevertheless, effective and efficient are both popular words in service delivery system that been used to evaluate the service delivery performances. Bourn, 2006 summarize that something is effective if it is adequate to accomplish a purpose; producing the intended or expected result. On the other hand, it is efficient if it performs or functions in the best possible manner with the least waste of time and effort. In accordance to Bourn (2006) "Being effective is about doing the right things, while being efficient is about doing things in the right manner."

2.3.2. Competent human resource

The effectiveness and efficiency of the public service delivery system is dependent on the quality of the public sector workforce. Towards this end, the Government will further strengthen competency based human resource management to nurture workforce with the right attitude, skills and knowledge. In addition, appropriate assessment systems adopted to inculcate the positive values and promotion skilful work ethics. Therefore to achieve a competent human resource, the Government will also need to ensure that front line agencies staffed by appropriate personnel who selected according to set criteria to provide efficient and courteous services to their customers. Hence, at the same time, the Government will continue to implement the necessary strategies and initiatives to strengthen individual and organizational performance in the public sector. Overall, competent human resource is explaining about providing good services to the public by portraying and engaging good ethics while performing the task given. This is in line with the teaching of Islam, and promoted as the way of life which highlights excellent principle on ethics that involve the relationship between man and man including ethics of leader (appointed government) towards the citizen. (Mohd Nor Mamat and Siti Fatahiyah Mahamood, 2010).
3. Methodology

For this study, the data collection methods include literary sources questionnaire survey, observation, and related agencies. Primary data is original data, and collected to achieve research goal (Hox & Boeiji, 2005). It can also mean data which originally collected by the researcher. This research also adopts Likert-scale technique, in which respondents were asked about their level of agreement upon certain statements (Colburn, 2003). In this research, application of Likert-Scale in the questionnaire applied to figure out to what extent which respondents think your local authority should provide the services and your perception and reaction of current service delivery mechanism provided in your Local Authority. Literary sources are an integral part of the research process (Howitt & Cramer, 2005). In this research, literary sources obtained through computers and computerised databases, published journals, books, articles, reports, seminar and conference papers which related to the research topic. It can also be regarded as a method of data collection for secondary data.

3.1. Sampling method

According to Mugo Fridah W. (2002), sampling is the designated process, to choose appropriate target respondents that can represent the whole population. Hence, the relevant method used to minimize biases findings in sample size selection. Thus, according to Kirch (2008), sample size represents the number of persons who should be included in the experimental study before the investigation commences. In determining appropriate sample size, Yamane formula applied in this research. In accordance to Yamane (1967), sample size can be determined through calculation as follows:

\[ n = \frac{N}{1 + Ne} \]

Where:  
- \( n \) = Sample Size  
- \( e \) = level of precision (assumed 10%)

The questionnaire surveys distributed among public as well as the staff of local authority in Perak. The researcher was targeting to get 300 respondents for the Government Delivery System; The Effectiveness of local authorities in Perak questionnaire. However due to time constraint the researcher manage to get 250 respondents for the questionnaire. The distribution of questionnaire began from 15th November until 7th December 2012, and the distribution of respondents as below:

Table 1. Distribution of respondents

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local authorities staff</td>
<td>77</td>
<td>30.8</td>
</tr>
<tr>
<td>Local people/public</td>
<td>173</td>
<td>69.2</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Government Delivery System: The Effectiveness of Local Authorities in Perak, Malaysia Survey, 2012-2013

The dependent variables were the perceptions of respondents on their level of satisfaction towards services rendered according to different departments available within the local authorities. Meanwhile, socio-demographic characteristics of the respondents recognized as interdependent variable. Selection of these variables, purposely to represent the level of satisfaction towards services rendered by the local authorities within their locality. These also to assess the performances of departments in local authorities based on respondents’ perception and expectation as asked in the questionnaire.

3.2. Descriptive analysis

Based on the survey, most of the respondent’s ages are in the group 21 – 30 years old which indicates 46.4% (116) of the total number of respondents. Second is the group of 31 – 40 years old with 20.4% (51). Then the third is the group of 41 – 50 years old with 14.8% (37). The age group of 20 years old and
below indicates 10% (25) of the total number of respondents and the least are from the age of 50 years old and above which consist only 8.4% (21) from the total number of respondents. The majority of respondents have attended secondary school with 49.2% (123) of the total respondents. 30% (75) of the respondents have diploma followed by degree with 7.2% (18). There is 9.6% (24) of the respondents have a master degree. The other 3.2% (16) of the respondents have attended primary school. Lastly, there are 0.4% (10) of the respondents have PhD.

In terms of Frequency of Contacting LA’s. 31.6% of the respondents contact, LA in their area at least once in a month, followed by 29.2% (73) who never contact the LA. There is 20% (50) of the respondents contact LA twice a month. Next, there are 11.2% (28) respondents who contact LA more than 4 times in a month. Lastly, there are 8% (20) the respondents contact LA 3 times in a month. In terms of purpose of contacting LA’s, among of the 250 respondents, 47.2% (118) of the respondents contact LA for payment. There is 20% (50) of the respondents contact LA for complain. About 18% (45) respondents contact LA for advice and there are about 5.6% (14) with the purpose of meeting 5.2% (13) respondents choose others as their purpose of contacting LA which includes the work matters and license application.

Table 2. Rank order analysis according to overall score mean

<table>
<thead>
<tr>
<th>Rank</th>
<th>Service Categories</th>
<th>Overall mean</th>
<th>Data Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Customer Service</td>
<td>2.73</td>
<td>Poor</td>
</tr>
<tr>
<td>2</td>
<td>Local Authority Staff</td>
<td>2.70</td>
<td>Poor</td>
</tr>
<tr>
<td>3</td>
<td>Counter Management</td>
<td>2.53</td>
<td>Poor</td>
</tr>
<tr>
<td>4</td>
<td>Local Authority Services</td>
<td>2.51</td>
<td>Poor</td>
</tr>
<tr>
<td>5</td>
<td>Solid Waste Management</td>
<td>2.50</td>
<td>Poor</td>
</tr>
<tr>
<td>6</td>
<td>Public Facilities</td>
<td>2.30</td>
<td>Poor</td>
</tr>
<tr>
<td>7</td>
<td>License Enforcement</td>
<td>2.00</td>
<td>Poor</td>
</tr>
<tr>
<td>8</td>
<td>Town Planning and Planning Control</td>
<td>1.97</td>
<td>Very Poor</td>
</tr>
</tbody>
</table>

Based on table 2 above, the study purposely done in getting to know which department in Local Authorities has delivered effective and efficient services to the local people. Ranking was given for each department in local authorities by an assessment of respondents’ satisfaction level throughout the services delivered. The ranking estimated based on overall mean. Therefore, it can be concluded that the majority of the department available has provided poor services according to assessment on respondent’s satisfaction level in which, the highest mean core achieved was 2.73 for customer service department and the worst services have been rendered by Town Planning and Planning Control department as it received a score mean 1.97.

3.3. Inferential analysis

This section covers on the description of data using inferential analysis that engaged with relationship between selected variables. Spearman Rho and Pearson Correlation analysis were used to test the relationship between both independent and dependent variables. Thus, the hypotheses tested to understand the relationship between chosen both dependent and independent variables. Both The research hypotheses, and their acceptance or rejection according to several tests stated as below:

Hypothesis Testing 1:

H01 There is no significant relationship between age and perception respondents towards providing services as promised.

H11 There is a significant relationship between age and perception respondents towards providing services as promised.
Table 3. Spearman’s Rho Analysis between age and perception respondents towards providing services as promised.

<table>
<thead>
<tr>
<th>Age</th>
<th>Providing services as promised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman's rho</td>
<td>Correlation Coefficient</td>
</tr>
<tr>
<td>Age</td>
<td>1.000</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).

Based on Table 3, the r value of -.128* showed that there was a significant relationship between the respondents’ age and respondents’ and perception respondents towards providing services as promised. There was an inverse relationship in which an increase in the age of the respondent (independent variable) would lead to a decrease on and perception respondents towards providing services as promised. Based on the observation, although it showed a weak relationship; therefore, it could be anticipated that the age obviously influenced the perception respondents towards providing services as promised. It simplified that young respondents aware of their rights and demand the LA’s staff to provide services as promised. Therefore, the null hypothesis rejected, and the second objective is achieved.

Hypothesis Testing 2:

**Ho2** There is no significant relationship between age and respondents frequency in visiting LA.

**Ha2** There is a significant relationship between age and respondents frequency in visiting LA.

Table 4. Pearson Correlations Analysis between age and respondents frequency in visiting LA.

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency visiting LAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
<td>250</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.211**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
<td>250</td>
</tr>
</tbody>
</table>

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

Based on Table 4, the r value of 0.211** showed that there was a relationship between the respondents’ age and respondents’ respondents frequency in visiting LA. It shows that, there was a direct relationship in which an increase in the age of the respondent (independent variable) would lead to an increase of respondent’s frequency in visiting LA. It could be likely that the age influenced the frequency of visiting LA due to the factor sense of responsibility and works requirement to deal with LA such as getting planning permission for a development, getting advises, settling payment related to the LA and many more. However, it was a weak relationship as according to Guilford’s Rule of Thumb (1956) which stated that the r value of .200 to .400 showed there was a weak relationship. Therefore, the null hypothesis was rejected. Hence, the second objective has been achieved.
Hypothesis Testing 3:

H₀³ There is no significant relationship between payment purposes and respondents perception on “customer feeling safe while dealing with the staff”.

Hₐ³ There is a significant relationship between age payment purposes and respondents perception on “customer feeling safe while dealing with the staff”.

Table 5. Pearson Chi-Square Analysis between payment purposes and respondents perception on “customer feeling safe while dealing with the staff”.

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>15.938</td>
<td>4</td>
<td>.003</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>19.901</td>
<td>4</td>
<td>.001</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>5.920</td>
<td>1</td>
<td>.015</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>250</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.00.

From the Table 5, it could be seen that calculated chi-square was 15.938 which was higher than critical chi-square (14.860) at two degrees of freedom. The p-value was .003 in which p-value less than or equal to the alpha level of significance of 0.05, then the null hypothesis can be rejected. Hence, there is sufficient evidence to conclude that purpose of contacting LA for payment was influenced when respondents feeling safe dealing with the staff. If the respondents felt secure while dealing with the staff mainly for payment purpose, it eventually will increase the income of the LA and eliminates the problem of respondent’s unpaid bill.

3.4. Discussion on findings according to RII

Analysis on respondent’s opinion towards current effectiveness of government delivery accomplished using RII. Summary of findings shown in Table 6; the services that achieve the highest level of effectiveness are ranked as the first and second while the lower ranked indicates services that achieved least level effectiveness in service delivery.

Two statistical methods were used in order to analyse the questionnaire data. The Relative Importance Index (RII) method, adopted by many researchers (Kometa, et al., 1994). Sambasivan and Soon (2007) described the RII value within range from 0 to 1 (0 not inclusive), in which the higher value of RII to score 1, is the most significant statement chosen by the respondents. The relative importance index method (RII) was used herein to determine respondents’ perceptions of the relative importance of the identified performance factors. These rankings made it possible to perform a comparison on the relative importance of respondents’ satisfaction and opinions with the services provided by LAs.

Formula of RII is been showed below:

Relative Important Index (RII) = \( \sum \frac{w}{A} \times N \)

\( W \) = is the weight given to each factor by the respondents and ranges from 0 to 4;
\( A \) is the highest weight = 4;
\( N \) is the total number of respondents = 250
Table 6. Important Index Analysis on various departments in Local Authorities of Perak.

<table>
<thead>
<tr>
<th>Department</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste Management</td>
<td>Based on the RII analysis, it can be simplify that LAs in Perak have a high level effectiveness through the collection of solid services every day in the city centre and by providing solid waste collection services once per two days in other areas with RII (0.704). However, the respondents were not satisfied with local authorities in term of waste management services primarily in term of drainage cleaning followed by grass cutting and clearing of tree and branches as the RII is 0.602 Improvement in this area need to be done by the local authorities by increasing frequency in the services.</td>
</tr>
<tr>
<td>Licensing and Enforcement</td>
<td>The according to RII analysis calculated that, inefficient services provided in Licensing and Enforcement Department are services related to food premises, market license application and license annulments with RII (0.464). Thus, to encounter these problems, definite improvement is needed in order to ensure that services offered could be completed within the time schedule.</td>
</tr>
<tr>
<td>Town Planning and Development Control</td>
<td>Town Planning and Development Control Department in Perak was effective in providing tax bills to taxpayers and handling payment matters to the contractor as RII 0.446. However, as RII showed 0.395, the department were still lacking in terms of application approval development proposal, issuing the permit for earth work and preparing decision on objection letter which; should be improved in order to promote world-class administrations through citizen centre services concept.</td>
</tr>
<tr>
<td>Front Desk Counter</td>
<td>The analysis showed that the staffs at the front desk counter were able to respond to all complaint received by the public within 7 working days, this statement ranked as the highest that achieve effective service delivery with RII of 0.668. However, responding to all complaints by Public Complaint Biro within 5 working days ranked the least preferred statement as RII of 0.623. This finding should be looked in detail in order to improve public service delivery. Even though this statement seems the same but inconsistency on quality of the services rendered to the public could lead to this differences in result. Therefore, these issues need to be stressed in order to ensure the services delivered are consistent, transparent, equal and fair.</td>
</tr>
<tr>
<td>Public Facilities</td>
<td>Calculated RII of 0.590 indicates the provision of public toilet was not sufficient, but it is not a serious issue in Perak. However, Local Authorities should take into consideration of providing more public toilet at a strategic location.</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>These analyses portrayed that Local Authorities should receive high consideration in improving the service delivery especially in providing services and handling customer’s problems within the time schedule as it’s ranked as the poor services offered by the staff with RII of 0.628.</td>
</tr>
</tbody>
</table>

4. Recommendations

Based on the summary of findings, there were some issues highlights which need to be stressed in order to ensure the services delivered are consistent, transparent, equal and fair. Thus, the weaknesses in the delivery of services, will be addressed with, evidence that department facilitates transaction and successfully delivering the services with their customers, even with the private sectors without an increase of any cost while doing business. Furthermore, there are few steps that should be consider as recommendations in order to improve the LA’s delivery system in Perak by improving the administrative machinery at each department as stated below:

- Proposed Recommendations for Improvement of Effective and Efficient Service Delivery Mechanism of LAs in Perak:
  - Providing more service channels such as through email and websites, media electronic, telecommunication and face to face meeting so as to increase interaction between the staff and customers/local people (providing multi-channel Government-customer interface).
  - Continuous training and skilled workshop in order to upgrade the competency and skills of its workforce. In this regard, the capacity and capability of public training institutions will be strengthen to cater to the training needs of the public sector workforce.
• Establish continues reviewing and simplifying rules and regulation in order to improve work procedures as well as to speed up the issuance of licenses, permits and approvals for trade, investment and commercial activities by strengthening the existing online system.
• Implementation of training programmes on courteous customer service and public relation in order to equip the customer service officers with the necessary awareness and skills related to customer services and relations.
• Introducing recognition of excellent award program among LAs in Perak to motivate an effective and efficient service delivery.
• Reengineered and simplified while more decision centres establishment to enable effective and speedy decision-making. Inter-agency cooperation will be streamlining and enhancing to improve information sharing system which can reduce the bureaucratic red tape issues.
• Promoting continuous quality management, through quality control circle and continuous monitoring and measuring performances.

5. Recommendations

The relationship between local government and civil society always gives critical impact on the potential for local government to promote the development. Hence, government is often categorized as being slow, bureaucratic and occasionally innovative, and perhaps this research would be able to provide valuable information and will provide insights into policy trends that can help build and reshape the delivery of government service through recommendations proposed. Therefore, the new paradigm should be shifted from monopolized governance to legitimate governance. The changes emphasis, more on customer orientated local government. Not only that, this research will also offers a medium in transforming the delivery of current LAs services towards world class services that presents a high level effective and efficient service delivery and that this evolution continues.

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