

**SOCIAL ACCOUNTABILITY MECHANISM AND CUSTOMER
SATISFACTION: FINDINGS FROM THE STUDY OF
PADANG JAWA ROAD TRANSPORT DEPARTMENT,
SELANGOR, MALAYSIA**

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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Good governance has long been a topic of discussion in Malaysia as in many other countries. In fact, it became a world-wide phenomenon in many aspects of life either for public sector, private sector, society, non-profit organisation and international institutions. Generally, the aim of good governance is to increase development effectiveness, improved governance and also to enhance citizen empowerment (Malena *et al.*, 2004; Siddiquee *et al.*, 2010). In recent times, interest in good governance practices within Asian countries and in any other countries has also increased. Apparently, this is due to the financial crisis and because of poor governance practices (Mardiasmo, Diaswati, Barnes, Paul, Sakurai and Yuka, 2008).

Besides that, good governance is a universal idea relevant into almost every aspect of organizational management in achieving good government. Hence, good governance has become the yardstick where the success of the nation-states is being measured (*The Daily Star*, November 17, 2005). Most importantly, developing countries need good governance practices immensely to accelerate the overall performance of the state in a more satisfactory level (Ara and Khan, 2006).

In relation to the concept of good governance, there are several main principles of good governance such as participation, rule of law, integrity, responsiveness, transparency, equity and inclusiveness, efficiency and effectiveness, consensus orientation and accountability. However, the current study would focus on one of the main principles or pillars of good governance known as accountability.

According to Maslinawati, Intan and Arun (2013), accountability acts as the key requirement for successful good governance and feedback system in any organization either for public and private sector organizations. In fact, the accountability of the public officials could be seen as the cornerstone of achieving good governance and democracy practices (Maslinawati *et al.*, 2013). Thus, public officials are the one who are responsible, answerable in their actions and must be responsive to the people needs and expectations (Maslinawati *et al.*, 2013).

Furthermore, previous study by Batley, McCourt and McLoughlin (2012) as cited in Brinkerhoff and Wetterberg (2015) stated that in developing countries research on the politics and governance of service delivery has highlighted the importance of accountability as one of the main driver for effective service delivery, good governance and citizen empowerment. Nevertheless, a study carried out by Lufunyo (2013) found that the questions regarding accountability to citizens by public servants are still elusive. In fact, the supply side is not really anticipated the relevance and importance of the demand side. This statement based on the study's findings which indicated that only 30% agree about the level of accountability of public employees to citizens (Lufunyo, 2013).

Besides that, the gaps in accountability, an inequality in policy planning and lack of coordination between public agencies leads to poor service delivery. In fact, in the Malaysian public sector organizations, number of issues arose are always related to accountability, integrity and ethical behavior (Iyer, 2011) as cited in Maizatul *et al.*, (2016). Thus, apparently such study findings indicates that there is still lack of accountability of the public officials towards the citizens.

Therefore, based on the abovementioned issues it is important to note that public service organizations really need people participation or engagement either directly or indirectly in order to monitor and evaluate government performance (i.e: public service delivery), to demand and enhance the level of accountability of public officials and transparency of government towards the citizens and also exposing government failure and misdeeds. Thus, social accountability mechanisms are potentially known as a powerful tools against public sector corruption and the most important to improve government as a whole (World Bank, 2005). In order to further explain about social accountability practices, it is important to understand a concrete definition of social accountability. According to Malena *et al.*, (2004) social accountability can be defined as “an approach towards building accountability that relies on civic engagement, i.e., in which ordinary citizens or civil society organizations who participate directly or indirectly in exacting accountability” (Malena *et al.*, 2004).

Here, the term social accountability is used to refer to a particular approach or set of mechanisms (beyond voting) that citizens, communities, civil society organizations (CSOs) and independent media can use to hold public officials and servants accountable. For example, citizen monitoring and evaluation of public service delivery by using specific social accountability mechanisms such as public hearing, citizen report cards, client charter, community scorecards and social audit (Malena *et al.*, 2004). Whereas, Sirker (2006); Lawson and Rakner (2005) mentioned that in the context of social accountability “ordinary citizens are given platform to identify the needs and priorities, monitor the implementation of development programs, and evaluate the final products and finally sanction action of the public officers” as cited in Mmari *et al.*, (2014).

As highlighted by Malena *et al.*, (2004) improved governance is also caused by social accountability mechanism. Hence, the role of social accountability is huge since it has the capacity to increase democracy. In fact, social accountability mechanisms give the rights to citizens to voice out against governmental injustices, seek access to information, express their needs and concerns and demand accountability from those in power (Malena *et al.*, 2004). For this reason a constructive engagement is developed between state and citizens (Malena *et al.*, 2004). Besides that, social accountability known as a process of building relationship between citizens and government institutions through citizen participation and civic engagement (PRIA, 2013) as cited in Mollah (2015).

Also, Mollah (2015) stated that this is an option of creating opportunities and spaces for the citizens to participate in government activities in ensuring accountability of public officials. With that, social accountability depends on the ability of citizens to hold the public institutions accountable and enhance the effectiveness of their programs through a broad range of actions or social accountability mechanisms. Among others include citizen charter, citizen report cards, public hearing, access to information, citizen juries, consensus conferences and others (Mollah, 2015). While, according to Gullo *et al.*, (2017), social accountability approaches aim to help service users voice their needs and concerns and hold service providers accountable for the provision of quality services.

Referring to World Development Report (2004), the key to make service work for the public is by strengthening the relationship of accountability between the main actors that involved policy makers, service providers and citizens. Not only that, the

successful of service delivery requires good relationship in which citizens can have a strong voice in policy making with politicians and bureaucrats, clients or customers can monitor the service performance of the service providers and policy makers can provide the incentives for providers to serve the public (WDR, 2004). All these can be executed with enhancing citizen information and voice, introducing incentives for downward accountability, creating mechanism for participatory monitoring and evaluating such as social accountability tools (i.e: public hearing, citizen report cards, client charter, community scorecards and social audit). With that, social accountability practices can make an important contribution to more informed policy designed that eventually could leads to improving public service delivery towards achieving maximum level of customer satisfaction (Malena *et al.*, 2004).

In addition, in line with social accountability practices, citizens and service users can also affect social services by influencing the decision making of the policy makers through voice and influence the behavior of service providers through client power. Here, client power refers to the direct influence that citizens can have on service providers (Gracitua-Mario, Norton and Georgieva, 2009). In other words, citizens can use influence through participation in service delivery such as public hearing mechanism. They also need access to information about services such as client charter, the capacities and the opportunities to use the information and eventually transform it into action (Gracitua-Mario *et al.*, 2009). In fact, expanding the opportunities in using information also involves building the capacity of users to understand and influence the information for action and opening channel to use it. Thus, the idea that citizens can use information to secure access to better services is also consistent with right-based approaches to service delivery (Gracitua-Mario *et al.*, 2009).

Nevertheless, in many developing countries, public service delivery is regarded as ineffective, cumbersome, too many procedures, red tape, not transparent, slow in decision making and others (Tamrakar, 2010). Referring to Organization for Economic Cooperation and Development (OECD) (2001), many developing countries such as Thailand, the public sector is poorly managed and lack the capacity to provide quality public services. In fact, they also cannot meet customer satisfaction because of weak incentives for public officials to deliver services efficiently (OECD, 2001) as cited in Suphattanakul (2014).

As highlighted by Tamrakar (2010) public services should be concerned with customers' needs rather than what service providers are prepared to give. On the other hand, public servants have not acted as servants of people but rather as masters without any sense of accountability and transparency. Due to this, public service delivery remained lower than what was expected (Tamrakar, 2010). Consequently, still people have to suffer from many barriers when they have to deal with government services either because of lack of information, bureaucratic procedures and attitudes (Tamrakar, 2010).

All these issues create the frustration, feeling of dissatisfaction among citizens towards government. As a result of the growing dissatisfaction with the performance of the public sector regarding service delivery, public sector has given more attention on ways to improve the quality of service delivery (Tamrakar, 2010). For instance, the Office of the Public Sector Development Commission Thailand (OPDC) (2007) has highlighted that the failure of the Thai bureaucracy can be seen due to lack of public participation in almost every public decision-making and also in service delivery

(OPDC, 2007). In fact, public participation in Thai local government occurs at low level and without voluntary participation, lack of knowledge, and inefficient forms of participation (Mektrairat *et al.*, 2008).

In the context of Malaysian public service organization, even though Malaysian government has undertaken many reforms in order to improve the public service delivery, nevertheless, the implementation of the reforms such as New Public Management (NPM) has not led to significant changes (Abdul Khalid, 2008) and still not fully achieved, however there is trend showing that it will become a reality in future (Amin *et al.*, 2014). Besides that, the Malaysian public sector continues to suffer from lack of efficiency, lack of financial discipline and lack of accountability especially among public officials (Siddique, 2006; Abdul Khalid, 2008). According to Abdul Khalid (2008) stated that the adoption of New Public Management in Malaysia as:

“Malaysia has accepted the philosophy of NPM since the 1980s with the implementation of privatisation policy and through various administrative programmes... [and] ...Most of the account of impact and consequences towards managerialism and accountability in Malaysia are based on self-descriptions. After so many programmes for improvements made in the last 20 years, the search for efficient and effective delivery has not produced major impact...The Malaysian public sector continued to be impeded with a host of problems including the lack of financial discipline and accountability”(Abdul Khalid, 2008, page 82).

With regards to the implementation of New Public Management (NPM), Singapore is more successful as compared to Malaysia. One of the reasons behind the successful implementation of NPM in Singapore is due to greater citizen participation. In fact, they also have greater say or voices in what their government do (Amin *et al.*, 2014). However, in the Malaysian context, now the trend is changing, where it can be seen that increase pressures and demands from the public. This due to the fact that many

Malaysian become more educated as a result of the education programs that was implemented in Malaysia (Amin *et al.*, 2014).

Besides that, the abovementioned discussion was also supported with a recent study carried out by Romli and Ismail (2014) which revealed that the Public Complaint Bureau (PCB) had indicated in its website, there was still a significant number of complaints made by the public in terms of delaying in taking actions and providing services to them. In fact such study also has highlighted that even though the Malaysia government has implemented Total Quality Management (TQM) as one of the major reforms in public services for more than 20 years, but the performance of the public services in Malaysia is still unsatisfactory in which the public services still receives many criticisms and complaints. The public claimed that, such institutions are still unable to deliver high quality services to meet the public's expectations.

However, the efforts to develop an efficient public service continued with the introduction of Key Performance Indicators (KPI) since 2004 in which it could be used as a tool especially to improve the efficiency and effectiveness of public agencies. Nevertheless, Maizatul *et al.*, (2016) in their study found that the criticisms and complaints on public service continue to exist.

As highlighted by Abdul Khalid (2008) that:

"The use of KPIs may lead to an increase in accountability of the agencies and also its officers. The KPI data provide visibility and transparency of the individuals and agencies performance..., the KPI system provided information regarding the individual output and the responsibility of their officers... (and)... the KPI was also used as a basis for better allocation of human resources in those organizations... The system of KPIs is a continuation of the managerialism of the Malaysian public sector (Abdul Khalid, 2008, page 6).

Referring to Development Administration Circular 2 (DAC 2, 2005), the public agencies in Malaysia are being measured in terms of (i) the efficiency and effectiveness of the process of service delivery, (ii) human resource and financial productivity, and (iii) customers satisfaction towards the service received (DAC, 2005). Besides that, KPIs should be formulated based on the agency's current process of service delivery. The performance indicators should be i) specific, (ii) measurable, (iii) achievable, (iv) realistic, and (iv) time bound. Subsequently, the performance targets set can be based either on the agency's workload, past experience, their existing capability, or trend analysis (DAC2, 2005).

Nevertheless, from the examples of KPIs provided in the circular to measure efficiency and effectiveness (i.e; waiting time at the counter, time period of responding to customers, service delivery cycle, percentage of mistakes and outputs produced within a specified time frame) it showed that the emphasis was more of output and activity measures rather than effectiveness and efficiency measures. Performance is to be assessed every quarter. An analysis of the (i) performance of each service delivery, (ii) reasons for the variances, and (iii) recommendations for corrective actions and improvement are to be undertaken. Not only that, during the early stage of using Key Performance Indicators (KPI), Malaysian Administrative Modernization and Management Planning Unit (MAMPU) as the agency responsible for administrative development and also involved in coordinating the implementation of KPIs which did not monitor the reports made by the organizations that had adopted the system. The KPI report is used only for internal purposes (DAC2, 2005).

The following are the key programs experienced by Malaysian government relevant to performance measurement development in the context of Malaysian public service reforms as presented in Table 1: -

Table 1.1: Major milestones in the Malaysian public service reform (Abu Bakar and Ismail, 2011)

No	YEAR	INITIATIVES
1	1968	Programme and Performance Budgeting System (PPBS)
2	1987,1992	Micro-Accounting System (MAS)
3	1990	Modified Budgeting System (MBS)
4	1991	Productivity Improvement Initiative (PMI)
5	1992	Total Quality Management (TQM)
6	1993	Clients' Charter
7	1996	ISO
8	1999	Benchmarking
9	2004	Key Performance Indicators (KPIs) for government linked companies
10	2005	Key Performance Indicators (KPIs) for government agencies
11	2007	Treasury Strategic Results area and strategic KPIs
12	2007	Auditor General Star Rating on Financial Management
13	2008	MAMPU Star Rating System on Public Management
14	2009	Key Performance Indicators (KPIs) for Minister and Ministries
15	2009	Key Performance Indicators (KPIs) for jobholders in the senior echelons of public service

Even though the Malaysian government has implemented various reforms especially in public services, Siti Nabiha (2010) in her study found that there is no external evaluation and monitoring made of the KPIs for public agencies that have implemented the system by the external parties (Siti Nabiha, 2010). In fact, Vigoda (2000) as quoted by Holzer and Kloby (2005) and as cited by Amin *et al.*, (2014), stated that citizen participation in measuring performance is challenging, but it was considered as crucial and vital rules for future public administrators. Among the challenges are the opportunity and channels for citizens to say their voice because if they have no space to voice up their opinion, the customer-focused performance cannot become a reality.

Hence, based on the abovementioned discussion, apparently it suggests that Malaysian public service organization really needs people's participation or engagement

through social accountability mechanisms practices with regards to monitoring and evaluating of public service delivery towards achieving maximum level of customer satisfaction. In the Malaysian context, there are several organizations and Malaysian government agencies that have implemented social accountability mechanism such as in terms of public hearing or also known as a meet customer day, customer feedback forms, client or customer charter such as among others at Road Transport Department (RTD), Royal Malaysia Police (RMP), National Registration Department (NRD), Inland Revenue Board (IRB), Public Complaint Bureau (PCB), Immigration and Foreign Workers Department, Royal Malaysian Custom Department, Local authorities such Shah Alam City Council (MBSA), Public Hospital and many other Malaysian public service organizations and government departments.

Therefore, due to the abovementioned discussion, the present study focused on RTD as one of the most transaction-intensive based government agencies and also as the government popular front line agency in the country. For example, in the year of 2014, RTD performed a total of 26 778,378 million transactions all over the state in the country. Not only that RTD also deal with huge number of customers, ranging from car owners and drivers who are the road users at large and commercial transport companies to financial and insurance institutions, carmakers, distributors, as well as driving schools and institutes in day to day administration (Pang Hong Yee, 30/8/2008, The Star). Because of so many transactions related to road transport matters, RTD also is known as one of the government agencies which are easily involved in corruption, misuse of power, poor performance in public service delivery either at the counter service or

online service that leads to delaying in action and many other issues arouse. Thus, it is important for all public services organization to take corrective action by revisiting any

reforms or mechanisms that closely related to monitoring and evaluating public service delivery. Also, ensuring and strengthening the development and continuous improvement take place in relation to their day to day administration. Most importantly, more attention should be devoted to social accountability mechanism practices that involved people participation/engagement either directly or indirectly in order to fulfill, meet, and exceeding what people expected from the public service delivery. As a result of these mechanisms practices, it eventually can improve public service delivery towards achieving maximum level of customers' satisfaction towards the service received particularly in public service organizations.

Thus, going through literature it also highlighted that there is a paucity of empirical evidence or systematic study especially in the context of Malaysian public service organizations with regards to the implementation and the influence of social accountability mechanisms towards customers' satisfaction especially in the public service organization. Therefore, based on the available research, it is the intention of this research to carry out systematic study on social accountability mechanisms specifically with particular emphasis on a meet customer day (public hearing), customer feedback forms (citizen report cards), and customer charter (client charter) towards customers satisfaction at RTD.

This study is imperative to carry out because the findings of the current study can provide meaningful insight that can be used as a guideline and reference in particular to Malaysian public service organizations and government agencies to create or incorporate new interactive and intervention mechanism related to public participation or engagement especially with service providers with regards to

monitoring and evaluating public service delivery in achieving high level of customer satisfaction particularly at RTD Padang Jawa, Selangor.

1.2 Problem Statement and Research Questions

Malaysian government has undergone a lot of transformation programs in order to enhance public service delivery to be more accountable, transparent, and responsive towards achieving maximum level of customer satisfaction. For instance, the Malaysian government has experienced a lot of major reforms for quality improvement and enhancement programs such as through the implementation of New Public Management (NPM), Total Quality Management (TQM), Client Charter, Key Performance Indicator (KPIs), Innovation in the Civil Service, upgrading the quality of counter service, presentation of quality awards, MS ISO 9000 and many others. Nevertheless, the evidence showed that the outcome of the implementation and achievement of those reforms are not fully achievable and far from satisfactory (Siddiquee, 2010; Siddiquee and Mohamad, 2007).

In fact, the public still lodge the complaints and criticisms from time to time pertaining to the poor performance of the public sector organization such as inefficiency of public service delivery, misuse of power, corrupt practices, and poor planning which are highlighted in the local dailies (Siddiquee, 2010; Siddiquee and Mohamad, 2007). Thus, with regards to these issues, the stance of accountability in Malaysia has become a concern of the Auditor General of Malaysia, Tan Sri Dato Setia Haji Ambrin Bin Buang.

He said that:

“The lack of accountability relate to the failure in the implementation and monitoring stage. I believe that it is incumbent for all controlling officers to ensure that corrective actions are effectively taken and their officers and staff are adequately trained to handle their task. Leadership is important. Because of staff changes, this may affect the

continuity of actions at the departmental or agencies level and it is the responsibility of controlling officers to ensure this continuity of action”

(Interview with The News Straits Times, 2010, www.audit.gov.my; The Star, 2010)

Regardless of all reformatations and improvements that government has undertaken in service provisions, but still the civil services in Malaysia continue to suffer from the lack of efficiency, lack of accountability and transparency, delaying in taking actions, slow responses, corruption and many other problems. In fact, the existing institutional mechanisms to fight corruption and enhance accountability have been unsuccessful. The public management transformation offered neither to the improving of such mechanisms nor to the change of bureaucratic ethics and work performance (Siddiquee, 2010; Agus, Baker, and Kandampully, 2007). Not only that, the evidences also showed that the public sector in Malaysia continues to suffer from low level of efficiency and organizational competence. The worse thing is the current scenario that indicated a decline in public sector competence (Siddiquee, 2010; Siddiquee and Mohamad, 2007; Agus, 2004). In relation to this, as highlighted by Lufunyo (2013), many countries of the world, both developed and developing countries are seriously implementing public service management reforms with a focus on enhancing efficiency and effectiveness of public service delivery in various aspects such as defense, economic, administrative, political and law enforcement. In fact, the reforming of public service management has been a continuous or on-going process for over two decades.

However, surprisingly Lufunyo (2013) in his study pointed out that despite these efforts for extensive reforms on the public sector for improved service delivery for almost two decades, the results expected are not so impressive or in other words why these reforms failing? (Lufunyo, 2013). For instance, even though the Malaysian

government has implemented Total Quality Management for more than 20 years, but the implementation is still unsatisfactory (Romli and Ismail, 2014).

Besides that, a recent study carried out by Selvanathan *et al.*, (2016) revealed that there is no significant improvement been done even though the problems of service delivery have been raised frequently. As a result, the service delivery problem has led to the dissatisfaction of the public with the Malaysian government agencies. The worst thing is whenever there are problems, finger pointing precedes any efforts to solve them. Consequently, there is no solution found even when many steps were taken by various parties. The study finding carried out by Selvanathan *et al.*, (2016) indicated that customers are not satisfied with the services given by Royal Malaysian Police (RMP), National Registration Department (NRD) and Public Works Department (PWD). Subsequently, this leads to the deterioration of the image of the government agencies (Selvanathan *et al.*, 2016). For example, many have responded that the service delivered by RTD is inconsistent, i.e; sometimes satisfactory and sometimes unsatisfactory (Hock, 2005) as cited in Selvanathan *et al.*, (2016).

Thus, in relation to the abovementioned statement, RTD is one of the government's agencies responsible for issuing Malaysian number plates and dealing with many transactions related to road transport matters such as RTD responsible of undertaking registration and licensing of drivers and all motor vehicles and trailers in

Malaysia. Thus, with regards to these matters, RTD strives to provide excellent services via the counters, kiosks and internet (i.e: my sipak), its official website to increase efficiency for the benefit of the public. Besides that, RTD official portal (www.jpj.gov.my) also offers e-services to the public and the websites acts as a one-

stop center rendering almost all the activities at the counter. It shows that RTD make full use of the Information and Communication Technology (ICT) to increase its efficiency. These reforms reduce RTD manpower and also contribute to hassle free. In addition, other reforms include the introduction of customer charter, the use of customer feedback forms, the implementation of a meet customer day, introduce new online system (i.e; mySikap), provide more counter services, provide kiosks and many other initiatives taken by RTD in order to enhance the quality of public service delivery and customer satisfaction level. Conversely, still the public lodge the complaints and criticisms regarding the poor performance of public service delivery rendered by RTD. This statement is based on the analysis and report prepared by RTD headquarters located at Putrajaya.

According to Pn Jumaizah bt Ibrahim (26/2/2015) one of the RTD Officer from Corporate and Research Department at Putrajaya mentioned that, RTD especially in Padang Jawa, Selangor has received the highest numbers of complaints lodge by the public in the year 2014 as compared to the other RTD branches throughout Malaysia. Surprisingly, according to En Lim Wei Kean, (20/6/2016), Assistant Director of RTD Putrajaya also said that, again RTD Padang Jawa, Selangor still received the highest number of complaints from the public in the year of 2015 with regards to various complaints such as poor quality service at the counter service, the problems of Mysikap, the wrongdoings of RTD staff, lack of enforcement, failure to follow the specified procedure, wrongdoing of the staff and other complaints. For example, the introduction of new system (Mysikap) shows that it has not gone down well with the public. This is because the system was designed to handle many issues relating to road transport matters, but due to a problem of small capacity servers, it could not meet the huge numbers of users. As a result of these problems, it caused thousands of people to wait

for days to renew their official motoring particulars (Josephine Jalleh, 28/12/2013, The Star). Consequently, there were long queues outside JPJ branches with people waiting for hours to renew the road tax and driving licenses because of the new online system that eventually affected the quality of counter services (Vignesh Kumar, 6/11/2013, Free Malaysia Today). Not only about the issues of counter service and new online system, RTD also is involved with a numbers of corruption cases among the RTD officers where one officer and two RTD staff were detained by Malaysian Anti-Corruption Commission (MACC) for receiving bribe of RM500. The incident happens in Shah Alam, Selangor (Mohammad Yasir Jaafar, 16/02/2011, Utusan Malaysia). Therefore, based on the abovementioned statement, *what is the level of customer satisfaction in relation to services received at RTD, Padang Jawa, Selangor?*

Hence, based on the abovementioned issues, one of the approaches taken by the Malaysian government to enhance the efficiency and effectiveness of public service delivery in relations to customer satisfaction is through the implementation of social accountability mechanisms. According to Brinkerhoff and Wetterberg (2015) social accountability refers to actions by civil society and citizens to force employees to report on and answer for their actions, this is known as demand side of accountability. In fact, the increasing popularity of social accountability is seen as remedy to weak state-centered accountability and a growing body of research examines its effectiveness and impacts (Bukenya, Hickey, and King 2012; Fox, 2014; Gaventa and Barret, 2012; Joshi, 2014; McGee and Gaventa, 2011) as cited in Brinkerhoff and Wetterberg (2015).

However, lack of attention to the histories and patterns of citizens-state relationship, social accountability would hide a more substantial gap, for example people do not have strong understanding of the origins of social accountability

mechanisms. In fact, the researchers do not have systematic evidence for why citizens engage or participate in social accountability in some settings and not others, over some issues and not others? Thus, the answers to these questions is important because it enables people to understand the influence of social accountability mechanisms and the probability that institutions created to encourage social accountability (Houtzager, Joshi and Lavelle, 2008). Therefore, based on the abovementioned discussion, it can be suggested that accountability in government agencies could be enhanced through an efficient and effective people's participation especially with regards to monitoring and evaluating the performance of the public service delivery with the aim to enhance the level of customer satisfaction. In relation to social accountability practices, Yimenu (2011) reported that in poor countries the planning and policy making as well as the implementation system are highly centralized and top-down. This top-down approach significantly limits the involvement of citizens and civic groups. As a result, it would affect the sustainability of development programs in such countries (Yimenu, 2011).

Although the top-down approach cannot be avoided, it cannot just control large depression in the making of pro-poor services because over emphasizing on the supply-side approach. Hence, it tends to overlook the relationship between service providers and service receivers (Yimenu, 2011). As highlighted by Bhidal (2013), in Pakistan there has been a wider consensus or mutual agreement among the social scientists about the main obstacles on the way to achieve social accountability is due to "lack of accountability" of the public officials and the service providers (Bhidal, 2013).

In the Malaysian context, there is no external evaluation and monitoring made of the KPIs indicators for public agencies that have implemented the system (KPIs) by external parties (Siti Nabiha, 2011). In fact, according to Vitezic, Mimba *et al.*, (2007)

as cited in Nur Barizah *et al.*, (2011) emphasized that an effective approach in developing KPIs should involve public participation. Also, previous study by Sanger (2008) revealed that the weakness of the current practice of performance measurement development in Malaysia because of does not include public participation. Hence, due to these issues in recent years there has been increased interest and initiatives especially by the civil society groups in the use of innovative mechanisms such as social accountability mechanisms to ensure accountability and improve governance systems in order to achieve maximum level of satisfaction (Yimenu, 2011). Not only that, social accountability mechanisms are used in generating empirical information and the process provides the opportunity for citizens to participate in providing feedbacks in making services work for the poor and their voices be heard in the decision making process (Yimenu, 2011).

Besides, Yimenu (2011) emphasized that people participation could help social accountability to slowly grow, which is about participation of different stakeholders in accountability systems. Not only that, social accountability is important for two main reasons, firstly, to hold service providing agencies accountable to citizens by providing accessible, affordable and quality service, and secondly, to empower citizens and to enable them to demand about their rights (Yimenu,2011). Nevertheless, previous study by King, Owusu and Braimah (2013), has highlighted that social accountability mechanism is still fairly new and the awareness about this mechanism is new to many people. In fact, Abbas and Ahmed (2014) highlighted that lack of research and information gap about social accountability mechanism practices.

More importantly, Samuel (2016) emphasized that in current times social accountability mechanisms is very important especially as development organizations

and policy makers that seeking ways and means to make government more accountable (Samuel, 2016). Thus, in the context of RTD, Pn Juma'izah, (26/2/2015) mentioned that RTD has implemented social accountability mechanisms among others to improve the quality of public service delivery in order to enhance customers' satisfaction. However, up to now there has been no detailed studies which have attempted to identify the implementation level of social accountability mechanisms with particular emphasis on a meet customer day, customer feedback forms and customer charter respectively specifically at RTD. Thus, based on the abovementioned statement, *what is the implementation level of social accountability mechanisms with respect to a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) particularly at RTD Padang Jawa, Selangor?*

With regards to customers' satisfaction, Mburu (2014) pointed out that from the studies reviewed, there were many factors that affect customers' satisfaction. This is because the term "customer satisfaction" it is a subjective, non-qualitative term. Customers' satisfaction results from either the quality of services, engagement of the customers, price factors, meeting or exceeding customers expectation, consuming product and services (Prabhakar, 2005). In the context of RTD Padang Jawa, Selangor, there has been no detailed investigation or analysis which has attempted to investigate the influence of demographic variables in terms of gender, age and level of educational towards customer satisfaction level of the respondents. Hence, this study sought to fill the gap. In relation to the current study, Mburu (2014) indicates that demographics factors have been cited in the literature as influencers of customers' satisfaction. The findings was supported by a recent study carried out by Mirzagoli and Memorian (2015) which highlighted that demographic variables play a decisive role in the quality of

services perceived by customers. Therefore, based on the abovementioned statement, *is there any significance difference in customer satisfaction on the basis of gender, age and educational level at RTD Padang Jawa, Selangor?*

In relation to the public hearing practices as one of the social accountability mechanism, previous studies carried out by Heberlein (1976) revealed that, the functions of public hearing are not always fulfilled and not related to the public needs especially in decision making process, and the effectiveness of public hearing is limited (Heberlein, 1976). This is due to the lack of representation or lack of public participation. Not only that, Cole and Caputo (1984) as cited in Rowe and Frewer (2000) has reported that some empirical evidence suggested that public hearing have little influence on the citizen behaviour or policy choices. Moreover, Fiorino (1990) pointed out that public hearing has received little empirical analysis, and for many purposes public hearing is appropriate but there are issues arose in which face to face contact and motivation for participation leads to increased conflict and restricted search for common ground and shared values (Fiorino, 1990).

The study findings of Fiorino in (1990) seems to be supported by a study of Kathlene and Martin (1991) which revealed that the most ineffective technique is the public hearing which does not work and lack of participation. Such study finding also was in line with Ebdon (2002) who indicated that dissatisfaction of public hearing stem from lack of people participation. This might be due to the unwillingness of the public to get involved, lack of interest, the fact that people have busy lives and their belief that what they say will not have any impact. Hence, achieving substantial levels of participation would not likely give the perceived unwillingness of the public to be involved in public hearing (Ebdon, 2002). Whereas, in relation to citizen report cards,

Ravindra (2004) showed that one significant issue that emerges from the use of citizen report cards is lack of information which became serious barriers that limit citizens' access to the public services. In fact, studies by Barraclough and Phua (2007); Yaakob *et al.*, (2009) as cited in Nur Barizah *et al.*, (2011) revealed that public information are not always readily available and not accessible (Siddiquee, 2010).

Based on the finding of the citizen report cards used, the agencies have to introduce greater transparency and focus on customer orientation in their service operation which also has led to greater interaction between public service agencies and citizen groups (Ravindra, 2004). Even though, in recent years improving governance and public service delivery (i.e: customers' satisfaction) through public participation is an approach that has gained more attention. However, there is little credible evidence on the impact of policy interventions such as social accountability mechanisms that involved people participation, monitoring and evaluation of public service delivery. Not only that, most comprehensive community monitoring initiatives such as public hearing, citizens report cards, client charter and others have not been rigorously evaluated (Ravindra, 2004).

In fact, few studies such as citizen report cards have not evaluated more comprehensively to inform and involve the community or citizens in monitoring public officials (Bjorkman, and Svensson, 2006). Referring to the Department of Performance Monitoring and Evaluation (DPME) (2013), there was an issues regarding weak and absent of citizen in government monitoring mechanism at the service delivery level. Even most public services have customer satisfaction surveys but the accountability and responsiveness to citizens was weak and the systematic use of information from these

tools such as satisfaction surveys, public hearing and other tools for improvement was poor (DPME, 2013).

Furthermore, Joshi (2010) found that, no systematic studies of the citizen report cards impact on services have been done. Whereas, Bauhoff, *et al.*, (2016) in their study concluded that in developing countries citizen report cards could hold significant potential to improve the low quality of health care services by improving accountability of local service providers. In fact, as suggested by Bauhoff, *et al.*, (2016) there is an urgent need for more evidence-based guidance especially in terms of designing, implementing and maintaining the use of citizen report cards) to policy makers and implementers on all steps for setting up citizen report cards (Bauhoff, *et al.*, 2016).

In terms of citizen charter, it has been introduced as one of the tools, however it is observed that many agencies do not deliver services as per standard outlined in the charter. Even though, many public offices have displayed and placed the charter on the board in order to provide fast and smooth public services to citizens, the providers do not followed its spirit (Gautam, 2008). While, Tamrakar (2010) in her study on the impact of citizen charter in service delivery in District Administration Office found that the citizen charter in District Administration Office is still not effective and hence again the accountability of public officials is matter of concern Tamrakar (2010). According to Gurung (2016) in his study going through literature review, he found that very little or lack of empirical evidence related to Citizen's Charter. In fact, most of the findings based on grey literature and lack of sound methods. Many findings were from questionnaire survey only (Gurung, 2016).

In relations to the abovementioned issues, Perruzotti and Smulovitz (2006) stated that the studies of social accountability are useful but too few studies to give a comprehensive understanding of the significance of the new vertical accountability mechanism and practices. This statement was supported by Biela and Papadopoulos (2010) who highlighted that there were not many comparative and evidence based analyses. In fact, the few successful cases repeatedly cited in the literature leads one to question whether the past decade has not witnessed other success stories which again further research can be done (Biela and Papadopoulos, 2010). Due to the abovementioned statement, Pn Juma'izah, (26/2/2015) mentioned that, social accountability mechanisms are very important in order to hold the service providers such as RTD to be more accountable, transparent and responsive to the public needs and expectations with the aim to achieve high level of customers satisfaction.

Nevertheless, she said up to now, there has been no detail investigation or systematic studies been done with regards to the influence of social accountability mechanisms practices towards customer satisfaction. Therefore based on the abovementioned statement, *why is the implementation of social accountability mechanisms (in particular a meet customer day (public hearing), customer feedback forms (citizen report cards), and customer charter (client charter) related to customer satisfaction at RTD Padang Jawa, Selangor?*

With regards to social accountability, one wonders if some institutionalization of social accountability practices might not have taken place in some sectors and contexts. In this respect, Ackerman (2005) proposed three possible paths for the

institutionalization of social accountability: (i) blending participatory mechanisms into the strategic plans of government agencies and the rules and regulations of front-end bureaucrats; (ii) creating specific government agencies with the explicit objective of ensuring societal participation; and (iii) legalizing participatory mechanisms by requiring agreed agencies or the government as a whole to engage society in different segments and stages of the public policy processes in terms of design, planning, implementation and evaluation. In line with this, Ackerman (2005) stated also that the first and second paths have been accomplished to a certain degree as compared to the third route, which is still uncommon (Ackerman, 2005).

Nevertheless, hard evidence to support this argument is lacking in the literature (Sarker and Hassan, 2010). Also, Joshi (2010) stated that little attempts were made to analyze these mechanisms comparatively. In fact, According to Camargo and Jacobs (2013), lack of agreement about which specific types of social accountability mechanisms yield the best results and what are the causal pathways that are critical to generate positive changes. Not only that, the topics has not been sufficiently explored in the literature. Besides, Blind (2011) highlighted that an empirical perspective on the actual mechanisms of social accountability and their implementation patterns can bring a better grasp of the actual timeframes of the initiatives, their embeddedness, legality, direct and indirect outcomes with regard to accountability, governance and development. Thus, with regards to the current study, Pn. Juma'izah (26/2/2015) said that, in the context of RTD, they do implement social accountability mechanisms at RTD, but up to now, they have no systematic studies that investigate closely which mechanism work best towards achieving maximum level of customer satisfaction in relation to services rendered by Road Transport Department. Hence, based on the abovementioned statement, *which mechanisms of social accountability practices (in*

terms of a meet customer day (public hearing), customer feedback forms (citizen reports cards) and customer charter (client charter) is the most influential towards customer satisfaction at RTD, Padang Jawa, Selangor?

1.3 Research Objectives

Generally, this study aims to examine the implementation of social accountability mechanisms with particular emphasis on a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customer satisfaction at RTD Padang Jawa, Selangor. Specifically this study aims to:

- (1) identify the level of customer satisfaction in relation to service received at RTD
- (2) identify the implementation level of social accountability mechanisms with respect to (i.e; a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively at RTD;
- (3) examine the difference in customer satisfaction on the basis of their demographic background (i.e; gender, age and level of education) at RTD;
- (4) examine the relationship between a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively with customer satisfaction at RTD and lastly
- (5) explain the most influential mechanisms of social accountability (i.e; of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customers satisfaction at RTD.

Therefore, based on the current study findings, it is hoped that one interactive mechanism known as “**Community Scorecards**” could be designed, incorporated and implemented for the purpose of development and continuous improvement mainly at RTD in Malaysia. Besides, Community Scorecards could also be used in Development Administration Circular (DAC 2/2005) with respects to the involvement of the external

parties (i.e: beneficiaries of government services) in relation to the evaluation and monitoring mechanism made on KPIs that has been implemented by most Malaysian government agencies.

1.4 Scope of the Study

The current study mainly focused on social accountability mechanisms and customer satisfaction. In this study, the respondents involved were individual service users particularly at RTD, Padang Jawa, Selangor. Besides that, this study also involved four (4) RTD staff and five (5) customers (service users) at the second phase of research design approach which is through a semi-structured individual interview. This study also focused on the influence of demographics factors in terms of gender, age and level of education of the respondents towards customer satisfaction.

Exclusively, the current study is devoted on three mechanisms with particular emphasis on a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter). This is based on the basis that the three mechanisms were currently implemented at RTD Padang Jawa and could be used by customers who received services at RTD Padang Jawa, to monitor and evaluate either directly or indirectly with regards to public service delivery that eventually would affect customer satisfaction level in relations to service received at RTD. Thus, this study is devoted to the individual customers that received services at RTD, Padang Jawa to elicit their perceptions with regards to the implementation, relationship and influence of social accountability mechanisms practices towards customer satisfaction in relation to service rendered by RTD, Padang Jawa, Selangor. Since the current study is devoted on social accountability mechanisms practices, thus it is imperative to better understand the concept of social accountability. According to Malena, *et al.*, (2004) social accountability can be defined as an “approach towards building accountability that

relies on civic engagement, in which its ordinary citizens or civil society organization who participate directly or indirectly in exacting accountability". Besides, social accountability is another term for bottom-up accountability (Malena *et al.*, 2004). Specifically, it refers to a set of mechanisms that citizens can use to influence the quality of service delivery by holding the service providers accountable.

Most importantly, social accountability mechanisms aims to inform citizens either individually or collectively about their rights, responsibilities, voices to be heard, the services and benefits they are entitled to receive, the performance standard they should expect and the grievances redress channels they can use when things go wrong. This is because, past experiences of social accountability mechanism have shown that this intervention lead to improvements in government programs and services. Citizen participation in policy making and planning process for example can lead to the development of programs that better reflect citizens' priorities and better adapted to their needs. Not only that, having citizens monitoring can ensure the rationale use of resources and provide safeguard against misuse of resources, while citizens' evaluation can provide feedback on shortcomings and propose corrective action (Word Development Report, 2004).

According to Khadka and Bhattarai (2012), different social accountability mechanisms were used all around the world such as public hearing, citizen's report cards, citizen's charter, community scorecards, right to information, participatory budgeting and many others (Khadka and Bhattarai, 2012). In fact, different tools or mechanisms are needed for different purposes of social accountability. Nevertheless,

most of the social accountability mechanisms are used to strengthen direct accountability relationship between citizens and frontline service providers to accelerate the short route of accountability Flores (2011) as cited in Gurung (2016). However, the current study focuses on social accountability mechanism with regards to a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively implemented at RTD, Padang Jawa, Selangor.

Firstly is a public hearing (a meet customer day), is mechanism for citizen and government interaction where government and citizens can raise problems and hear each other about important issues (DPME, 2013). Here, public hearing are open to the general public and known as an important tool for citizens to raise their concerns either in front of the elected officials and bureaucrats. Not only that, this mechanism also is known as an important feedback mechanism for the official or service provider to gain a better understanding of the citizens experiences and views of the service offered (Holdar and Zakharchenko, 2002).

Meanwhile, Cooper, Bryer and Meek (2006), states that through public hearing, citizens have the opportunity to be heard and may feel empowered and also believe they can make a difference. For instance, public hearing in Nepal, the users have increasingly raised their issues and concerns during public hearing and significant result have been observed which indicates that public hearing has increased effective communication between ordinary Community Forest Users Groups members and executive committee members and not only that, improved access to important information by all user group members (Maharjan, Shrestha and SAGUN Forestry Buffer Zone Team, Nepal, 2006).

Secondly is the citizen report cards (customer feedback form) known as a simple tool for providing feedback on the quality and performance of service provision (Paul and Thampi, 2007). Through these report cards, citizens or clients are asked to assess their experience with public service, For example, how accessible are services? What is the quality of services? Is there corruption in service provision? Are there other grievances or complaints? As a result, these surveys can be used to assess the performance of service providers and to compare service provision across providers, municipalities or regions (Paul and Thampi, 2007). Not only that, CRC elicit feedback through sample surveys on aspects of service quality that users know best and enable public agencies to identify the strength and weaknesses in their work. Besides, CRC provides a benchmark on the quality of public services as experienced by the users of their services. In fact, CRC also captures citizens' feedback in simple and clear terms. It elicits information about users' awareness of, access to, use of and satisfaction with public services (YEM Consultant Institute, 2009).

Thirdly is the client charter (customer charter) is a document that inform people about the service entitlements they have as users of a public service, the standards they can expect for a service (eg: time frame and quality), remedies available for non-adherence to standards and the procedures, costs and charges of a service (WDR, 2004). However, different service charters are designed differently based on the nature of services offered by organization. The client charter aims to improve the quality of services by publishing standard which users can expect for each service they receive from the government. Thus, the charters entitle users to an explanation if the standards are not met (WDR, 2004). If citizens are well informed about their rights as clients of public services and about existing complaint mechanisms to voice grievances, they can use considerable pressure on service providers to improve their performance. The

charters also play an important role for other social accountability mechanisms. The standards which service providers commit are useful yardsticks for monitoring and evaluation of service delivery (WDR, 2004).

According to Muhammad (1997), a salient feature of the Charter is the incorporation of the provision for a service recovery mechanism. Service failure can occur resulting in standards made in the Client charter not being fulfilled. Service recovery here can take the form of alternative service delivery or action to inform customers of service failure as well as the provision of status reports on remedial action (Muhammad, 1997).

Sivesan and Karunanithy (2013), pointed out that a number of studies has been done with regard to service quality and customers satisfaction, but few research studies focused on the relationship of demographics factors of customers and their influence on customers satisfaction from customers perspectives. Moreover, Naureen and Sahiwal (2013) indicated that the demographic factors of the customer also have some impact on customer satisfaction. Many previous studies have attempted to explain the relationship between customer satisfaction and loyalty all over the world, but no one have tried to understand what would be the impact of demographic factors on customer satisfaction. Besides, according to En.Ahmad B. Awang (18/2/2015), Public Relation Officer at

RTD Padang Jawa has said that, surprisingly up to now, there have been no detailed investigation and dearth of quantitative analysis that analyze the influence of demographic factors towards customers satisfaction with regards to service delivered by RTD Padang Jawa. Therefore, the current study endeavors to analyze in detail the effect

of demographic factors mainly in terms of gender, age and educational level towards customers satisfaction of the respondents particularly at RTD, Padang Jawa, Selangor.

Since the current study also focused on customer satisfaction as dependent variable, thus, it is also important to understand the meaning of customer satisfaction. According to Cengiz (2010) customer satisfaction can be experienced in different situations and it is closely related to either goods or services. It is also highly affected based on personal assessment that related to customer experience and expectation. In fact, Cengiz (2010) emphasized that customer satisfaction could not be defined only based on service quality, quality of product or standard used by organizations. But, most importantly, it goes beyond that in which customer satisfaction is about the relationship between the customers' and products or services and the providers of the products or services (Cengiz, 2010).

Not only that, Reed *et al.*, (1997) stated that, satisfaction is not inherited in the individual or the product but is socially shape the feedback to the relationship between the customer, goods or service and service providers. This will happen when the service providers can influence customer satisfaction. In this study, the customer satisfaction level of the respondents was measured in terms of five main elements namely service delivery, timeliness, information, professionalism and staff attitude, these five key

drivers of customer satisfaction was used in measuring customer satisfaction in public services (MORI/Cabinet Office, 2004).

Therefore, based on the abovementioned discussion, the current study is intended to further investigate the influence of social accountability mechanisms practices on customer satisfaction level of the respondents. In this study, the independent variables was divided into two, first in terms of demographic variables consist of gender, age and level of education of the respondents, and second independent variables refers to social accountability mechanisms practices namely a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively. Thus, according to Public Relation Officers officers from two different headquarters namely En.Ahmad B. Awang (18/2/2015), and Pn.Jumaizah Bt Ibrahim (26/2/2015) Public Relation Officer (PRO) at RTD Padang Jawa and Public Relation Officer (PRO) at Putrajaya respectively said that, up to now there was paucity of detailed investigation or dearth of quantitative or qualitative study on the implementation and influence of social accountability mechanisms practices with particular emphasis on a meet customer day, customer feedback forms and customer charter respectively towards customer satisfaction. Also, the influence of demographic factors towards customer satisfaction especially at RTD Padang Jawa, Selangor. Therefore, with the current study, it is hope that the current study findings could determine whether the implementation of the three mechanisms (i.e: a meet customer day, customer feedback forms and customer charter) could contribute either to positive or negative relationship, significant or not significant relationship, whether the mechanism could influence or not towards customers satisfaction particularly at RTD Padang Jawa, Selangor.

1.5 Significance of the study

Previous literature has highlighted that there is paucity or dearth of research either empirical or non-empirical analysis in examining the influence of demographics factors

towards customer satisfaction and also the implementation and the influence of social accountability mechanism practices specifically in terms of public hearing (a meet customer day), citizen report cards (customer feedback forms) and client charter (customer charter) towards customer satisfaction at government agencies and in the Malaysian context at large.

Hence, the current study aims to embark further especially to the existing body of knowledge with respect to social accountability practices towards customer satisfaction level. Therefore, with respect to the significance of the current study, there are two major significant that the following sub-sections would endeavor to explain its contribution to the parties involved mainly to RTD as service providers, grass-roots level (i.e; citizen or general public, civil society organizations, NGO, mass media, professional association) and to policy maker or government) and the contribution to the current body of knowledge.

With regards to the current study, one of the important contributions of social accountability practices is to increase development effectiveness through improved public service delivery. For instance, in many countries especially in developing countries, the government fails to deliver key essential services to its citizens due to the problems such as misallocation of resources, corruption, weak incentives and others (WDR, 2004). These problems still remains the same because the three key groups of actors namely policy makers, service providers and citizens have different or conflicting goals and incentives, lack of accountability, transparency, lack of information and lack of communication. Thus, by enhancing the availability of information, strengthening citizen voice, promoting interaction between the key actors and creating incentives for improved performance, social accountability mechanism practices can be applied

efficiently and effectively to improve public service delivery and make the public decisions more transparent and participatory.

In addition, research has shown that people dissatisfied with the government mostly related to the issues of responsiveness and accountability. Thus, by providing critical information on the rights and entitlements and also to solicit systematic feedback from people, social accountability mechanisms provide a means to enhance and act as a collective of people voice to improve public service delivery towards achieving maximum level of satisfaction. Furthermore, previous studies have revealed that social accountability practices such as public hearing, citizen report cards and client charter respectively proved to have significant relationship and have contributed to customer satisfaction (Rowe and Frewer, 2000; Blair, 2000; Ebdon, 2002; Holdar and Zakharchenko, 2002; Ravindra, 2004; Bjorkman and Svensson, 2006; United Nation Report, 2007; Paul and Thampi, 2007; House of Common, 2008; Institute of Public Administration Australia, IPAA, 2011).

1.5.1 Contribution to the parties involved

Firstly, this study provide significant insights to RTD as one of the government agencies in Malaysia dealing with general public and huge number of customers in their day to day administration especially with regards to road transport matters. Thus, as the government popular front line agency, RTD strives to provide excellence services via the counter service or the internet to increase efficiency for the benefit of the public.

Besides, the study findings also could assist RTD to go in-depth about the issues of customer satisfaction, about the importance of social accountability practices as a mechanisms to external customers (i.e: service users) to monitor and evaluate public

service delivery especially through the implementation of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively especially at RTD, Padang Jawa, Selangor. Hence, the input of the current study findings could be used as internal feedback mechanisms for the top management of RTD. Most importantly, the findings from the current study could be utilized by the top management of RTD to become more efficient and effective mainly with regards to the implementation of social accountability mechanisms which could affect customer satisfaction.

Furthermore, the current study findings is aimed at assisting especially the top management of RTD to better understand the importance of social accountability mechanisms that actually emphasized on bottom-up approach or demand-side rather than top down approach or supply-side. This is because the existence of this new vertical mechanism (social accountability mechanisms) is to strengthen the role and voice of downward accountability instead of upward accountability that supposedly focused on people participation either directly or indirectly in decision making process with service providers like RTD in delivering their services to the public. Apart from that, the information gathered from the current study perhaps could provide a source of empirical evidence in developing better or more effective social accountability mechanisms to better address the issues of public service delivery that would affect customer satisfaction at RTD, Padang Jawa, Selangor.

Likewise, as government agencies that always interact and dealing with various and huge numbers of customers relating to road transport matters. Hence, it is important for RTD to not only determine the factors that affect customer satisfaction. But also it is

important to investigate the root causes that make people feel dissatisfied with their services or staff performance in relation to services delivered by RTD. RTD Padang Jawa, Selangor received the highest numbers of complaints for two years which was in the year 2014 and 2015 consecutively. Hence, it is pivotal for RTD especially RTD Padang Jawa, Selangor to investigate the root causes of the problems and take corrective actions to solve the problems. Therefore, this study findings can be utilized by RTD as a guideline or reference for the purpose of development and continuous improvement especially regarding public service delivery to achieve maximum level of customer satisfaction. In fact, the current study would give new input for RTD to create most probably new interactive mechanisms that involved effective public participation or engagement regarding social accountability practices towards customer satisfaction.

As a result of the current study findings, social accountability practices with particular emphasis on a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) and customer satisfaction would perhaps be among the key areas of interest for the organization as a whole that needs to be addressed in order to carry out their day to day administration to be more efficient and effective. Thus, this study would perhaps give some insights based on empirical data and the semi-structured individual interview to determine whether these areas should be given more attention or focus in the future paving the way for continuous improvement especially for the Ministry of Transport. This is because a government agency like RTD has constantly being evaluated for their service performance rendered and their accountability to the public.

The second contribution of the current study is RTD as a service provider has to effectively connect with people at the grass-roots level such as general public, NGOs,

mass media, professional association where through this participation, people can contribute their opinions or ideas with regards to public service performance such as in terms of monitoring and evaluation of public service delivery by external parties through social accountability mechanism practices in achieving high level of customer satisfaction in relation to services rendered by RTD.

Social accountability practices are focused on demand driven or also known as citizen-led accountability. Thus, it is imperative for these groups of people to really understand the rights they have as a customer or service receivers to enable them to monitor and evaluate the service delivered by service providers like RTD. Hence, it is pivotal for everyone to equip themselves with knowledge, skills and abilities so that they can demand for greater transparency, accountability and responsiveness from service providers to take necessary actions regarding public service delivery that consequently leads to customer satisfaction.

The third contribution of the current study is, it is hoped to provide significant insights and act as a guideline, reference to policy makers or government in power to revisit the available reforms they adopted such as Key Performance Indicators (KPIs), Total Quality Management (TQM), Good Governance, Service innovation and many other reforms that they have undertook in improving or enhancing public service delivery in government agencies to be more efficient and effective in achieving 100 percent customer satisfaction. With the aid of the current study finding, the government could identify the root causes of the poor performance of public service reforms and came out with new strategies or blueprint with regards to social accountability practices towards achieving maximum level of customer satisfaction that involved effective public participation with grassroots in line with the concept and aims of social

accountability initiatives to improve governance, enhance development effectiveness and increase empowerment as a whole.

1.5.2 Contribution to the existing body of knowledge

Lastly, is the contribution of the current study findings to the body of knowledge, since there is paucity or dearth of empirical or non-empirical analysis in examining the influence of demographics factors towards customer satisfaction and also the influence of social accountability practices specifically in terms of public hearing, citizen report cards and client charter towards customer satisfaction level at government agencies such as at RTD and in the Malaysian context. Thus, academically the current study provides empirical analysis specifically in the field of social accountability mechanism practices as a new vertical mechanism towards achieving maximum level of customer's satisfaction particularly at RTD, Padang Jawa, Selangor.

Besides that, the current study's findings also could be used as new input or new information especially for the existing knowledge to really understand deeper the practices of each of the social accountability mechanisms namely a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) especially in the context of monitoring and evaluation of public service delivery towards achieving maximum level of customer satisfaction in public services. In addition, the study also provides significant insights about the importance of demographic factors in terms of gender, age and educational level of the respondents on customer satisfaction.

The current study finding has revealed a significant relationship and the strength of the relationship between the study variables was poor especially with regards to social accountability mechanisms practices towards customer satisfaction level. Hence,

this present study provides significant insight and implication especially to service provider such as RTD to revisit and most probably to revamp the way RTD implemented social accountability mechanisms in relation to service delivered at RTD. In fact, the study findings also would suggest that RTD has to relook or revisit each of the mechanisms rigorously and ensure that the existence of efficient and effective public participation take place especially between service providers and customers'. In fact, the input or information from public participation between the parties involved (i.e; service provider and customers') could be used to develop new approaches or to develop "new interactive mechanism" with regards to social accountability practices such as the mechanisms used in fulfilling and exceeding customers' needs and expectations that eventually would affect customers' satisfaction.

Meanwhile, in terms of customer satisfaction context, the study findings found that the lack of professionalism of the staff and lack of information could be the main barriers with regards to service delivered by service providers. This finding was supported by previous studies by Wallace and Pulford, (2006) it was found that, the model that was developed by MORI (2004) fails to include any information on how customers or consumers could involve in planning services. This means that, Scottish Consumer Council believed that only by listening to consumers, the public services or service providers can accurately plan their services that can really fulfill and meet customers' needs and expectations (Wallace and Pulford, 2006).

Hence, based on the research carried out by Wallace and Pulford (2006) and MORI (2004), it was suggested that there are six "key" or drivers to unlocking customer satisfaction with public services. The six keys to unlocking customers satisfaction namely information about services, information about standards, access and others.

Thus, the current study findings sought to fill the gap with respect to one of the main element of customer satisfaction that is the importance of providing adequate, reliable and updated information to the customers of public services.

Based on the previous studies findings and current study, most of the organization especially in the public service organizations measuring customer satisfaction level through 5 key drivers namely service deliver, timeliness, information, professionalism and staff attitude. However, these elements of measuring customer satisfaction are merely as a means of collecting feedback on existing situation such as customer service experience with regards to service rendered by service providers. In measuring customer satisfaction, it must go beyond that, meaning that to achieve effective customer satisfaction and improving customer service experience especially in public service organization, service providers must develop or incorporate the interaction aspect between the service providers and the customers. Thus, it shows that, customer satisfaction studies go into different aspect of measuring service performance through interface directly with their customers. Because of this new initiative, customer satisfaction studies can also be a very good tool to benchmark public service over a period to measure the changes taking place because of reform that emerge from the study finding of customer satisfaction. The most important thing, this reform would be able to provide reliable and comprehensive representation of customer feedback. Hence, through this interaction between service providers and their customer, it can catalyst customer to take proactive and creative step rather than exists a passive recipient. Therefore, it is also the aim of the current study to add further to this foundation by offering an insight and understanding of the key drivers that lead to customers' satisfaction in the context of the Malaysian public services.

1.6 Limitations of the Study

Although every care and precaution is taken into consideration in conducting this research, as with any other research, this study has its limitations which could have some effects to the research findings that required some explanations.

This study focuses only on three mechanism of social accountability namely (i.e; a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively. The multiple regression analysis in particular with low R^2 value indicated that all the three mechanisms accounted for only 22.8% (R^2) of the customer's satisfaction construct. Hence, it demonstrated that this study has left much (77.2%) of the dependent variable of customer satisfaction unaccounted for. It seems to suggest that the low R^2 value also implies that the three mechanisms are not adequate enough to be used for predictive purposes. Hence, due to this current study findings, this study provides an ample opportunity for future research in the construct and perhaps could revise the conceptual framework based on the empirical evidence in future research with the inclusion of other variables related to social accountability mechanism practices such as social audit, community scorecards and others. This is because social audit and community scorecards are used to monitor and evaluate public service delivery that eventually would affect customer satisfaction.

Besides that, this study was particularly conducted at RTD Padang Jawa, Selangor. Thus, there is a limitation as to its generalization of its findings to the other government agencies or public sector agencies as a whole for that matter. In other words, this might reduce and affect generalization of the findings and conclusion of the study. Nevertheless, this study serves to provide a foundation for others to replicate and expand as part of the contribution to the topic of social accountability mechanism in particular on a meet customer day (public hearing), customer feedback forms (citizen

report cards) and customer charter (client charter) respectively in the Malaysian context. Since as discussed earlier in chapter 1, there is a paucity of studies regarding this study topic in the Malaysian context particularly in the public sector.

Another limitation of the study is to sample size, out of 400 questionnaires were distributed to respondents only 384 were usable for further analysis. While, the remaining 16 could not be used due to incomplete answers from the respondents. In terms of questionnaire items, it was translated to the Malay language on the basis of assuring the respondents understanding of the items. In the case of translation, there is always a possibility of deviation of meaning which could affect the respondents understanding of the item and their response to the questions. Besides that, going through literature review, there is paucity of empirical and comprehensive studies especially a recent study with regards to the implementation, the influence of social accountability mechanisms practices (i.e: public hearings, citizen report card, client charter and others) in relation to customer satisfaction. Hence, due to this limitation, it indirectly would restrict researcher to further evaluate the extent these mechanisms could help the organization to achieve the maximum level of customer satisfaction in relations to public service delivery.

Last but not least, the outcomes of multiple regression analysis have to focus on the level of variation explained by the regression equations. Although a substantial amount of variance in dependent measure explained by the significant predictors is identified, there are still a number of unexplained factors that can be incorporated to identify the causal relationship among variables and their relative explanatory power.

1.7 Operationalization of terms

For the current study purposes, operationalization of terms is very important because each researcher will use different definitions of operationalization that is suitable to answer the research questions in their study (Sabitha, 2012). Thus, for the current study, the operationalization of terms would be based on organizational context that is Road Transport Department, Padang Jawa, Selangor.

1.7.1 Social Accountability can be defined as “an approach towards building accountability that relies on civic engagement, i.e., in which ordinary citizens or civil society organizations who participate directly or indirectly in exacting accountability” (Malena *et al.*, 2004). Here the term social accountability is used to refer to a particular approach or a set of mechanisms (beyond voting) that citizens, communities, civil society organizations (CSOs) and independent media can use to hold public officials and servants accountable. For example, citizen monitoring and evaluation of public service delivery by using specific social accountability mechanisms such as public hearing, citizen report cards, client charter, community scorecards and social audit (Malena *et al.*, 2004).

However, in the context of RTD, the current study devoted only on public hearing, citizen report cards and client charter as social accountability mechanisms practiced especially at RTD Padang Jawa, Selangor.

1.7.2 Public Hearing (*A meet customer day*) refers to a direct interaction process where citizen can directly question the concerned officials gives the opportunity to citizens and users to reach out their concerns and reactions suggest ways out and

remedial options (ACORAB, 2013). Usually public hearing is open to the general public and is an important tool for citizens to raise their concerns either in front of the elected officials or bureaucrats. Besides, this tool provides an important feedback mechanism for the official or service provider get better understanding of the citizen's experiences on the service offered (Holdar and Zakharchenko, 2002).

Thus, in the context of RTD, public hearing refers to "A meet customer day" (En. Ahmad B. Awang (18/2/2015), and Pn.Jumaizah Bt Ibrahim (26/2/2015) Public Relation Officer (PRO) at RTD Padang Jawa and Public Relation Officer (PRO) at Putrajaya). Hence, throughout the discussion in this study, the term public hearing would refer to and is used interchangeably with "A meet customer day" as practiced at RTD, Padang Jawa, Selangor.

1.7.3 The citizen report card (*customer feedback forms*) can be defined as a survey to enable citizens to assess the quality of public service and to use the information to advocate for improvements (Department of Performance, Monitoring and Evaluation, DPME, 2013).

In the context of RTD, Citizens Report Cards refers to "Customer feedback forms" (En. Ahmad B. Awang (18/2/2015), and Pn.Jumaizah Bt Ibrahim (26/2/2015) Public Relation Officer (PRO) at RTD Padang Jawa and Public Relation Officer (PRO) at Putrajaya). Hence throughout the discussion in this study the term Citizens Report Cards would refers to and is used interchangeably with "Customer feedback forms" as practiced at RTD, Padang Jawa, Selangor.

1.7.4 The client charter (*Customer charter*), is a written commitment made by a government department or agency in deliverance of its output or services to its customers (inclusive of stakeholders). It is an assurance by the Government department

or agency that outputs or services rendered will comply with the standards declared as quality standards. Generally, quality standards of outputs or services are standards that will fulfill customers' needs and tastes (DAC 3, 1993).

Thus, in the context of RTD, the client charter refers to the "Customer charter" (En. Ahmad B. Awang (18/2/2015), and Pn.Jumaizah Bt Ibrahim (26/2/2015) Public Relation Officer (PRO) at RTD Padang Jawa and Public Relation Officer (PRO) at Putrajaya). Hence, throughout the discussion in this study the term Client charter would refer to and is used interchangeably with "Customer charter" as practiced at RTD, Padang Jawa, Selangor.

1.7.5 According to Cengiz (2000), customer satisfaction could not be defined only based on service quality, quality of the goods or services or standards used by organizations. Most importantly, it goes beyond that in which customer satisfaction is about the relationship between the customer and products or between customer and service providers (Cengiz, 2010).

In fact, satisfaction is not inherited in the individual or product or services, but it socially shapes the feedback to the relationship between customers, goods or services and service providers (Cengiz, 2010).

1.8 Organization of Chapter in the Thesis

The current study embarks on the following chapter are as follows: -

Chapter 1: Discusses on the background of study, problem statement and research questions, research objectives, scope of the study, organization background, significance of the study and operationalization of terms.

Chapter 2: Discusses on literature review, conceptual framework and hypotheses.

Chapter 3: Discusses on Research Methodology that focused on research design, location of the study, research design process, population, sampling procedure; sample size, sampling technique and unit of analysis, measurement/instrumentation, data collection, data analysis, ethical issues and conclusion.

Chapter 4: Discusses on findings and discussion in achieving research objectives and answering research questions respectively.

Chapter 5: Focuses on conclusion that include introduction, recapitulation of the study, discussion on customer satisfaction, a meet customer day (public hearing), customer feedback forms (citizen report cards), and customer charter (client charter), and demographic variables (i.e., gender, age and educational level) implications of the study, conclusion and recommendation for future research.

CHAPTER 2: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

This chapter is presented in two parts. The first part of the chapter focuses on the related literature review of the research. In this context, the review of available literature focuses on relevant concept of accountability, definition of accountability, overview of accountability in public sector in Malaysia, social accountability in practice, concept of public hearing, citizen report cards, client charter respectively, studies on social accountability mechanism in terms of public hearing (a meet customer day), citizen report cards (customer feedback forms) and client charter (customer charter), and its relation to customer satisfaction, concept of customer satisfaction from various literature. In addition, the socio-demographic factors in terms of gender, age and educational level and its relation towards customer satisfaction where applicable are

presented. This is followed by the second part of the chapter which discusses the conceptual framework of the study.

2.1 Concept of Accountability

Accountability is known as one of the golden concepts that no one can go against. In fact, the word has been used increasingly in many political discourses and also in policy documents because it conveys an image of transparency and trustworthiness (Bovens, 2005). However, greater attention is being focused on the lack of accountability between users and public service providers (Joshi, 2007). In fact, the central argument is that accountability relationship between the key stakeholders in service delivery such as citizens, policy makers and service providers are not transparent, formalized or ineffective (Joshi, 2007).

Nevertheless, in contemporary political discourse, “accountability” and “accountable” no longer conveys the stuffy image of bookkeeping and financial administration, but the most important is they hold the strong promise of fair and equitable governance (Bovens, 2005). Also, “accountability” does not refer to sovereigns holding their subjects to account; it is the authorities themselves who are being held accountable by their citizens (Bovens, 2005). As highlighted by O’Connell (2005) he perceived that accountability is present when public services have a high quality, at a low cost and are performed in a courteous manner.

Referring to World Bank (2004), in the context of service delivery accountability has become the central theme of debates, but it only took root after the World Development Report of 2004 which has identified the failures in service delivery encountered honestly as failures in accountability relationships (World Bank, 2004). Due to the failures or poor of the “long route” of accountability which is through elected politicians and public officials to providers, hence, World Development Report argued

in favour of strengthening the “short route” which focused on direct accountability between users and providers (World Bank, 2004). Thus, up to now, accountability is widely accepted as the key to service delivery improvements (Joshi, 2010). Most importantly, researchers have argued that citizen engagement is critical in transforming public sector service delivery and they suggested the need to put emphasis on the notions of the citizen, community and neighborhood for effective service delivery (Jones *et al.*, 2007).

In fact, effective people’s participation can ensure accountability, transparency, legitimacy, that is good governance during implementing any development programs that have an effect on local people (Sirker and Cosic, 2007, Sullivan, 2001). Thus, people participation was introduced together with good governance, during the end of the 1980s as the vital element in achieving effective outcomes of aid assistance in developing countries (Shah, 2006; Siroros, 2002). Not only that, the failures of structural adjustment programs at the end of the 1980s influenced international donor agencies to pursue people participation as an essential element in public service delivery (Khwaja, 2004; Mansuri and Rao, 2004). Due to this, social researchers side by side with donors, stipulate that good governance can only be achieved by incorporating community knowledge into their social and political life (Gaventa, 2002; Lowndes and Wilson, 2001). According to Gaventa (2004), a first key challenge for the 21st century is the construction of new relationships between ordinary people and the institutions especially those government which affect their lives (Gaventa, 2004).

As argued by Joshi (2010), accountability for service delivery can be initiated and demanded from various range of stakeholders. It could involve politicians not adopting

appropriate policies, public officials not delivering according to rules or entitlements, not monitoring providers for appropriate service levels, providers for not maintaining service levels in terms of access and quality (Joshi, 2010). Therefore, initiatives to hold these multiple actors to account can be either state-led or citizen-led. However, in this review, researchers have chosen to highlight initiatives that are largely citizen-led and it falls into the realm of “social accountability” (Joshi, 2010). This is partly because; recent literature in the context of service delivery has highlighted the failures of traditional accountability mechanisms and have placed greater belief in demand-led accountability. Nevertheless, the range of such “social accountability” initiatives is also relatively new and has not been examined closely for evidence of impact (Joshi, 2010).

In fact, the emerging literature on social accountability also has tended to use the term quite loosely (Joshi, 2008). For instance, some limit the term social accountability to citizen groups monitoring the use of public authority (Peruzzotti and Smulovitz, 2006). Others include participation in policy making, policy advocacy and deliberation as part of the social accountability terrain (Arroyo, 2004, Malena *et al.* 2004). Some scholars treat the question as an empirical one; asking whether particular institutional spaces are used for certain kinds of engagement, inclusion and accountability (Cornwall and Coelho 2006). However, in this current study, a researcher’s focused is to examine the implementation and the influence of social accountability mechanisms practices specifically with regards to public hearing, citizen report cards, and client charter towards customer satisfaction in relation to service performance (i.e: public service delivery) at one of the Malaysian public services in Selangor.

2.1.1 Definition of Accountability

According to Camargo and Jacobs (2013), conceptualizing social accountability begins with an understanding of the concept of accountability per se. In order to explain the

concept of social accountability, it is important to understand and first start with a concrete definition of accountability.

With regards to its definition, accountability is a complex and multi faceted concept (Sinclair, 2005) that is made operational through relationships between individuals and organizations (Ebrahim, 2003) and maybe difficult to define (Ebrahim, 2003; Goddard, 2005) as cited by Kluvers and Tippet (2010). According to Bovens (2010), many academic literature on accountability is disconnected and as many authors produce their own specific definition of accountability. Also, there are many scholars who talk about accountability, but few who study it rigorously. Due to this issue, it has prevented much empirical progress in the broad field of accountability studies (Bovens, 2010).

Nevertheless, as highlighted by Politt (2003), nowadays accountability has become a good thing, of which it seems we cannot have enough. As a concept, accountability is rather elusive, it has become a hurrah-word such “learning”, “responsibility”, or “solidarity”, to which no one can restrict. It is one of those evocative political words that can be used to patch up rambling arguments, to evoke an image of trustworthiness, fidelity, and justice (Bovens, 2005). Furthermore, in contemporary political and scholarly discourse “accountability” serves as a conceptual umbrella that covers various other different concepts. Accountability is used as a synonym for many roughly defined political discourse such as transparency, equity, democracy, efficiency, responsiveness, responsibility and also integrity (Mulgan, 2000; Behn, 2001; and Dubnick, 2002).

Most importantly, the term has come to stand as a general term for any mechanism that makes powerful institutions responsive to their particular public (Mulgan, 2003). Not only that, the notion of “accountability” is often used interchangeably with “good governance” as was already illustrated by the usage in the American bills. Hence, accountability in this broad sense is a no-opposite concept, a concept without specified termination of boundaries (Satori, 1970).

However, the literature on accountability proposed several definitions on this area. For instance, in American academic and political discourse, but certainly not exclusively, accountability is always used as a normative concept, as a set of standards for the evaluation of the behavior of the public actors. Accountability or more precisely as “being accountable” is seen as a virtue, as a positive quality of organizations or officials. Hence, studies on accountability always focused on normative issues on the standards for, the assessment of, the actual and active behavior of public agents (Considine 2002; Klingner *et al.*, 2001; Koppell 2005; O’Connell 2005; Wang 2002) as cited in Bovens (2010). On the other hand, in British, Australian, Canadian and continental European scholarly debates, accountability always used in a more narrow and descriptive sense. This means that, the term “accountability” is seen as a social “mechanism”, as an institutional relation or arrangement in which agent can be held to account by another agent or institution (Aucoi and Jarvis 2005; Bovens 2007b, Day and Klein 1987; Goodin 2003; Mulgan 2003; Philp 2009; Scott 2000) as cited in Bovens (2010). Hence, the focus of accountability studies is not the behavior of the public agents but emphasized more on the way in which these institutional arrangements operate (Bovens, 2010). However, for both of the broader concept, in which accountability is seen as a personal or organizational virtue, and the narrower concept in which

accountability is defined as a social relation or mechanism are useful for the study of the debate about democratic governance (Bovens, 2010).

However, they should be clearly distinguished as they address different kinds of issues and imply different standards and analytical dimensions as can be seen from Table 2.1 as follows:-

Table 2.1: Two Concepts of Accountability (Bovens, 2010; p.962)

Accountability as	Virtue	Mechanism
Locus	Behaviour of actor	Relation actor-forum
Focus	Evaluative/prescriptive Substantive standards	Analytical/descriptive Effects of arrangements
Field of study	Good governance	Political and Social control
Research design	Dependent variable	Independent variable
Importance	Legitimacy	Various goals
Deficit	Inappropriate behavior	Absent or malfunctioning mechanisms

Referring to Table 2.1, accountability studies that always implicitly used accountability in the active sense of virtue which focuses on the actual performance of officials and agents. They implicitly or explicitly formulate a set of substantive standards for good governance and assess whether officials or organizations comply with these standards. Basically, these are about good public or corporate governance. In

these studies, accountability deficits manifest themselves as inappropriate behavior as “bad” governance or organizational deviance (Bovens, 2010). Differ from accountability studies as a mechanism, the locus is not the propriety of the behavior of public agents, but it focused more on the way these institutional arrangements operate. They study whether there are such relations at all, whether these can be called accountability mechanisms function and what their effects are (Bovens, 2010).

According to Bovens (2010), even though accountability concepts have distinction, but the two concepts are closely related and mutually reinforcing. For example, both have to do with transparency, openness, responsiveness and responsibility. More importantly, the process of account giving and account holding cannot operate without standards against which the conduct of the actors can be assessed (Bovens, 2010). Hence, it is highlighted that accountability mechanisms are meaningless without a sense of virtue and vice versa, there is no virtue without mechanisms (Bovens, 2010). In addition, Politt (2003) stated that the most concise or clear description of accountability would be “the obligation to explain and justify conduct. This implies relationship between an actor, the accountor and a forum, the account-holder or accountee. Similarly, accountability means being accountable to the public for public money and for reporting on the performance of the organization in relation to clearly defined objectives (Politt, 2003). Accountability can be interpreted as a means of making public sector organizations accountable to the public. This needs to be distinguished from political accountability, whereby politicians are accountable directly to the public and managerial accountability, whereby officials are accountable to their superiors through the hierarchy (Politt, 2003).

As highlighted by Glynn and Murphy (1996), accountability is broadly speaking the process via which a person or group can be held to account for their conduct. The essence of accountability, argued by Cutt and Murray (2000), has always been the obligation to render an account for a responsibility that has been deliberated. This definition was supported by Roberts and Scapens (1985) where it involves the giving and demanding of reasons for conduct and occurs in various social structures, such as within families, friendship groups and within and between organizations (Roberts and Scapens, 1985).

According to Jabnoun (2012), each person is accountable for every single deed, there has to be a process of accountability. This process requires a clarification of what is expected from people. More importantly, accountability requires high levels of transparency because it is difficult to hold people accountable for secret actions (Jabnoun, 2012).

2.2 Overview of Accountability in Public Sector in Malaysia

In the Malaysian context, accountability is taken seriously by the Malaysian government, but unfortunately, lack of enforcement or seriousness in giving penalty or punishment on any violation concerning accountability is very low (The Star, 2010; The Star, 2009). However, new approaches and transformation programs are introduced in order to improve performance and accountability of public sectors in Malaysia. For example, the Malaysian government has followed the global trend by introducing results-based management in public governance by practising the concept of “New Public Management” or (NPM) and managerialism in the early 1990’s and recently the government has introduced Government Transformation Program (GTP) to meet the

challenges in order to achieve vision 2020 with the aim to be a fully developed nation (Danilah and Siti Nabiha, 2011).

The Malaysian government has undertaken many transformation programs in order to improve and enhance accountability of the public sector. Nevertheless, Public Complaints Bureau (PCB) still received increasing complaints with regards to poor performance in the public sectors. Thus, it apparently shows that accountability of the public sectors in Malaysia is still at stake. Public Complaints Bureau (PCB) has received on average of 6000 formal complaints annually regarding public dissatisfaction (Danilah and Siti Nabiha, 2011). Not only that, the annual report of PCB showed that the number of complaints is increasing year by year such as in the year 2005, PCB received 2707 complaints from the public, in the year 2006, the number of complaints increased to 3397, while in the year 2007, 5347 complaints were received by PCB, in the year 2008, the number of complaints still increased to 8066 and surprisingly in the year 2009, the number of complaints increased tremendously to 12683 as compared to the previous years. The types of complaints such as delays in carrying out official duties, unfair action or decision, lack of public utilities and services, rules and procedures which are bias or inadequate, abuse of power, misconduct or wrongdoings of the public servants, inefficiency of public servants, failures to enforce regulations and law and unsatisfactory services (PCB Annual Report, 2005-2009) as cited in (Danilah and Siti Nabiha, 2011).

Besides that, other evidences showed that Malaysian government is still striving and struggling with accountability of the public servants is the problem of corruption that has been a heavy burden to government. Referring to Anti-Corruption Agency (ACA) (2003), reported that the corruptions mostly occur at the lower levels of

administration. Meanwhile, Transparency International Corruption Perception Index that measures “the degree to which corruption is perceived to exist among public officials and also politicians which covered 180 countries (www.transparency.gov.my) revealed that Malaysia’s standing ranked 39 as in the year (2005), 44 in the year 2006, 43 in the year 2007, 47 in the year 2008 and 56 in the year 2009 (Danilah and Siti Nabiha, 2011).

In relation to the above discussion issues, the General Auditor emphasized that, leadership in public sectors plays a crucial role in ensuring accountability. Most often criticism regarding public sector leadership in which lack of commitment to the fundamental principles of public service and the wellbeing of the people who are in need of assistance (The New Straits Times, 2010; The Star, 2010; The New Straits Times, 2003; Siddiquee, 2008). Also, the leaders must submerge into culture of its organization. Hence, “leadership” in public sectors is the core in achieving good governance of the organization (Stein, 2008; Dewing and Russell, 2008).

Actually the public sectors leaders are not performing as expected (New Straits Times, 2003; Siddiquee, 2010; Siddiquee and Mohamad, 2007). This was supported by a survey done by Chartered Management Institute (CMI) of 1900 public sector leaders in United Kingdom revealed that public sector reforms are threatened by poor leadership (CMI report 2001) as cited in (Danilah and Siti Nabiha, 2011). The report showed that two thirds feel that their leadership is so poor that it threatens to disrupt the

government's public sector reform agenda. Not only that, they claimed that obsession with standards, targets and procedures are the main reasons. Others include initiative overload, insufficient funds, time-consuming and bureaucratic nature of the initiatives would be the main obstacles to the implementation of the reforms. Moreover, public sector leaders have failed to give guidance and failed to deliver the information since they themselves are not clear about the mission and vision of the changes (Danilah and Siti Nabiha, 2011).

Therefore, to enhance accountability, the Auditor General has introduced Management audits to accommodate the flaws and weaknesses in the public sector. Since the introduction of the Management audit, the Audit Act will keep reviewing and amending to enhance the powers and duties of Auditor General in order to effectively investigate the operations and the activities done that must comply with and based on the regulated rules and standards (www.pcb.gov.my; Siddiquee, 2010; Siddiquee and Mohamad, 2007). Not only that, the performance audit or the value for money audit is also introduced to ensure efficiency and effectiveness of the public sector in pursuing the objectives of the department. The Audit Act requires the Auditor General to report his outcomes to the Houses of Parliament for comprehensive analysis by the Public Accounts Committee. According to Abdul Karim (1995), this will enhance the awareness of public sectors to be alert on issues of efficiency and effectiveness in their operations and activities.

Furthermore, accountability in public sectors requires public participation and cooperation. This is because not only the public is being served but they are also playing significant roles indirectly in the operations and also the activities of public sectors. As a result of this, Public Complaint Bureau (PCB) was established which represents one of the responsibilities of the Government to the people to ensure that the public will always receive excellent and quality services from Government Departments and Agencies (www.pcb.gov.my; Siddiquee 2010; Siddiquee and Mohamad, 2007; Abdul Karim, 1995) as cited in (Danilah and Siti Nabiha, 2011).

Through Public Complaints Bureau (PCB), ordinary citizens can lodge and forward their complaints easily regarding their feeling of grievances towards the service quality and reception of Government Agencies. Thus, the establishment of Public Complaint Bureau (PCB) will check unprofessional conduct, mismanagement, negligence and the abuses of power in government agencies and act as a remedy for public criticism (www.pcb.gov.my; Siddiquee 2010; Siddiquee and Mohamad, 2007; Abdul Karim, 1995) as cited in (Danilah and Siti Nabiha, 2011). In addition, in order to improve accountability of civil servant, Malaysian government has established Malaysian Anti-Corruption Commission (MACC) in 2008 (Act 694) to replace the Anti-Corruption Agency 1982. The main role of MACC is to combat corruptions in order to ensure independency and transparency of public sectors. Ever since, MACC has revealed and solved many cases involving corruption in public sectors (www.sprm.gov.my). Since 1991, there was a positive trend towards increasing emphasis on result accountability in Malaysia's public sector organizations (Shafie

1996; Haque 2000) as a result of the NPM surrounding the public sector both in international and local context. This can be seen through the introduction of the Productivity Improvement Initiative (PMI), Client Charter, Total Quality Management (TQM), Key Performance Indicator (KPIs) and many other programs. In terms of KPIs, the Malaysian government went a step further by instituting the use of performance indicators or performance assessment for all public agencies through the issuance of Guidelines on Establishing Key Performance Indicators (KPIs) and Implementing Performance Assessment at Government Agency in year 2005 (DAC 2/2005).

Referring to Malaysian Development Administration Circular (DAC 2/2005), this circular should be implemented completely at agencies frontline especially agencies that offer counter services to public and community of trade and industry. In addition, other agencies besides frontline services should also implement this circular. With regards to DAC 2/2005, the government has suggested for a work culture based on performance to be inculcated in the Civil service. This performance assessment is to upgrade the quality of service delivery of the government agency to the customers especially the public. The Government agency is developed to offer service to the customers (DAC 2/2005). Service that needs to be delivered by an agency is determined by the function of the agency in line with the vision, mission and objective of the agency. To ensure that the service delivered is of quality in line with the function, vision and mission of the agency and fulfilled the customers' needs, the government agency needs to assess the performance of the service. The outcome of the assessment on services delivered to customers will reflect the overall performance of the agency (DAC 2/2005). For

example, customer charter is established at Government agencies and it becomes a service quality standard that can be measured to assess the achievement and performance of an agency (DAC 2/2005). Referring to DAC 3/1993, it is envisaged that the Client charter will bring about numerous improvements to the Public service. In fact, the assurance contained in the charter will ensure the generation of more disciplined, prepared and responsible public servants. Various benefits will be obtained from the establishment of the Client charter. It will benefit the public at large and also the departments or agencies concerned (DAC 3/1993).

Thus, the benefits of the charter to the public includes: (i) it enables the public to know specifically the quality of service to expect from the department or agency, (ii) it enables the public to evaluate the performance of the service rendered, (iii) it reduces uncertainties over the delivery of services, (iv) it facilitates comparisons between agencies which offer similar services and (v) the public will be aware of the standard quality of each department or agency. Whereas, the benefits of the charter to the Government department or agency include (i) the charter will act as a performance indicator and will enable the department or agency to make evaluations and (ii) discipline, responsibility and accountability in the Public service will be upgraded which in turn will contribute to more transparent Public service (DAC 3/1993).

Meanwhile, referring to DAC2 /2005, the implementation of the performance assessment at the Government agency should be based on the following basic principles as followed:

- (a) Performance assessment at the Government agency is to evaluate the quality of service delivery for customers.

- (b) The focus of this assessment is on the main services delivered by the agency to customers.
- (c) These main services are assessed in terms of the process to provide and deliver it to the customer and the level of customer satisfaction towards the service offered.
- (d) For a start, the implementation of the assessment at the Government agency is made based on the current process of the agency.
- (e) The implementation of the performance assessment requires the agency to develop KPI and determine the performance target as a basis to the assessment.
- (f) The set performance target must take into consideration the following factors:
 - (i) Process capability which covers the work flow, the requirement for human resource, financial, equipment, infrastructure and environment appropriate to provide service to customers
 - (ii) Needs, expectation and feedback from customers
- (g) Performance target set to assess KPI must fulfil SMART criteria namely specific, measurable, achievable, realistic and time bound
- (h) Assessment, evaluation, observation and improvisation action need to be implemented continuously.
- (i) Service delivered to customers need to be reviewed occasionally to ensure it is always relevant and effective.

Furthermore, the assessment implementation require agency to develop KPI and determine the performance target for each KPI as a basis to assess each performance. KPI developed must cover aspect of efficiency and effectiveness of the core process in producing and delivery service to customers and aspects of customer satisfaction towards the service received (DAC 2/2005). In fact, the customers' satisfaction is assess specifically in terms of complaints given in written form within a

fixed frame, valid complaints solved and the level of customers' satisfaction gathered through the Customers' Satisfaction Form for counter service and the study on the level of customers' satisfaction implemented. This KPI is a basic KPI that must be developed by the Government agency. However, apart from this basic KPI the agency may develop other KPI's found appropriate to assess its own performance (DAC 2/2005).

Thus, KPIs was formulated based on a detailed examination of each step of providing services and the duration of time needed to do a certain task and based on the agency's current process in providing services. Referring to Economic Planning Unit (2006), almost all public agencies in Malaysia are required to implement the KPIs system by the year 2010 (EPU 2006). Therefore, the measurement of KPIs shall focus on (i) the efficiency and effectiveness of the process of service delivery, (ii) the human resource and financial productivity and (iii) the customer satisfaction towards the service received (Development Administration Circular, 2005). However, the present study will focus on customer satisfaction on the service received at RTD Padang Jawa, Selangor.

However, Siti Nabiha (2010) in her study found that Malaysian public service organizations have faced widespread criticisms in terms of their perceived lack of financial discipline, good governance and accountability (Siti Nabiha, 2010). In fact, Malaysian government transparency and accountability have been captured by several worldwide studies in their rankings. These studies were mostly carried out by independent Non-Governmental Organizations (NGOs) which indicate that, Malaysia needs to put rigorous effort in improving its accountability and transparency Abu Bakar and Ismail, (2011) as cited in Nur Barizah *et al.*, (2011). But unfortunately, public information is not always readily available (Barracough and Phua 2007; Yaakob *et al.*,

2009) and in many instances are not accessible (Siddiquee, 2010) as cited in Nur Barizah *et al.*, (2011). Likewise, literatures have argued that an effective approach in developing KPIs should involve public participation (Vitezic 2007; Mimba *et al.*, 2007) as cited in Nur Barizah *et al.*, (2011). Nevertheless, in many instances the approach used by the Malaysian public sector did not seek public views (Nur Barizah *et al.*, 2011).

Most importantly, Sanger (2008) pointed out that the weakness of the current practice of performance measurement development in Malaysia, which is it does not include participation of civil societies, is that it may not be able to serve public interests who are the main recipient of the system (Sanger 2008). In relation to the issues of lack of people participation, it would be more beneficial if meeting with stakeholders could be conducted in order to seek their opinion and to incorporate their expectations. This is because recipients should be consulted to get their feedback on their expectations like what they mostly want to know regarding each public agency (Thompson 1993).

According to Nur Barizah *et al.*, (2011) in their study with regards to transparency and accountability in the Malaysian public sector, they urged that getting feedback from the society may enhance public receptiveness towards the system. It also could reduce the possibilities of the KPIs or the system later be the topic of dispute, as it enables them to obtain the information as they really want (Nur Barizah *et al.*, 2011). In relation to the abovementioned issues, the government should recognize that the awareness (Yaakob *et al.*, 2009) and education level among the general Malaysian population has greatly increased (Abdul Khalid, 2008). As a result, they are becoming increasingly critical as well as vocal toward how the government should be operated. The

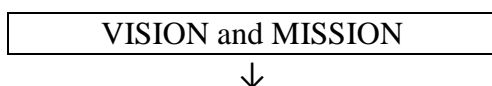
government needs to walk the talk by effectively implementing these useful systems in order to provide value for money service to the citizens (Nur Barizah *et al.*, 2011).

Moreover, with regards to the directives in DAC2/2005, which requires all government agencies to implement the KPIs system, there is little evidence to show what will materialize as progress thus so far has been rather slow (Nur Barizah *et al.*, 2011). In fact, as what Malaysian government has experienced, Abdul Khalid (2008) has found that by the end of 2007 not many local authorities have fully implemented the systems. For instance, some just received training by their respective state government on the concept of indicators, whereas others in the process of formulating it. The worst scenario there are some local councils that have not implemented the system. Therefore, there seems to be an ineffective implementation of the said policy by the relevant authorities (Nur Barizah *et al.*, 2011). Besides, in response to the new premier pledge towards a more accountable and transparent government, the system will be handicapped if the KPIs results are kept secret from the public view. It is believed that an accountable government should not be afraid of public scrutiny (Buang, 2009). KPI results should be published and treated as public documents which can be easy to access easily at minimal costs. Otherwise, it will create an unwanted public perception that the government's pledge is merely rhetoric (Siddiquee, 2006b).

According to Abdul Khalid (2008) and Siti Nabiha (2010) in a study on KPI practice in Malaysian local governments revealed that KPI reports were meant to be used only for internal purposes. As a result, external monitoring and evaluations were not possible to be made towards the KPIs for public agencies that have implemented the system (Abdul Khalid 2008). Similarly, Siti Nabiha (2010) also has highlighted that, there is no external evaluation and monitoring made of the KPIs by external parties for

public agencies that have implemented the system. In addition, there are also no rewards or a punitive measure for agencies that meet or fail to meet their KPI targets (Siti Nabiha, 2010). Furthermore, there is also an absence of mechanism to serve as a “carrot and stick” for promoting the KPI agenda (Abdul Khalid, 2008). As a result, it is apparent that the issue of implementation seems to be the main stumbling block in carrying out government policies or directives related to the reform program (Nur Barizah *et al.*, 2011).

As shown in Figure 2.1, the Malaysian government has developed and introduced Key Performance Indicators (KPIs) to be used by all government agency its effort to improve and enhance the efficiency and effectiveness of public services agencies towards achieving maximum level of customer satisfaction in relation to services rendered. Nevertheless, there is a flaw found in the Performance Assessment Model with regards to the absence of monitoring and evaluation made of this indicator (KPIs) by external parties that have implemented the system (Siti Nabiha, 2011). Most importantly, has the system led to better accountability and better management and good governance? This is because the system is based mainly on developing output measures and not measuring the impact and outcome of the services undertaken by the public agencies (Siti Nabiha, 2011). Thus, in relation to the abovementioned issues, the efficient and effective performance measurement is very important in ensuring that the service rendered can fulfill and exceed customer satisfaction and expectations. In fact, the Malaysian government needs to take corrective action and continuous improvement should be sought by revisiting holistically the levels of implementation and enforcement of this performance evaluation system at all level of government agencies.



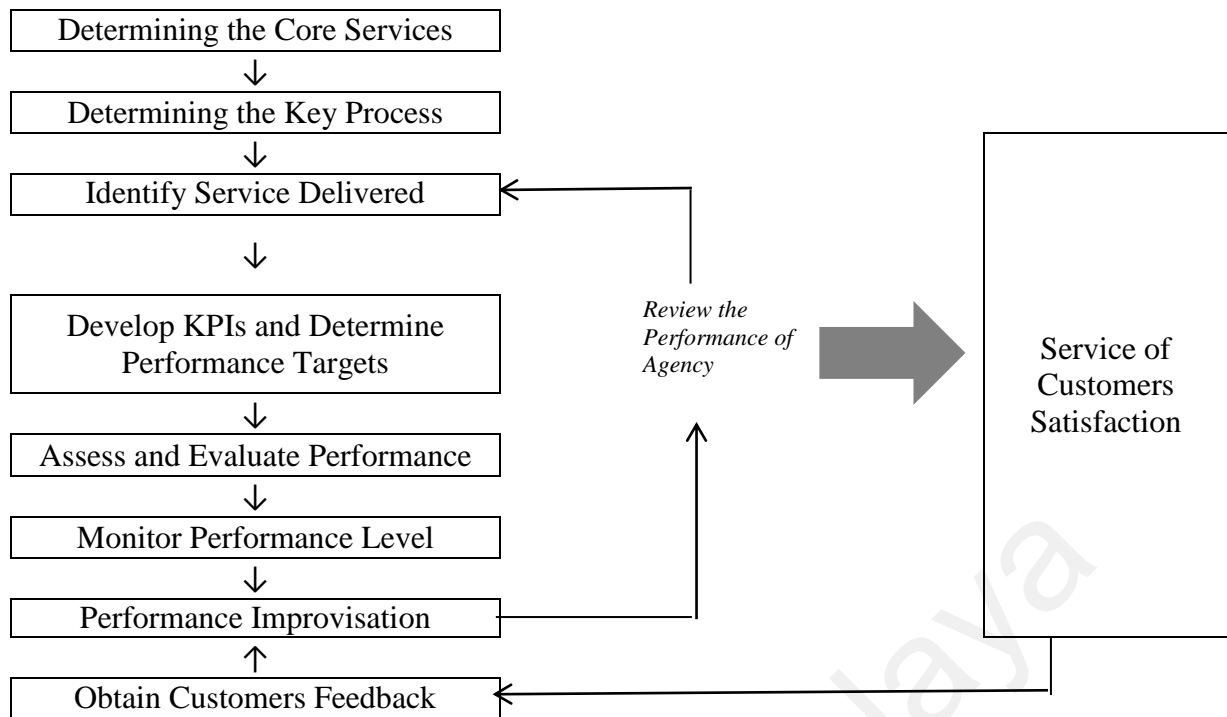


Figure 2.1: Process-based Performance Assessment Model for the Government Agency
(Source: DAC 2/2005:9)

According to Nur Barizah *et al.*, (2011) even though the Malaysian public sector has had fairly comprehensive performance measurement system, it is still lacking in terms of implementation as well as insufficient disclosure of these performance information to the wider public. As a result, this hinders or restricts the public capacity to evaluate the level of accountability as well as performance of the various public agencies. In fact, a study carried out by Lufunyo (2013) found that the question of accountability to citizen by public servants is still elusive. Not only that, the supply side does not take into account the relevance and importance of the demand side. This is based on the data collected demonstrated that only 30% agree about the level of accountability by public servants to citizens, and the remaining 70% indicated strongly disagree and disagree. Thus, based on the study finding, it suggests that reforms should bring change and empower the demand-side “people-first” approach in service delivery (Lufunyo, 2013).

2.3 Social Accountability in Practice

Referring to Overseas Development Institute (ODI) (2015), there has been rising interest in mechanisms and programs to promote social accountability and often conceived as an attempt to establish transparency and accountability (ODI, 2015). In fact, it is now encouraging to see a growing local literature on social accountability such as in Pakistan and South Asia (Abbas and Ahmed, 2014). Besides, a growing body of evidence shows that social accountability efforts on the part of citizens and civil society organizations can serve to create new effective vertical mechanisms of accountability. At the same time to strengthen horizontal (internal) mechanisms of accountability (Ravindra, 2004).

Even though there are many forms of accountability such as financial accountability, performance accountability, legal accountability, democratic accountability, but an emerging trend focuses on social accountability which focused on “people-centered” accountability (Brinkerhoff 2004; Malena *et al.*, 2004) as cited in a study done by Campbell *et al.*, (2012). According to Houtzager and Joshi (2008), “social accountability refers to a form of civic engagement that builds accountability through the collective efforts of citizens and civil society organizations to hold public officials, service providers and governments to be responsible for their obligations with responsive efforts”.

Referring to World Bank (2004), social accountability involves the right to know, to questions, to provide better services, to stop corruption, to end poverty, and to demand the commitment from the service providers. Whereas, UNDP Pacific Center (2010) highlighted that social accountability is the cornerstone of good governance and a pre-requisite for effective democracy. It can enhance citizens’ voice elicited through

dialogue and consultations between policy makers, service providers and citizens to improve service delivery that eventually would affect citizens' satisfaction (UNDP, 2010).

According to Joshi and Houtzager (2012), there is a consensus that social accountability can play an important role in improving service delivery, strengthening governance, reducing corruption and empowering citizens. Referring to YEM Consultant Institute (2009), social accountability is an approach to both the public and private sectors and civil society organizations for improving the governance process, service delivery outcomes and resource allocations decision. However, there is little clarity about the concept itself and what it means, for example what is it that does not constitute social accountability. Meanwhile, Ackerman (2005) stated that, social accountability has been analyzed as “social relations” largely made up of ad hoc initiatives of direct and indirect civil society and citizen engagement in public affairs aim to exact accountability. Furthermore, social accountability focuses on the ways in which state or social actors can hold public officials accountable through various mechanisms. Mechanisms of social accountability can be initiated and supported by the state, citizens or both, but very often they are demand-driven and operate from bottom-up (Malena *et al.*, 2004).

As highlighted by Malena *et al.*, (2004), the term social accountability is not meant to refer to a specific type of accountability, but it focuses on a particular approach or a set of mechanisms for exacting accountability. According to Mmari, Sinda and Kinyashi (2014), mechanisms for social accountability are strategies to ensure that the process of social accountability is carried out. In fact, Sirker (2006) opines that there

exist a range of bottom-up strategies that can be used to hold public authority and other power holders accountable to their decisions, conduct, performance and actions.

Therefore, different kinds of mechanisms are being used for civic engagement-based social accountability. Broadly, the mechanisms involved are participatory public policy making, participatory budgeting, public expenditure tracking, citizen monitoring and evaluation of public service delivery, raising public awareness about their legal rights and public services and citizen involvement in public commissions and hearings, citizen advisory boards and oversight committees (Malena *et al.*, 2004; WDR, 2004). Specifically, the examples of social accountability mechanisms include public hearings, citizen report cards, community scorecards, social audit and client charter. These five mechanisms are commonly involved in monitoring and evaluation of public service delivery. Also, act as an efforts to improve the effectiveness of “internal” accountability mechanisms of the government, for instance by involving citizens in public hearings and oversight committees” (Malena *et al.*, 2004; WDR, 2004; Blind, 2011).

According to Joshi (2013), a wide range of mechanisms such as social audits, public hearings, community scorecards, citizen report cards, and some others which focus more on two-way information exchanges. As highlighted by Gaventa and McGee (2013), recent developments in the social accountability field have seen an increasing emphasis on what has been dubbed the efficiency paradigm which transparency and accountability mechanisms are promoted as improving particular service delivery outcomes and reducing inefficiencies, corruption, and others (Gaventa and McGee, 2013).

Meanwhile, Mollah (2015) in his study concluded that social accountability is a very effective opportunity to engage citizens in the participatory governance process and it has been already introduced and applied in Bangladesh. Nevertheless, even though social accountability has been practiced in Bangladesh, the people of Bangladesh are still not aware enough about social accountability and its mechanisms (Mollah, 2015). Nevertheless, based on analysis Mollah (2015) found that social accountability is a means by which both people and administration have a chance to share opinions and work together.

In addition, Boelen (2016) emphasized that in the context of medical education, social accountability is helpful with the aims to plan, implement and evaluate medical education program. Not only that, social accountability seems to have strong values that societies regard as important in service delivery health comprised of quality, equity, relevance and effectiveness (Boelen, 2016). Also, recently the Global Consensus for Social Accountability (GCSA) defines a socially accountable medical school as one that “responds to current and future health needs and challenges in society, reorientates its education, research and service priorities accordingly, strengthens governance and partnerships with other stakeholders and uses evaluation and accreditation to evaluate their performance and impact (GCSA, 2010) as cited in Boelen (2016).

Furthermore, as highlighted by Mmari *et al.*, (2014) mechanisms for social accountability are strategies to ensure that the process of social accountability is carried out. Most importantly, Sirker (2006) as cited in Mmari *et al.*, (2014) highlighted that “there exist a range of bottom-up strategies that can be used to hold the public authorities and other power holders accountable to their decision, conduct, performance and their actions”. Besides, Fox (2015) stated that social accountability strategies try to

improve institutional performance by enhancing both citizen engagement and the public responsiveness of states and corporations. In addition, Gaventa & McGee, (2013); Lodenstein *et al.*, (2013); Molyneux *et al.*, (2012) as cited in Gurung (2016) stated that social accountability is also known as citizen-led (driven) accountability, demand-side accountability, bottom-up accountability or community accountability.

However, different tools or mechanisms are needed for different purposes of social accountability. In fact, most of the social accountability mechanisms are used to strengthen direct accountability relationship between citizens and frontline service providers to accelerate the short route of accountability Flores (2011) as cited in Gurung (2016). Thus, based on the abovementioned literature, the following sub-sections would focus on five main mechanisms of social accountability as follow:

2.3.1 Public Hearing

Public hearing is an open discourse in a public place and open discussion process on the public concerns or issues among the general public, stakeholders and responsible officials of organization and line agencies (ACORAB, 2013). While, Holdar and Zakharchenko (2002) defined public hearing as a formal meetings at the community level where local officials and citizens have the opportunity to exchange information and opinion such as on community affairs (Holdar and Zakharchenko, 2002). Through public hearing, it gives ample opportunity for officials of the concerned organization and general public to come together to exchange information and experiences for example about the community level development work. It is open to all communities to participate. In fact, public hearing gives the platform for the common people to express their views, concerns and complaints in front of the representative or officials (ACORAB, 2013).

Moreover, it is the opportunity to assess the quality of services, effectiveness, relevant through the eyes of beneficiaries and target people. Not only that, public hearing provides the opportunity to officials and agencies to understand the experiences, satisfaction and viewpoints of the beneficiaries about the services. Also, public hearing is known as an important mechanism to make for local governance system for ensuring transparency, responsive, people's participation and accountability towards the local people (ACORAB, 2013).

Furthermore, public hearing is a direct and open interaction process among the concerned stakeholders on public concerns and issues in a common forum. Public hearing is a direct interaction process where citizen can directly put for the questions to the concerned officials, gives the opportunity to citizens and users to reach out their concerns and reactions, suggest ways and remedial options (ACORAB, 2013). In addition, Good Governance management and operation Act 2064, article 30 states "public hearing should be conducted by the service delivery agencies for the general public at the Regional, Zonal, District or local level agency head about the agencies work, activities to make open, transparent and relevant to the public and stakeholders" (ACORAB, 2013).

Referring to UNDP (2010), public hearing held by a public body (i.e: city councils, municipalities, planning commissions) either as a part of its regular meeting or as a special meeting. The main purpose of public hearing is to obtain comments on any issue (UNDP, 2010). Whereas Buttny (2010), explained public hearing offer an intriguing site to hear the different voices from the local community, hearings can be especially interesting when there are contentious issues at stake which mobilize

residents to turn out (Buttny, 2010). Nevertheless, Buttny (2010) pointed out that public hearings are commonly held late in the process of decision making, so public impact will likely be minimal. In fact, legitimacy of the process becomes questioned when the government agency defines the scope of the problems in ways significantly different from how citizens defines the scope of the problem (Dietz and Stern, 2008) cited in Buttny (2010).

In fact, there is a sense that the decision has already been made by the municipal body and that the public hearing is a mere formality, a way to satisfy minimum requirement and public participation as therapeutic (Checkoway, 1981; Webler and Renn, 1995; Tracy and Dimock, 2004) cited in Buttny (2010). Public hearing is also known as a citizen hearing or community hearing, citizen court or community court. Nevertheless, in any name called upon, public hearing is an open discourse to find out the positive and negative aspects and system of drawing appropriate conclusion (ACORAB, 2013). However, in the context of RTD, public hearing refers to a meet customer day.

2.3.2 Citizens' Report Cards

Citizens' report cards (CRC) is known as a participatory survey that solicit feedback on the performance of public services. CRC can significantly enhance public accountability through the extensive media coverage and civil society advocacy that accompanies the process (UNDP, 2010). Meanwhile, DPME (2013) defined citizen report card as a surveys to enable citizens to assess the quality of public services and to use the information to advocate for improvements (DPME, 2013). In fact, this initiative (CRC) can be characterized as watchdog advocacy. For example, CRC have generated important information not easily accessible to the public and succeeded in naming and shaming public official (UNDP, 2010). However, CRC do not audit government

spending and often fall short of challenging state control over internal accountability (UNDP, 2010).

In addition, according to Ringold *et al.*, (2012), a citizen reports card (CRC) is a type of information that provides information about service performance of the service providers. Referring to World Development Report (WDR) (2004), past studies have shown that in urban areas, performance monitoring through citizen reports cards (CRC) are among the most widely documented mechanisms for improving social accountability and citizen reports cards (CRC) used as a tool to achieve customers' satisfaction of the citizens. These were initiated in Bangalore. Through the surveys they provide quantitative feedback on user perceptions of the quality and adequacy and efficiency of public services (WDR, 2004).

Furthermore, a study carried out by Daneke and Edwards (1979) as cited in Fiorino (1990) highlighted that many observers have argued that survey can complement participation through hearings or written commitment by providing a more representative portrait of public opinion. This is based on the basis that by seeking opinions more broadly than from participants in a hearing, surveys can incorporate the views of the "uninterested but affected public" that would otherwise lack representation (Milbrath, 1981) cited in Fiorino (1990). In fact, a well-designed survey can access individual beliefs as part of an overall set of values and attitudes, and measure the intensity as well as the direction of belief on issues. A result can offset the biases that result from the more limited and selective participation obtained through other mechanism (Fiorino, 1990).

Study carried out by Bauhoff, *et al.*, (2016) pointed out that even though the growing interest of citizen report cards used in developing countries in order to improve the quality and availability of local public services. But, there is little or lack of evidence on the formative stages of reporting initiatives that could help inform development and implementation. Also, there is limited guidance on how to develop a report card that is appropriate and effective for a specific context. In fact, the limited documentation of the initiative (such as citizen report cards) does not describe the rationale for the chosen approaches (Bauhoff, *et al.*, 2016). Similarly, as what happens at RTD Padang Jawa, the absence of proper documentation about the implementation and rationale of using customer feedback forms.

2.3.3 Client Charter

Client charter is a written commitment by public sector agencies to provide services and output to customer according to a set of quality standards in conformance with customer expectations (Muhammad, 1997). Whereas, DAC 3/1993 defined Client's charter as a written commitment by the Government agencies towards the provision of services to their clients. According to Muhammad (1997) through commitments contained in the client charter, customer can know what level and quality of services and output is to be expected from an agency. In the Malaysian context, client charter was introduced in 1993; it was seen as a major initiative to upgrade the efficiency and effectiveness of agencies in the Malaysian public services. In fact, the implementation of the client charter is a major step towards providing greater transparency in the public service. The charter usually serves two purposes (Muhammad, 1997). Firstly is the customer can evaluate the performance of an agency and seek redress where appropriate. In addition,

the agencies themselves can evaluate the standards set out in the charter and together with feedback from customers can affect measure to improve on weaknesses and set higher performance standards (Muhammad, 1997).

Referring to DAC 3/1993, the guidelines on Client charter for the public service will outline the main features of the Client charter. These features include (i) the concept of Client charter and (ii) the implementation of the Client charter. Besides, the overall concept of Client charter is made up of three main aspects namely (i) the definition of the Client charter (i.e; written commitment, displayed, assured outputs or services according to standards and customer rights), (ii) focus (i.e; customers, standards, attitudes) and (iii) characteristics of the Client charter should include the following characteristics namely *clarity, facilitates dissemination, credibility, practicality, specific and continuous improvement* (DAC 3/1993). On the other hand, the example of the characteristics of quality outputs or services widely appreciated by customers are as follows, *credibility, durability, safety, functionality, timeliness, accuracy of facts, consistency, availability, friendly, caring and considerate, innovativeness, efficiency, integrity, reasonable cost, practicality, flexibility and simple to understand and other characteristics* (DAC 3/1993).

However, for successful implementation of a client charter, the following points should be taken into consideration for instance involve all stakeholders in the process, do not promise more than you can deliver; the citizen charter is a process, dissemination and awareness building and lastly is enforcement (WDR, 2004). While, as highlighted by Tamrakar (2010), with the advent of New Public Management (NPM), the citizen charter is one of the government reforms with the primary purpose of improving the quality of service being offered to the citizen and to ensure better citizen satisfaction.

Likewise, the citizen charter has been established to provide information regarding particular service provided by any government office (Tamrakar, 2010). Also, the citizen charter is regarded as one way in which public organization relate to their customers (Joshi and Houtzager, 2010).

Citizen charter is known as one of the important tools of social accountability which is used widely in the public service sector to inform citizens about details of their services. Not only that, a Citizens' Charter is the expression of an understanding between the citizen and the public service provider regarding the quality and quantity of services receive in exchange for the taxes (Mollah, 2015). Nevertheless, even though citizen charters are displayed in front of the selected offices, most of the service receivers have not enough knowledge about citizen charter and services, and even they have not enough knowledge about their rights and services especially for services (Mollah, 2015). Due to these, they (service receivers) have no voice for receiving service adequately, timely and properly. Conversely, service providers are almost aware about this, but they are less careful to provide services transparently and promptly, instead the service provider act like the principal (act as customer or service receivers) not as an agent (service provider). As a result of this, citizens' charter is just like a calendar on the wall instead of an instrument of social accountability (Mollah, 2015).

In fact, study finding revealed that lack of awareness of citizens and lack of publicity or promotion about citizen charter are the main reason of failure to ensure social accountability and better service delivery in the selected area in Bangladesh (Mollah, 2015). Hence, it shows that citizen charter as one of the important social accountability mechanism practices is not very effective and satisfactory (Mollah, 2015).

Many studies reported that no impact of the Charter on service delivery (Public Affairs Centre, 2007; Rahman, 2013; Sharna, 2012) as cited in Gurung (2016). For instance, a case study evaluation of a Citizen's Charter in the local government in India revealed that the existing of Citizen's charter initiatives just a formality and observed severe failures attributed to a lack of political will, poor design, lack of public involvement in the design of the charter and lack of response to grievances (Sharma, 2012). Similarly, an evaluation conducted in Bangladesh, found and concluded that the Charter was not effective in improving service delivery, the public showed little interest as there was no change in service delivery (Rahman, 2013) as cited in Gurung (2016).

In fact, surprisingly a recent study finding by Gurung (2016) also found that there was little awareness among service users of the existence of the Citizen's Charter in the Primary Health Care system of the Dang District in Nepal. Most of the public are unaware about the existence of the Charter. Also, many of the Charters were poorly displayed in health facilities. Hence, due to this, the study found that the Citizen's Charter was unable to help citizens in raising their voice (in terms of complaints and suggestions). In sum, it shows that people (service users) have low level of awareness related to Citizen's Charter. This is due to weak implementation of social accountability mechanism with particular emphasize on Citizen's Charter that was implemented without public consultation. However, Gurung (2016) found that to some extent, the charter did increase transparency and helped educated citizens raised concerns within Public Health Care system in the Dang District of Nepal.

The following is the example of six-step process for “Designing and Implementing Citizen Charter that specifically focus on Dos and Don’ts” as below:

**Table 2.2: Designing and Implementing Citizen Charter on Dos and Don’ts
(Centre for Good Governance, 2003)**

DO	STAGE	DON'T
<ul style="list-style-type: none"> -Verify that there is support for a citizen charter from senior management -From a project team that can guide drafting and implementation -Develop a clear communication strategy 	Preparatory work ↓	<ul style="list-style-type: none"> -Attempt to go forward with the citizen charter without the support of top management -Forget that the communication strategy should be evidence based and targeted to both external and internal stakeholders
<ul style="list-style-type: none"> -Involve a wide range of stakeholders including staff, citizens and civil society in drafting and implementing the citizen charter -Ensure the citizen charter reflects needs, expectations and priorities for service delivery 	Conduct consultations ↓	<ul style="list-style-type: none"> -Only involve senior management in drafting and implementing the citizen charter -Develop the citizen charter only on the basis of service delivery organizations priorities and expectations
<ul style="list-style-type: none"> -List realistic service standards and expectations -Use simple language 	Draft the Citizen charter ↓	<ul style="list-style-type: none"> -Promise to achieve service delivery standards that are not realistic -Use technical terms or jargon in the citizen charter -Include too many services in the initial citizen charter
<ul style="list-style-type: none"> -Create accessible uptake locations and channels -Informs users about the steps in 	Develop complaints Handling	<ul style="list-style-type: none"> -Create barriers to complaining by making uptake processes time consuming or complicated

the complaints handling process -Publicize complaint handling data	mechanism ↓	-Forget to update users on the status of their complaints
-Dedicate sufficient resources to training staff -Widely publicize the standards outlined in the citizen charter so that users will be aware of its existence -Roll out the citizen charter incrementally starting with services that have a high likelihood of success	Train staff, launch the charter, and publicize the charter ↓	-Introduce the citizen charter before the organization is able to achieve the standards it establish -Assume that the citizen charter can be effective without a well-designed public relation strategy -Expand the coverage of the citizen charter too quickly
-View the citizen charter as one step in a longer term process of improving service delivery -Set up a monitoring and evaluation system to track performance -Review the citizen charter over time as necessary	Monitoring, evaluation and improvement	-Assume that the citizen charter will have an effect on service delivery overnight -Forget to solicit feedback from citizens and staff about ways to improve the citizen charter

Hence, based on the abovementioned reviews, it apparently shows that public participation and consultation is very imperative element that should be take into consideration and most probably included in designing and implementing Customer charter or in any name called upon related to the Citizen's charter especially in public service organizations. By implementing a Customer charter, the Road Transport Department has not only taken steps to improve its performance but also provided customer's or service users' with the information they need to hold government accountable for delivering results.

Therefore, with respect to the Customer Charter or other similar terms used in organizations, improvements in service delivery do not happen overnight. Customer charters have the potential to generate a number of benefits for stakeholders and service providers including improving the quality of service delivery, enhancing accountability, minimizing corruption and tracking service delivery performance. The extent to which

the customer charters are effective is based on a number of interrelated factors such as, they must reflect citizens' priorities, have the support from top or senior management and staff, include well-functioning grievances redress mechanism.

2.3.4 Community Scorecards

The Community scorecard known as community-based monitoring tool is a hybrid of the techniques of social audit and citizen report cards. Like the citizen report cards, community scorecard process is an instrument to exact social and public accountability and responsiveness from service providers (World Bank, 2005). Hence, by linking service providers to community, citizens are empowered to provide immediate feedback to service providers. In fact, the community scorecards process uses the "community" as its unit of analysis and is focused on monitoring at the local or facility levels. It also facilitates community monitoring and performance evaluation of services, projects and even government administrative units (World Bank, 2005). Not only that, community scorecards could solicit user perceptions on quality, efficiency and transparency. These includes tracking input or expenditure, monitoring the quality of services or projects, generating benchmark performance criteria that can be used in resource allocation and budget decisions, comparing performance across facilities or districts, generating direct feedback mechanisms between service providers and users, building local capacity and strengthening citizen voice and community empowerment (World Bank, 2005).

For instance, in the Indian state of Andhra Pradesh, the use of community scorecards has resulted in significant improvements in health services. Evidence shows that many suggestions proposed by citizens during the initial community scorecard process were acted upon resulting in improved attitudes on the part of staff, increased in community participation and others (CGG *et al.*, 2007). In relation to this issue, analysis

of the use of CSC in primary health care services in Andhra Pradesh, India found that there were stark discrepancies between the self-evaluation of providers and the evaluation of communities (Misra, 2007). Subsequent discussion of these different perceptions resulted in an action plan in which service providers agreed to undergo the training to improve their interaction with users, to institutionalize a better grievances redress system and others. Overall, the process resulted in increased in customer satisfaction level and better understanding of the constraints providers face (Misra, 2007).

2.3.5 Social audit

Referring to United Nation Development Programme (2010), social audit is a process that collects information on the resources of an organization which is analyzed in terms of how resources are used for social objectives. It is then shared publicly. Besides, citizen engagement through social audits is able to influence policy making and service delivery through mechanisms promised on people right to seek accountability from power holder. Therefore, supporting a higher level of engagement will strengthen the impact in terms of social accountability (UNDP, 2010). Most social audits will usually consists of the following activities and outcomes such as produce information that is perceived to be evidence based, accurate and impartial, create awareness among beneficiaries and providers of local services, improve citizens access to information concerning government documents, be a valuable tool for exposing corruption and mismanagement, allow the stakeholders to influence the behavior of the government and to monitor progress and help to prevent fraud by deterrence (WDR, 2004).

As highlighted by Association of Community Radio Broadcasters Nepal (ACORAB) (2013), social audit is a process in which all of the activities and performances of a service delivery agency are examined, assessed and analyzed with direct involvement and participation of a wide range of stakeholders. Also to determine the extent to which the implementation of given plan, policy, program or project has contributed to overall socio-economic development. Social audit is not only a financial audit of the organization or institutions (ACORAB, 2013). In order to conduct social audit, it involves several steps such as definition of objectives of social audit, identifying stakeholders, involved data collection, data analysis, distribution and getting feedback on the information, the public hearing and the last step involved follow up. However, the steps involved may differ and it depends on the agency and also the available resources. In fact, in many developing countries, civil society organizations have initiated the social audit process to hold government accountable for its actions (WDR, 2004).

For instance, across Asia, social audits are proving useful in promoting not only social accountability but also public accountability and responsiveness. This can be seen in one of the project in Bangladesh, where the participation of over 125 000 people from 250 communities, and most of them women have led their voice being counted in the provision of health and family planning services (Ahmad, 2008). Not only that, in Pakistan, Asean Development Bank (ADB) and other international organization such as Community Information and Epidemiological Technologies (CIET) are investing in building civil society capacity to interact with the new local government system as policy supporters and monitors of public accountability (Ahmad, 2008). In relation to this issue, selected studies from India shows that relatively “well-governed states” such

as Kerala have made headway or progress in social auditing (Ahmad, 2008; Peter, 2011). Due to this, it shows that social audits provide a window on what really matters to people and this has led to customer satisfaction. This is because social audits directly increase transparency by facilitating people access to government information and assisting communities to engage with the government.

2.4 Social Accountability Mechanism Practices and Customer Satisfaction.

The proposed relationship between social accountability mechanisms particularly in terms of public hearing, citizen report cards and client charter towards customer satisfaction adapted from previous studies in different context.

As highlighted by Brinkerhoff and Wetterberg (2015) social accountability can be seen as instrumental. The aims of instrumental among others are to *increase the effectiveness of service delivery* through social accountability where it focuses on responsiveness to citizens 'needs and preferences, informed policy decisions with increased citizen input. Besides that, social accountability could be used to *improve the quality of governance and democracy*. This can be executed by strengthening the transparency and integrity of public institutions and actors and also to reduce corruption. More importantly, social accountability could *increase citizen empowerment*. This is based on the facts that social accountability intervention could be regarded as a means to enable citizens to express their voice, claim their rights and

others (Brinkerhoff and Wetterberg, 2015). In fact, social accountability should be seen as a continuous process rather than an event by itself (Balasubramaniam, 2013).

Recently, most organizations use participatory data collection and analysis tools to give and enhance the space and opportunity for the public to engage with the state, government or service providers. This has led to a new generation of social accountability practices. In fact, social accountability practices emphasize on a solid evidence base and direct dialogue and also negotiation with government counterparts. These practices can be initiated by a wide range of actors such as citizens, CSOs, communities, government agencies, media and others (Malena *et al.*, 2004). These include for example, service delivery that involved social accountability in the monitoring and evaluation of public services through social accountability mechanisms such as public hearings, citizen report cards and client charter (Malena *et al.*, 2004). However, as highlighted by Bisht and Sharma (2011), the policies undertaken seems to be good and perfect, but the actual implementation and delivery are far from being satisfactory. Thus, the following review aims to examine the influence of social accountability mechanisms specifically with regards to public hearings, citizen report cards and client charter towards customer satisfaction. However, the study should begin with an understanding the concept of customer satisfaction.

2.4.1 Concept of Customer Satisfaction

For many years most, organizations either public or private sector have given much attention to the concept of customer satisfaction. Even, this concept has become a popular topic to be discussed not only in the context of organizations, but it also became a debated topic among researchers. In fact, going through the literature, it is evident

that most organization has been trying to measure customer satisfaction ever since 70's. According to Gerson (1993), modern management science's philosophy considers customer satisfaction as a baseline standard of performance and a possible standard of excellence for any business organization. In fact, a growing number of companies choose customer satisfaction as their main performance indicator by reinforcing customer orientation on a day-to-day basis (Mihelis *et al.*, 2001). Likewise, providing customers with outstanding value may be the only reliable way to achieve sustained customer satisfaction. Thus, firms must realize that different actions are required to convert neutral customers to satisfy customers than to convert satisfied customers into completely satisfied customers (Jones and Sesser, 1995).

According to Cengiz (2000), customer satisfaction could not be defined only based on service quality, quality of the goods or services or standards used by organizations. Most importantly, it goes beyond that in which customer satisfaction is about the relationship between the customer and products or between customer and service providers (Cengiz, 2010). In fact, satisfaction is not inherited in the individual or product or services, but it socially shapes the feedback to the relationship between customers, goods or services and service providers (Cengiz, 2010). This is due to the fact that when an individual used a service, they are influenced by the service providers and the quality of experience or encounter they have with the service providers (Norudin and Hamdan, 2010). This will happen when the service providers can influence customer satisfaction (Reed *et al.*, 1997). Meanwhile, as highlighted by Rakodi (2002), effective engagement between citizens, service providers and elected representatives is essential to create customer satisfaction. Nevertheless, all these can be implemented and achieved through the social accountability mechanism practices which

include, among others public hearings, citizen report cards and client or customer charter.

Referring to MORI Social Research Institute on behalf of the Office Public Service Reform (OPSR) (2004), MORI has conducted a research with regards to a review of approaches to measuring and understanding customer satisfaction with different public services. In their study customer satisfaction was measured based on five elements or “key drivers” of satisfaction that might have impact on satisfaction with different public services (even if individual services will have their own particular drivers as well) and used the experiences of a representative sample of the general public. The main elements of customer satisfaction consist of delivery, timeliness, information, professionalism and staff attitude (MORI, 2004).

The study findings have identified a powerful set of five elements that drive satisfaction across public services and it should be seen as a tool to help all those involved in delivering public services identify and monitor the areas that are important to their customers. Even though, individual public services will also have different elements they will need to cover, but these five factors or elements should be applicable to all (MORI, 2004). The key drivers are (i) delivery- the service delivers the outcome it promised and managed to deal with any problems that may arise, (ii) timeliness – the service responds immediately to the customer contact and deal with the issue at the heart of it quickly and without passing it on between staff, (iii) professionalism- staff are competent and treat customers fairly (iv) information- the information given out to customers is accurate and comprehensive and they are kept informed about progress and (v) staff attitude – staff are friendly, polite, and sympathetic to customers’ needs. Even though one suggests that physical environment could be another element for satisfaction

or can be regarded as the sixth key drivers, but it is not as strong as the five identified above (i.e; delivery, timeliness, information, professionalism and staff attitude) (MORI, 2004).

Although there are a number of theories in measuring customer satisfaction, the current study will focus on the role of “Expectancy Disconfirmation Theory (EDT) as a famous theory in measuring customer’s satisfaction. EDT is introduced as an important theory which can measure customer satisfaction from perceived quality of products or services (Oliver, 1980a; Patterson & Johnson, 1997; Spreng *et al.*, 2003). EDT has two famous variables namely “expectation or desire” and “experience or perceived performance”. These variables are defined in two different time periods. Expectation or desire is related to the pre-purchase time period that customer has initial expectation or desire about a specific performance such as quality of products or services. While, experience or perceived performance is related to the after-purchase time period that the customer get the experience after perceiving a real performance such as quality of products or services. Thus, the difference between initial expectation or desire and perceived experience or performance is known as disconfirmation of expectation or desire (Oliver, 1980a; Spreng *et al.*, 2003; Bhattacharjee and Premkumar, 2004).

The result of this difference means disconfirmation of expectation or desire can be positive or negative. This means that, when customer’s perceived performance about the quality of specific products or service is better than customer’s expectation or desire, the positive disconfirmation will occur. On contrary, when customers perceive the performance is not good or worse than what they expected or desired about the quality of specific products or service, the negative disconfirmation will appear. According to Yi (1990), positive disconfirmation will lead to customer satisfaction and negative

disconfirmation means perceived performance of products or services could not attract customer satisfaction.

Specifically, EDT can measure customer's satisfaction from the difference between customer's expectations and experience in perceived products or services (Oliver, 1980a; Spreng *et al.*, 2003 & Patterson & Johnson, 1997). The following the description of expectations, perceived performance and disconfirmation respectively:

Expectations define customers anticipates about performance of products or services (Churchill and Surprenant, 1982). EDT has the ability to define multiple manners of customers in purchase process. Firstly, customers have initial expectation according to their previous experience with using specific products or services. Expectations of this kind of customers which repurchase from a specific business is nearer to reality. Secondly, the new customers that do not have a first-hand experience about performance of products or services and for the first time they purchase from a specific business. Thus, the initial expectation of this kind of customers is consist of feedback that they receive from other customers, advertising or mass media (Haistead and Hartman, 1994).

Perceived performance reflects customer's experience after using products or services that can be better or worse than customer's expectation (Spreng *et al.*, 1996).

Disconfirmation can be defined as the difference between customer's initial expectation and observed actual performance (Bhattacharjee and Premkumar, 2004). In fact, going through literature, disconfirmation is divided into three types namely (i) positive disconfirmation, (ii) negative disconfirmation, and (iii) simple disconfirmation.

Positive disconfirmation will lead to customer's satisfaction, if perceived performance of specific products or services are able to exceed customer satisfaction. Whereas, when actual performance of a specific products or services cannot meet customer expectations, negative disconfirmation will occur and leads to customer's dissatisfaction. Finally, when there is not any difference between customer expectations and actual performance of a specific products or services, means perceived performance is equal with expectation and simple confirmation was occurred (Oliver, 1980a; Santos and Boote, 2003).

However, with respect to a study on customer satisfaction, EDT has been applied by many researchers in different fields for better understanding of customer's expectations and requirements for attracting their satisfaction, such as marketing (Oliver, 1980a; Diehl et al., 2010; Oliver, 1977; Santos and Boote, 2003), tourism (Fallon and Schofield, 2003), psychology (Gotlieb, 1994), information technology (Bhattacharjee and Premkumar, 2004; Bhattacharjee, 2001a; Bhattacharjee, 2001b; Hsu *et al.*, 2006; Kalifa, 2002) repurchase behavior and retention (Bhattacharjee and Premkumar, 2004; Hsu *et al.*, 2006; Patterson and Johnson, 1997; Picazo, 2009) and airline industry (Chen, 2008; Finn and Frank, 2009).

2.4.2 Relationship between Public hearing (A meet customer day) and Customer Satisfaction

According to Rowe and Frewer (2000) in their study on "Public Participation Methods: A Framework for Evaluation", attempted to identify a need for a more comprehensive set of criteria for determining whether a public participation (i.e; public hearing) is successful and discusses a potential framework for evaluating methods and uses this to

evaluate a number of the most formalized public participation methods (Rowe and Frewer, 2000). Thus, the results of the study has revealed that public participation method such as public hearing often is employed by most authorities that involved public opinion and assume the involvement is an end in itself rather than a means to an end in order to achieve satisfaction for those involved in the hearing (Rowe and Frewer, 2000). However, this study has suggest that a potential effective approach to public participation is by complementing one mechanism with another mechanism using public opinion survey to clarify the bases of disagreement on any related issues prior to a series of public hearing to add balance and depth information to policy makers (Rowe and Frewer ,2000).

Besides that, Blair (2000) made a study on “Participation and Accountability at the Periphery: Democratic Local Governance in Six Countries” and the findings shows that both participation and accountability have significant potential in promoting Democratic Local Governance. Specifically, the results of the study have highlighted that several countries have employed public hearing that incorporated public opinion in local governance. For instance, this study has shown that public hearing has become common practice for many local government bodies in the Philippines, among others the objective is to create satisfaction of the citizens. This scenario also occurred in Ukraine country, where the mayors for both countries (Ukraine and Philippines) used public hearings and open it to the public to solicit citizens’ views and mobilize support for their programs (Blair, 2000).

The above study findings seem to be consistent with Ebdon (2002) in her study on “Beyond the Public Hearing; Citizen Participation in the Local Government Budget Process”. Thus, the study findings have revealed that public hearing affects the decision

making of local government regarding budget decisions that affects citizens' satisfaction. Most importantly, the study also demonstrated that the number of cities has successfully used participation mechanisms such as public hearing especially in relation to budget development process that can serve as a model for other cities (Ebdon, 2002).

In addition, this study also has shown that public hearing is known and remains as a primary opportunity mechanism to get input from the public in most cities and it has positive effects of citizens' participation (i.e; public hearing) that have been demonstrated in the past literature (Ebdon, 2002). However, one of the barriers of the participation found in the study was the actual level of citizens' participation in the budget consideration phase is not generally high. This is due to the lack of attendance at the public hearing, unless if there is a specific issue that can attract people attention to attend or participate in public hearing. As one of the respondents has said that people who attend public hearing are generally those who are interested on issues that affect them (Ebdon, 2002).

Furthermore, the study findings of Holdar and Zakharchenko (2002) on the study of "People's Voice Project, International Centre for Policy Studies" has revealed the People Voice Project that was held in Ukraine in the year of 2001 was the most successful project and the range of problems existing in the educational aspects were defined based on citizens' complaints to the Ternopil Department of Education (Holdar and Zakharchenko, 2002). As a result of the study, People Voice Project through public hearing mechanism has produced positive experiences that eventually affect citizens' satisfaction especially with respect to educational reform in Ternopil (Holdar and Zakharchenko, 2002).

Not only that, the abovementioned results further supported a study carried out by Maharjan, Shrestha and SAGUN Forestry Buffer Zone Team, in Nepal, (2006) in their study on “Public hearing and Public Auditing in the Community Forestry User Groups”. The study concluded that public hearing known as one of the major intervention in order to promote good governance practices among user groups that eventually affect their satisfaction level in terms of transparency and accountability among executive members as well as general user groups. Thus, the study findings has shown that there was a significant correlation between public hearing and satisfaction level of those involved in SAGUN programme in Nepal.

As highlighted by Joshi (2010) in his review paper on the “Impact and Effectiveness of Transparency and Accountability and Initiatives” found that, in India, an organization called Mazdoor Kisan Shakti Sangathan (MKSS) pioneered the strategy of using public hearing to hold the public officials or service providers accountable for local level implementation programs. MKSS has used this innovative forum called public hearing as an effective tool to enable citizens to participate in governance. This study has concluded that this public hearing had significant impact especially relating to exposing corruption in public work programs and gets the public official to return the money taken by them. Not only that, due to the success of the public hearing, a grassroots organization in Delhi held public hearings on the implementation of the Public Distribution System (PDS) related to food subsidy programs intended for the poor (Joshi, 2010).

Referring to the Department of Performance Monitoring and Evaluation (DPME) (2013) the use of Citizen-Based Monitoring (CBM) such as public hearing is an essential component to monitor and improve government performance and focused on

supporting citizen-based monitoring as a practice in South Africa, that focus on the ordinary people experiences in their day to day engagement with service providers in order to strengthen the voice of citizens in the work of government and drive service delivery improvements that eventually could affect customers' satisfaction (DPME, 2013).

In fact, through Citizen-Based Monitoring (CBM) such as public hearing, community scorecards, it places citizens as active participants and not as passive customers in shaping what is monitored, how the monitoring is done and what the interpretations and actions can be derived from the data (DPME, 2013). This is because Citizen-Based Monitoring (CBM) is a mechanism aimed to bring the voices of the citizens mainly into the service delivery process and used around the world including South Africa. These included the use of public hearing and citizens report cards as a Citizen-Based Monitoring (CBM) tools that could affect customer satisfaction. This is because what is common to both tools is that the citizen is central to this monitoring process (DPME, 2013).

Since, the abovementioned literature on public hearing is closely related to public participation. This study will focus on "Social-psychological expansions of resource mobilization theory" to understand and explain about "participation and mobilization" that is relevant in the context of public hearing practices in the present study. Nevertheless, this study will focus on the combination of social-psychological theory with resource mobilization theory to overcome the weaknesses of traditional social-psychological theory (Klandermans, 1984). Resource mobilization theory was a reaction to traditional social-psychological theories of social movements (Zurcher and Snow, 1981). Those theories focused on what attracted people to participate in social

movements. One of the reasons of participation in social movements was grievances and ideology. However, the importance of grievances and ideology in participation of social movement has been not clear (Gerlach and hine, 1970; Mac Carthy and Zald, 1976; Walsh, 1978; Leahy and Mazur, 1978; Tilly, 1979) as cited in Klandermans, (1984).

In contrast to traditional social-psychological interpretations, resource mobilization theory emphasizes the importance of structural factors such as the availability of resources to a collectivity and the position of individual in social networks and stresses the rationality of participation in social movements (Oberschall, 1973; Gamson, 1975; Marx and Wood; 1975; Mac Carthy and Zald, 1976; Zald and Mac Carthy, 1979; Snow, et al., 1980; Gamson *et al.*, 1982) as cited in Klandermans, (1984). Besides that, participation in a social movement is seen not as the consequence of predisposing psychological traits or states, but as the result of rational decision processes where people weigh the costs and benefits of participation (Klandermans, 1984).

Moreover, currently resource mobilization theory is the dominant approach in the field. A demand for new social-psychological theories of mobilization and participation has developed Gamson et al., (1982); Jenkins, (1983); Walsh and Warland, (1983) as cited in Klandermans, (1984). Nevertheless, social psychological can expand resource mobilization theory in an important way by revealing processes of social-movement participation on the individual level. To resource mobilization theorist, participation result from weighing costs against benefits. However, little attention is given to weighing these at the individual level. Nor much attention given to the interaction between individuals that generate mobilization Schwartz, (1976); Mitchell, (1979);

Oberschall, (1980); Tolbert, (1981); Gamson *et al.*, (1982) as cited in Klandermans, (1984). Not only that, there was a general criticism of resource mobilization theory where this theory underestimates the significance of grievances and ideology as determinants of participation in social movements Carden, (1978); Fireman and Gamson, (1979); Useem, (1980); Isaac et al., (1980). The fact that, grievances and ideology cannot explain the rise of social movements does not mean that they do not play a role in decisions of individual to participate in social movements (Klandermans, 1984). Therefore, one of the aspirations of this social-psychological expansion of resource mobilization theory is to find a more satisfying theoretical solution for the problems of grievances and ideology as determinants of participation in a social movement (Klandermans, 1984).

According to Klandermans (1984) participation in a social movement fluctuates, thus, mobilization attempt plays an important part in these fluctuating. With respect to social-psychological expansion of resource mobilization theory, it focuses on two main components, namely (i) *the willingness to participate* and (ii) *mobilization*. In terms of *the willingness to participate*, in a social movement, it can be defined as a function of the perceived attractiveness of the expected consequences of participation. This signifies that the expectation that participation will help to produce the collective good and the value of collective good (Klandermans, 1984).

Besides that, a person will participate in social movement if he or she knows the opportunities to participate, if he or she is capable of using one or more of these opportunities and if he or she is willing to do so (Klandermans, 1984). The goal of social movements is “collective goods”. According to Gamson (1975) and Schwartz (1976) argue, that people participate in activities to produce a collective goal clearly

because they are aware that the good would never be produced if everyone sat back and waited for someone else to do something, whereas, Fireman and Gamson (1979) and Feishman (1980) emphasized the important feelings of responsibility and solidarity in this connection. Meanwhile, Schwartz (1976) and Oberschall (1980) as cited in Klandermans, (1984) added the probability of success is very important. In fact, in their analysis, the probability of success is related to the number of participants.

Whereas in terms of *mobilization*, the aim was winning participants by persuading people to support the movement organization by material and non-material means (Klandermans, 1984). Here, mobilization attempts contain two components namely consensus mobilization and action mobilization. Consensus mobilization is a process through which a social movement tries to obtain support for its opinion, whereas for action mobilization is the process by which an organization in a social movement calls up people to participate. Consensus mobilization does not necessarily go together with action mobilization, but action mobilization cannot work without consensus mobilization. This is based on the basis that action mobilization involves motivating people to participate (Klandermans, 1984).

Therefore, based on the abovementioned review on “social-psychological expansion of resource mobilization theory” it provides significant insights especially to the current study in the context of RTD as a service provider about the importance of people participation in a meet customer day towards achieving the maximum level of customer satisfaction. In fact, this theory paves the way to RTD to take proactive actions or roles by focusing on “participation and mobilization” aspects in encouraging their customers’ or service users to participate actively in the context of a meet customer day held by RTD.

2.4.3 Relationship between Citizen report cards (Customer feedback forms) and Customer Satisfaction

In many countries, citizen report cards used as performance monitoring and also feedback mechanism to evaluate different service providers based on user's perspectives (Peter, 2011). In fact, citizen survey such as citizen report cards is the most common method to measure preferences and satisfaction. It is also known as one outcome measure of service performance available to public managers (Kelly, 2003). This mechanism makes service providers more accountable to the citizens. According to Peter (2011), the Public Affairs Centre, in Bangalore, India has become a world leader in applying citizen report cards in Bangalore's public agencies in the year 1994 (Peter, 2011). In fact, the Public Affairs Centre has introduced this mechanism in several other cities, rural services and also to specific sector services such as health cares (Peter, 2011).

A study was carried out by Ravindra (2004) in his review paper on "An Assessment of the Impact of Bangalore Citizen Report Cards on the Performance of Public Agencies". The major findings of this review paper found that none of the eight Public Service Agencies (PSA) received a satisfactory rating from the respondents in 1994; this means that the proportion of those dissatisfied is more than those satisfied. In brief, the conclusion of this findings revealed that the level of public satisfaction with the performance of PSA was low which are public agencies lacked customer-oriented and many others (Ravindra, 2004). During the first citizen report cards in Bangalore, most public service providers received low ratings from the people (Peter, 2011).

However, after media involvement and consultation issues of service delivery incorporated in the public domain, also civil society organization facilitated increased demand for better performance (Paul, 2002; Paul and Shekhar, 2000; Ravindra, 2004) cited in Peter (2011). Hence, for the second report cards held after five years which was in 1999, two more agencies were included in the survey. Then, in comparison between the two citizens' report cards revealed that after five years, overall satisfaction rate had increased from 9% to 34%. Therefore, this review paper has concluded that citizen report cards have been an important vehicle for people "voice" in Bangalore and had a significant impact on the improvement of the quality of public services provided by the municipal government and its agencies. Not only that, this paper also revealed that the report cards approach has now been undertaken in urban and rural areas in 23 other states in India. Most importantly, citizens' report cards have also been conducted in the Philippines, Ukraine and Vietnam and in many other countries (Ravindra, 2004).

A study made by Bjorkman and Svensson (2006) pertaining to "Local Accountability" was to evaluate the citizen report cards project at the community level in primary health care in Uganda. In this study, citizens' report cards project collected quantitative information in relation to the quality and quantity of health service provision from citizens and public health care providers. The results of the study findings showed that the community-based monitoring intervention known as citizen report cards has increased the quality and quantity of health service provision and resulted in improved health outcomes. For example, as a result of the use of the citizen report cards, it has improved significantly in the treatment communities with more extensive and the most important is, the study suggests that the changes in the quality and quantity of health care provision are due to the changes in staff behavior as a result of citizen report cards (Bjorkman and Svensson, 2006).

Meanwhile, the study findings of United Nation (2007) regarding “Auditing for Social Change; A Strategy for Citizen Engagement in the Public Sector Accountability”, has reported that citizen report cards (CRC) not only affected public satisfaction with service improvement, but most importantly it can reduce the incidence of corruption in relation to public sector accountability. Moreover, in line with this UN report, Asian Development Bank (2007) also has indicated that the citizen report cards provided a simple but powerful way to measure citizens’ satisfaction level with respect to the service quality provided by municipalities. It was suggested that citizens’ report cards should be conducted on a regular basis with the aim to highlight any areas of improvement or to identify any services that need to be improved (ADB, 2007).

Besides that, as highlighted by Joshi (2010) in his review paper on the “Impact and Effectiveness of Transparency and Accountability and Initiatives” found that, the used of citizens report cards has led to citizen mobilization and also has increased citizens awareness. Not only that, surprisingly, public agencies had become more transparent and are willing to share information with citizens. Based on this review paper, two main factors seem to be critical in influencing the impact of report cards, firstly is the presence of active and independent media and civil society organizations that are willing to use information to press for accountability and reforms, and the second factor is the presence of public officials who are catalyzed by the poor performance of their agencies willing to change and reform (Joshi, 2010).

Thus, based on the abovementioned literature on citizen report cards, this mechanism also similarly will focus on “Social-psychological expansions of resource mobilization theory” as discussed in 2.4.2 above. This is based on the basis that going

through the literature, the use of citizen report cards or customer feedback forms also involved people participation in using the cards or forms to evaluate the service performance of the service providers. However, regarding the use of customer feedback forms, RTD as one of the government agencies that dealing most with the public, needs to pay a greater attention and to take corrective action on how to turn the customer feedback forms to be more efficient and effective in order to enhance the level of customer satisfaction in relation to service rendered by RTD. This is due to the fact that, most organizations either public or private sectors, use customer feedback forms to measure customer satisfaction including RTD. Therefore, due to this practice, RTD as a service provider plays a significant role by focusing on continuous improvement perhaps development with regards to the use of customer feedback forms.

2.4.4 Relationship between Client charter (Customer charter) and Customer Satisfaction

According to Humphreys (1998) in his discussion paper on “Improving Public Service Delivery”, among others devoted on client charter approach. Based on such discussion paper, is concluded that the initiative of the client charter that was first introduced by UK has proved to be a useful mechanism as a continuation and improvements especially in the public sector to enhance the quality of service delivered, it also acts as a guideline for encouraging innovation in public service bodies (Humphreys, 1998). Besides that, through the implementation of the client charter, it encourages best practices in a wide range of public sectors that consequently would affect customers’ satisfaction. In other words, through this charter the citizens can increasingly put pressure on those responsible in providing services with high standards of quality service delivery to the public (Humphreys, 1998).

Furthermore, the study findings also seem to be consistent with Drewry (2005) in his paper regarding Citizens as Customers - Charters and the Contractualisation of Quality in Public Service. Thus, such studies found that the customers charters have been extensively adopted by many other countries and now are being used in a wide range of countries such as the United States, Kenya, India, Jamaica, Mexico, Argentina, Australia, Canada, Belgium, Singapore, Malaysia and many other countries (Drewry, 2005). These countries have launched charter initiatives to encourage service providers to enhance their standard performance, to be more transparent, to be more responsive to the needs and expectations of their customers and to improve their complaint procedures. Not only that, in some countries, the customers' charter was used to empower people by raising their critical awareness of the quality of services that an eventually could affect their satisfaction level towards the service performance of the service providers (Drewry, 2005).

Referring to House of Commons (2008), the report has concluded that, the implementation of citizen's charter has had lasting impact especially on the public service delivery. The report also suggested that the citizen's charter should be continue in order to influence the public service reform and encourage the government to maintain the aims of the citizen's charter as a continuous improvement programme with respect to enhancing the quality of public service delivery and most importantly the charter should focus on ensuring user satisfaction with the public services (House of Commons, 2008).

Besides that, Tamrakar (2010) made a study on "The Impact of the Citizen's Charter in Service Delivery. The findings of such study have revealed that the citizen's

charter is useful in making procedural clarity (i.e; knowledge about citizen's charter and its content, access to information, usefulness of information and access to concerned officials) among the citizens and helped to improve service delivery particularly at District Administration Office, Kathmandu (Tamrakar, 2010).

However, the role of citizen's charter as an effective tool to ensure good governance has not received much attention. This is because the study findings revealed that many people are still unaware about citizen's charter and by only framing the charter it will not improve service delivery mechanism that eventually will affect satisfaction towards the service provider. Not only that, the study findings also indicate that, the citizen's charter is still not successful in terms of dealing with complaints and grievances of the general public. Therefore, it should be improved (Tamrakar, 2010).

According to Gurung (2016) in his study reported that the awareness of the citizen charter among citizen was relatively high in developed countries, but, on the other hand the level of awareness was low in low and middle-income countries. In fact, different studies carried out in the UK showed that the awareness of the charter was good (Gurung, 2016). However, Polit (1994) and Bellamy and Greenway (1995) as cited in Gurung (2016) highlighted that majority of the public had heard of the charter but unfortunately, they did not know more than that. Furthermore, Gurung (2016) in his study found that low level of awareness of the citizen charter from developing countries. For example, studies carried out in Nepal, India and Bangladesh with the general public, service users and service providers showed a low awareness of the existence of the charter (Dhakal and Ghimire, 2009; Haque, 2005; Institute of Local Governance Studies, 2009; Public Affairs Center, 2007; Sharma, 2012; Tamrakar, 2010) as cited in Gurung (2016).

Based on the discussion paper made by Institute of Public Administration Australia (IPAA, 2011) regarding “Getting Serious on Client Service”, the results of the discussion in relation to the client charter has highlighted that, the citizen’s charter or customer service delivery standard are important tools especially in managing client expectations. Not only that, client service chartered also known as a popular way to communicate service standards to clients (IPAA, 2011). Therefore, in tandem with certain service standard, an organization should set the targets to achieve customers’ satisfaction level within a given timeframe. Hence, such previous studies have concluded that service standards (clients’ charter) are the key means for managing customers’ expectation based on the available resources and customers’ satisfaction targets are the key method for improving actual service delivery. However, all satisfaction targets should be reasonable, realistic, reviewed, regularly and adjusted annually as a continuous improvement in organizations (IPAA, 2011).

In relation to the above-mentioned discussion, Department of Public Expenditure and Reform (2012) has emphasized that, an effective customer charter actually can increase the number of complaints received, also it will act as a feedback mechanism and as a result of these, customers’ become confident that their complaints are being listened to and acted upon. Therefore, it is important to public services not to become discouraged if the organization received complaints raised by the customers’, but the public service organization has to regard this as a form of feedback which in turn can be useful in addressing and highlighting areas of service delivery which can be improved in order to enhance the level of customer satisfaction (DPER, 2012).

According to Tam (2011), complaints are closely related to the public feedback towards government services and policies which affect their day-to-day experiences. Thus, it is important to handle the complaints in a positive and structured manner. Public perception and feedback are taken into serious consideration to evaluate the efficiency and effectiveness of every government transactions. Whereas, civil servants as service providers have to be sensitive to the needs of the people through complaints, feedback or grievances submitted to the government agencies or the media. Most importantly, feedback or complaints to government agencies can be an important source for improvement initiatives in public service delivery (Tam, 2011). In fact, any complaint can be a source of innovation. Government agencies only need to spend some energy focusing on complaints received and the issues raised. This can be executed through identifying innovative areas for added value or value creation (Tam, 2011). In relation to complaints issues, Malaysian government has developed Development Administration Circular No.1/2009 which emphasize on effective complaints management. Referring to DAC 1/2009, it specifies the need to appoint a senior officer at the level of Deputy Secretary General/Deputy Director General/ Deputy State Secretary to monitor public complaints in their respective agencies. The circular also requires that “Public Complaints” be made a permanent agenda in the management meeting of all department and agencies. This complaints management committee may also identify innovative solution from public complaints through Five (5) perspectives namely strategy concept/policy innovation; process; products/services; delivery of public services; and system interaction. Nevertheless, Tam (2011) emphasized that, efficient and effective complaints management has a positive impact on people and could enhance the image of government. In fact, the ability of agencies to deal with complaints systematically and effectively will ensure quality improvement in public service delivery (Tam, 2011).

Therefore, with respect to the implementation of the customer charter, the current study will focus on the role of social cognitive theory relevant to the “organizational field” which is in terms of the enhancement of people’s motivation through goal systems (Bandura, 1988d) specifically with respect to “the roles of diverse effects of goals” (Wood and Bandura, 1989). According to Wood and Bandura (1989), many of the activities that people perform are aimed at obtaining future outcomes. Therefore, they must provide a guide and motivation in the present for activities that leads to outcomes in the future. This is achieved by adopting goals and evaluating one’s progress in relation to those goals. This is on the basis that goals can improve individual’s psychological well-being and accomplishment in several ways (Wood and Bandura, 1989).

Firstly, goals have strong motivational effects. Goals provide a sense of purpose and direction and they raise and sustain the level of effort needed to reach them. Moreover, when people are unclear about what they are trying to accomplish, their motivation is low, and their efforts are poorly directed (Wood and Bandura, 1989). In fact, goals not only guide and motivate performance, they also help to build people’s belief and their capabilities. Nevertheless, without standards against which to measure their performances, people have little basis either for judging how they are doing or for evaluating their capabilities (Bandura & Cervone, 1986; Locke, Cartledge & Knerr, 1970) cited in (Wood and Bandura, 1989). Thus, due to the “diverse effects of goals” through social cognitive theory, this study suggests that service providers such as RTDs have to have clear and specific goals with regards to the implementation of the customer charter in their organization. This means, the process of implementing the customer charter should not be top-down initiatives, staff should be consulted regularly and be

involved in all phases of the implementation process. Most importantly, the top management should educate their staff about customer charter and perhaps provide them with training necessary to implement the customer charter (ie; training on providing better service, handling complaints and grievances mechanisms and others related to the customer charter).

In fact, the goals of the charter must be communicated and explained clearly to all their staff to motivate them in improving their service performance towards achieving the maximum level of customer's satisfaction in relation to services rendered to their customers. This is based on the basis that the customer charter cannot be effective unless the staff and customers are aware of its existence and its importance to both parties (service providers and service users) in the organization. In fact, the charter should be communicated to service users or customers through several channels such as conduct public ceremony through a meet customer day to launch the customer charter and invite a wide range of stakeholders including service users of RTD, involved all employees, invite media, civil society organizations and others with the aim to inform and educate people about the importance of the charter holistically to all parties involved.

2.4.5: Theory of change of social accountability

Going through literature reviews showed that social accountability is a complex social intervention and there is no clearly mentioned causal chain of how the input of certain social accountability mechanisms leads to impact (Gurung, 2016). Even, there is no clarity on the impacts of social accountability (Gurung, 2016).

According to McGee and Gaventa (2012), the theory of change to explain causal links between different levels of outcomes are “absent, vague or too implicit” and assumptions were not empirically tested (Joshi, 2013; McGee and Gaventa, 2012; Molyneux *et al.*, 2012) as cited in Gurung (2016). Furthermore, in terms of service delivery sector, Joshi (2013) as cited in Gurung (2016) mentioned that hypothesizes “the assumed link leads from awareness (through transparency and information) to empowerment and articulating voice (through formal and informal institutions) and eventually accountability. Nevertheless, Joshi (2013) stated that this proposition is rarely tested since most of the studies being limited to increasing transparency and voice but there is no further link with accountability and responsiveness.

In fact, Joshi (2013) also pointed out that underlying theories of change differ based on the type of social accountability mechanism. Furthermore, Joshi (2013) as cited in Gurung (2016) argues that there is lack of clarity on what the expected impacts are. This is based on the claims that often made that the impact of social accountability mechanisms are to improved governance, empowerment of citizens and improved service delivery (Gaventa and McGee, 2013; Joshi, 2013; McGee and Gaventa, 2012). However, according to Gurung (2016), most of the above studies were reviews and many had lack of clarity on the method used (Gurung, 2016).

2.5 Demographic Factors and Customer Satisfaction

From the literature review, it was revealed that customer differ in behavior and attitude. One of the factors responsible for this difference is demographic factor. Therefore, it is necessary to investigate the effect of demographic factor (i.e: gender, age, educational level) on customer satisfaction (Mishra, 2015). In fact, research also has shown that

individual customer differences such as gender, age and so on are significant determinants of the mean level of satisfaction (Anderson *et al.*, 2008). The following reviews reveals the relationship between demographics (i.e.: gender, age and educational background of the respondents) on customer satisfaction.

2.5.1 Gender and Customer Satisfaction

In relation to gender issue, some studies have proven the existence of significance differences between men and women in relation to experience and expression of emotion that carried out by Stearns (1992), Lewis (2000) and this study was cited in Stan (2015) in his study regarding gender. In addition, a recent study carried out by Dewan and Mahajan (2014) also supported the previous studies that, there was a significant difference between gender and customer satisfaction of State Bank of India (SBI) which is the only public sector bank in India. Besides that, the study also revealed that male customers are more satisfied rather than female customers (Dewan and Mahajan, 2014).

Meanwhile, Buller and Buller (1987) revealed that, many studies have found that women have reported greater satisfaction rather than men. Surprisingly, these results further support the idea of Al daghaiter (2004) which has conducted a study of patient satisfaction in medical care as Malik Khalid University Hospital, in Riyadh Saudi Arabia has concluded which that women are more satisfied than men. Besides that, recent studies carried out by Mirzagoli and Memorian (2015) matched with those observed in earlier studies where women are more satisfied than men regarding the use of Automated Teller Machine (ATM) as one of the tools of technology to serve the banks and customers for a few years.

A study conducted by Chisick (1997), Singh (1990) cited in Albert *et al.*, (2011) showed that, there are studies that have identified men as being less satisfied with regards to customer satisfaction. Moreover, Weimann (1985) suggested that male customers use a more assertive manner in getting service from a provider. Meanwhile, Lacobucci and Ostrom (1994) in their study found that women are more sensitive with respect to relational aspect especially with regard to service encounter and men are more sensitive to core aspects and positive relational abilities especially when the service is heavily dependant on interpersonal interactions (Lacobucci and Ostrom, 1994).

Nevertheless, a study carried out by Carmel, (1985), Linn, (1982), (1975) indicated that there are many studies which highlighted that gender and satisfaction was unrelated. According to Norudin and Hamdan (2010) their study indicates that there was no significant difference between gender concerning friendly, patient, satisfied towards management and satisfied attention regarding customers' satisfaction towards counter service of local authority in Terengganu. This results is consistent with the data obtained by Albert *et al.*, (2011) in their study regarding gender effect on customer's satisfaction in the Banking industry in Bindura Zimbabwe found that there was no statistically significant difference between gender and customers satisfaction in relation to service quality dimension in Banking Industry. This result was further supported by Sivesan and Karunanithy (2013) which showed that there is no association between gender group and customers satisfaction. In other words, there is no significance difference between male and female on customers' satisfaction (Sivesan and Karunanithy, 2013).

The findings of Bhattacharya and Dash (2013) of their study on the effect of demographic variables on customer's perception of services offered by the banks in India, found that there was no statistically significant difference of gender with overall customer's satisfaction level, thus the null hypothesis is accepted. In addition, a recent study carried out by Mburu (2014) supported the previous studies that proved gender of the respondents are not statistically significant on customers satisfaction. This results was further strengthened by a recent study carried out by Mishra (2015) on the demographic influence on customer satisfaction towards banking services among residents which found that there is no significant difference in satisfaction scores for male and female customers (Mishra, 2015).

2.5.2 Age and Customer Satisfaction

Hokanson (1995) found that one of the crucial factors that have an impact on customers' satisfaction level was the age group. This results was further supported by a study by Ghazizadeh, Besheli and Talebi (2010), which demonstrated that demographic factor like age influenced customers' satisfaction. According to Serin *et al.*, (2013), in their study on the effects of demographics factors on perceived customers' satisfaction between public and private bank in Turkey has revealed that, there is a relationship between age of the respondents and perceived satisfaction. Hence, the study reject null hypothesis. Besides that, this findings has also in line with a study conducted by Sasikala (2013) which found that there is an association between age of the respondents and satisfaction level.

Apart from that a study conducted by Bhattacharya and Dash (2013) revealed that there was a statistically significant difference between the age of the respondents and

their level of satisfaction. As a result of the study, null hypothesis is rejected. Hence, the study concluded that the association between the age of the respondents and their overall satisfaction level are statistically significant (Bhattachrya and Dash, 2013). Furthermore, the study also is in agreement with a study carried out by Sivesan and Karunanithy (2013) in their study on personal demographical factors and their influence on customers' satisfaction from customers' perspective demonstrated that, there is a significant difference between different age group on the customers' satisfaction; means that, age of the respondents has a significant effect on customers' satisfaction (Sivesan and Karunanithy, 2013). This results was further supported by a recent study carried out by Mishra (2015) on the demographic influence on customer satisfaction towards banking services among residents' showing that there is a significant difference among different age groups with respect to satisfaction from banking services (Mishra, 2015).

In relation to the findings of the current study, recent studies carried out by Mukta and Sadhana (2014) also has shown that, there was a significant difference between age group of the respondents towards customer satisfaction of State Bank of India (SBI) which is the only public sector bank in India. This result was further supported by Mburu (2014) on the study of demographic statistics, customers' satisfaction and retention in the Kenyan banking industry which proved that age of the respondents are statistically significant on customers' satisfaction (Mburu, 2014).

2.5.3 Educational Level and Customer Satisfaction

In relation to the findings of the current study, this results was supported by previous studies conducted by Elangovan and Sabitha (2011) which found that there is no significant difference in the level of education of the respondents and customers'

satisfaction. Besides that, the study also is consistent with a study of Anand and Selvaraj (2012) in their study on the impact of demographic variables on customers' satisfaction in Banking sector, which the findings demonstrated that there is no significant relationship between educational level of the respondents and the satisfaction level. While, the results also was further supported by Sasikala (2013) which revealed that, there is no association between education level of the respondents and customers' satisfaction. Besides that, According to Serin *et al.*, (2013), in their study on the effects of demographics factors on perceived customers' satisfaction between public and private bank in Turkey has revealed that, there is no relationship between education level of the respondents and perceived satisfaction.

Nevertheless, the current study findings contradict with the previous studies conducted by Bhattacharya and Dash (2013) that, there was statistically a significant difference between the education level of the respondents and their level of satisfaction. Hence, the study concluded that the association between the education level of the respondents and their overall customers' satisfaction level are statistically significant (Bhattacharya and Dash, 2013). Not only that, this results was further supported by Mburu (2014) on his study of demographic statistics, customers' satisfaction and retention in the Kenyan banking industry that proved that education level of the respondents are statistically significant on customers' satisfaction.

In other words, it showed is a relationship exists between the highest level of education of the respondents and customers' satisfaction. Additionally, this result further supported a study carried out by Ghazizadeh, Besheli and Talebi (2010), which demonstrated that demographic factors such as education level of the respondents influenced customers' satisfaction.

2.6 Conceptual Framework

The basis for the conceptual framework for this study as shown in Figure 2.2 is constructed from adapting and integrating different sources of available literature from different context such as public services agencies and the relationship between such variables (Independent and dependent variables) respectively. In this study, the independent variables focus on socio demographic aspects in terms of gender, age and educational level and social accountability mechanisms namely a meet customer day

(public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) and the dependent variable is customer satisfaction at RTD. Thus, the following sub-sections would discuss the conceptual framework in a more detailed manner, explaining the rationale and justifications in selecting the variables to be studied as follow:

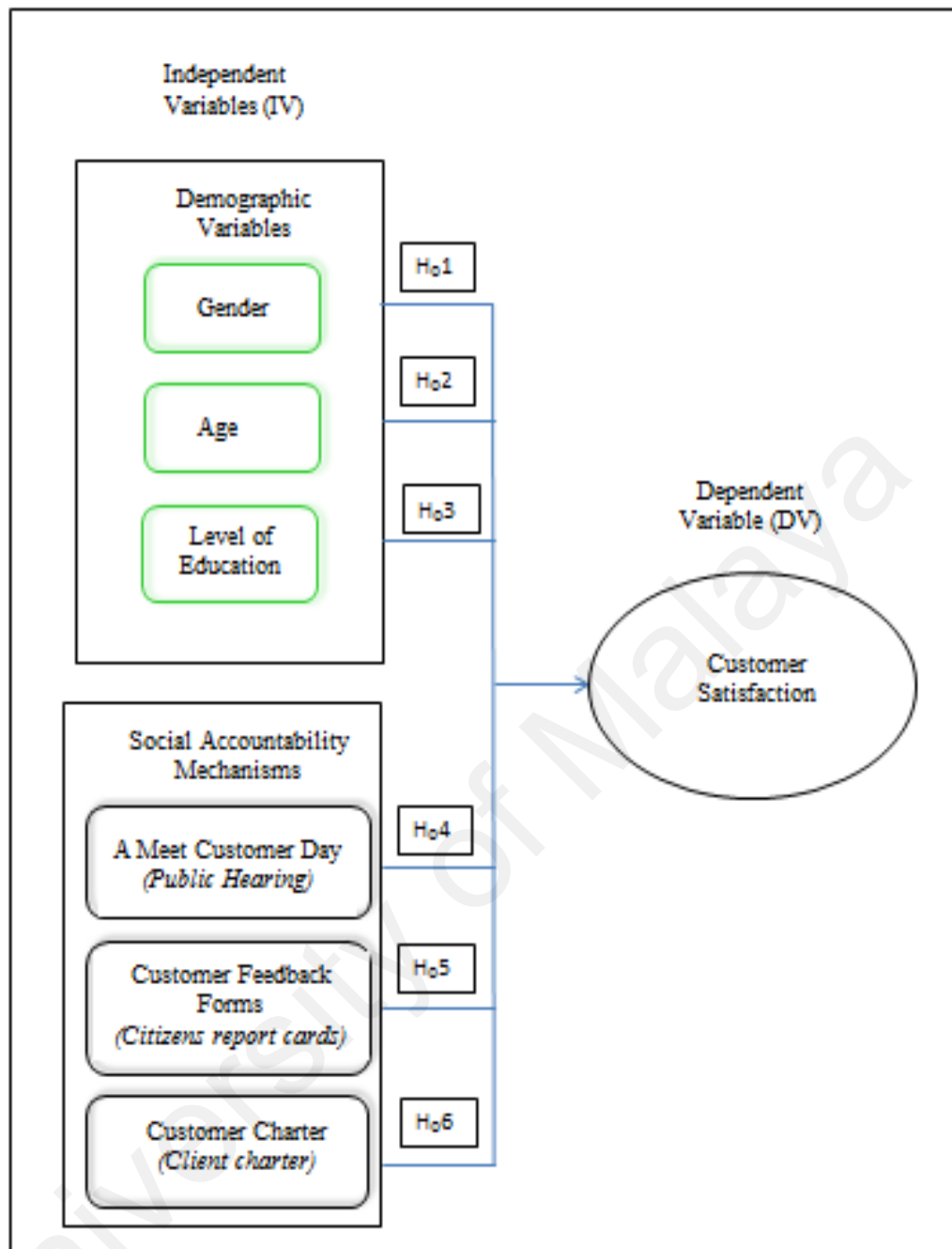


Figure 2.2: Conceptual Framework of the Study

2.6.1 Independent Variables: Demographic Factors

In this study independent variables devoted on two aspects. Firstly is the demographic factor and secondly is the social accountability mechanism practice. First independent

variables of this study are demographic factors with focuses on gender, age and educational level of the respondents. This is based on several fundamental rationales and justifications some of which are discussed as follows:-

Firstly, the rationale for choosing demographic factor is the demographic factors of customer also have some impact on customer satisfaction (Naureen and Sahiwal, 2013). Besides, demographic factors also revealed that the customer profile may have impact for example with the bank. In fact, studies have explained the relationship between customer satisfaction and customer loyalty, however, lack of studies on the impact of demographic factors on customer satisfaction (Naureen and Sahiwal, 2013). Therefore, current research endeavors to examine the effect of demographic factors (i.e. gender, age and educational level) on customer satisfaction at Road Transport Department and to what extent demographic factors influence on customer satisfaction among service user level perspective at RTD, Padang Jawa, Selangor.

Secondly, as highlighted by Sivesan and Karunanithy (2013), numerous studies were done on service quality and customer satisfaction, but few research studies focused on the relationship of demographic factors of customers. In fact, in the context of Malaysian government agencies, dearth of systematic or empirical studies were done between socio demographic variables and customer satisfaction especially at public

services with regards to services rendered by public service delivery. Hence, due to this reason, this current study sought to fill the gap.

Thirdly, Mishra (2015) emphasized that understanding the needs of the consumer towards the products or services is important for measuring the level of customer satisfaction. This is because, through demographic background, it would reflect a person needs and preferences. Therefore, getting insight regarding demographic differences among customers paves the way for a better understanding of customer needs and preferences. Subsequently, it could enhance the ability of the firms or service providers towards delivering superior customer satisfaction (Mishra, 2015).

In fact, a continuous measurement of customer satisfaction in any organization is influenced by various factors such as the demographic factor related to customer population. Thus, the outcome of the study will provide insight into the differences in customer satisfaction that may be brought about by the demographic background of customer and further will help the service providers to comprehend the underlying importance of demographic variables in the process of measuring customer satisfaction (Mishra, 2015).

2.6.2 Independent Variables: Social Accountability Mechanisms Practices

The second independent variable for this study is social accountability mechanism. As highlighted by Khadka and Bhattarai (2012), different social accountability mechanisms used all around the world such as citizen charters, community score cards, participatory budgeting, civic education, budget tracking and others. However, the current study would focused on social accountability mechanisms practices specifically with regards to public hearing, citizen report cards and client charter with the focus on service user level perspectives at RTD, Padang Jawa, Selangor. Hence, in the context of social accountability initiatives, there are several rationale and justifications for choosing social accountability mechanisms practices in relation to public hearing (a meet

customer day) citizen report cards (customer feedback forms) and client charter (customer charter), some of which are discussed as follows:-

This focus is founded on the arguments that over the past few years there has been growing interest among various civil society actors in social accountability mechanisms (Vellemen, 2010). Firstly the rationale for choosing social accountability mechanism is because social accountability mechanisms allow and enable civil society to participate and engage with processes such as policy making, service delivery, performance monitoring and evaluating of service provisions and so on (Arroyo and Sirker, 2005). This can be executed in a way that people could express demand towards and exact accountability from government and service providers to improve service quality (Cavill and Sohail, 2004; Thindwa *et al.*, 2007).

Secondly it is, based on the arguments that social accountability mechanisms can be initiated either by the state such as the government, service providers and it also can be initiated by citizen or both. Most importantly it usually involved bottom-up accountability approach that focused mainly on the opinions and feedback of grassroot levels such as customers through social accountability mechanisms practices, public hearing (a meet customer day) citizen report cards (customer feedback forms) and client charter (customer charter). As highlighted by Water Aid, (2006), cited in Vellemen (2010) it allowed service providers to improve the efficiency and quality of services and organizational structures, also improving the relationship between service providers and service users (Vellemen, 2010).

This rationale is further supported by UNDP (2010), who argued that social accountability mechanism can often be implemented as a continuous basis such as

through public hearings, citizen report cards, client charter, media, and so on. In fact, social accountability could complement and enhance formal government accountability mechanisms including political, fiscal, administrative and legal mechanisms (UNDP, 2010). In addition, social accountability also can enhance development outcomes and progress towards the achievement of human development by strengthening the relationship between governments and citizens among others to improve the focus of public service delivery (i.e. customer satisfaction) , to monitor government performance and foster responsive governance, demand government transparency and expose government failure, facilitate effective relationship between citizens and local government in the context of decentralization and others (UNDP, 2010).

However, based on the abovementioned literature on social accountability mechanisms practices, the current research would specifically focus on the construct of public hearing, citizen report cards and client charter respectively as independent variables, which is based on several fundamental rationale as the following discussion explains.

The first rationale for choosing public hearing as independent variable has its basis on the current interest of such a topic. Firstly, from their study Campbell *et al.*, (2012) it was found that the public hearing is more of one-size-fits-all tool meant to target several audiences simultaneously since public hearing can be viewed as a forum

where grievances can be addressed in the open for all to see (Campbell *et al.*, 2012) and where individual citizens, citizens groups and local officials come together to exchange information and opinions about civic issues before action is taken (Holdar and Zakharchenko, 2002). In fact, Holdar and Zakharchenko (2002) in their study

highlighted that citizens should see public hearing as an opportunity to have their voice heard by elected officials or those in power during their time in office. Moreover, public hearings are public participation methodologies that promote trust such as between citizens and local government (Holdar and Zakharchenko, 2002). However, the literature review points out that there has been little or paucity of research on the evaluation and impact public participation at public hearings Petts, (1999) cited in Buttny (2010).

This statement was supported by Dietz and Stern (2008) who highlighted that research on public participation is relatively new. In fact, Kim and Kim (2008) cited in Buttny (2010) called for the empirical study of political talk especially with regard to the quality of opinions. Thus, this study aims to add further to the current understanding to this construct (public hearing) that is currently the topic of interest worldwide (Buttny, 2010).

The second rationale for its selection is based on its suitability in the public services context. When referring to services, it can be argued that when service users are faced with unsatisfactory services, they have two options, firstly is whether service users *exit* which is abandonment of the service provider in favor of another provider and second option is *voice* which is closely related to social accountability initiatives (i.e. Public hearing) (Abbas and Ahmed, 2014) where service users are allowed to make grievances with the purpose of engendering a response from the service provider that will result in service improvement (Velleman, 2010).

Thirdly is, referring to United Nations Development Programme (2010), voice refers to a variety of mechanisms, it can be formal and informal through which people

can express their preferences, opinions and views, demand for accountability from power holders such as policy makers, government and service providers (UNDP, 2010). For example it includes complaints, public hearing, citizen report cards, client charter and others (Goetz and Gaventa, 2001). In fact, in relation to voice issue such as public hearing, the key aim should be not only *to raise voice*, but the most important is *to turn voice into influence* (Balakrishnan and Sekhar, 2004). Besides that, Brown et al., (2008), highlighted that it is actually the capacity of citizens to express their views, demand their basic rights and enable people to make complaints to those who are responsible and in control. In fact, voice is more effective if it is done through proper complaint mechanisms (Brown et al., 2008).

Lastly, the rationale for choosing public hearing was based on the study of Fiorino (1990) highlighted that public hearings offer an especially rich opportunity for research, because they are so common, are a matter of public record, and the participation and proceedings are usually well-documented (Fiorino, 1990). In fact, the results could be research-based, prescriptive guidelines that would tell us not only how to hold a public hearing but when. Most importantly, this hearing could be considered as useful direction of participatory mechanisms to engage citizens in deliberation about decisions models underlying policy decisions (Fiorino, 1990).

Hence, this study aims to add further to the current understanding to this construct (public hearing) that is currently the topic of interest worldwide. Besides that, this current study perhaps would provide a better insight and lend further support to the suitability of the social accountability mechanism practices with regards to public hearing, citizen report cards and client charter in the context of Malaysian government agencies such as Road Transport Department as it is applied in this study. Most

importantly, this study proposes to add the current breadth of knowledge with regards to this research of this construct albeit in a different context of the Malaysian government agencies.

Meanwhile, the first rationale for choosing citizen report cards as independent variable is based on the basis that the use of citizen report cards has been increasing all over the world (Ackerman, 2005). In fact, in recent years, the use of citizen report cards have been supported by the World Bank in Uganda, Philippines, Peru, Ukraine and most of the cities in India (Ackerman, 2005). Most importantly, Ackerman (2005) in his study highlighted that citizen report cards was developed in order to expose government agencies to the “consumer feedback” that they are lacking (Ackerman, 2005).

Secondly, the rationale for choosing citizen report cards is based on its suitability in the context of public services. According to Paul and Thampi (2007) in their study found that citizen report cards on public services is not just more on opinion, but actually it also reflect the actual experiences of people with wide range of public services (Paul and Thampi, 2007). Furthermore, the report cards used covers only those who have had experiences in the use of specific services and interactions with the relevant public agencies (Paul and Thampi, 2007). In fact, the users of these services can provide useful feedback on the quality, efficiency, adequacy of the services and the problems they face in their interactions with service providers. As a result, citizen report cards can be an effective means for civil society groups to monitor the performance of government and its service providers and also to induce government to perform better (Paul and Thampi, 2007).

Thirdly, another rationale for choosing citizen report cards as the independent variable stems from the belief that it is suited as a performance monitoring and feedback mechanisms in organization especially in the context of public sector. Ahmad (2008) argued that citizen report cards could be used to evaluate different service providers from a user's perspective. Not only that, it can be used to make service providers more accountable to the citizens (Ahmad, 2008). In addition, Fiorina (1990) also emphasized that a well-suited design of citizen report cards can evaluate individual beliefs as part of an overall set of values and attitudes, and measure the intensity as well as the direction of beliefs on issues (Fiorina, 1990).

In terms of client charter, the first rationale for choosing client charter as independent variable is based on the basis that most of the countries throughout the world has recently give strong support to the adoption of client charter in order to help to shift the public organization from internal focus to an external focus and open them up more effectively to customers (Humphreys, 1998).

Secondly, referring to World Development Report (2004), the rationale of its selection is due to the importance of the charter to improve the quality of services by publishing standards which users can expect for each service they received from the government. This is because, through the charter it entitle users to an explanation if the standards are not met. In fact, the charter also play an important role for social accountability mechanism whereby the standard which service providers commit themselves to are useful yardstick for monitoring and evaluation of service delivery (WDR, 2004).

This rationale is further supported by the speech of Prime Minister, John Major to Conservative Central Council Annual Meeting on 23 March 1991, which was highlighted in his speech the intention of citizen charter as “it will work for quality across the whole range of public services. It will give support to those who use services in seeking better standards. People who depend on public services such as patients, passengers, parents, pupils, benefit claimants, all must know where they stand and what service they have a right to expect” (House of Common, 2008).

Another rationale for choosing client charter as independent variable is due to its strategic importance in organization especially in the context of public services. As highlighted by Tanzania Public Service College (2013), client charter describes all the services that institution offers, set service standards, time for processing such services, reflect the duties and responsibilities of both clients and institution. Besides, it also sets out feedback mechanism including a system of handling public complaint with the aim to improve service delivery for customer satisfaction (TPSC, 2013). Furthermore, it is important to note that, there are two way communications between TPSC and its clients in which the charter also includes means of communication with TPSC as service provider and provide ways of complaining when service delivery does not meet the expected standard (TPSC, 2013). As a result, on TPSC part, this charter sets out new culture in service delivery, new ways of accountability to its customer with the aim to continuously improve its products and services (TPSC, 2013).

In the context of the Malaysian government agencies, the client charter serves as a written commitment made by all agencies with regards to service delivery to their respective customers as an assurance of their compliance with the declared quality standards, provided with performance indicator used as continuous improvement of the

service rendered (Jidwin and Rasid, 2015). However, the literature review seems to suggest that almost all the studies in the topic of client charter were mainly done in the Western countries context. The literature review also points to the dearth of study in this particular construct especially in a Malaysian context specifically in Malaysian government agencies.

Therefore, as suggested by Jidwin and Rasid (2005) future empirical studies is strongly recommended with regards to better understanding on issues and challenges faced by the government in the New Public Management adoption such as the client charter. Thus, this current study proposes to add to the current breadth of knowledge with regards to this research of this construct in the context of the Malaysian public service.

2.6.3 Dependent Variable: Customer Satisfaction

The current research would focus on the construct of customer satisfaction as the dependent variable, which was measured specifically in terms of five main drivers of customer satisfaction in the public services (i.e. delivery, timeliness, information, professionalism and staff attitude) (MORI, 2004). Referring to MORI Social Research Institute on behalf of the Office Public Service Reform (OPSR) (2004), MORI has conducted a research with regards to a review of approaches to measuring and understanding customer satisfaction with different public services. In their study, customer satisfaction was measured based on the five elements or “key drivers” of satisfaction that might have impact on satisfaction with different public services. Furthermore, the selection of the construct (i.e. customer satisfaction) is based on several fundamental rationales as the following discussion explains.

Firstly, customer satisfaction can be defined as the degree of overall pleasure or contentment felt by the customer, resulting from the ability of the service to fulfill the customer desires, expectations and needs in relation to the service (Kotler, 2004). This construct is chosen as the dependent variable due to its suitability and strategic importance in organization especially in the context of public services. Referring to Development Administration Circular 2 (DAC 2, 2005), the public agencies in Malaysia are being measured in terms of (i) the efficiency and effectiveness of the process of service delivery, (ii) human resource and financial productivity and (iii) customer satisfaction towards the service received (DAC 2, 2005). However, the current study would focus on customer satisfaction as the outcome of the study.

Secondly, the variable of customer satisfaction is also chosen as an outcome of this study based on the arguments that if the focus on constantly improving service quality as captured by performance measures truly reflects a “bottom-line of customer satisfaction” (Pollitt 1993), we need not to worry about sacrificing process for outcome, even if part of that process was citizen participation in service delivery decisions (Kelly, 2003). But unfortunately, there is no evidence that public service productivity improvement actually enhance citizen satisfaction with service quality (Kelly, 2003). In fact, Kirlin (2001) has revealed that the claims of good results from embracing performance based public management reform have been advanced largely without evidence. Besides, Lynn, Heinrich and Hill (2000) cited by Kelly (2003) emphasized that, they call for empirical evidence of this hypothesized relationship between administrative measures of service performance and citizen satisfaction (Kelly, 2003). Therefore, this study aims to add further to the current understanding to this construct (customer satisfaction) and proposes to add the current breadth of knowledge with

regards to this construct albeit in a different context of the Malaysian government agencies.

Last but not least, customer satisfaction is chosen in line with the focus of this study that focused on bottom-up accountability approach that focused on public perceptions or feedback at grassroots level (i.e; service users of RTD) in relation to services rendered by RTD, Padang Jawa, Selangor. In fact, it is also well-suited to the context of this study with regards to the sample of the study as the respondents who are customers of RTD Padang Jawa, Selangor.

2.7 HYPOTHESES

In this study, the following hypotheses (null) were tested:-

Ho1: There is no significant difference in customer satisfaction between male and female (gender)

Ho2: There is no significant difference in customer satisfaction between different age categories

Ho3: There is no significant difference in customer satisfaction between different levels of education background

Ho4: There is no significant relationship between a meet customer day (public hearing) and customer satisfaction

- Ho5: There is no significant relationship between customer feedback forms (citizen report cards) and customer satisfaction
- Ho6: There is no significant relationship between customer charter (client charter) and customer satisfaction
- Ho7: There is no significant influence between a meet customer day, customer feedback forms, customer charter on customer satisfaction

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses on research methodology that focused on research design, location of the study, research design approach, population, sampling procedure; sample size, sampling technique and unit of analysis, measurement/instrumentation, data collection and data analysis and ethical issues.

3.1 Research Design

The main purpose of this study was to examine social accountability mechanisms practices namely a meet customer day (public hearing), customer feedback forms

(citizen report cards) and customer charter (client charter) on customers' satisfaction level of the respondents at RTD Padang Jawa, Selangor. Thus, in order to achieve this objective, this study employed "Explanatory Sequential Design". The reason the researcher used this method because the qualitative data that can helps to explain the results of quantitative analysis (Creswell, Plano, Clark, *et al.*, 2003).

Hence, the information from the first phase (Quantitative) will be explored further in a second qualitative phase through semi-structured individual interview in order to explain the quantitative results. Furthermore, the qualitative data collection will be used to further explain the importance of quantitative results with nine participants involved in this study. In relation to this study, there were past research that employed both methods quantitative and qualitative study such as MORI (2004) which has carried out a research on the drivers of satisfaction with public services, then, to further investigate the relationship between customer's satisfaction and service quality (TCRP, 1999).

Besides that, referring to the Scottish Consumer Council (2002) which stated that, customer satisfaction survey can be criticized because of the lack of ability to provide in-depth knowledge of consumer satisfaction especially with regards to public services. In other words, Scottish Consumer Council suggested that the satisfaction survey should be supported with qualitative interview either through individual or focus group interview in order to meet and achieve customer expectations with the aim that more can be done to achieve excellent public services. In relation to this study, Israel (2002) stated that, several survey methods could be used to collect customer satisfaction measurement data. Every

method has advantages and disadvantages. The following table highlights the key advantages and disadvantages of alternative survey methods across a number of key survey comparison categories as follows:-

Table 3.1: Alternative Customer Satisfaction Measurement Survey Method (Israel, J.T, 2002; p.3)

Comparison category:	Electronic	Mail	Phone	In- person	Hybrid
Likely response rate	Low-medium (10 to 50%)	Low-medium (10 to 50%)	High (35 to 85%)	Very high (65% to 100%)	High (35% to 85%)
Effectiveness for non-core suppliers	Low-medium	Low-medium	High	High	Depends on methods
When target respondent unknown	Poor (excluded)	Poor-fair	Very good	Very good	Depends on methods
Value in building relationship	Fair	Fair	Good	Excellence	Depends on methods
Survey length limitations	Short, 5"-10" Comments questions limited	Short, 5"-10" Comments questions limited	Medium 10"-20"	Long 30"-90"	Short/medium

Qualitative data quality (comments)	Fair-Poor	Fair-Poor	Very good	Excellent	Depends on methods
Quantitative data quality	Good	Good	Very good	Excellent	Depends on methods
Cost per survey	Lowest	Moderate	High	Highest	Blended

Based on the review of the information in Table 3.1, in-person surveys for quantitative and qualitative are ranked best in all categories except for cost per survey. Therefore, based on the above analysis of customer satisfaction survey methods, the researcher decided to employ both methods quantitative and qualitative to further investigate and explain the relationship between mechanisms of social accountability towards customer satisfaction. However, any method that requires to obtain customer feedback is good, but for effective measurement and appropriate methodology such as description process and measurement scales have to take into consideration especially in terms of validity and the relevance of data gathered, for example, the use of questionnaire (either in-person, by post, email) direct interview (i.e; individual, focus group discussion) and other methods used (Israel, 2002).

With regard to this study, the researcher has analyzed these five research questions as follows; (1) What is the level of customers satisfaction in relation to services received at RTD Padang Jawa, Selangor, (2) Is there any significant difference in customer satisfaction level on the basis of demographic factors (i.e: gender, age and educational level), (3) What is the implementation level of social accountability mechanism in particular a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) particularly at RTD Padang Jawa, Selangor? (4) Why is the implementation of social accountability mechanisms with particular emphasis on a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter)

respectively relates to customer satisfaction? (5) Which mechanism of social accountability is the most influential towards customers' satisfaction at RTD Padang Jawa, Selangor. In this study, all the five research questions will be answered based on quantitative survey, and only two research questions (RQ:4 and RQ:5) were further explained through qualitative interview via (semi-structured individual interview) with nine (9) participants.

3.2 Location of the Study

The selected location is situated at RTD, Padang Jawa, Shah Alam, Selangor. RTD Padang Jawa has become headquarter (HQ) in the state of Selangor. Not only that, RTD Padang Jawa has received a high number of customers estimated of about 100, 000 customers in a month for all types of service transactions for instance, renewal of all types of licenses (various individual licenses) such as Learning driving license (LDL), Probation driving license (PDL), Competent driving license (CDL), Goods driving license (GDL), International driving license (IDL) and Translation permit license, renewal of road tax, to check and pay for RTD summons, to change ownership of the vehicles, registration and booking numbers for vehicles and others.

Moreover, RTD Padang Jawa is known as one of the most transaction-intensive based government agencies in dealing with road transport matters in the state of Selangor. The reasons RTD has the highest numbers of customers is if any customer especially who stays in the Selangor area has any problems with regards to RTD matters that couldn't be solved at other RTD branches located in Selangor area, they have to refer to RTD Padang Jawa as it is the Headquarter's to solve their problems. The other branches of RTD situated in Selangor were, RTD Petaling Jaya, Banting, Bangi, Kuala Kubu Baru and Sabak Bernam.

With regard to this study, the reasons why the researcher choose RTD Padang Jawa because according to Pn Jumaizah bt Ibrahim (26/2/2015) RTD Officer from Corporate and Research Department Putrajaya said RTD Padang Jawa has received the highest number of complaints lodged by customers in the year of 2014 as compared to the other RTD branches throughout Malaysia. This is based on the analysis and report prepared by RTD headquarters located at Putrajaya. Surprisingly, according to En Lim Wei Kean, (20/6/2016), Assistant Director of RTD Putrajaya said, RTD Negeri Selangor still received the highest number of complaints consecutively in the year of 2015 from the public with regard to various complaints such as poor quality service at the counter service, the problems of Mysikap, the wrongdoings of RTD staff, lack of enforcement and other complaints (below is the location of Road Transport Department, Padang Jawa is located).

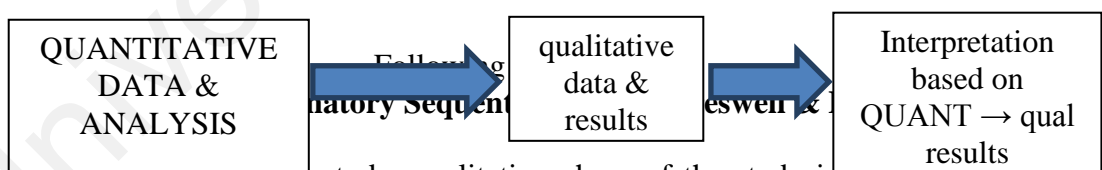


Figure 3.1: Map of Selangor showing the Padang Jawa Road Transport Department, Selangor

3.3 Research Design Approach

A cross-sectional technique is used as a general guideline to collect data from respondents. A cross-sectional study is a study where data are gathered just once in order to answer a research question (Sekaran, 2007). In this study, an empirical study was carried out at the first phase and followed by second phase with qualitative interview through semi-structured individual interview. The main reason, the researcher used the semi structured individual interview is she can stay focused to get the answers needed and used the same questions for all participants.

In this study, “Explanatory Design” or it also known as “Explanatory sequential design” was employed, means that the process firstly involved with the collection and analysis of “Quantitative” data and second followed by the subsequent collection and analysis of qualitative data” as presented in Figure 3.1 as follows:-



with regard to this study, qualitative phase of the study is designed so that it follows or connects to the results of the first quantitative phase. In this study, the finding of the qualitative results is to assist in explaining the findings of primary quantitative study. As stated by Morse (1991), this research designed can be useful when unexpected results arise in quantitative study. Due to this, the qualitative data collection that follows can be used to examine these surprising results in a more detailed discussion in the

analysis of the findings. Most importantly, the results of the qualitative data can provide a different perspective not included in the initial quantitative survey.

For this study, it involved two methods, firstly is the quantitative research it refers to a survey instrument design that is useful to obtain the information needed through a structured questionnaire (face to face). Secondly is data obtained to further explain the results of the quantitative findings via semi-structured individual interview with respondents in order to get better insight of the study. The research design processes are conducted through four major phases. The four phases used in this study are as follows: -

3.3.1 Phase 1: Preliminary Study

Prior to the pilot study, preliminary study was conducted earlier in 2015 at RTD Padang Jawa and also RTD Putrajaya in order to get firsthand information or insight regarding the topic. The researcher has carried out face to face interview sessions with two Public Relation Officers of RTD at Padang Jawa, and RTD Putrajaya, The preliminary study was carried out in order to get some information about the topic of the study, to get the first hand information about “social accountability mechanisms” practices specifically regarding public hearing, citizen report cards and client charter and customers’ satisfaction. Besides that, the aim of the preliminary survey is to determine whether the topic of interest is relevant or not to the government agency such as RTD and the public especially those who received services at RTD.

Based on further discussion with both officers respectively, they did mention that they do implement the three above mechanisms but with the use of different terms. For example at RTD, public hearing refers to “a meet customer day” while a citizen report card is known as “customer feedback forms” and client charter is called the

“customer charter”. As mentioned by Pn Jumaizah, Public Relation Officer at Putrajaya, the practice of such mechanisms is the same but only with the use of different terms. According to Pn Jumaizah, usually the term of “public hearing” was applicable or used in local government. Additionally, both officers also said up to now is no research has been carried out especially about these three mechanisms in relation to customers’ satisfaction at RTD. Most of the past research done on service quality of RTD is related with customer satisfaction. Due to the paucity of research with regards to this study area, RTD is willing to cooperate in terms of providing information about the related study.

3.3.2 Phase 2: Pilot Study

The pilot study is very important and it was used to verify the content of the question developed for a survey. The pilot study is essential because any problem can be traced and overcome through checking, clarifying, defining the meaning, ordering and structuring the whole questionnaire and also checking the time taken to answer the questionnaire (Baker, 1991; Churchill, 1992, and 1999; Churchill and Peter, 1984; Wess, 1999; Zikmund, 2000). In relation to this, pilot study is very important because this may help researcher to improve the lack of language clarity, content (relevant or not) and also format of the survey instruments for the actual or final survey. In addition, the pilot study may help to translate the research results into the proper context and may increase the reliability of the research findings (Davis, 1996; Usunier, 1998).

For this study, to ensure face validity, the researcher had a discussion with supervisor to check the questionnaire in detail and at the same time researcher also has sent the questionnaire to two academic experts from a public university before conducting the pilot study. Based on the discussion, recommendation and advice from all the academic experts involved, then researcher start to conduct the pilot test. The

researcher took about one and half month start are from early January until mid of February 2016 to conduct a pilot study involving 30 customers at RTD Padang Jawa, Selangor. Within this period of time, the researcher did two major tasks. Firstly, since this study involved the use of bi-language, English and the Malay Version, for the English version of the questionnaire was sent to one retired Malay lecturer from Public University to check the language, the clarity of the wording and also to check the translation for both languages and to ensure the consistency between English and Malay Version. The researcher took about a week to discuss each items or question with the checker until a clear understanding was derived about the terms used in the English and Malay version of the questionnaires.

Furthermore, the main respondents of this study are the general public specifically those who have experience in dealing with any type of RTD services and the respondents also come from different socio-demographic background such as gender, age educational level and others. In this pilot study, there were 20 people out of 30 respondents who provided useful feedback and gave comments about the words, phrases, content and format used in the design of the English and Malay of the questionnaire. However, during the pilot study, most of the respondents preferred to use only one language that is Malay version, instead of using bi-language, the reasons being the respondents want to avoid confusion. Due to these feedback and comments from the respondents', the researcher has decided to use only the Malay version of the questionnaire for the actual survey. Finally, revision of these questions based on the results of the pilot study was used in the actual study at RTD Padang Jawa, Selangor. However, for the analysis of the study, it will be analysed in English since the translation has been made by an expert.

3.3.3 Phase 3: Actual Survey through Questionnaire

In this study, before the actual survey was carried out, several requirements need to be fulfilled. Firstly, a pilot study was carried out and used to ensure high quality data. Secondly, the instrument must be translated correctly. Thirdly, the design of the scale items and the items itself should accommodate literacy levels and respondents (in this study the respondents are public) who came from different background such as age, gender, educational level. Thus, all these requirements were met as earlier discussed. Again, before the final set of questionnaire was used for the actual survey, this questionnaire was thoroughly discussed with the supervisor in order to identify the clarity, suitability, adequacy and also the consistency of the questions or items with research questions in order to achieve the research objectives of this study. As a result, out of the five main independent variables (IV), two of the variables have to be excluded from the actual survey for a reasons, some items that had double meanings were deleted and some items were added for certain variables. As a result, some minor adjustments were made and new set of questionnaire was evaluated by the supervisor.

3.3.4 Phase 4: Semi-structured Individual Interview

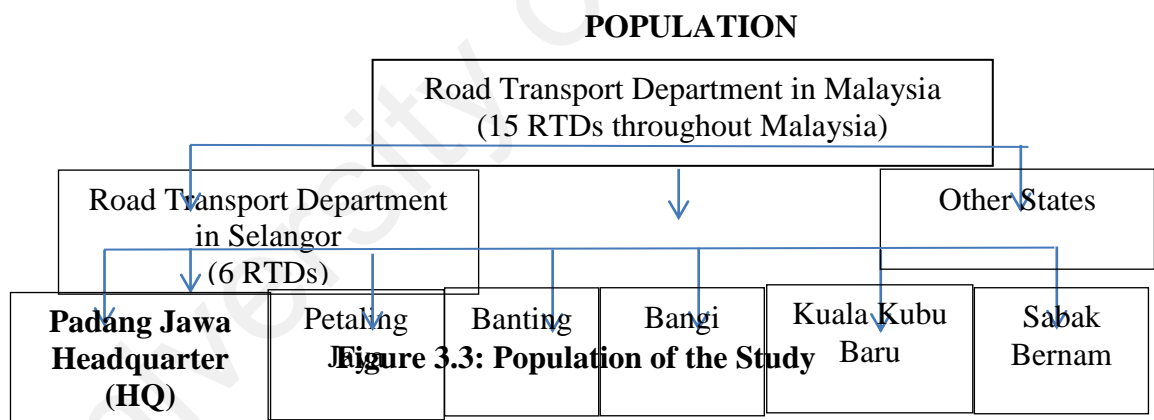
In this study, semi-structured individual interview was employed in order to further explain the findings of the quantitative data. The interview involved two categories of participants, Firstly the interview session was carried out with five (5) participants (customers) who received services (any types of service transactions) at RTD, Padang Jawa, Selangor. Most importantly, the participants were chosen respectively because they have knowledge, experience and also are involved with social accountability mechanisms namely a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) that was carried out by RTD. Hence, all the participants can be considered as “information rich” and their information would be useful for further discussion and analysis in this study.

Secondly, the interview session was also carried out with four (4) staff of RTD Padang Jawa, Selangor. All the staff came from different level of position (1 RTD officer Grad A, 1 RTD staff Grad B and 2 RTD staff Grad C). In addition, all the staff came from different unit such as Information and Technology unit, Administration unit, Service delivery (counter service) unit and Enforcement unit respectively. The reasons they were chosen is all of the staff involved with the implementation of social accountability mechanisms are related to customers satisfaction at RTD Padang Jawa, Selangor and not only that, the researcher also can obtain the information from different perspective especially from the service provider, RTD, Padang Jawa and from customers perspectives with regard to social accountability mechanisms and customer satisfaction.

In order to carry out this interview, the researcher has prepared a list of questions related to research questions in order to fulfill the research objectives. For this study, the question asked to interviewees (for participants both customers and RTD staff) was derived from the research questions of the quantitative survey and researcher used the same question to all participants. Even though, the list of questions could be used as an interview guide, but for semi-structured interview, the interviewee or respondents have a great deal of leeway in how to reply during the conversation at the interview session (Bryman, 2012). Moreover, one of the advantages of semi-structured interview, is the researcher does not necessarily follow exactly the questions outlined in the schedule. In relation to this interview, questions that are not included in the list of questions may be asked as the researcher picks up on things said by interviewees. According to Bryman (2012), this kind of interview process is more flexible.

3.4 Population of the Study

In this study, the location of the study focused at RTD Padang Jawa, Selangor. Thus, it is important for the researcher to identify the number of RTD offices operated throughout Malaysia. In Malaysia, the total numbers of RTDs are 15 including branches that are actively in operation throughout Malaysia namely (Wilayah Persekutuan, Putrajaya, Selangor, Negeri Sembilan, Melaka, Johor, Pahang, Terengganu, Kelantan, Perak, Pulau Pinang, Kedah, Perlis, Sabah and Sarawak). Following figure illustrate the population of the study.



In the state of Selangor, there are 6 RTD branches that are actively in operation in delivering their services to the customers. It comprised of (RTD Padang Jawa, Petaling Jaya, Banting, Bangi, Kuala Kubu Baru and Sabak Bernam). Additionally, all of the RTD branches located in Selangor delivered the same types of service transactions as in RTD Padang Jawa. While, RTD Padang Jawa, is the headquarter (HQ) in the state of Selangor. In the year 2014 and 2015, the total number of RTD customers who dealing with throughout Malaysia is almost 26 778, 378 and 35, 179, 687 respectively

including 89 RTD branches, while in Selangor, the total number of RTD customers dealing with RTD in 2014 and 2015 were about 2,978, 463 and 2, 1844,564 respectively including all RTD branches located in Selangor. Specifically, in Padang Jawa, the total number of customers dealing with all types of transactions with RTD is about 1.200,000 a year and in a month is about 100, 000 dealing with various types of service transactions at RTD, Padang Jawa, Selangor.

3.5 Sample Size

A sample is a subset of the population which comprises of some members selected from it (Sekaran, 2003). In this study, the sample refers to individual customers who received different types of services at Road Transport Department, Padang Jawa, Selangor such as renewal of all types of licenses (various individual licenses), Learning driving license (LDL), Probation driving license (PDL), Competent driving license (CDL), Goods driving license (GDL), International driving license (IDL) and Translation permit license, renewal of road tax, to check and pay for RTD summons, to change ownership of the vehicles, registration and booking numbers for vehicles and others.

In this study, a sample was selected using simple random sampling (SRS), while sample size was determined based on a table of “Determining sample size for a given population” provided by Sekaran (2003) and Krejcie and Morgan (1970). According to En.Ahmad, (18/2/2015), the Public Relation Officer of RTD Padang Jawa, said the total population of customer’s dealing with RTD is about $N=100,000$ customers in a month where they were dealing with various types of services transactions at RTD Padang Jawa. Due to this total population, Krejcie and Morgan (1970), and Sekaran (2003) has come out with the most appropriate sample size to represent the total population. Thus, for a population of 100, 000, the appropriate number of sample size involved $n=384$

respondents and it also known as “returned samples”. According to Coakes and Steed (2007) suggested that the sample size for factor analysis should be 100 or larger.

Meanwhile, Roscoe (1975) highlighted that, sample size larger than 30 and less than 500 are appropriate for most research. However, in this study, the researcher has distributed questionnaire to 400 respondents through a structured questionnaire (face to face) carried out by researcher. Likewise, Holdar and Zakharchenko (2002) pointed out that one common question that researchers have when thinking about sampling is what size should the sample be to accurately reflect the population. Generally, the size of the sample depends on the size of population and the purpose of the study. However, for statistical analysis, sampling error decreases only slightly when the sample is more than 400. When a sample of 400 is used, no matter what the population size, is a sampling error of 5% or less will be yielded. That is, the data will reflect the population 95% of the time, with an error margin of 5% (Holdar and Zakharchenko, 2002).

Therefore, the sample size of this study involving 400 individual customers that dealing with any types of service transactions particularly at RTD Padang Jawa, Selangor. Since this study employed “Explanatory sequential design”, it also involved a semi-structured individual interview session with eight participants in total and it consists of 5 participants who customers of RTD and 4 staff of RTD respectively. According to Ghazali and Sufean (2016), qualitative study with a small sample size depends on the types of study, the instrumentation used and data collection method. The sample size for qualitative survey could be 1 to 3 for researcher to get information about the related study. However, because of the small sample size in qualitative, thus the findings of the qualitative study cannot be generalized to the whole population (non-representative). In relation to the sample size, Patton (1990) highlighted that small

sample size allows researcher to investigate more in depth about the topic of the study, but the sample size still depend on the types of the study. Meanwhile, Spencer and Spencer (1993) stated that 7 participants could be sufficient in order to obtain quality data for qualitative study.

3.6 Sampling Technique

In this study, the researcher has employed two types of sampling techniques. Firstly, simple random sampling (SRS) is used for quantitative survey carried out through face to face with respondents. The total population in this study is quite large in number $N=100,000$ in a month, and it could be considered as a large population where a manual lottery method could be time consuming and quite onerous. Hence, researcher has decided to select a random sample from a large population by using computer generated number where researcher has to enter the total numbers of population, the numbers of sample size and the computer will generate the number of respondents where the sample were randomly assigned following randomization procedure by using simple computerized random number that have been assign uniquely to each number of the target population for sampling. In this study, the random numbers involved was $n=400$.

Meanwhile, for the qualitative study that is semi-structured interview, researcher used purposive sampling technique in choosing the participants. This is based on the basis that all the selected participants has fulfilled the inclusion criteria's related to this study, for instance the selected participants have information or can be considered as "information rich" about the topics. Most importantly, the participants have knowledge and experience regarding customers' satisfaction and social accountability mechanisms

such as involved in a meet customer day (public hearing), the use of customers' feedback forms and customer charter displayed at RTD, Padang Jawa.

According to Silverman (2002), purposive sampling give a lot of relevant information while Creswell (2008) stated that purposive sampling is the most appropriate for qualitative study because the selected samples have information about the related study carried out specifically in the location of the study such as RTD, Padang Jawa, Selangor. Not only that, Merriam (1998) stated that choosing a sample with "purposive sampling" is most appropriate because participants were able to share and give a lot of information until the researcher has got what they want from the participants in achieving the objectives of the study.

3.7 Data Collection

For this study, data collection focused on demographic factors (i.e; gender, age and educational level), customers satisfaction based on respondents perceptions with regards to service received at RTD, Padang Jawa, social accountability mechanisms namely a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively.

As described by Creswell and Plato Clark (2011), an explanatory design is one of the methods where information is collected sequentially and where data collection from subsequent phases as is informed by previous phases. For this study, Explanatory sequential design is important to further explain the relationship between independent and dependent variable based on quantitative data alone is insufficient to provide deep understanding or depth meaning given by respondents. This is because, the quantitative survey only generated a picture of respondents' perceptions and beliefs based on survey

responses. While the first phase results only produced descriptive for example; mean and standard deviation and inferential statistics example; Independent T-test, One-way ANOVA, Pearson Correlation, and Multiple Regression analysis in order to answer the research questions.

In addition, in order to obtain deeper meaning, respondents were given the opportunity to explain further about why and how they perceived and evaluate customers satisfaction and social accountability mechanisms such as a meet customer day, the use of customer feedback forms and the implementation of customer charter through a semi-structured interview. In this study, explanatory method appropriate because the data gathered from the quantitative survey directly informed the subsequent qualitative interview sessions and will create greater depth of meaning and knowledge (Bryman, 2006; Ivankova, Creswell and Stick, 2006). In this study, data collection involved two phases which were as follows:-

3.7.1 Phase one: Quantitative Survey

In this study, the goal of the first phase was to collect data on customers' perceptions through the use of questionnaire survey face to face at RTD, Padang Jawa, Selangor. In order to achieve this goal, these "measurable objectives" were developed as follows:-

1. To identify the level of customer satisfaction in relation to service received at RTD
2. To identify the implementation level of social accountability mechanisms with respects to a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively at RTD

3. To examine the difference in customer satisfaction on the basis of their demographic background (i.e; gender, age and educational level) at RTD
4. To examine the relationship between a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively with customer satisfaction at RTD
5. To explain the most influential mechanisms of social accountability of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customers satisfaction at RTD.

The Participants of the Actual Survey (Quantitative survey):- In this study, the face-to-face questionnaire survey were distributed to n=400 respondents who received any types of services transactions such as, renewal of all types of licenses (various individual licenses), renewal of road tax, to check and pay for RTD summons, to change ownership of the vehicles, registration and booking numbers for vehicles and others at RTD Padang Jawa, Selangor.

Process of Conducting the Actual Survey (Quantitative survey):- In this study, the researcher took about three-months starting from March 2016 until May 2016 to conduct the actual survey at RTD Padang Jawa, Selangor. The data were collected through the following procedure. First, the researcher used the final questionnaire officially approved by supervisor. This approval is very important to ensure that this survey is conducted based on the professional academic ethics. Second, a letter asking for permission from the Head of department and supervisor to conduct the survey was sent to the top management of RTD in order to get RTD permission and approval to carry out the survey to their customers and permission was given by RTD to the

researcher to carry out the survey. This permission reflects RTD commitment in giving cooperation to the researcher in carry out this study.

After all the requirements to collect data has been met, the researcher started to collect data through face to face questionnaire survey with the respondents and before the respondents start to fill in the survey, the respondents were asked to sign the letter of permission in participating in this survey, but the respondents detail were kept secret and confidential.

With regards to the sample selection, the researcher has to understand and anticipate certain factors before deciding to select the sample. At RTD Padang Jawa, there are several main service transactions operated at different “doors” as the term being used at RTD Padang Jawa. The service transactions involved (i) Customer service counter or known as Information counter (Door 2), Automotive engineering section (Door 3), (iii) Registration and vehicles licenses for miscellaneous and individual (Door 4), (iv) Driving licenses (Door 6), and lastly (v) Registration and vehicles licenses for cluster and agent (Door 7). Thus, it shows that each of these different service transactions, were operated at different counters with different doors. For each of these different service transactions, RTD used and generated different numbering systems. This means that, RTD use different numbering systems, it depends on the types of service transactions that the customers are dealing with at RTD.

Based on the interview with the staff in charge of the numbering system for each different service transactions (different doors), RTD does not have a specific numbering system for each of the service transactions, the numbers produced are based on the numbers of customers who came to RTD for their service transactions especially for the

customers who are dealing at the counter service. For example, RTD might produce 200 to 500 maximum numbering system in a day. However, it still depends on the types of service transactions that customers are dealing with at RTD. Sometimes, for one individual customer it took quite a long time to settle their transaction. This is due to several expected and unexpected problems such system offline, incomplete documents and others. Besides, the staff also said that, if RTD has many customers in certain service transactions in a day, RTD will limit the numbering system, which is they limit the number to less than 200 for customers in a day (but it still depends on the types of service transactions that the customers are dealing with). Not only that, the staff also said that, the numbering system also depends on working time or operation hours at the counter. If they have or received too many customers in a day they will close the counters at 4.15pm rather than 4.30 pm. Therefore, based on the abovementioned situation, the researcher has to select the sample every day for three-months based on the random numbers generated through computer. In order to represent the sample from different service transactions, the researcher has decided to wait at the customer service counter or known as information counter to approach the sample (customers). The information counter at RTD Padang Jawa, can be regarded as the main entrance for the customers to get their services at RTD. Most of the customers who came to RTD will refer to the information counter for further enquiries. Thus, the sample selection would be based on the individual customers who first step into the information counter with the numbering system they received in order to get the services.

3.7.2 Phase two: Semi-structured Individual Interviews

In this study, the goal of the second phase was to provide deeper meaning and understanding to the survey responses by allowing participants to share and express

their perceptions, beliefs, judgments and evaluation related to the results of the first phase (quantitative survey). Thus, in order to seek for the information, the researcher used semi-structured face-to-face interviews, and the sample was selected from the participants who indicated their willingness and interest to participate in interviews during the first phase. However, the interview session with selected participants were conducted at different times which is after the researcher has finished analyzing the quantitative data.

Next, the interview questions in the second phase were designed based on research questions used in the quantitative survey. The aim is to supplement the results gained from the survey by asking the selected respondents to provide explanation for the findings of the quantitative data. The second phase allowed both participants (i.e: customers and staff) to provide more explanation that was not available in the first phase. The interview questions were organized to reflect data collected during the phase one survey and the questions were asked in order, based on research objectives, it means that the conversation nature of the interview was asked according to research objectives that is consistent with survey objectives. This is because the researcher wants to provide the flow of discussion. In this study, the interview questions were discussed and the questions revised with supervisor for suggestions and feedback before the researcher proceeds with the interview.

The Participants of the Semi-structured Individual Interview: In this study, a semi-structured individual interview session was conducted to different participants, firstly to the customers of RTD Padang Jawa. Five (5) participants were selected for this interview. The reasons they were selected during the quantitative survey, was the respondents showed their interest and willingness to participate further on the interview

session to discuss more on the survey topics. Not only that, the selection of the participants because they have the experience and are involved in a meet customer day, they have used customers feedback forms to evaluate the service performance of RTD Padang Jawa and they are aware about the customer charter displayed at RTD Padang Jawa.

Thus, the selection of the participants for the qualitative interview was a purposive sample that represents the sample size of the quantitative survey. For the second semi-structured interview session, it was carried out with 4 staff of RTD Padang Jawa and the selection of the staff also involved purposive sample. They were selected because based on the top management of RTD Padang Jawa, the selected staff can be regarded as those with “information rich” related to the study. All the staff came from different levels of position (1 RTD officer Grade A, 1 RTD staff Grade B and 2 RTD staff Grade C). In addition, all the staff was selected from different unit such as Information and Technology unit, Administration unit, Service delivery (counter service) unit and Enforcement unit respectively. Process of Conducting the Semi-structured individual interview: - In this study, the researcher took about one month period in early August 2016 to conduct the interview session with both participants but at different times respectively. Each interview lasted approximately 30 to 50 minutes. The interview session were carried out through the following procedure.

First, the researcher used the final interview questions officially approved by supervisor. This approval is very important to ensure that the interview questions was in line with research questions and objectives and would help the researcher obtain more knowledge and information with regard to the quantitative results. Second, a letter of permission from the Head of department and supervisor to conduct the interview was

sent to the top management of RTD in order to get their permission and approval to carry out the interview with their staff. Due to this, researcher has to wait almost two weeks to get feedback from the top management of RTD to proceed with this interview session.

Lastly, after all the requirements to carry out the interview has been met, the researcher start the interview session through face to face interview with the participants and before the participants start to have the interview conversation, the participants were asked to sign the letter of permission for participating in this study as an ethical consideration, but the participants details were kept secret and confidential.

For the customers, face-to-face interviews were conducted at the specified place, at different times (in 2nd week of August) based on the convenience of the participants in terms of time, place and materials used during interview session take place. However, based on mutual agreement between researcher and participants, the researcher arranged for each meeting by scheduling an appointment with the participants (RTD customers). All these requirements were agreed by the participants and the researcher. Thus, the selected location of the interview was at RTD Padang Jawa. Each of the respondent would take about 30 to 50 minutes for the interview session. In relation to this, the researcher began each session with brief introduction and description of the purpose of the interview followed with the interview questions. While, for the RTD staff, the face-to-face interviews were conducted at the RTD meeting room and the interview session was decided and arranged by the top management of RTD Padang Jawa, Selangor. Each of the respondents would take about 30 to 50 minutes for the interview session and also the researcher began each session with an introduction and description of the purpose of the interview.

Not only that, each conversation of the interview was recorded and at the same time the researcher jotted down the information given by participants and transcripts were created from the tape. The transcripts and the translation were made based on the original conversation from the participants. In this study, the interview questions are derived from the results of questionnaire survey to further explain why these results occurred. Thus, the results of the qualitative interview are presented according to research objectives in order to further answer the research questions. Additionally, demographic information was asked with the aim of obtaining understanding of the diversity of the participants background (for both customers and RTD staff) respectively.

3.8 Measurement

For this study, the data collection relied mainly on primary data (questionnaire survey) and followed with semi-structured interview for further explanation of the quantitative findings. However, other useful information are gathered through literature related review, documents, reports, and others sources. In this study, the research questionnaire was divided into three (3) main sections.

Firstly, **SECTION A: Demographic profile** of the respondents consists of 9 items which related to the personal and types of services received at RTD Padang Jawa, Selangor. The first part solicit information on the demographic of the respondent (gender, age, educational background, race, marital status, educational level, occupational sector, and types of services at RTD, how many times they received services at RTD) were assessed.

Secondly, independent variable **SECTION B1: Social accountability mechanism** with particular emphasized on Public hearing (in the context of RTD known

as a meet customer day. These 12 items of the questionnaires were developed based on extensive literature review which were previously used in the area of public hearing in social accountability practices and used by different researchers. (See Goetz and Gaventa, 2001; Holdar and Zakharchenko, 2002; Ebdon, 2002; Vellemen, 2010; Brown *et al.*, 2008; PRAN 2012; ACORAB, 2013). These items used a 5-point likert scale ranging from “strongly disagree” (1) to “strongly agree” (5). In this study, the Likert scales used a five-point scale for both dependent and independent variables to provide sufficient discrimination without confusing the respondents or increasing non-response rates (Sues and Ritter, 2012).

Thirdly, independent variable, **SECTION B2: Citizen report cards** (in the context of RTD known as Customer feedback forms). These 10 items of the questionnaires were developed based on extensive literature review which were previously used in the area of citizen report cards in social accountability practices and also used by different researchers. (See Ackerman, 2005; Malena *et al.*, 2004; Paul and Thampi, 2007; Ahmad, 2008; YEM Consultant Institute, 2009; UNDP, 2010; WDR, 2004). These items used a 5-point scale ranging from “strongly disagree” (1) to “strongly agree” (5). In this part, the respondents were asked about the implementation of a customer feedback forms at RTD, Padang Jawa, Selangor.

Fourthly, independent variable, **SECTION B3: Client charter** (in the context of RTD known as Customer charter). These 13 items of the questionnaires were developed based on extensive literature review which were previously used in the area of customer charter in social accountability practices and also used by different researchers (See DAC 3/1993; WDR, 2004; Drewry, 2005; House of Common, 2008; Malena *et al.*, 2004; TPSC, 2013; Jidwin and Rasid, 2015). These items used a 5-point scale ranging

from “strongly disagree” (1) to “strongly agree” (5). In this part, the respondents were asked about the implementation of customer charter at RTD, Padang Jawa, Selangor.

Lastly, **SECTION C: Customer satisfaction**, it is the dependent variable in this study. It was measured based on five main elements namely C1: *Service Delivery* had 5 items C2: *Timeliness* had 7 items, C3: *Information* had 9 items, C4: *Professionalism* with 7 items and C5: *Staff Attitude* with 9 items, all these elements were developed based on (MORI/ Cabinet Office, 2004). The items used a 5-point scale ranging from “Very dissatisfied” (1) to “Very satisfied” (5) (MORI/ Cabinet Office, 2004) based on fully labeled scale of customer satisfaction.

Most importantly, in this study, the used of five-point likert scale is more appropriate because the respondents were “general public” and they came from different background such age, gender, level of education background and others. Not only that, referring to Office of Performance, Strategy and Budget and the Customer Service Director, King County (2010), they came out with a statement of Why adopt a five point scale? The answer is scales with even numbers force a choice in respondents that may not reflect their true beliefs. For example, a scale using one to four does not have a middle option and forces respondents to make more positive or negative choice than they may believe.

While, scales with more than five options, such as 1-7 or 1-9, can be confusing and are more difficult for respondents to use. This is true based on the researcher experience during the pilot test, most of the respondents in this study were the general public from different educational background and they preferred to use only 5 points likert scale with fully labeled so that they are not confusing in order to evaluate the level

of satisfaction in relation to service delivered particularly at RTD Padang Jawa, Selangor. In addition, the measurement of scale using a broad seven point scale, ranging from “very dissatisfied” to “very satisfied”, this type of scale provides some ambiguity. This is because, it is not easy to determine the relative magnitude of objective and subjective factors underlying citizen responses (Ravindra, 2004).

In this study, the researcher used the instrument that presented the items with response using *fully labeled scale ratings* for all variables (independent and dependents variable) that have been shown to improve reliability and more successful when presented using standard scale labels as shown in Figure 3.4 which indicates the example of Full labeled scale (Sues and Ritter, 2012). In this part, the respondents were asked about a meet customer day at RTD, Padang Jawa based on fully labeled scale of a meet customer day as follows:

Fully labeled scale:

A meet customer day gives an opportunity to me and RTD staff to exchange information about the services provided at RTD Padang Jawa, Selangor

Strongly Disagree Disagree Not sure Agree Strongly Agree



Figure 3.4: Example of fully labeled scale.



3.9 Data Analysis

In this study, data analysis involved two phases in analyzing the data, Firstly is Phase One: Data analysis for Quantitative survey and Secondly is Phase Two; Data analysis for semi-structured individual interview. Firstly is the quantitative data, the data has been analyzed using the Statistical Package for Social Science (SPSS) for Windows Version 21). The SPSS was used to analyze quantitative data. Two levels of analysis have been carried out in this study. Firstly, the descriptive statistics was used pertaining

to the variables. The descriptive data was analyzed by using the frequencies and standard deviation. Meanwhile, the second level of study used inferential statistics where it was based on the research questions.

In order to answer the first and second research objectives, mean and standard deviation has been utilized to ascertain the level of customer's satisfaction, While, for the third research objective, Independent T-test and One-way ANOVA has been analyzed in order to determine if there was a significant difference between gender (male and female), age and education level on customers' satisfaction (respectively). For the fourth research objective, Pearson Correlations were utilized to explain the significance, strength and direction of the relationship between independent variables namely a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) with customers' satisfaction and followed by simple linear regression analysis to further explain the relationship between single predictors and dependent variables respectively. Lastly, in order to answer the last research objective, Multiple Regression analysis was utilized to explain the most influential mechanisms of social accountability towards customers' satisfaction.

Therefore, with regards to this study the data was analyzed by using the following statistical tools:-

3.9.1 Descriptive Analysis

Descriptive analysis was used to present the data in a simple and meaningful form. The results were reported in three (3) sections namely: Section A: Respondents Profile, indicates the characteristics of the respondents such as gender, age, race, marital status, educational level and others while in Section B: Social accountability mechanisms practices and Section C: Customer's satisfaction it was measured based on five (5) main

elements namely service delivery, timeliness, information, professionalism and staff attitude. In this study, the descriptive results used mean and standard deviation to present the findings based on research questions respectively.

3.9.2 Normality Test

In this study, a normality test was carried out as it was deemed as a prerequisite for many inferential statistics. According to Coakes, Steed and Dzidic (2006), there are a number of ways to explore these normality assumptions graphically by looking at histogram, stem and leaf plot, boxplot, normal probability plot and detrended normal plot. With regards to these normality assumptions, there are also a number of statistics in order to test data normality such as Kolmogorov-Smirnov with Lilliefors significance level and Shapiro-Wilk statistics, Skewness and Kurtosis. For this study, the test for normality was carried out using statistical analyses i.e. Skewness and Kurtosis and it was also supported with normality assumptions graphically by looking at histogram. In addition, Blaikie (2003) stated that, the use of parametric and non-parametrics concerned with the characteristics of the data rather than the level of measurement although the two are related. In fact, some tests of significance can only be used when the distribution on a variable in a population approximates a normal distribution (Blaikie, 2003).

3.9.3 Factor Analysis

Factor analysis is a statistical approach that can be used to identify the factors that represent a set of large number of variables (items or questions). Each factor contains the items which are highly correlated with each other. It also can be used to analyze interrelationship among a large number of variables (Hair, *et al.*, 2006). Before proceeding with the factor analysis, two statistical measurement need to be checked i.e; the Bartlett test (Bartlett, 1954) and the sampling accuracy measurement, Kaiser-Meyer-Olkin (KMO) (Kaiser, 1970). The Bartlett test should be significant with p-value <0.05

of the data and the index range of KMO is between 0 and 1. A value of 0.6 ($p > 0.6$) suggests the minimum value for good analysis.

3.9.4 Reliability Analysis

The Cronbach's Alpha of reliability was used for internal consistency and stability of the research structure (Sekaran 2007). In this study, the value of Cronbach's Alpha was used to test the consistency of respondents in answering the items for the questionnaire and the higher coefficients, the better the measuring instrument.

3.9.5 Independent T-test

The Independent T-test was used to determine any significant difference in means value between two (2) independent samples. In this study, the independent T-test was used to determine whether there is a significant difference in the mean score between gender on customer's satisfaction (i.e: the mean perception score of gender and customers satisfaction).

3.9.6 One-way ANOVA

One-way ANOVA can be used to determine if there is a significant difference in the mean score among two (2) or more population means. In this study, One-way ANOVA was carried out to compare the value of mean scores of different level of age and different educational level towards customers' satisfaction.

3.9.7 Pearson Correlation

Correlation is a bivariate analysis that measures the strength and direction of the linear relationship between two variables (Pallant, 2005). In this study, the intercorrelation was carried out by using Pearson's r Correlation to measure separately the strength of the relationship of each independent variable (IVs) with dependent variable (overall customer's satisfaction). According to Salkind (2000), the correlation coefficient can be interpreted using indicators as follows: correlation between 0.8 and 1.0 (Very strong), 0.6 and 0.8 (Strong), 0.4 and 0.6 (Moderate), 0.2 and 0.4 (Weak) lastly 0.0 and 0.2

(Very Weak). In this study, Pearson correlation was used to test the relationship between all these three mechanisms of social accountability with customer's satisfaction respectively.

3.9.8 Multiple Regression Analysis

Regressions are an extension of bivariate correlation. The result of regression is an equation that represents the best prediction of a dependent variable from several independent variables. In this study, in order to explain the most influential mechanisms of social accountability towards customers' satisfaction, the researcher used multiple regressions analysis.

3.9.9 Data analysis for semi-structured individual interview

In this study, the researcher developed interview questions based on the results of quantitative survey in order to obtain more meaningful and informative response from the participants. The reasons why the researcher used open ended because it can provide more flexibility during interview each question essentially interdependent and more conversational in nature. Most importantly, it was designed to elicit the required information from the participants based on their perceptions, and experience as it relates to this study. For the semi-structured individual interview, the researcher used a recording tape and field notes to ensure the participants responses to questions were accurately reflected in the data transcripts to facilitate the data analysis process.

In relation to this, the participants were given an opportunity to read all the interview transcripts and they are encouraged and allowed to give comments, feedback or opinions to the researcher for any further clarification. This can be considered as a *member check* process for the interview. Not only that, by using recording tape device

the researcher can capture the essence of the interview with the aim to enable the researcher to accurately collect and organize exactly what has been said and shared by the interviewees during the interview session. Meanwhile, for the data analysis, the researcher listens to the interview tape and transcribes word by word the interview from the tape to paper and read over the written transcripts. In line with this, researcher also writes it down and written up immediately for each conversation during and after the interview session respectively. All the nine (9) sets of notes were reviewed and read thoroughly the information that participants shared during interview. Thus, unedited transcripts and comprehensive notes are used as a reference tools for data analysis in this study. All this process is very important for the researcher to get an idea of what the participants are saying and what the results looks like.

Due to this analysis, the researcher organizes the data based on the interview guide derived from research questions of the quantitative survey. In this study, the data should be organized from the transcripts in a proper way so that it is easy to look as and it allow the researcher to go through each topic to pick out the ideas and relate it to research questions. In addition, during the interview session, the researcher has picked out the words and expressions used frequently by participants to emphasize something related to this study. This is very important in order to understand the meaning of each expression and at the same time it enables the researcher to look at the meaning and the implication of these expressions. This is why it is very important, during the transcription and translation not to “clean up” the grammar. The main reason was the researcher wants the translations to be as true to the original speech patterns and to ensure that all the transcripts give the best reflection of how the conversation between researcher and participant actually happened during interview session. In a nutshell for

data analysis, researcher transcribing the data with thematic analysis from accumulated manual coding.

3.10 Ethical issue

Firstly, research permit was obtained from the Head of Department of Administration and Social Justice, Faculty of Arts and Social Science. Since, this study focused at Padang Jawa, Selangor, another permit was issued by the top management of RTD Padang Jawa to allow the researcher to collect data at RTD and carry out interviews with several participant.

Secondly, consent was sought from all respondents as was stated on the cover page of the questionnaire where they were asked to sign for those who are willing to get involved in this study. Adequate explanation was given to every respondent regarding the nature and benefit of the study. All respondents knew their right either they want to participate or not in the study and their decision was respected.

Lastly, before any interview started, respondents were assured of confidentiality of all information they disclose to the researcher and also their identity won't be disclosed. Numbers were used to identify questionnaires as opposed to names during data processing. All raw data are being kept safely and only accessed by the researcher and each respondent was also informed that there is no risk involved in his or her involvement in the study.

Additionally, the researcher also followed the University Malaya Code of Research Ethics which required all researchers to always strive for the highest standards of excellence and morality in any research activities (Refer Appendix F).

CHAPTER 4: FINDINGS AND DISCUSSION OF THE STUDY

4.1 Introduction

This chapter presents the findings and discussions of the study. First, the quantitative results are presented first according to five (5) research objectives with the use of statistical analyses as discussed in Chapter 3. Specifically, the objective of the study were: to identify the level of customer satisfaction in relation to service received at RTD; to identify the implementation level of social accountability mechanisms with respect to a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively at RTD; to examine the difference in customer satisfaction on the basis of their demographic background (i.e; gender, age and educational level) at RTD; to examine the relationship between a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively with customer satisfaction at RTD; and lastly to explain the most influential mechanisms of social accountability (i.e; of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customer satisfaction at RTD.

Therefore, this chapter presents and discusses the results obtained from the quantitative data which were analyzed by using the SPSS version 21. Since this study involved “Explanatory sequential research design”, which emphasized more on “Quantitative data” the results of the quantitative data would be supported and were further explained why these results occurred with the findings of qualitative data that

has been conducted through semi-structured individual interview with nine participants in total which involved five (5) customers and four (4) RTD staff respectively. Thus, in this study, the data were analyzed in four distinct phases. In the first phase, it will basically discuss the data screening process, and at the second phase, researcher will discuss the demographic profile of respondents by looking at the frequency count and also the percentage distributions of the respondents. For the third phase, this study discusses the result of goodness of measurement which essentially describe factor analysis and reliability test. This is preceded by the normality test results. Finally, this study provides the findings of the respective research objectives and research questions. The final section presents the participants of semi-structured individual interview responses (they were nine (9) interviewees in total involved, 5 customers and 4 RTD staff respectively) in order to support the findings of quantitative survey.

4.2 Data Screening

In this study, a total 400 questionnaires were distributed to respondents who received services at RTD Padang Jawa such as renewal of individual license, renew road tax and insurance, to pay RTD summons, and other related transactions with regards to road transport matters. Then, the data were keyed in into SPSS Version 21, followed by screening process. According to Coakes and Steed (2008), data screening is a process to ensure the data have been correctly entered and that distribution of variables used in analysis are normal. In this study the data were screened by using frequencies commands and replaced with the correct value.

However, out of 400 questionnaires, 16 responses were excluded from the data because of many incomplete responses from the respondents. As a result, only 384 responses were used for the test of outliers, linearity and normality before the researcher proceed to the next analysis in order to answer research questions and objectives. As highlighted by Pallant (2010), many of the statistical techniques are sensitive to outliers, hence it is very important for the researcher to check for outlier before proceeding to the

next step of statistical analysis. In this study, even though there were still a few cases of outliers from the sample $n=384$, it was not extreme, thus the samples were retained in the data set for further analysis.

According to Antonius (2003), the box plot is very useful to show how the values of quantitative variable are distributed. The box plot indicates the minimum and maximum values and three quartiles. The central 50% of the data (the 2nd and 3rd quarter) are represented as a shaded solid box, while the first and last quarters are represented by thin lines. Not only that, the box plot gives automatically the five-number summary of the data, consist of the minimum, the 1st quartile, the median (which is the 2nd quartile) and the 3rd quartile and the maxima.

In this study, the technique used in order to check the outliers are based on inspect the Boxplots and Normal Q-Q Plots for each of the dimension of Independent variables namely A Meet Customer Day (Public Hearing), Customers Feedback Form (Citizen Report Cards), and Customer Charter (Client Charter) and for dependent variable comprised of each element of Customers Satisfaction namely Service delivery, Timeliness, Information, Professionalism and Staff Attitude in order to check the outliers and linearity for each of the dimension (Independent and Dependent Variable).

As shown in Figure 4.1 until Figure 4.18, there were few outliers cases appears as little circles with a number attached (these known as the number of cases or samples) for instance the outliers appeared in the box plot of customer feedback forms, customer charter, service delivery, timeliness, information, professionalism and staff attitude variables respectively. However, most of the cases or samples were actually come from the same sample of respondents that appeared in different variables. Even though the samples have been deleted from the data, the samples or cases still remain in the data set. Thus, it shows that the samples were saturated. However, such cases can be considered as not serious cases and there were no extreme point unless if the extreme

outliers indicated with an asterisk * symbol, such cases should be removed from the data (Pallant, 2010).

Dimensions of Independent Variables (IV)

A Meet Customer Day (Public Hearing)

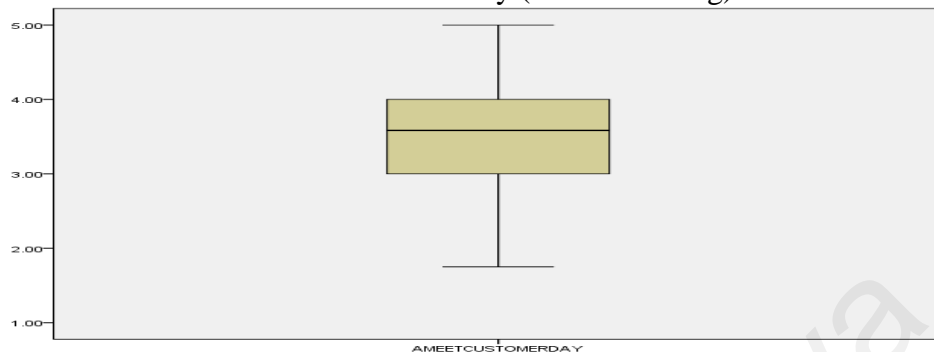


Figure 4.1: The Boxplot representing a variable of meet customer day (public hearing)

As shown in Figure 4.1, the box plot indicates that all the data has been cleared and there was no outliers cases at the top and down of the box plot that represented the variable of a meet customer day (public hearing). Thus, it shows that, no cases appeared in the data.

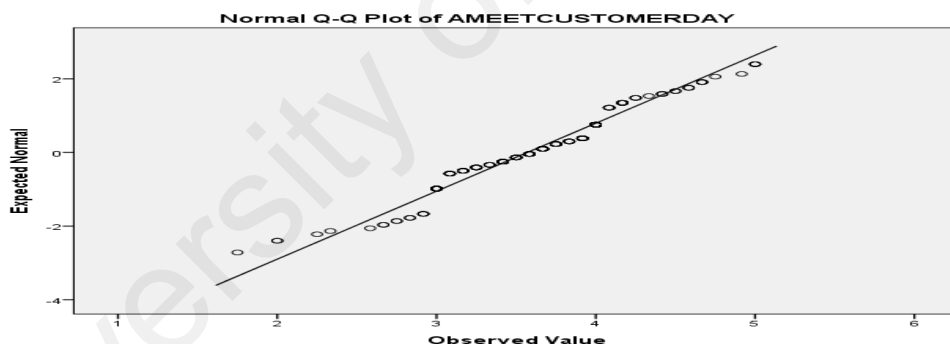


Figure 4.2: The Normal Q-Q Plot representing a variable of a meet customer day (public hearing)

As illustrated in Figure 4.2, if the data are normally distributed, all the plots are at a straight diagonal line, where the dots should fall exactly along the straight line. However, as shown in the above figure 4.2, there was a deviation of the dots from the straight line which represents a deviation from normality. Additionally, if the Q-Q Plot looks like a wiggly snake wrapped around it, it shows some deviation from normality. According to Field (2009), in large samples, normality test can be significant even when the scores are only slightly different from a normal distribution. Therefore, it can be interpreted in conjunction with histogram or Q-Q plots.

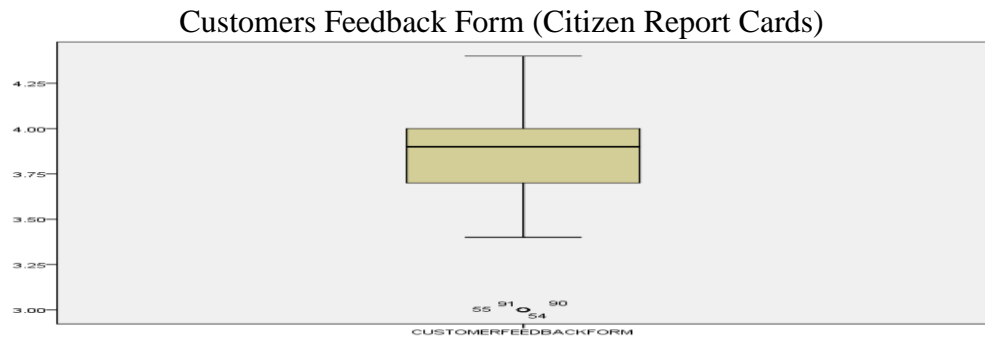


Figure 4.3: The Boxplot representing a variable of customers feedback form (citizen report cards)

As shown in Figure 4.3, the box plot indicates that there were four outliers cases appeared at the down of the box plot (54, 55, 90 and 91 cases) in the data. Even though the cases have been cleared but it still appeared on the box plot particularly at the bottom, thus the researcher considered that the cases were saturated. However, the cases were not considered as extreme cases because no asterisk * symbol appeared in the box plot.



Figure 4.4: The Normal Q-Q Plot representing a variable of customers feedback form (citizen report cards)

As illustrated in Figure 4.4, if the data are normally distributed, all the plots are at a straight diagonal line, where the dots should fall exactly along the straight line. However, as shown in the above figure, there was a deviation of the dots from the line which represents a deviation from normality. However, the distribution of data still can be considered as normal because the dots not scattered.

Customer Charter (Client Charter)

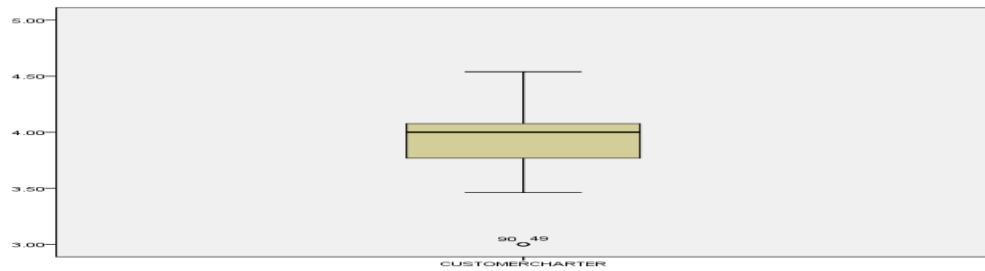


Figure 4.5: The Boxplot representing a variable of a customer charter (client charter)

As shown in Figure 4.5, the box plot indicates that there was a few outliers cases at the bottom of the box plot (49 and 90 cases respectively) appeared in the data. Even though the cases have been cleared it still appeared on the box plot particularly at the bottom, thus the researcher considered the cases were saturated. However, the cases were not considered as extreme cases because no asterisk * symbol appeared in the box plot.

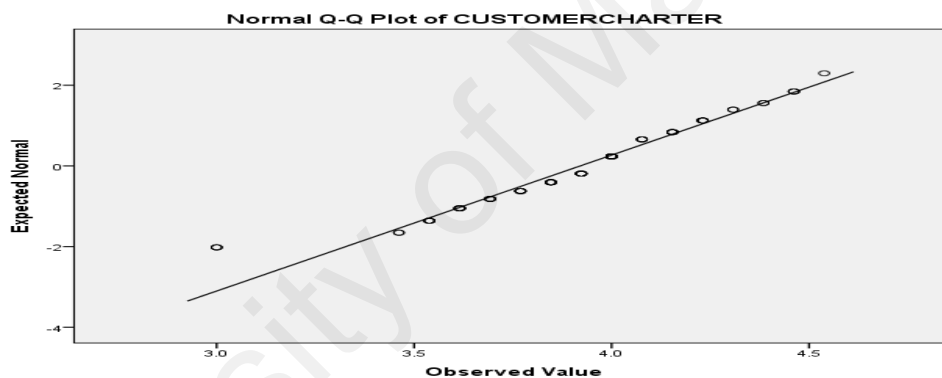


Figure 4.6: The Normal Q-Q Plot representing a variable of a customer charter (client charter)

As illustrated in Figure 4.6, if the data are normally distributed, all the plots are at a straight diagonal line, where the dots should fall exactly along the straight line. However, as shown in the above figure, there was a deviation of the dots (only one case) from the straight line which represents a deviation from normality.

Elements of Customers Satisfaction (Dependent Variable)

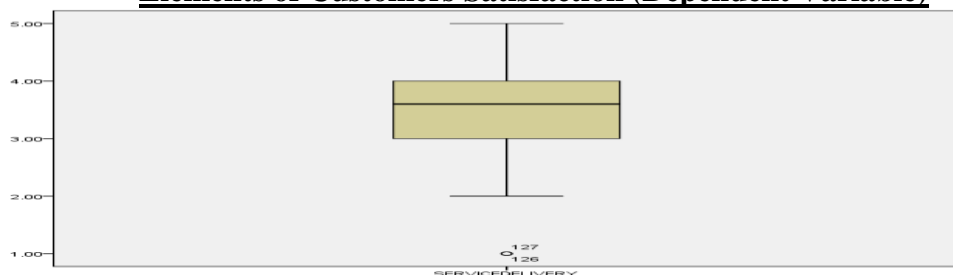


Figure 4.7: The Boxplot representing a variable of service delivery

As shown in Figure 4.7, the box plot indicates that there was a few outliers cases at the bottom of the box plot (126 and 127 respectively) in the data. Even though the cases have been cleared but it still appeared on the box plot particularly at the down, thus the researcher considered the cases as saturated. However, the cases were not considered as extreme cases because there is no asterisk * symbol in the box plot.

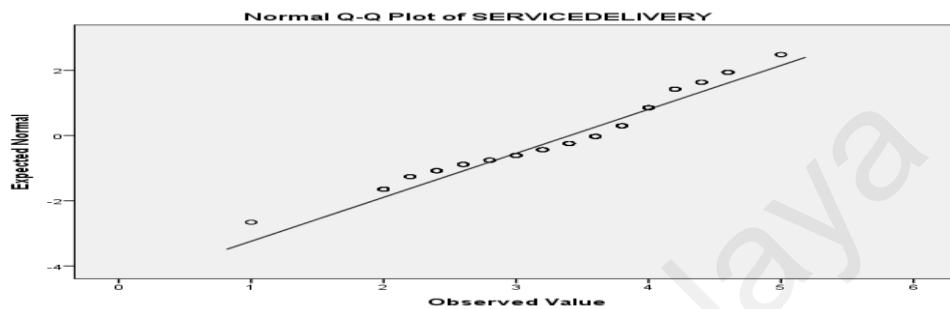


Figure 4.8: The Normal Q-Q Plot representing a variable of service delivery

As illustrated in Figure 4.8, if the data are normally distributed, all the plots are at a straight diagonal line, where the dots should fall exactly along the straight line. However, as shown in the above figure, there was a deviation of the dots from the line which represents a deviation from normality but the deviation was not extreme and if the Q-Q Plot looks like a wiggly snake wrapped around it, it shows some deviation from normality but still can be considered as approximately normal distribution.

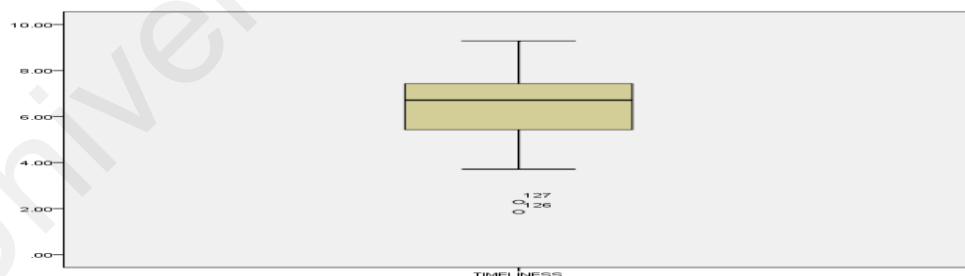


Figure 4.9: The Boxplot representing a variable of timeliness

As shown in Figure 4.9, the box plot indicates that there were a few outliers cases at the bottom of the box plot which is the same samples or a case as above which is service delivery variable (126 and 127cases respectively) appeared in the data. Even though the cases have been cleared still appeared on the box plot particularly at the bottom, thus the researcher considered that the cases as saturated. However, the cases

were not considered as extreme cases because there is no asterisk * symbol in the box plot.

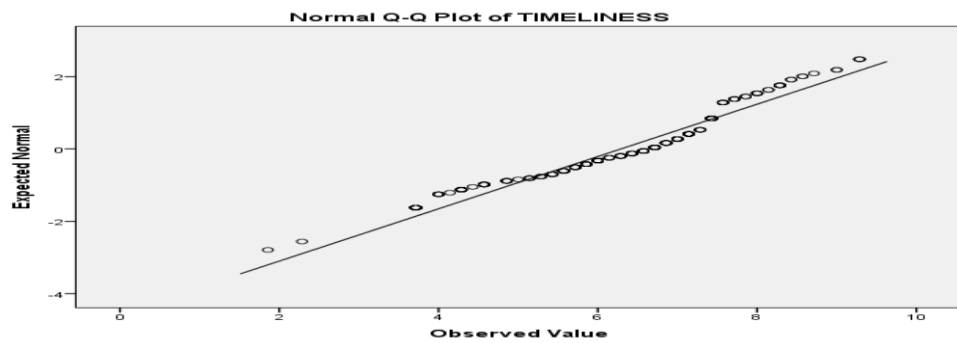


Figure 4.10: The Normal Q-Q Plot representing a variable of timeliness

As illustrated in Figure 4.10, if the data are normally distributed, all the plots are at a straight diagonal line, where the dots should fall exactly along the straight line. However, as shown in the above figure, there was a deviation of the dots from the line represents a deviation from normality but the deviation was not extreme and if the Q-Q Plot looks like a wiggly snake wrapped around it, it shows some deviation from normality but still can be considered as approximately normal distribution.

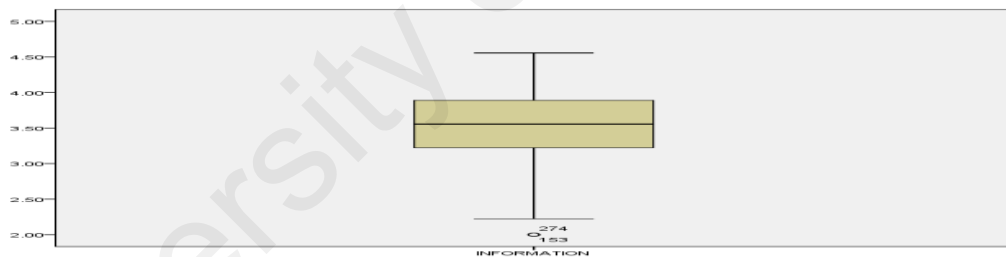


Figure 4.11: The Boxplot representing a variable of information

As shown in Figure 4.11, the box plot indicates that there were a few outliers cases at the bottom of the box plot (153 and 274 respectively) appeared in the data. Even though the cases have been cleared but it still appeared on the box plot particularly at the down, thus the researcher considered the cases as saturated. However, the cases were not considered as extreme cases because there is no asterisk * symbol in the box plot.

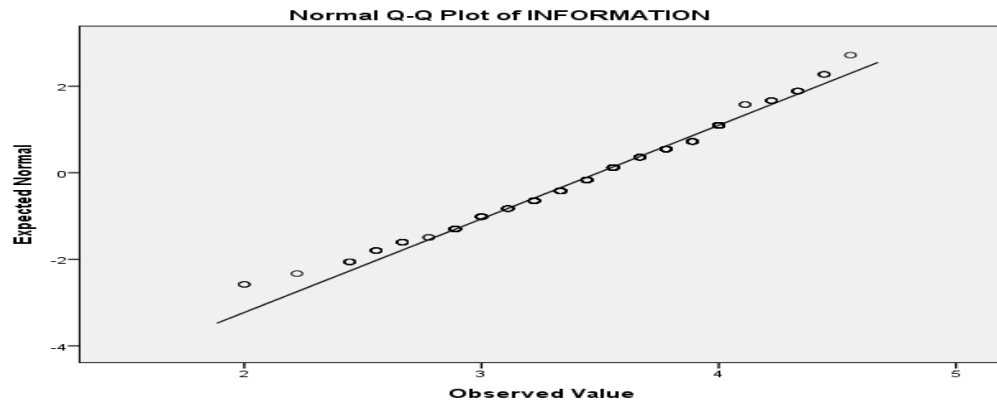


Figure 4.12: The Normal Q-Q Plot representing a variable of information

As illustrated in Figure 4.12, if the data are normally distributed, all the plots are at a straight diagonal line, where the dots should fall exactly along the straight line. However, as shown in the above figure, there was a deviation of the dots from the line represents a deviation from normality but the deviation was not extreme and still can be considered as approximately normal distribution.

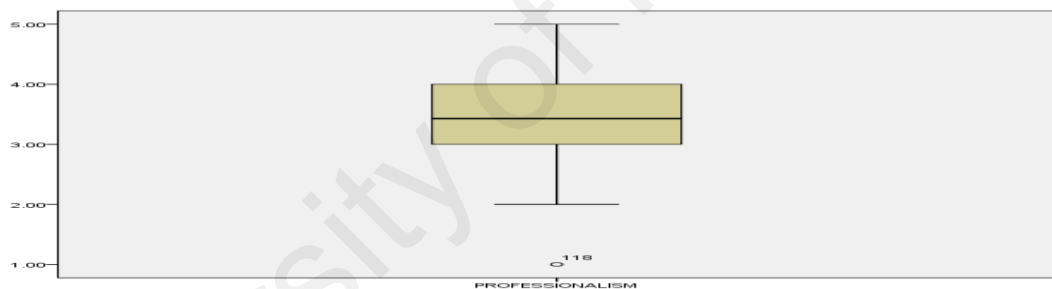


Figure 4.13: The Boxplot representing a variable of professionalism

As shown in Figure 4.13, the box plot indicates that there was only one outliers case at the bottom of the box plot (118 case) appeared in the data. Even though the cases have been cleared but it was still appeared on the box plot particularly at the bottom, thus the researcher considered that the cases as saturated. However, the cases were not considered as extreme cases because there is no asterisk * symbol in the box plot.

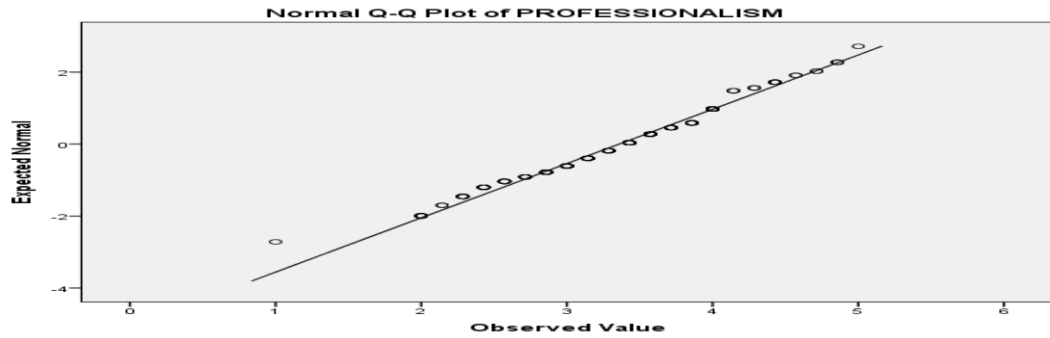


Figure 4.14: The Normal Q-Q Plot representing a variable of professionalism

As illustrated in Figure 4.14, if the data are normally distributed, all the plots are at a straight diagonal line, where the dots should fall exactly along the straight line. However, as shown in the above figure, there was a deviation of the dots which is only one case from the straight line which represents a deviation from normality but the deviation was not extreme.

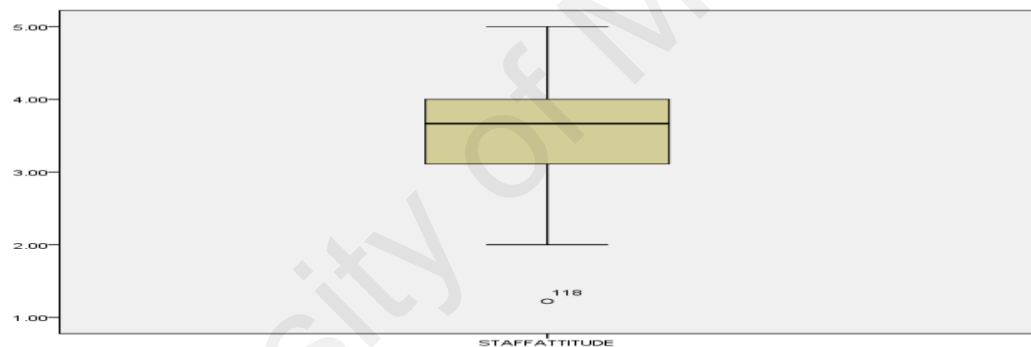


Figure 4.15: The Boxplot representing a variable of staff attitude

As shown in Figure 4.15, the box plot indicates that there was one outlier's cases appeared at the bottom of the box plot (118) in the data. Even though the cases have been cleared but it still appeared on the box plot particularly at the bottom (same cases as above professionalism variable) thus the researcher considered the case as saturated. However, the case was not considered as the extreme case because there is no asterisk * symbol in the box plot.

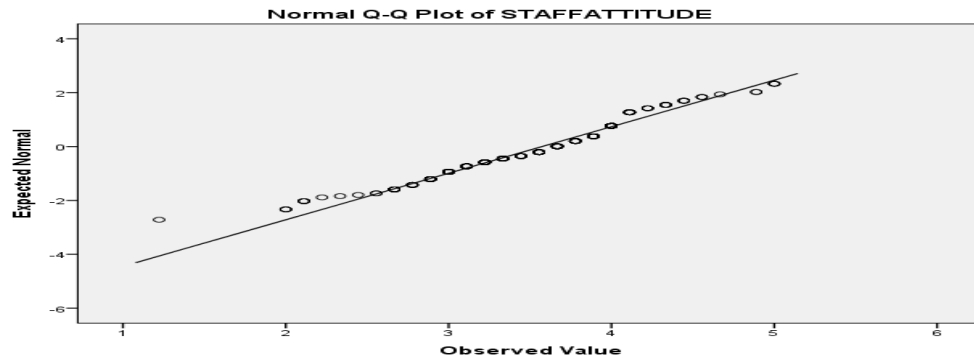


Figure 4.16: The Normal Q-Q Plot representing a variable of staff attitude

As illustrated in Figure 4.16, if the data are normally distributed, all the plots are at a straight diagonal line, where the dots should fall exactly along the straight line. However, as shown in the above figure, there was a deviation of the dots from the line which represents a deviation from normality but the deviation was not extreme and if the Q-Q Plot looks like a wiggly snake wrapped around it, it shows some deviation from normality but it still can be considered as approximately normal distribution.



Figure 4.17: The Boxplot representing of overall customers' satisfaction

As shown in Figure 4.17, the box plot indicates that all the data has been cleared and there was no outlier cases at the top and bottom of the box plot that represented overall elements of customer satisfaction. Thus, it shows that, there were no outliers cases in the data.



Figure 4.18: The Normal Q-Q Plot representing of overall customers' satisfaction

As illustrated in Figure 4.18, if the data are normally distributed, all the plots are at a straight diagonal line, where the dots should fall exactly along the straight line. However, as shown in the above figure, there was a deviation of the dots from the line represents a deviation from normality but the deviation was not extreme and if the Q-Q Plot looks like a wiggly snake wrapped around it, it shows some deviation from normality but it still can be considered as approximately normal distribution.

4.3 Normality Test of Variables

In this study, normality test was carried out as the next step of data analysis as it was deemed as a prerequisite for many inferential statistics. According to Coakes, Steed and Dzidic (2006), there are a number of ways to explore these normality assumptions graphically by looking at histogram, stem and leaf plot, boxplot, normal probability plot and detrended normal plot. With regard to these normality assumptions, there are also a number of statistics in order to test data normality such as Kolmogorov-Smirnov with Lilliefors significance level and Shapiro-Wilk statistics, Skewness and Kurtosis. As stated by Hair et al. (2006), normality test is the degree to which the distribution of the sample data corresponds to a normal distribution. It is known as the most fundamental assumption in multivariate analysis.

For this study, the test for normality was carried out using statistical analyses known as Skewness and Kurtosis and it was also supported with normality assumptions graphically by looking at histogram for each variable. In this study, Skewness and Kurtosis were the two chosen statistics that are used to summarize the shape of the

distribution of data. In relation to this normality assumption, the degree to which a distribution is asymmetrical is indicated by the skewness value meanwhile kurtosis suggested the degree of flatness or peakness in distribution of data relative to the shape of a normal distribution and the acceptance level of data normality within the range of -2 and +2. Apart from that, usually the violation of normal distribution is still acceptable if the skewness value is within the range of -2 and +2. How can we identify if the distribution is skewed? One of the indications is the histogram, by looking at the tail end of the histogram which is longer on one side than on the other. While, the second indication illustrates that, if the data is positively skewed it is stretched on the right side and if the data is negatively skewed, it is stretched on the left side (Antonius, 2003).

For this study, the test of normality was performed on all scale score for both variable namely independent variable and dependent variable respectively (a meet customer day (public hearing), customer feedback form (citizen report cards), and customer charter (client charter), and customers' satisfaction elements: service delivery, timeliness, information, professionalism and staff attitude). The results showed that the distribution of data is at the acceptance level of normality of -2 and +2 which is approximately normal distribution. Therefore, based on the dimensions of each variable, the Skewness and Kurtosis values are shown in Table 4.1. The value provides the detail of Skewness and Kurtosis of Variables (Dimension) presented as follows:-

Table 4.1: Normality Test-Skewness and Kurtosis of Variables

VARIABLES	SKEWNESS	KURTOSIS
Gender	.600	-1.648
Age	.349	-.665
Educational Level	.110	-.518
A Meet Customer Day (Public Hearing)	.345	.313
Customer Feedback Form (Citizen Report Cards)	-1.287	1.880
Customer Charter (Client Charter)	-.765	1.529
Overall Customer Satisfaction	-.873	.282

From the Table 4.1, it showed that all the variables were at the acceptance level. This is because each dimension of independent and dependent variables fall within the

range of -2 and +2 and not exceeding ± 2.0 respectively. According to Field (2009), in large samples, normality test can be significant even when the scores are only slightly different from a normal distribution. Therefore, it can be interpreted in conjunction with histogram as shown in the following section:-

Test of Normality: Histogram

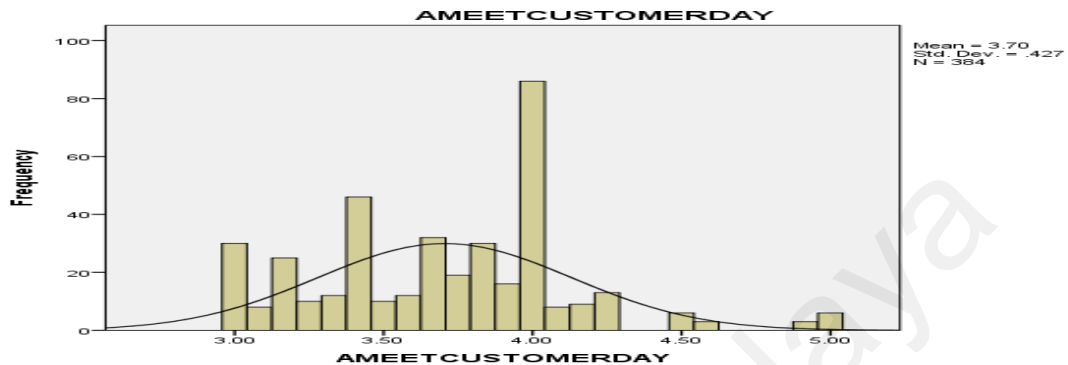


Figure 4.19: The Histogram representing a variable of a meet customer day (public hearing)

The above figure 4.19 shows that the distribution is not symmetric. This happens because one side of the graph of the distribution is stretched more than the other. In this study, the distribution is *positively skewed* where the mean is larger than the median, as it is pushed by the extreme values towards the longer tail on the right side. In terms of the degree of peakedness of the curve also known as kurtosis, this study indicates that the data is spread out and that the curve is flatter than a normal curve.

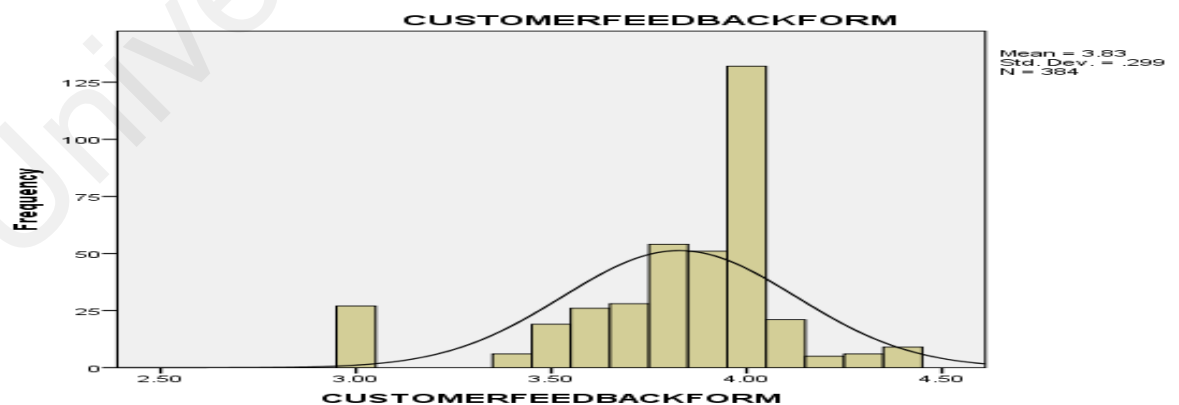


Figure 4.20: The Histogram representing a variable of a customers' feedback form (citizen report cards)

As shown in Figure 4.20, the distribution is *slightly negatively skewed*, because it is stretched by the extreme values on the left side and the mean is smaller than the

median. In terms of the degree of peakedness of the curve, this study indicates that the data is spread out and that the curve is flatter than a normal curve.

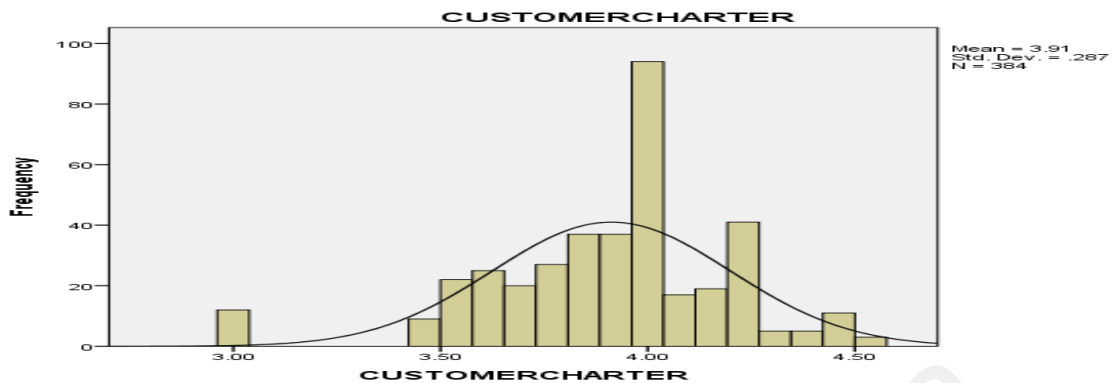


Figure 4.21: The Histogram representing a variable of customer charter

As shown in Figure 4.21, the graph of the distribution is *slightly negatively skewed*, because it is stretched by the extreme values on the left side and the mean is smaller than the median. In terms of the degree of peakedness of the curve also known as kurtosis, this study indicates that the data is spread out and that the curve is flatter than a normal curve.

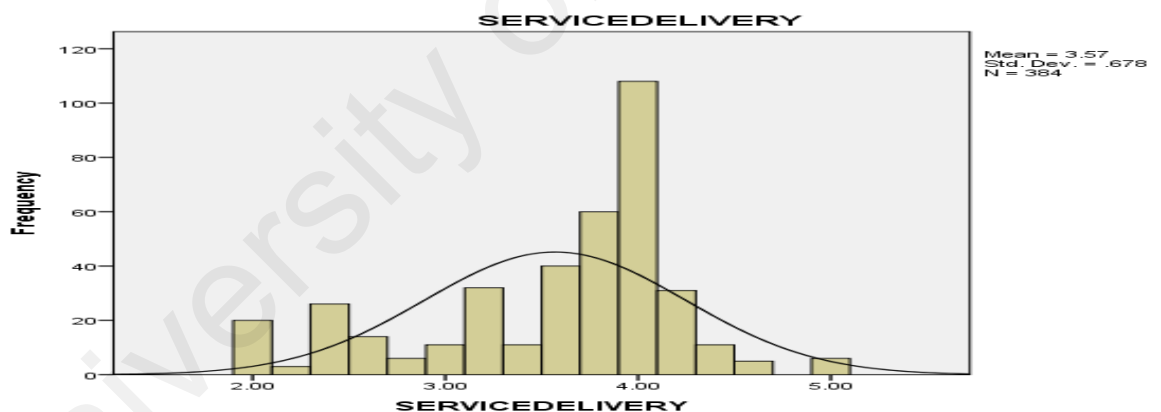


Figure 4.22: The Histogram representing a variable of service delivery

As shown in Figure 4.22, the graph of the distribution is *slightly negatively skewed*, because it is stretched on the left side and the mean is smaller than the median. In terms of the degree of peakedness of the curve, this study indicates that the data is spread out and that the curve is flatter than a normal curve.

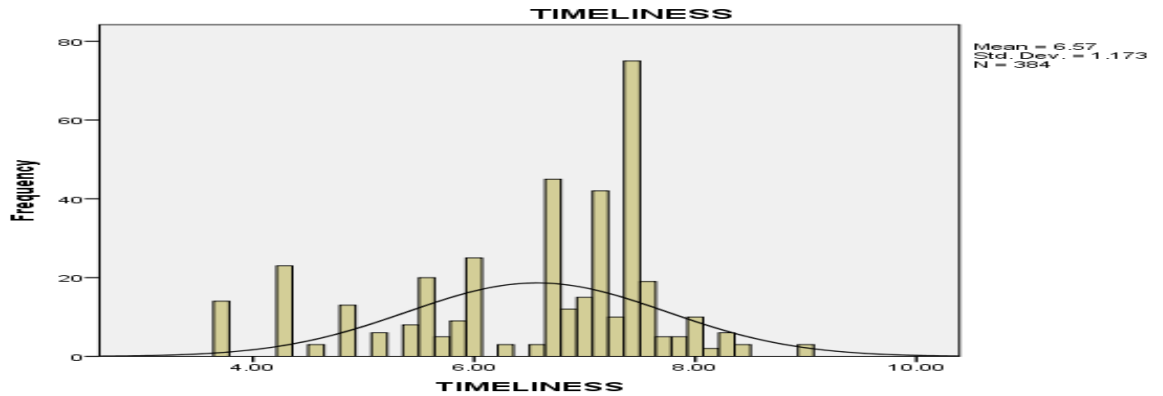


Figure 4.23: The Histogram representing a variable of timeliness

As shown in Figure 4.23, the graph of the distribution is *slightly negatively skewed*, because it is stretched on the left side and the mean is smaller than the median. In terms of the degree of peakedness of the curve, this study indicates that the data is spread out and that the curve is flatter than a normal curve.

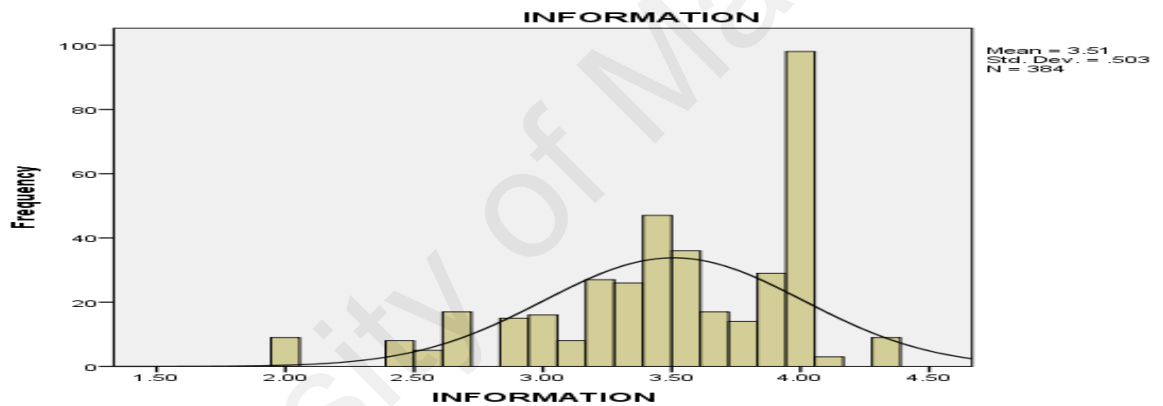


Figure 4.24: The Histogram representing a variable of information

As shown in Figure 4.24, the graph of the distribution is *slightly negatively skewed*, because it is stretched by the extreme values on the left side and the mean is smaller than the median. In terms of the degree of peakedness of the curve, this study indicates that the data is spread out and that the curve is flatter than a normal curve.

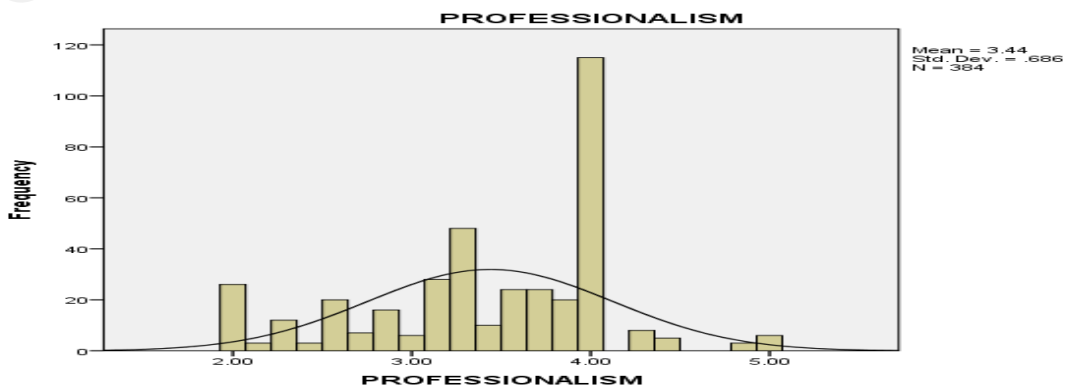


Figure 4.25: The Histogram representing a variable of professionalism

As shown in Figure 4.25, the graph of the distribution is *slightly negatively skewed*, because it is stretched on the left side and the mean is smaller than the median. In terms of the degree of peakedness of the curve, this study indicates that the data is spread out and that the curve is flatter than a normal curve.

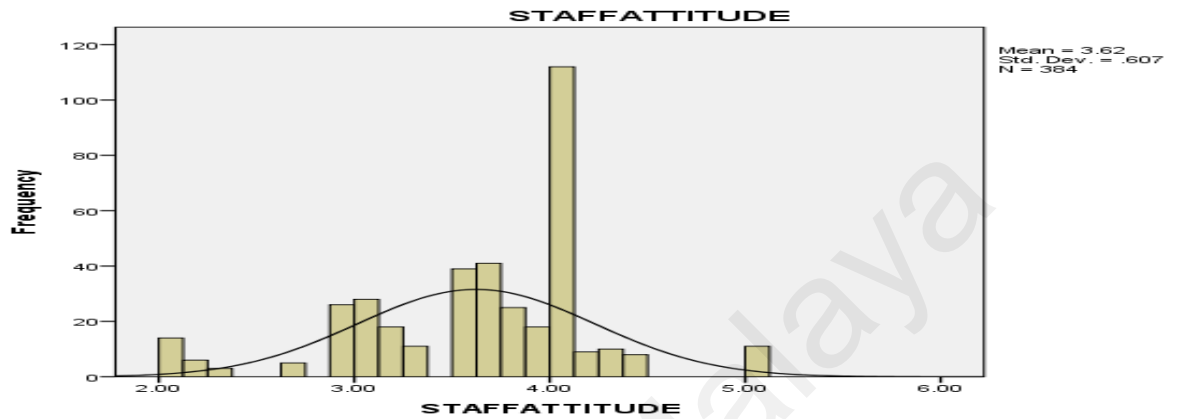


Figure 4.26: The Histogram representing a variable of staff attitude

As shown in Figure 4.26, the graph of the distribution is *slightly negatively skewed*, because it is stretched by the extreme values on the left side and the mean is smaller than the median. In terms of the degree of peakedness of the curve, this study indicates that the data is spread out and that the curve is flatter than a normal curve.

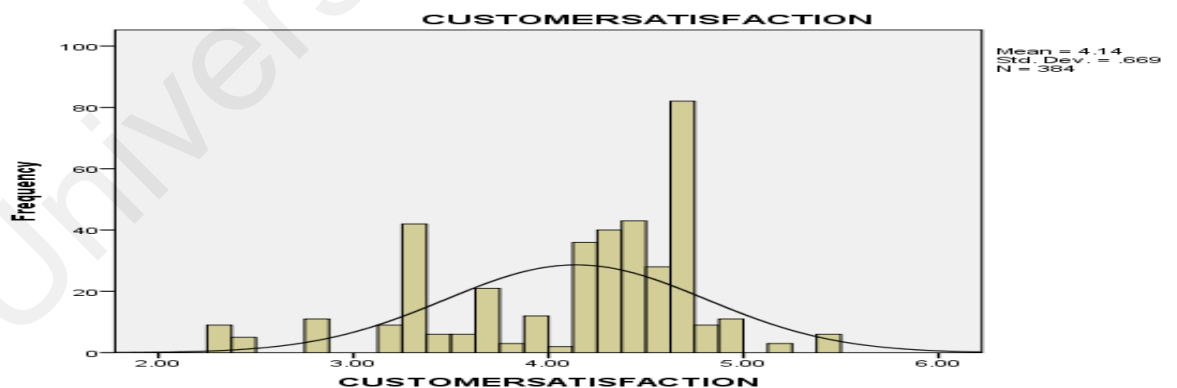


Figure 4.27: The Histogram representing a variable of overall customers' satisfaction

As shown in Figure 4.27, the graph of the distribution is *slightly negatively skewed*, because it is stretched on the left side and the mean is smaller than the median.

In terms of the degree of peakedness of the curve, this study indicates that the data is spread out and that the curve is flatter than a normal curve.

4.4 Goodness of Measurement

The statistical test is used to determine the goodness of measures consist of both the Factor analysis and Reliability test. The test is useful in order to determine the relevant items of the variables for further analysis and the reliability is measured to obtain the value of Cronbach's alpha which was carried out with the following results.

4.4.1 Factor Analysis

Factor analysis is a statistical approach that can be used to identify the factors that represent a set of large number of variables (items or questions). Each factor contains the items which are highly correlated with each other. It also can be used to analyze interrelationship among a large number of variables (Hair, et al, 2006). Factor analysis is a data reduction technique used to reduce a large number of variables to a smaller set of underlying factors that summarize the essential information contained in the variables (Coakes, Steed and Price, 2008). In this study, the data is processed by conducting the Factor analysis by using Principal Component Analysis with Varimax Rotation Component Matrix in order to factorize the items on each variable. In other words to test whether the items converge or load accordingly (Hair, et al, 2006). Before proceeding with the factor analysis, two statistical measurement need to be checked i.e; the Bartlett test (Bartlett, 1954) and the sampling accuracy measurement, Kaiser-Meyer-Olkin (KMO) (Kaiser, 1970). The Bartlett test should be significant with p-value <0.05 of the data and the index range of KMO is between 0 and 1. A value of 0.6 ($p>0.6$) suggests the minimum value for good analysis.

The overall result in this study showed KMO values for all items ranging from the lowest value 0.61 to the highest value at 0.90. Therefore, this indicates that all the items met the acceptance standard of validity analysis. Thus, Table 4.2, Table 4.3, Table 4.4 and Table 4.5 respectively provides the detail of factor analysis for independent and

dependent variable respectively with varimax rotation. Table 4.2 provides the results for the Factor analysis for a meet customer day (Public hearing) as follows:-

Table 4.2: Factor Analysis of a Meet Customer Day (Public Hearing)

Items	Factor Loading	Extract (h)	KM O	Bartlett's Test of Sphericity	Chi Square	Cum.% of Var. Explained
Meet	.688	.545	.81	.000	2744.56	62.21
Concerned	.695	.494				
Platform	.878	.770				
Face	.856	.741				
Mechanism	.882	.803				
Experience	.649	.441				
Issues	.780	.628				
Voice	.537	.312				
Relationship	.745	.563				
Performance	.820	.734				
Enhanced	.809	.683				
Accountable	.866	.751				

Table 4.2 shows the results of Kaiser-Myer-Olkin (KMO) measure of sampling adequacy is .81, which is more than adequate that is point of reference at >.060 (Hair et.al. 2006). The Bartlett Test of Sphericity for this component showed that it is significant at the level of 0.000. The total percentage of variance explained by this factor is 62.21%. From the analysis, it can be seen that the factor loadings for all items in this component (independent variable) are quite high that consists of 12 items namely “Meet” with factor loading (.688), “Concerned” with factor loading (.695), “Platform” with factor loading (.878), “Face” with factor loading (.856), “Mechanism” with factor loading (.882), “Experience” with factor loading (.649), “Issues” with factor loading (.780), “Voice” with factor loading (.537), “Relationship” with factor loading (.745), “Performance” with factor loading (.820), “Enhanced” with factor loading (.809) and lastly “Accountable” with factor loading (.866). Therefore, due to the high factor loadings, all items are retained and appropriate for further data analysis. According to Field (2002), the factor loading for this study with the respondents is around 100, should be greater than 0.51 to be considered significant. Table 4.3 shows the results of

Kaiser-Myer-Olkin (KMO) measure of sampling adequacy is .68, which is more than adequate that is point of reference at >.060 (Hair et.al. 2006).

Table 4.3: Factor Analysis of Customer Feedback Forms (Citizen Report Card)

Items	Factor Loading	Extract (h)	KMO	Bartlett's Test of Sphericity	Chi Square	Cum.% of Var. Explained
Customer	.875	.781	.68	.000	1498.44	66.34
Indirect	.677	.774				
Obtain	.564	.413				
Opinions	.676	.518				
Level	.762	.612				
Quality	.884	.800				
Medium	.781	.650				
Engage	.768	.621				
Corrective	.859	.765				
Evaluate	.721	.701				

The Bartlett Test of Sphericity for this component showed that it is significant at the level of 0.000. The total percentage of variance explained by this factor is 66.34%. From the analysis, it can be seen that the factor loadings for all items in this component (independent variable) are quite high that consists of 10 items namely “Customer” with factor loading (.875), “Indirect” with factor loading (.677), “Obtain” with factor loading (.564), “Opinions” with factor loading (.676), “Level” with factor loading (.762), “Quality” with factor loading (.884), “Medium” with factor loading (.781), “Engage” with factor loading (.768), “Corrective” with factor loading (.859), and lastly “Evaluate” with factor loading (.721). Therefore, due to high factor loadings, all items are retained and appropriate for further data analysis. Table 4.4 shows the results of Kaiser-Myer-Olkin (KMO) measure of sampling adequacy is .72, which is more than adequate that is point of reference at >.060 (Hair et.al. 2006).

Table 4.4: Factor Analysis of Customer Charter (Client Charter)

Items	Factor Loading	Extract (h)	KMO	Bartlett's Test of Sphericity	Chi Square	Cum.% of Var. Explained
Charter	.827	.758	.72	.000	2094.48	68.47

Promises	.862	.758
Gimmick	.831	.693
Changes	.684	.516
Contents	.751	.700
Optimistic	.786	.659
Towards	.846	.789
Service	.672	.620
Rights	.658	.614
Standards	.623	.519
Explanation	.851	.764
Chance	.898	.823
Successfully	.700	.688

The Bartlett Test of Sphericity for this component showed that it is significant at the level of 0.000. The total percentage of variance explained by this factor is 68.47%. From the analysis, it can be seen that the factor loadings for all items in this component (independent variable) are quite high that consists of “13 items” namely “Charter” with factor loading (.827), “Promises” with factor loading (.862), “Gimmick” with factor loading (.831), “Changes” with factor loading (.684), “Contents” with factor loading (.751), “Optimistic” with factor loading (.786), “Towards” with factor loading (.846), “Service” with factor loading (.672), “Rights” with factor loading (.658). “Standards” with factor loading (.623), “Explanation” with factor loading (.851), “Chance” with factor loading (.898), and lastly “Successfully” with factor loading (.700). Thus, all items are retained and appropriate for further data analysis. Table 4.5 shows the elements of customers’ satisfaction (as dependent variable) that comprised of (service delivery, timeliness, information, professionalism and staff attitude):-

Table 4.5: Factor Analysis for each element of Customers Satisfaction

Items	Factor Loading	Extract (h)	KMO	Bartlett's Test of Sphericity	Chi Square	Cum.% of Var. Explained
Service Delivery	1		.86	.000	979.95	66.50
Counter	.865	.748				
Online	.641	.410				
Communication	.837	.701				

Initiative	.892	.796				
Flexibility	.817	.668				
Timeliness	1		.61	.000	2681.30	65.80
Hours	.673	.453				
Timeliness	.993	.985				
Efficiency	.878	.770				
Effectiveness	.767	.588				
Feedback	.786	.619				
Commitment	.730	.533				
Stipulated	.810	.657				
Information	1		.84	.000	1797.45	66.40
Information	.700	.730				
Keep	.814	.783				
Updating	.761	.772				
Detailed	.699	.496				
Provided	.741	.754				
Accurate	.773	.639				
Clear	.698	.590				
Forms	.584	.724				
Electronic	.633	.489				
Professionalism	1		.88	.000	2102.72	70.29
Treated	.789	.623				
Cooperation	.862	.743				
Dealing	.830	.690				
Problem	.878	.772				
Readiness	.831	.690				
Attention	.857	.734				
Track	.817	.668				
Staff Attitude	1		.90	.000	2624.05	67.01
Friendly	.792	.627				
Suggestions	.809	.655				
Willingness	.824	.679				
Safe	.828	.685				
Trust	.803	.644				
Sense	.859	.738				
Capable	.845	.714				
Knowledge	.792	.627				
Satisfied	.814	.663				

In this study, factor analysis was carried out for each of the elements of customers' satisfaction respectively was as follows:-

i. *Service delivery*

The results of Kaiser-Myer-Olkin (KMO) measure of sampling adequacy is .86, which is more than adequate that is point of reference at >.060 (Hair et.al.

2006). The Bartlett Test of Sphericity for this component showed that it is significant at the level of 0.000. The total percentage of variance explained by this factor is 66.50%. From the analysis, it can be seen that the factor loadings for all items in this component are quite high that consists of “5 items” namely “Counter” with factor loading (.865), “Online” with factor loading (.641), “Communication” with factor loading (.837), “Initiative” with factor loading (.892), and lastly “Flexibility” with factor loading (.817). Since, all items for factor loadings are high, thus, all items are appropriate for further data analysis.

ii. Timeliness

The results of Kaiser-Myer-Olkin (KMO) measure of sampling adequacy is .61, which is more than adequate that is point of reference at >.060 (Hair et.al. 2006). The Bartlett Test of Sphericity for this component showed that it is significant at the level of 0.000. The total percentage of variance explained by this factor is 65.80%. From the analysis, it can be seen that the factor loadings for all items in this component are quite high that consists of “7 items” namely “Hours” with factor loading (.673), “Timeliness” with factor loading (.993), “Efficiency” with factor loading (.878), “Effectiveness” with factor loading (.767), “Feedback” with factor loading (.786), “Commitment” with factor loading (.730) and lastly “Stipulated” with factor loading (.810). Since, all items for factor loadings are high, thus, all items are maintained for further analysis.

iii. Information

The results of Kaiser-Myer-Olkin (KMO) measure of sampling adequacy is .84, which is more than adequate that is point of reference at >.060 (Hair et.al. 2006). The Bartlett Test of Sphericity for this component showed that it is

significant at the level of 0.000. The total percentage of variance explained by this factor is 66.40%. From the analysis, it can be seen that the factor loadings for all items in this component are quite high that consists of “9 items” namely “Information” with factor loading (.700), “Keep” with factor loading (.814), “Updating” with factor loading (.761), “Detailed” with factor loading (.699), “Provided” with factor loading (.741), “Accurate” with factor loading (.773), “Clear” with factor loading (.698), “Forms” with factor loading (.584), and lastly “Electronic” with factor loading (.633). Since, all items of factor loadings are high, thus, all items are appropriate for further data analysis.

iv. *Professionalism*

The results of Kaiser-Myer-Olkin (KMO) measure of sampling adequacy is .88, which is more than adequate that is point of reference at $>.060$ (Hair et.al. 2006). The Bartlett Test of Sphericity for this component showed that it is significant at the level of 0.000. The total percentage of variance explained by this factor is 70.29%. From the analysis, it can be seen that the factor loadings for all items in this component are quite high that consists of “7 items” namely “Treated” with factor loading (.789), “Cooperation” with factor loading (.862), “Dealing” with factor loading (.830), “Problem” with factor loading (.878), “Readiness” with factor loading (.831), “Attention” with factor loading (.857) and lastly “Track” with factor loading (.817). Since, all items for factor loadings are high, thus, all items are maintained for further analysis.

v. *Staff Attitude*

The results of Kaiser-Myer-Olkin (KMO) measure of sampling adequacy is .90, which is more than adequate that is point of reference at $>.060$ (Hair et.al. 2006). The Bartlett Test of Sphericity for this component showed that it is significant at the level of 0.000. The total percentage of variance explained by this factor is 67.01%. From the analysis, it can be seen that the factor loadings for all items in this component are quite high that consists of “9 items” namely “Friendly” with factor loading (.792), “Suggestion” with factor loading (.809), “Willingness” with factor loading (.824), “Safe” with factor loading (.828), “Trust” with factor loading (.803), “Sense” with factor loading (.859), “Capable” with factor loading (.845), “Knowledge” with factor loading (.792) and lastly “Satisfied” with factor loading (.814). Since, all items for factor loadings are high, thus, all items are maintained for further analysis.

4.5 Reliability Analysis

According to Coakes, Steed and Price (2008), there are several different reliability coefficients and one of the most commonly used is Cronbach’s alpha, which is based on the average correlation of items within a test if the items are standardized. If the items are not standardized, it is based on the average covariance among the items. For this study, the Cronbach’s alpha of reliability was used for internal consistency and stability of the research structure (Sekaran, 2007). In relation to this, De Vaus (2002) stated that, data analysis relies on measurements being both reliable and valid. Hence, it is vital that the questions and data are assessed in order to fulfill these requirements. For this study, reliability analysis was carried out in two phases, firstly during the “pilot study” and for the second phase, reliability analysis was carried out for the “actual survey” respectively (as shown in table 4.6). Table 4.6 provides the details of all the measures of the items

exceeded the acceptance level of 0.70 (Hair et al., 2006), which indicates acceptable internal consistency of the variables and hence the scale is found to be reliable.

4.5.1 Reliability Analysis for the Pilot Study

For this study, a pilot test was conducted to validate the effectiveness of the survey instrument, the value of the questions or items in order to elicit the right information or responses from the respondents to answer the primary research questions and to achieve the research objectives. “10 variables” (Independent and Dependent Variable) were tested for the reliability analysis with total items of “95 items”. The variables comprised of 5 main Independent variables namely A Meet Customer Day (*Public Hearing*) with 13 items, Customer Feedback Forms (*Citizen Report Cards*) with 11 items, Community Scorecards with 12 items, Social Audit (*Post Implementation Review*) with 12 items and Customer Charter (*Client Charter*) with 10 items, whereas for Dependent variable that is “Customers satisfaction”, it was measured based on 5 elements of customers satisfaction namely “service delivery” with 6 items, “timeliness” with 6 items, “information” with 9 items, “professionalism” with 6 items and lastly “staff attitude” with 10 items. Thus, the result of the pilot study for all variables produced the Cronbach alpha a value which exceeded the acceptance standard of reliability analysis of 0.7 as proposed by Nunnally (1978). As shown in Table 4.6, the reliability coefficients values for the” pilot test” could be categorized as ranging from excellent to acceptable (George and Mallery, 2001) and hence, the scale is found to be reliable.

4.5.2. Reliability Analysis for the Actual Survey

Based on the abovementioned results of the reliability analysis for the pilot study, it showed that all variables achieved Cronbach’s alpha more than 0.7 at the acceptance standard of reliability analysis. Thus, it can be concluded that, all variables and items can be used and could proceed with the statistical analysis. However, to ensure face validity of the final questionnaire, it was sent to two academic experts from public

universities, and tall corrections were made based on their recommendations. Based on the discussion with the supervisor and two academic experts, for the actual survey, two independent variables namely *Community Scorecards with 12 items* and *Social Audit (Post Implementation Review) with 12 items* have to be excluded from the final survey. This is because, during the pre and pilot test, the respondents (customers of RTD) have no idea at all of the meaning and the existence of such variables. Even though the results of the pilot test indicated that the Cronbach's alpha value for both variables are high .933 and .919 respectively, in reality the respondents are not in the position to answer such questions and the responses (based on the results of reliability analysis) from them can be considered as invalid (Academic Experts, 2016). Hence, such variables [Community Scorecards and Social Audit (*Post Implementation Review*)] were excluded from actual survey and the other variables (Independent and dependent variable) could be used for further analysis.

According to Sekaran (2003), the reliability of a measure is established by testing for both consistency and stability. This means that, the reliability of the scale is a clear indicator of the quality instruments used and the scales are correctly designed. Therefore, it is imperative to assess the reliability of our questions or items as well as the data to confirm its reliability and consistency for the used for further analysis. For the actual survey of this study, reliability analysis was carried out for all the selected significant items within the factor. The greater the consistency items for each factor, the higher the coefficient alpha.

Thus, reliability coefficients known as Cronbach's Alpha for the variables (Independent and dependent variable) are presented in Table 4.6. Reliability test shows that Cronbach Alpha values of independent variables namely "a meet customer day" (public hearing) have a high values (.87), "customer feedback forms" (citizen report cards) and "customer charter" (client charter) indicates that the scale are acceptable

consistent and reliable to measure the variables that is (.78) and (.75) respectively. In terms of the dependent variable, the Cronbach's Alpha value for overall customer satisfaction items that is 37 items is the Cronbach's Alpha value is .93 which is more than the acceptable level .70.

**Table 4.6: Reliability Analysis for Each Variable (Cronbach's Alpha)
(George and Mallery, 2001)**

	<i>(Pilot Study)</i>	<i>N=30</i>	<i>N=384</i>	<i>(Actual Survey)</i>	
<i>Variables</i>	<i>No of Items</i>	<i>Cronbach's Alpha</i>	<i>No of Items</i>	<i>Cronbach's Alpha</i>	<i>*Description (George & Mallery, 2001)</i>
A Meet Customer Day (<i>Public Hearing</i>)	13	.955	12	.87	Good
Customer Feedback Forms (Citizen Report Cards)	11	.963	10	.78	Acceptable
Community Scorecards	12	.933	<i>excluded</i>	<i>excluded</i>	<i>None</i>
Social Audit (<i>Post Implementation Review</i>)	12	.919	<i>excluded</i>	<i>excluded</i>	<i>None</i>
Customer Charter (Client Charter)	10	.908	13	.75	Acceptable
Overall Customer Satisfaction	37	.93	37	.93	Very Good

In a nutshell, both the statistical analyses of Factor Analysis and Reliability Analysis discussed above of the data confirmed that the measurement scales used in this study have met the acceptable standard of validity and reliability.

4.6 Pearson Correlations between All Variables

Correlation is a bivariate analysis that measures the strength and direction of the linear relationship between two variables (Pallant, 2005). The intercorrelation in this study was carried out by using Pearson's r Correlation, is widely used in statistics to measure the degree of the relationship between the linear related variables. According to Salkind (2000), the correlation coefficient can be interpreted the following using indicators: correlation between 0.8 and 1.0 (Very strong), 0.6 and 0.8 (Strong), 0.4 and 0.6 (Moderate), 0.2 and 0.4 (Weak) lastly 0.0 and 0.2 (Very Weak).

Table 4.7: Matrix Pearson's Correlation Coefficient of the Study Variables

Variables	1	2	3	4	5	6	7	8	9
A Meet Customer Day (PH)	1								
Customer Feedback Forms (CRC)	.350*	1							
Customer charter (CC)	.271*	.743*	1						
Service delivery	.306*	.075	.100	1					
Timeliness	.380*	.108	.122*	.818*	1				
Information	.542*	.145*	.166*	.727*	.718*	1			
Professionalism	.487*	.230*	.315*	.747*	.821*	.790*	1		
Staff attitude	.427*	.090	.114*	.853*	.820*	.734*	.818**	1	
Overall Customer Satisfaction	.465*	.144*	.183*	.916*	.916*	.863*	.921**	.931*	1

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

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

As shown in Table 4.7, the correlations between all the variables were carried out. From the analysis, it can be seen that the correlation for all variables are mostly positively significant and display varying degrees of relationships. Table 4.7 also showed that a meet customer day has the highest degree of relationship ($r=0.542$,

$p < 0.01$) with information as categorized by Salkind (2000) as a significant positive moderate correlation between the two variables. It also has significant positive weak correlation with customer feedback form ($r = .350$, $p < 0.01$), customer charter ($r = .271$, $p < 0.01$), service delivery ($r = .306$, $p < 0.01$), timeliness ($r = .380$, $p < 0.01$), professionalism ($r = .487$, $p < 0.01$), staff attitude ($r = .427$, $p < 0.01$) and overall customers satisfaction ($r = .465$, $p < 0.01$).

In terms of customer feedback forms, it has the highest degree of relationship with customer charter ($r = .743$, $p < 0.01$). It also has a positively weak correlation with professionalism ($r = .230$, $p < 0.01$) and also is positively very weak correlation with information ($r = .145$, $p < 0.01$) and overall customers satisfaction ($r = .144$, $p < 0.01$). Meanwhile, it also has a positive and very weak correlation with service delivery ($r = .075$), timeliness ($r = .108$) and staff attitude ($r = .090$) but the correlation is proved to be not significant respectively. Customer charter produced positive and weak correlation with professionalism ($r = .315$, $p < 0.01$) and positive very weak correlation with timeliness, information, staff attitude and overall customer satisfaction ($r = .122$, $p < 0.05$), ($r = .166$, $p < 0.01$), ($r = .114$, $p < 0.01$) and ($r = .183$, $p < 0.01$) respectively. It also has a positive and very weak correlation with service delivery (.100) but the correlation is not significant.

Service delivery produced highest the degree of relationship with overall customers satisfaction, staff attitude and timeliness ($r = .916$, $p < 0.01$), ($r = .853$, $p < 0.01$) and ($r = .818$, $p < 0.01$) respectively as categorized by Salkind (2000) as a significantly strong correlation between the variables. It also has a positive and strong correlation with information ($r = .727$, $p < 0.01$) and professionalism ($r = .747$, $p < 0.01$). Timeliness indicates a significant positive and very strong relationship with overall customers satisfaction ($r = .916$, $p < 0.01$) and a significant strong correlation with professionalism

($r=.821$, $p<.0.01$) and with staff attitude ($r=.820$, $p<.0.01$). It also has a significant positive and moderate correlation with information ($r=.718$, $p<.0.01$).

In terms of information, it has a significant and positive strong correlation with overall customers satisfaction ($r=.863$, $p<.0.01$) and significant positive strong correlation with professionalism and staff attitude ($r=.790$, $p<.0.01$) and ($r=.734$, $p<.0.01$) respectively. Meanwhile, professionalism has a significant and very strong correlation with overall customers satisfaction ($r=.921$, $p<.0.01$) and significant positive strong relationship with staff attitude ($r=.818$, $p<.0.01$). Staff attitude has a significant positive strong correlation with overall customers' satisfaction ($r=.931$, $p<.0.01$). According to Salkind (2000), a correlation value with (.8 and 1.0) is a very strong correlation where a high multicollinearity problem may exist. However, to cope with a high multicollinearity, centering method could be used as remedy.

4.7 Assumptions in Multiple Regression Analysis

Multiple regression analysis was used to determine which predictor variables can best explained the dependent variable. However, prior to the regression analysis, several assumptions about the relationship between the dependent variables and independent variable were made to minimize the errors in predictions. Normality, linearity and homoscedasity were checked by inspecting residual scatter and normal probability plot of regression standardized residuals. In the normal probability plot, all points should lie in the reasonably straight diagonal line from bottom left to top right. Other than that, outliers also has been assessed through the table entitled casewise diagnostics.

Based on the output the outliers can be detected in all constructs for dependent variable (elements of customer satisfaction namely service delivery, timeliness, information, professionalism and staff attitude) and independent variables (namely a meet customer day (public hearing), Customer Feedback Forms (Citizen report cards) and Customer charter (Client charter). Therefore, Cook's distance was used to further examine the outliers. According to Tabachnick and Fidell (2001), cases with Cook's

Distance larger than 1 are potential problem outlier. In this study, all the cases with the outliers were below than 1 of Cook's Distance, thus it is suggested that outliers were not a problem. According to Field (2000) stated that there is no real need to delete any significant outliers (if any) if it does not have a large effect on the regression analysis. Nevertheless, to carry out multiple regression analysis, several assumptions must be met. For example, in this study; there was no perfect *multicollinearity* that is no perfect linear relationship between two or more of the predictors. This means that, the predictors variables should not correlate too highly. In this study, collinearity test has shown the *tolerance value* is 1.00 that is exceeding 0.01 and the value of *variance inflation factor* (VIF) does not exceed 10 (in this study the VIF value is 1.00). Hence, the results indicated that there was no *multicollinearity* in this study.

4.8 Findings of the Study

This section presents the findings of this study based on quantitative survey and subsequently the results of the questionnaire survey were further explained through semi-structured individual interview in relation to the research objective as stated in Chapter 1. Thus, the study findings would start first with the description of demographics information of the respondents from the questionnaire survey and the semi-structured individual interview respectively which is presented as follows:-

Table 4.8: Demographic Profile of Respondents

Demographics	Details	Frequency	Percentage (%)
Gender	Male	247	64.3
	Female	137	35.7
Age	20 - 24 years old	105	27.3
	25-29 years old	88	22.9
	30-34 years old	127	33.1
	35-39 years old	43	11.2
	More than 40 years old	21	5.5
Race	Malay	303	78.9
	Chinese	40	10.4
	Indian	38	9.9
	Others (i.e:Iran)	3	0.8
Marital Status	Married	185	48.2
	Single	199	51.8
Highest Educational Level	Primary	2	0.6
	Secondary	151	39.3

	University	211	54.9
	Others (i.e:Polytechnic)	20	5.2
Occupational Sector	Public Sector	82	21.4
	Private Sector	139	36.2
	Self-employed	105	27.3
	Student	46	12.0
	Unemployed	12	3.1
How Many Times	1 – 5 times	241	62.7
	6- 10 times	88	22.9
	11 – 15 times	24	6.3
	More than 15 times	31	8.1
Types of Services	Counter Service	252	66.0
	Online Service	9	2.3
	Both (Counter service and Online service)	118	30.7
	Others (i.e: Kiosks)	5	1.0

From a total of 384 respondents which amounts to 76.8% response rate, it was found that the highest number of respondents 247 (64.3%) were represented by males, whereas 137 (35.7%) were females. Therefore, this study showed that the most of the respondents are represented by male. The percentage of the largest group (33.1%) included those respondents whose age ranged between 30 to 34 years; followed by those whose age are between 20 to 24 years old (27.3%). Those whose age between 25 to 29 years old accounted for (22.9%) of the whole population, while those whose age 35 to 39 years accounted for only (11.2%) and (5.5%) belong to the age group of more than 40 years old. It was found that the highest number of respondents were Malay with (78.9%), followed by Chinese with (10.4%), Indians with (9.9%) and others (0.8%).

With respect to marital status, more than half of the respondents were single with (51.8%) and followed by married (48.2%). With regards to highest educational level of respondents, more than half (54.9%) of the respondents had from university education, followed by secondary (39.3%), others (5.2%) and primary school (0.6%). In terms of occupational sector, the highest number of the respondents were from private sector (36.2%), followed by self-employed (27.3%), then public sector (21.4%), students (12%) and unemployed (3.1%). With regard to how many times the respondents received services at RTD, more than half of the respondents received services about “1 to 5 times” (62.8%), followed by “6 to 10” times (22.9%), “more than

15 times” only (8.1%) and lastly “11 to 15 times” (6.3%). In this study, more than half of the respondents dealing at the counter service (65.6%), while (30.7%) of the respondents dealing with both (counter and online service), and only (2.3%) of the respondents dealing with online service and others (1.3%) respectively.

The following sections presents the demographic information of the participants involved in a semi-structured individual interview. In this study, the participants involved two different categories of respondents. Firstly customers who received services at RTD Padang Jawa and and second is the RTD staff. They were chosen based on purposive sampling technique as discussed in Chapter 3.

As shown in Table 4.9 and Table 4.10 respectively it indicated the demographic information of the participant’s nine (9) in total that comprised of (5) five customers and (4) four staff. The demographic information focused on gender, age, race, educational level, grade and their personal experiences with regards to a meet customer day, customer feedback forms and customer charter at RTD, Padang Jawa, Selangor.

Table 4.9: Demographic Profile of the Participants (Customers)

<i>Participants</i>	<i>Gender</i>	<i>Age</i>	<i>Race</i>	<i>Educational Level</i>	<i>Experience in Social Accountability Mechanisms</i>
Participant A	Male	20-24	Malay	Secondary	Yes
Participant B	Female	25-29	Chinese	University	Yes
Participant C	Female	30-34	Indian	University	Yes
Participant D	Male	35-39	Malay	Secondary	Yes
Participant E	Male	More than 40 years	Malay	Secondary	Yes

As shown in Table 4.9, there were five (5) participants involved in the interview session. Out of five participants, three of them were males and two participants were

females. Besides, in this interview, all the participants were chosen from different categories gender, ages, different races and educational background. This is based on the basis that the researcher's intention is to seek information and perceptions of the participants based on different point of views that might represent the population.

Table 4.10: Demographic Profile of the Participants (RTD Staff)

<i>Participants</i>	<i>Gender</i>	<i>Age</i>	<i>Race</i>	<i>Grade/ Position</i>	<i>Experience in Social Accountability Mechanisms</i>
Participant F	Male	35-39	Malay	A	Yes
Participant G	Female	40 and above	Malay	B	Yes
Participant H	Female	30-34	Malay	C	Yes
Participant I	Male	25-29	Malay	C	Yes

As shown in Table 4.10, there were four (4) participants (staff) involved in the interview session. In terms of gender, there were two male and two female respondents. Besides that, all the participants were chosen from different categories of age group, and level of position or grade. This is based on the basis that the researcher's intention is to seek information and perceptions of the participants based on different point of views that might represent the service provider that is RTD

In addition to the demographic information, in this study each of the participants was asked questions which focused on the influence of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter towards customers' satisfaction particularly at RTD Padang Jawa, Selangor. The main purpose of this interview was to obtain more in-depth understanding and explanation based on participant's perceptions, experiences related to this topic of study. Furthermore, the interview questions were derived from the results of the quantitative survey (Phase one) related to research objectives.

The following results are presented based on research objectives respectively as follows:-

- (1) To identify the level of customer satisfaction in relation to service received at RTD
- (2) To identify the implementation level of social accountability mechanisms with respect to a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively at RTD
- (3) To examine the difference in customer satisfaction on the basis of their demographic background (i.e; gender, age and educational level) at RTD
- (4) To examine the relationship between a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively with customer satisfaction at RTD
- (5) To explain the most influential mechanisms of social accountability (i.e; of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customer satisfaction at RTD.

4.9. Level of Customer Satisfaction

In order to enhance the quality of public service delivery that eventually would affect the level of customers' satisfaction at RTD. Thus, it is important to understand what are the elements or the key drivers of satisfaction in public services, that are most important in measuring, understanding and determining customer's satisfaction especially with regards to public service delivery. Hence, in relation to this study, customer's satisfaction was measured in terms of five (5) main elements namely, service delivery, timeliness, information, professionalism and staff attitude. In this study, the respondents were asked to assess the level of satisfaction based on 5 points Likert scale ranging from (1) Very dissatisfied to (5) Very satisfied (MORI, 2004).

As shown in Table 4.11, the study findings revealed that the respondents were moderately satisfied in relation to services delivered particularly at RTD, Padang Jawa, Selangor. This can be seen with mean value of the overall customers' satisfaction which

indicates (M=3.53; SD=2.75) (see Table 4.11). Hence, this results showed that the overall customer satisfaction level in relation to services received at RTD Padang Jawa is at the moderately high (Nunally, 1978; and Stufflebeam 1972). While, by looking at each of the element of customers satisfaction, the highest mean score is staff attitude, is moderately high level with mean value of (M=3.62; SD=0.60), is followed by service delivery (M=3.56; SD=0.67), timeliness (M=3.51; SD=0.54), information (M=3.50; SD=0.50) and the lower means score is professionalism with a mean value (M=3.43; SD=0.68). However, the mean value for each element is only slightly different.

Table 4.11: Level of Customer Satisfaction

Variables	Min	Max	Mean	SD	Level
Service delivery	2.00	5.00	3.56	0.67	Moderately High
Timeliness	2.00	4.86	3.51	0.54	Moderately High
Information	2.00	4.33	3.50	0.50	Moderately High
Professionalism	2.00	5.00	3.43	0.68	Moderately High
Staff attitude	2.00	5.00	3.62	0.60	Moderately High
Overall Customer Satisfaction	2.00	5.00	3.53	2.75	Moderately High

In a nutshell, this study findings indicates that the overall customer's satisfaction level is at the moderately (high) in relation to services received particularly at RTD Padang Jawa, Selangor. Due to the current findings, RTD Padang Jawa has to devote and pay greater attention perhaps in terms of continuous improvement in all elements of satisfaction in order to achieve the maximum level of customer's satisfaction from moderately high to highly satisfy in relation to the services rendered by RTD, especially at Padang Jawa, Selangor.

Notably, for many years most organizations especially public service organizations, are struggling and striving towards achieving maximum level of

satisfaction from their customers. For instance, in the private sector, satisfaction is the most important tools that will assist them to increase their sales, to maximize and to generate their profits especially in business environment. Conversely for the public service organization, the aim is to improve the quality of public services as a whole. Thus, it is very crucial to public service providers to really understand what are the key drivers or elements that are most important in order to determine and to trigger the customers satisfaction. Referring to Development Administration Circular 2 (DAC 2, 2005), the public agencies in Malaysia are being measured in terms of *(i) the efficiency and effectiveness of the process of service delivery, (ii) human resource and financial productivity, and (iii) customers satisfaction towards the service received* (DAC, 2005). Hence, in the context of RTD, the current study would focus on customer satisfaction rendered by RTD Padang Jawa, Selangor.

With regards to the present study, nowadays customers are very sophisticated, they always set high expectations towards the service providers in delivering their services to the public. Even though many reforms have been undertaken by public service organizations such as Good governance, New Public Management (NPM), Key Performance Indicator (KPI), Total Quality Management (TQM) and many other reforms, the implementation of the reforms such as NPM also has not led to significant changes (Abdul Khalid, 2008). In fact, the Malaysian public sector continues to suffer from inefficiency, lack of financial discipline and accountability (Siddique, 2006; Abdul Khalid, 2008).

Surprisingly, a recent study conducted by Romli and Ismail (2014) stated that even though the Malaysian government has implemented TQM for more than 20 years, the performance of the public services in Malaysia, still receive much criticisms and

complaints. The public claimed that, such agencies are still unable to deliver high quality services to meet the public's expectations. This is because the customers always put high expectations on service providers especially when the service transactions involved counter service where human interaction (face to face) occurs between front liner and customers. That is why, managing high contact services are very important especially at the counter service. Thus, the front liner should be well-trained and well-equipped with knowledge, skills and abilities in handling the customers. Not only that, it shows that the roles of the employees are vital in understanding the needs and expectations of the customers'.

In addition, customers' do not only evaluate the services received based on their expectation (either met or not the expectation), their service experiences (either before, during and after service consumption), service quality of the service providers either they received good or bad services. But actually it goes beyond that, it is closely related on how service providers establish the relationship between service providers and the customers (Cengiz, 2010). In relation to the current study findings, the result apparently showed that, staff attitude play a vital role because it can influence people in shaping customer satisfaction in relation to services delivered by service providers such as at RTD, Padang Jawa, Selangor.

With respect to this the significant drivers of satisfaction the staff attitude, Lepkova and Zukaite (2012) stated that quality is often understood as an attitude, and a customer evaluation of a service and his or her satisfaction is considered to be the measure of a transaction. Due to this, quality can be regarded as the main construct in shaping satisfaction and not only that, it also can lead people to perceive value into the products or services. In relation to this study, it involved subjective quality that related to customer's imagination, personal experiences, emotions, expectations and attitudes

are taken into consideration Bagdoniene, Hopeniene, (2004); Langviniene, Vengriene, (2005).

However, the findings of the current study support the previous research carried out by Atkinson and Knutson (1988) found out that, courtesy of staff determines customer satisfaction and friendliness of employees are important. Not only that, this study was further supported the results of Barsky and Labagh (1992) which indicated that, employee attitude is likely to influence traveller's satisfaction. This study also is consistent with other research found by Akan (1995) which showed that, the main determinants of hotel guest satisfaction are the behavior of the employees, cleanliness and timeliness. Furthermore, this study also corresponds with the findings of Andrzejewski and Lagua (1997) on the use of a customer satisfaction survey by health care regulators: a tool for total quality management. Based on the findings, the researchers indicated that three highest level of customer satisfaction were in courtesy of staff (90%), efficient use of onsite time (84%) and respect for provider employees (83%). Not only that, positive comments frequently mentioned by respondents related to the knowledge, good demeanor of staff and professionalism. The most common negative comments related to dissatisfaction such as inconsistent with the interpretation of regulations, poor judgment, lack of objectivity and long response time in returning telephone calls. While, Choi and Chu (2001) concluded that staff quality, room qualities and value is the top three hotel factors that determine traveler's satisfaction (Choi and Chu, 2001).

Most importantly, these results are consistent with the data obtained by MORI Social Research Institute (2004) on behalf of the Office of Public Service Reform (OPSR). The main objective of MORI study was to identify a set of elements that have an impact on satisfaction with different public services. Thus, based on the analysis of

MORI study indicated that, performance of the key elements for overall satisfaction tends to be high on rating of staff in which people are most satisfied with staff attitude, followed by professionalism. However, people are less satisfied with better information, service delivery and timeliness. Moreover, with regards to MORI study, the area that needs more attention and crucial to customers which currently receive lower satisfaction scores are the service ability to keep customers informed about progress (information) and the way the service provider handle problems (service delivery).

The result also is in line with the present study, where people are less satisfied with information provided particularly at RTD Padang Jawa, Selangor. Due to this current analysis, this element should be improved further especially with respect to public service transactions. Therefore, the current study suggests that information elements should be improved where the service providers have to keep people updated throughout the service process. Thus, MORI has suggested that the public services should not just provide information to the customers at the initial contact but it must be throughout the process of service delivery to the customers. The information should be accurate, comprehensive, and up-to-date to customers.

This above mentioned finding was supported by the Center for the Study of Social Policy (CSSP, 2007) with regards to information, in which they suggests that customers should be given adequate information, encouragement and mechanisms for them to evaluate the services they received, customer expectations and demands can change. This is because whether customers are satisfied or not when their expectations are met or not met (CSSP, 2007). Most importantly, the customers have to be exposed to information and experiences that will increase people awareness especially about the quality of services (CSSP, 2007).

With regards to the above findings, Lepkova and Zukaite (2012), highlighted that the nature of service employees and customers interaction would affects the heart of

customers' evaluation based on their service experience with the employees especially when it involved service counter. It actually could influence the customer impression towards the service provider. This statement was in line with a phrase "the first impression is very important". Therefore, the role of service provider in creating customer satisfaction should be emphasized (Lepkova and Zukaite, 2012).

Apart from that, in order to enhance service delivery, employees are supposed to be approachable, friendly, warm and helpful and display a positive attitude. In fact, customers always catch the displayed emotions of the employees, or it is known as "emotional contagion" (Lepkova and Zukaite, 2012). Emotional contagion focused on the transference of positive attitudes of the employees such as smiling and friendliness and this was related to those employees who have high job satisfaction with positive moods and emotions (Lepkova and Zukaite, 2012). This findings supported the previous research which showed that these positive attitude actually will spread and affects customers, while negative attitudes also can be transferable to customers (Williams's *et al.*, 2011); Webster, Sundram, 2009).

According to Wallace and Pulford (2006), they believed that most of the public services actually can perform even better in delivering their services to the public. This can be achieved if they really emphasized and focused in every aspect of their work for example, in every service and everyone working in the public sector is devoted on consumers or known as consumer focused (Wallace and Pulford, 2006). For Scottish Consumer Council, the term "consumers" are considered as a wider group than just those who have recently used the service, but the term also includes people who are eligible to use a service. Apart from this report, Wallace and Pulford, (2006) stated that, A Cabinet office or MORI (2004) was able to identify the factors that lead to satisfaction especially in public services, the factors namely (i.e; delivery, timeliness, information, professionalism and staff attitude).

Nevertheless, Wallace and Pulford, (2006) has found that, the model that was developed by MORI (2004) fails to include any information on how customers or consumers could involve in planning services. This means that, the Scottish Consumer Council believed only by listening to consumers, the public services or service providers can accurately plan their services that can really fulfill and meets consumers' needs and expectations (Wallace and Pulford, 2006)). Hence, based on the research that was carried out by Wallace and Pulford, (2006) and MORI (2004), they suggested that there are six "key" or drivers to unlocking customer satisfaction with public services (Wallace and Pulford, 2006).

Therefore, the six keys to unlocking customers satisfaction are, (1) Information about services, (2) Information about standards, (3) Access (include three main elements; accessibility, availability and acceptability), (4) Putting things right, (5) Professionalism and staff attitude, and lastly (6) Listening to customers or used interchangeably with the term consumers (Wallace and Pulford, 2006).

According to Wallace and Pulford, (2006), customers are not fully able to change the service providers, but there is always a ways that enable them to change the public service and public sector organizations through getting feedback on how well the public service perform. Hence, it is very important for service providers to give customers a "voice" and "listening to their opinions" (Wallace and Pulford, 2006).

There are many ways for example through customer feedback forms known as satisfaction survey, consultations, consultations, a meet customer day (public hearing), user panels and others. Here, the public services need to choose which one is most appropriate for their services (Wallace and Pulford, 2006).

In relation to the current study, measuring customer satisfaction is very imperative in order to improve public service delivery and to enhance the level of customer's satisfaction. Measuring customer satisfaction can be regarded as a means to achieve an end which is service improvement. Thus, the service improvement process includes the following process, namely, first is define and reflect about the service and its customers, second obtain the existing customer-related data, third is measuring your customer's experience, fourth is carry out data analysis and developing insights, fifth is developing action plan and communicating about the plan and lastly taking action to improve the service as a whole.

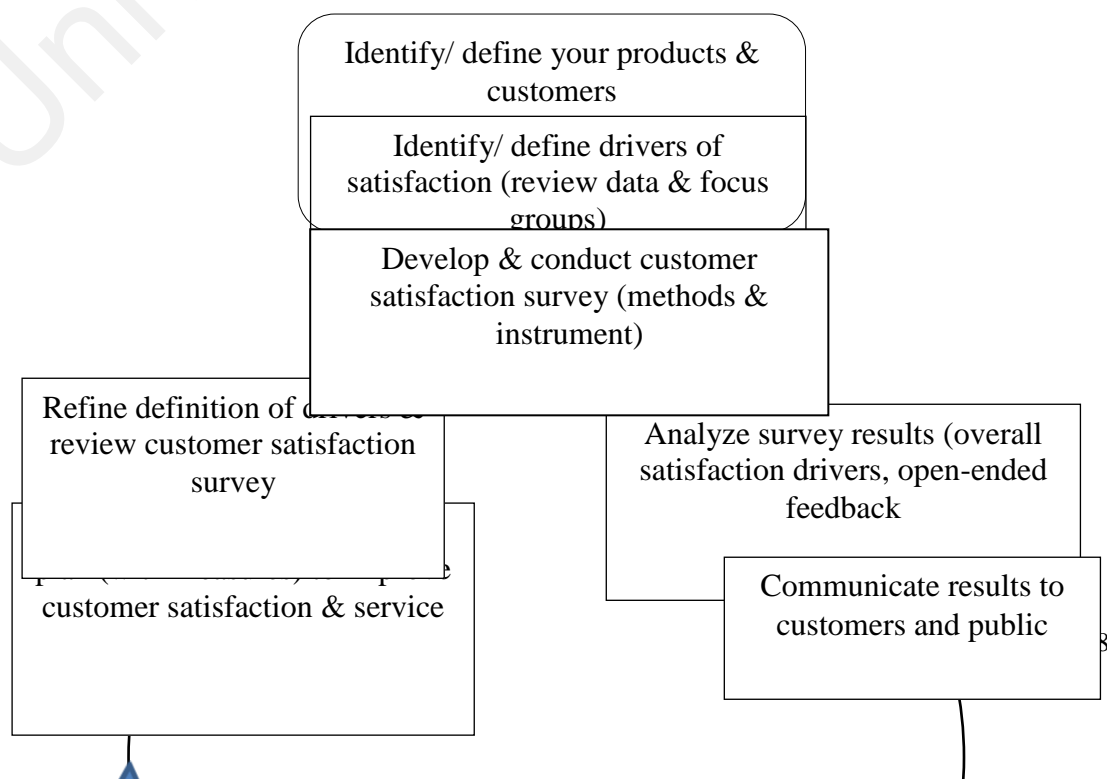


Figure 4.28: King County Satisfaction Measurement and Improvement Process
(Source: King County's Executive Office, 2010)

Therefore, in line with the current study findings, the above diagram represents the customer satisfaction measurement and improvement process in King County (2010) that can be applied in public service organization particularly at RTD Padang Jawa, Selangor, with the aim to improve the level of customer's satisfaction from moderately high to high level of customer satisfaction in relation to services rendered by RTD Padang Jawa, Selangor.

4.10 The Implementation Level of Social Accountability Mechanisms with respect to a Meet Customer Day, Customer Feedback Forms and Customer Charter at RTD.

Even though the Malaysian public sector has had a fairly comprehensive measurement system, but it is still lacking in terms of implementation as well as insufficient disclosure of these performance information to the wider public. As a result, this would hinder the public's capacity to evaluate the level of accountability as well as performance of the various public agencies (Nur Barizah *et al.*, 2011). Table 4.12 indicates the implementation level of a meet customer day, customer feedback forms and customer charter respectively at RTD Padang Jawa, Selangor as below:-

Table 4.12: The Implementation Level a Meet Customer Day, Customer Feedback Forms and Customer Charter at RTD

Variables	Min	Max	Mean	SD	Level
A meet customer day (Public hearing)	3.00	5.00	3.70	0.42	Moderately High
Customer feedback forms (citizen report cards)	3.00	4.40	3.82	0.30	Moderately High
Customer charter (Client charter)	3.00	4.54	3.91	0.28	Moderately High

As shown in Table 4.12, the present study finding has revealed that the implementation level of social accountability mechanism with respect to a meet customer day, customer feedback forms and customer charter particularly at RTD is at a moderately high. This can be seen with mean value of a meet customer day indicates (M=3.70; SD=0.42), customer feedback forms indicates (M=3.82; SD=0.30), and customer charter with (M=3.91; SD=0.28) respectively. Meanwhile, by looking at each of the mechanism, the current findings indicates that customer charter reported the highest mean score with mean value of (M=3.91; SD=0.28), followed by customer feedback forms (M=3.82; SD=0.30), and the lowest mean score is a meet customer day indicates (M=3.70; SD=0.42).

However, it is important to note that, the implementation level for each of the different mechanism namely a meet customer day, customer feedback forms and customer charter indicates only slight difference in the mean values between them. Therefore, as shown in Table 4.13, Nunally (1978) and Stufflebeam (1972) suggested that the mean score between the range of 3.01–4.00 required incremental changes for the purpose of development and continuous improvement with regards to any program or other reforms undertook by organization either for public or private sectors similar like the findings show at RTD.

Table 4.13: Interpretation of Mean Value and Form of Changes (Nunally, 1978 and Stufflebeam, 1972)

Mean value	Interpretation	Form of	Purpose(s)
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changes			
1.01 -2.00	Low	Metamorphic	Comprehensive changes need to be done
2.01 -3.00	Moderately low	Neomobilistic	Innovative effort and major changes
3.01-4.00	Moderately high	Incremental	Development and Continuous improvement
4.01-5.00	High	Homeostatic	Maintain the existing balance in programmes

Based on the current study findings, apparently it showed that RTD has to undertake incremental changes for each mechanism namely a meet customer day, customer feedback forms and customer charter respectively for the purpose of development and continuous improvement as suggested by (Nunally; 1978 and Stufflebeam; 1972) especially at RTD Padang Jawa, Selangor.

Thus, RTD has to revisit the way RTD has implemented such mechanism where such implementation should be monitored closely, evaluated regularly, reviewed holistically, improvised comprehensively and try to optimize the continuous improvement in order to achieve high level of social accountability mechanism practices especially related to a meet customer day, customer feedback forms and customer charter and also aims to enhance customers' satisfaction level especially with regards to public service delivery at RTD Padang Jawa, Selangor. Since, the current study is devoted to social accountability practices that is closely related to bottom-up approach, hence, it is very important for service providers to have effective engagement with the public and include the voices of the general public or the grass roots level especially the RTD customers, by take into account the customers' input or information, responses or feedback and their opinions as a main source of innovation and optimize it as a continuous improvement efforts in decision making process of RTD.

In relation to the current study findings regarding the implementation level of each mechanism (i.e; a meet customer day (public hearing), customer feedback forms

(citizen report cards) and customer charter (client charter), a study carried out by Rosener (1978), has highlighted that the effectiveness of the various public participation methods needs to be established. However, Rowe and Frewer (2000) has pointed out that what constitutes “effectiveness”, how to determine the “effectiveness” either theoretically or empirically really needs the understanding on the results of the implementation of public participation and what constitutes “good” outcomes and what processes contribute to it (Rowe and Frewer, 2000). Unfortunately, there is little comprehensive or systematic consideration of studies of these matters in the academic literature and whether any particular application of particular method (refers to public participation methods) may be considered successful remains underdetermined (Rowe and Frewer, 2000).

Meanwhile, Cooper, Bryer and Meek (2006) in their study on citizen-centered collaborative public management highlighted that conceptual model for civic engagement in collaborative public management also has limited verification. Due to this limitation, the model known as approaches to civic engagement is appropriate as an initial means of understanding how collaborative public management can successfully include citizens through civic engagement. Likewise, as highlighted by Joshi (2010), even though the growing literature on the wide range of social accountability initiative such as citizen report cards (customer feedback forms), public hearing (a meet customer day) and other initiatives involved, conversely, there is little attempt to analyze these mechanisms or initiatives comparatively. How do specific context influence the potential for success of particular types of initiatives. For example, are citizens report cards more likely to succeed or be effective in context where there is a perceived competition among public agencies? Or is the community scorecard or public hearing is more appropriate to encourage constructive engagement between service providers and citizens (Joshi, 2010).

Furthermore, Bisht and Sharma (2011), in their study on Social Accountability; Governance Scenario in the Health and Education Sector stated that the policies undertaken appear to be good and perfect, but the actual implementation and delivery is far from being satisfactory. A Study by Bisht and Sharma (2011) seemed to be in line with a study by Robinson (2015), who revealed that policy problems faced by governments are increasingly complex, wicked, and global rather than focus, simple, linear and national focus. Also the prevailing paradigms which the public sector reforms are designed and implemented are relatively static (Robinson, 2015).

Hence, Bisht and Sharma (2011) suggested that some key factors are pivotal for the success of such mechanism related to strengthen social accountability in the system. There are some key factors for effective implementation of a programme such as focused on development of a mechanism on information exchange and continuous dialogues such as public hearing (in the context of RTD it refers to a meet customer day) between community and service provider of the programme, be more transparent and information disclosure or sharing information, attitudes, skills and practice more on listening and create constructive engagement with community, the ability and willingness of the service providers to be accountable and responsible to the public (Bisht and Sharma, 2011).

Meanwhile, Robinson (2015), suggested that public sector reform should be putting the needs and interest of citizens at the heart of reforms efforts consistent with the New Public Service approach. Here, the New Public Service approach emphasized that the focus of public management should be citizens, community and civil society. Thus, in seeking to fulfill wider societal needs and develop solutions that are consistent with the public interest, government will need to be open and accessible, accountable and responsive, and operate to serve citizens. In fact, the accountability need to extend beyond the formal accountability of public servants to elected officials in the

management and delivery of budgets and programme to accommodate a wider set of accountability relationship with citizens and community (Robinson, 2015). More importantly, Robinson (2015) also highlighted that placing citizens at the center public sector reform efforts has important implications for the design and sustainability of reforms.

Meanwhile, referring to the Department of Performance Monitoring and Evaluation (DPME) (2013) has reported that, there are existing examples of citizen-government monitoring such as social accountability mechanisms practices, however studies by the Office of Public Service Commission highlighted that the existing implementation are not similar and there is a need for guidelines, for practices to be institutionalized, for strengthening the use of findings in decision making, for training of the officials on how to plan and manage citizen participation (DPME, 2013). According to Boelen (2016) in the context of medical education, social accountability is helpful with the aims to plan, implement and evaluate medical education program. In fact, social accountability seems to have strong values that societies regard as important in service delivery health comprised of quality, equity, relevance and effectiveness (Boelen, 2016).

Likewise, Gurung (2016) in his study with particular emphasized on social accountability mechanisms in the Primary Health Care system in the Dang District Nepal suggests that social accountability interventions should be thought holistically with proper links or relations established between different mechanisms. Not only that, the implementation of the mechanisms should be advocated with sound supervision, monitoring, resources, training and capacity building measures between both community and service providers (Gurung, 2016). This is based on the basis that if citizen and other stakeholders are not aware about the existence of voice mechanisms and how they work, it is very unlikely that such mechanisms can act as accountability

tools. Hence, there is a need to increase the level of awareness of social accountability mechanism (Gurung, 2016).

4.11 Demographic Variables and Customers' Satisfaction

The third objective of this study was to examine the difference in customer satisfaction on the basis of their demographic background (i.e; gender, age and educational level) at RTD Padang Jawa, Selangor. This is based on the perceptions of the customers that received services at RTD. In order to address this objective, T-test for two independent samples and One-way ANOVA were carried out to compare the mean scores for demographic factors on customer satisfaction of the respondents. Thus, the results of the findings are presented as follows:-

4.11.1. Pursuant to research question 3, null hypothesis that follows was tested between gender and customer satisfaction

Null Hypothesis Ho1: There is no significant difference in customer satisfaction between males and females (gender)

The gender of the respondents is one of the most important factors towards customers' satisfaction level in this study. Also, in this study there is no discrimination to study the level of customers' satisfaction with regards to any kind of services among male and female group. In today's world, women are equally competing with men in all fields or sectors such as in business, education, cabinet, military, research, and other fields. For this study, gender classification is observed. The sample consists of 247 male respondents and 137 female respondents, making a total of 384 respondents.

In this study, the dependent variable is "customer satisfaction" and independent variable is "gender". Results of the t-test analysis in customer satisfaction between gender is shown in Table 4.14 as follows:-

Table 4.14 Results of Differences between Gender in Customer Satisfaction using Independent T-test Analysis

Variable's	Mean	t-value	df	p-value	Decision
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Gender	Male	17.42	-2.263	382	.024 (*)	Reject HoI
	Female	18.08				

In this study, the Levene's test indicates that all group variances are assumed to be equal at p-value greater than .05. Mean, t-test for equality of means indicates that $t = -2.263$, $df = 382$, $sig. (2 \text{ tailed}) = .024$ and it is significant as p-value less than .05 ($p < .05$) (see Table 4.14). Thus, statistically the study findings indicate that there was a significant difference in customer satisfaction between male and female. Besides, the results of mean score reported that female respondents are more satisfied as compared to male respondents with female ($M=18.08$) while male with ($M=17.42$) respectively. As a result of the study findings, this study reject null hypothesis.

In relation to this study, based on the researcher's survey experience (included three phases, preliminary survey, quantitative and qualitative phases) at RTD Padang Jawa, the researcher noticed that, majority of the respondents who came to RTD were males compared to females. Probably because females just come to RTD once, to renew their license or to pay RTD summons or to book registration number. Unlike males, they have more exposure in many transactions related to road transport matters and because of the many deals with RTD, indirectly it will make them either satisfied or dissatisfied towards RTD services as a whole.

Based on literature review, many studies have been carried out to evaluate the effect of demographics factors such as gender, age, educational level and other factors on satisfaction, for example many studies have been carried out with regard to the difference between men and women on customers' satisfaction. This statement was supported by a study carried out by Bryant and Jaesung (1996) cited in Albert *et al.*, (2011) and Mittal *et al.*, (2001) indicates that customers' characteristics such as gender have a great impact on the level of customers' satisfaction. Furthermore, literature has

shown that many studies have been carried out in order to evaluate the differences between men and women on satisfaction.

In relation to the current study findings it seemed to be consistent with previous studies. Some studies have proven the existence of significant differences between men and women relation to experience and expression of emotion carried out by Stearns, (1992); Lewis, (2000) and this study was cited in Stan (2015) in his study regarding gender. In addition, a recent study carried out by Dewan and Mahajan (2014) also supported the previous studies where, there was a significant difference between gender and customer satisfaction of State Bank of India (SBI) which is the bank known as the only public sector bank in India. However, the study also revealed that male customers are more satisfied rather than female customers.

Nevertheless, apparently, these studies are in line with a study conducted by Chisick (1997), Singh (1990) cited in Albert *et al.*, (2011) showed that, there are studies that have identified where men as being less satisfied with regards to customer satisfaction. Moreover, these results corroborate the ideas of Weimann (1985) who suggested that male customers use a more assertive manner in getting service from a provider. Meanwhile, Lacobucci and Ostrom (1993) in their study found that women are more sensitive with respect to relational aspect especially with regards to service encounter and men are more sensitive to core aspects and positive relational abilities especially when the service is heavily dependant on interpersonal interactions.

In relation to the present study findings, previous studies carried out by Carmel, (1985), Linn, (1982), (1975) indicates that there are many studies which highlighted that gender and satisfaction was unrelated. Not only that, Buller and Buller (1987) revealed that, many studies have found women reported greater satisfaction rather than men. Surprisingly, these results further supported the idea of Al daghaiter (2004) which had conducted a study of patient satisfaction in medical care of Malik Khalid University

Hospital, in Riyadh Arab Saudi has concluded that women are more satisfied than men. Besides that, recent studies carried out by Mirzagoli and Memarian (2015) matched with those observed in earlier studies where women are more satisfied than men regarding the use of Automated Teller Machine (ATM) as one of the tools of technology to serve the banks and customers for a few years.

Furthermore, in relation to gender studies, according to Norudin and Hamdan (2010) their study indicated that there was no significant difference between gender concerning friendly, patient, satisfied towards management and satisfied attention regarding customers' satisfaction towards counter service of local authority in Terengganu. This results was consistent with the data obtained by Albert *et al.*, (2011) in their study regarding gender effect on customer's satisfaction in the Banking industry in Bindura Zimbabwe found that there was no statistically significant difference between gender and customers satisfaction in relation to service quality dimension in Banking Industry. This result was further supported by Sivesan and Karunanithy (2013) which showed that there is no association between gender group and customers satisfaction. In other words, there is no significant difference between males and females on customers' satisfaction.

In addition, the findings of Bhattacharya and Dash (2013) of their study on the effect of demographic variables on customer's perception of services offered by the banks in India, where the results found that there was no statistically significant difference of gender with overall customer's satisfaction level. In addition, a recent study carried out by Mburu (2014) supported the previous studies that proved gender of the respondents are not statistically significant on customers satisfaction. This results was further strengthened by a recent study carried out by Mishra (2015) on the demographic influence on customer satisfaction towards banking services among

residents which found that there is no significant difference in satisfaction scores for male and female customer.

4.11.2. Pursuant to research question 3, null hypothesis that follows was tested between age and customer satisfaction

Null Hypothesis Ho2: There is no significant difference in customer satisfaction

Table 4.16: Tukey HSD

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	384.560	4	96.140	14.510	.000
Within Groups	2511.187	379	6.626		

between different age categories

In this study, the dependent variable is “customers’ satisfaction” and independent variable is “age of the respondents”. “A one-way between subjects ANOVA was conducted to compare the effects of different categories of age (i.e; at the age of 20 – 24 years old, 25 -29 years old, 30 – 34 years old, 35 – 39 years old and more than 40 years old) towards customer satisfaction at RTD Padang Jawa.

Age	N	Subset for alpha = 0.05	
		1	2
30-34 years old	127	16.5013	
More than 40 years old	21	16.9128	
25-29 years old	88		17.5524
35-39 years old	43		18.5595
20 - 24 years old	105		18.9193
Sig.		.246	.062

Means for groups in homogeneous subsets of customer satisfaction are displayed.

a. Uses Harmonic Mean Sample Size = 50.183.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

As shown in Table 4.16, the Tukey HSD table clearly demonstrates the differences between the customer satisfaction for those 30-34, and more than 40 years old with the other age categories 25-29 years, 35-39 years and 20-24 years respectively.

Table 4.17: Multiple Comparisons (Tukey HSD)

Age	Age	Mean Difference	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
20 - 24 years old	25-29 years old	1.36692*	.37202	.003	.3472	2.3866
	30-34 years old	2.41802*	.33952	.000	1.4874	3.3486
	35-39 years old	.35976	.46604	.939	-.9176	1.6372
	More than 40 years old	2.00653*	.61532	.011	.3200	3.6931
25-29 years old	20 - 24 years old	-1.36692*	.37202	.003	-2.3866	-.3472
	30-34 years old	1.05109*	.35702	.028	.0725	2.0297
	35-39 years old	-1.00716	.47894	.221	-2.3199	.3056
	More than 40 years old	.63961	.62515	.845	-1.0739	2.3531
30-34 years old	20 - 24 years old	-2.41802*	.33952	.000	-3.3486	-1.4874
	25-29 years old	-1.05109*	.35702	.028	-2.0297	-.0725
	35-39 years old	-2.05825*	.45416	.000	-3.3031	-.8134
	More than 40 years old	-.41149	.60637	.961	-2.0735	1.2506
35-39 years old	20 - 24 years old	-.35976	.46604	.939	-1.6372	.9176
	25-29 years old	1.00716	.47894	.221	-.3056	2.3199
	30-34 years old	2.05825*	.45416	.000	.8134	3.3031
	More than 40 years old	1.64677	.68528	.117	-.2315	3.5251
More than 40 years old	20 - 24 years old	-2.00653*	.61532	.011	-3.6931	-.3200
	25-29 years old	-.63961	.62515	.845	-2.3531	1.0739
	30-34 years old	.41149	.60637	.961	-1.2506	2.0735
	35-39 years old	-1.64677	.68528	.117	-3.5251	.2315

*. The mean difference is significant at the 0.05 level.

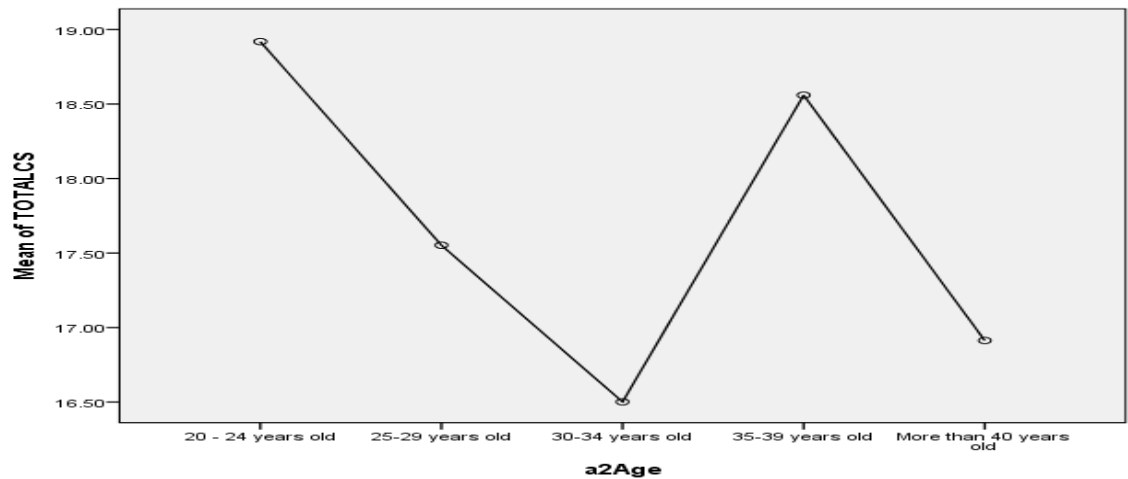


Figure 4.29: Means Plots

Meanwhile, as shown in Figure 4.29, the means plot clearly indicates that at the age of 30-34 years old yields the lowest means score of customer satisfaction compared to the other age categories.

Based on the study findings, there was a significant difference in customer satisfaction between different categories of age at the p value less than .05 ($p < .05$), where the value of $F [df=4,379, p < .05] = 14.510$ is significant. Furthermore, the Tukey HSD post hoc comparisons test results showed that the significant difference occurs between the age of 30-34 and more than 40 years old with the other categories of age (20-24 years, 25-29 years and 35-39 years old). While, the homogeneous sub-sets and mean plots table clearly showed the mean score for the age of 30-34 years is far lower than the mean scores of the other categories of age.

Thus, the evidence from the current findings indicated that different level of age could influence individual in decision making. For example, how they perceived customer's satisfaction maybe different between different age categories of group. For example, based on researcher survey experiences in RTD Padang Jawa, nowadays people are more vocal especially among young people they are more outspoken if they do not received the service they had expected. However, the researcher noticed that usually most people who came to RTD Padang Jawa expect fast service from the service providers.

In relation to the current study findings, the results reiterated the previous studies conducted by Hokanson (1995) found that one of the crucial factors that have an impact on customers' satisfaction level was age group. This results was further supported a study by Ghazizadeh, Besheli and Talebi (2010), which demonstrated that demographic factor like age influenced customers' satisfaction. According to Serin *et al.*, (2013), in their study on the effects of demographics factors on perceived customers' satisfaction between public and private bank in Turkey has revealed that, there is a relationship between age of the respondents and perceived satisfaction. Hence, the study reject null hypothesis. Besides that, this finding also in line with a study conducted by Sasikala (2013) which found that there is an association between age of the respondents and satisfaction level.

Apart from the prior studies regarding the effect of demographic factors such as age, the result of this current study findings is also corroborate well with a study conducted by Bhattacharya, and Dash (2013) revealed that there was statistically a significant difference between the age of the respondents and their level of satisfaction. Hence, the study concluded that the association between the age of the respondents and their overall satisfaction level are statistically significant. Furthermore, the study also is in agreement with a study carried out by Sivesan and Karunanithy (2013) in their study on personal demographical factors and their influence on customers' satisfaction from customers' perspective demonstrated that, there is a significant difference between different age groups on customers' satisfaction; this means that, age of the respondents has a significant effect on customers' satisfaction. This results was further supported by a recent study carried out by Mishra (2015) on the demographic influence on customer satisfaction towards banking services among residents' shows that there is significance difference among different age groups with respect to satisfaction from banking services (Mishra, 2015).

In relation to the findings of the current study, recent studies carried out by Dewan and Mahajan (2014) also had shown that, there was a significant difference between age group of the respondents towards customer satisfaction of State Bank of India (SBI) which is the only public sector bank in India. Hence, the study rejected null hypothesis. This result was further supported by Mburu (2014) on the study of demographic statistics, customers' satisfaction and retention in the Kenyan banking industry which proved that age of the respondents are statistically significant on customers' satisfaction, where p-value is less than .05 (Mburu, 2014).

4.11.3 Pursuant to research question 3, null hypothesis that follows was tested between level of education and customer satisfaction

Null Hypothesis Ho3: There is no significant difference in customer satisfaction between different levels of education background of the respondents

The education of the respondents is one of the most important influencing factors of the study. Furthermore, education is important for people to make judgments and evaluate the services rendered by service provider's like RTD based on people's expectation, service experience and how the service is being delivered by the staff. Not only that through education it also could assist people in suggesting new ideas to change the current practice of the service provider to be more efficient and effective. Thus, it really needs people to have knowledge, skills, abilities and values with the aim to enhance the customer satisfaction level in relation to service delivered by RTD Padang Jawa, Selangor as a whole. For the purpose of this study, the respondents have been classified according to their educational level namely primary school, secondary school, university and others. Out of 384 respondents, 2 of the respondents from primary school, 151 of respondents from secondary school, 211 of respondents from university and 20 of respondents from others such as colleges, institute and others. Table 4.18 presented the results of one-way ANOVA Analysis as follows:-

Table 4.18: Results of Differences between different Level of Educational and Customer satisfaction using one-way ANOVA Analysis

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.505	3	2.835	.373	.772
Within Groups	2887.242	380	7.598		

In this study, the dependent variable is “customers’ satisfaction” and independent variable is “education level of the respondents”. Thus, one-way ANOVA between subjects was conducted to compare the effect of education level of the respondents’ namely primary school, secondary school, university and others towards customer satisfaction level at RTD. Based on the study findings, statistically there was no significant difference in customer satisfaction between different level of educational background of the respondents at the p value more than .05 ($p > .05$) where the value of F [$df=3,380, p > .05$] = .373 which is not significant since p value is= 0.772.

Hence, this study fails to reject null hypothesis H_03 . This study finding based on the basis that customer satisfaction level depends on how the customer’s received services at RTD irrespective of their educational background. Moreover, everyone who came to RTD Padang Jawa, they have to take a number, because RTD used the numbering system and everyone has to wait for their turn to be called to get the service and they will evaluate the service based on their service experience at RTD”.

In relation to the findings of the current study, this results was supported by previous studies conducted by Elangovan and Sabitha (2011) which found that there is no significant difference in the level of education of the respondents and customers’ satisfaction; hence, null hypothesis is accepted. Besides that, the study also is consistent with a study of Anand and Selvaraj (2012) in their study on the impact of demographic

variables on customers' satisfaction in Banking sector, which the findings demonstrated that there is no significant relationship between educational level of the respondents and the satisfaction level.

While, the results also was further supported by Sasikala (2013) which revealed that, there is no association between education level of the respondents and customers' satisfaction. This is because the significance value 0.219 is greater than .05. Thus, the study accept null hypothesis. Besides that, According to Serin *et al.*, (2013), in their study on the effects of demographics factors on perceived customers' satisfaction between public and private bank in Turkey has revealed that, there is no relationship between educational level of the respondents and perceived satisfaction.

However, the current study finding also has some contradictions with the previous studies conducted by Bhattacharya and Dash (2013) revealed that there was statistically a significant difference between the education level of the respondents and their level of satisfaction. Hence, the study concluded that the association between the educational level of the respondents and their overall customers' satisfaction level are statistically significant. Not only that, this results was further supported by Mburu (2014) on the study of demographic statistics, customers' satisfaction and retention in the Kenyan banking industry proved that educational level of the respondents are statistically significant on customers' satisfaction, with p-value less than .05. In other words, it showed that there is a relationship exists between the highest level of education of the respondents and customers' satisfaction. Additionally, this results further supported a study carried out by Ghazizadeh, Besheli and Talebi (2010), which demonstrated that demographic factor such as education level of the respondents influenced customers' satisfaction.

4.12 The Relationship between a Meet Customer Day, Customer Feedback Forms and Customer Charter with Customers' Satisfaction

In this study, Pearson's r Correlation used to measure the significance, the strength and the direction of the relationship of each independent variable namely "a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter)" with dependent variable (customer's satisfaction). The following, simple linear regression was analyzed to further explain the relationship between variables (IVs and DV) respectively. Thus, Table 4.19 until Table 4.24 shows the analysis of Pearson correlation and simple linear regression of study variables for this study.

4.12.1 Pearson correlation and simple linear regression of a meet customer day (public hearing), and customers' satisfaction

Pursuant to research question 4, null hypothesis that follows was tested as below:

Null Hypothesis Ho4: There is no significant relationship between a meet customer day (public hearing) and customer's satisfaction

A Pearson's Correlation Coefficient r was used to examine the relationship between a meet customer day and customer satisfaction. As shown in Table 4.19, there is a moderate relationship between a meet customer day and customer satisfaction (Salkind, 2000). The results also showed that there is a significant correlation between a meet customer day and customer satisfaction ($r=.465$, $p<0.01$). The correlation is positive indicating that the increase in a meet customer day (such as in terms of people participation) will result in an increase in customer satisfaction level of the respondents. Thus, this finding rejected the null hypothesis between a meet customer days (public hearing) and customers' satisfaction. Therefore, in particular it seems to suggest that if the implementation of a meet customer day is effective, the customer's satisfaction level also will increase. Not only that, customer's satisfaction level also depends on a meet customer day and move in the same direction when there is a positive relationship.

Table 4.19: Pearson's correlation between a meet customer day and customer's satisfaction

Variable		A meet customer day	Customer satisfaction
A meet customer day (public hearing)	Pearson Correlation	1	.465**
	Sig. (2-tailed)		.000
	N	384	384
Customer satisfaction	Pearson Correlation	.465**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Subsequently, simple linear regression analysis was executed between public hearing (a meet customer day) and customer satisfaction to further examine a single predictor of independent variable towards dependent variables. According to field (2002), it was chosen as a method of analysis to predict an outcome from a single predictor namely public hearing (a meet customer day). Moreover, simple linear regression was chosen because it provides an opportunity to ascertain the predictive power of variables (Field, 2002). The following, is the summary of simple linear regression analysis:

Table 4.20: Summary of Regression analysis between a meet customer day (public hearing) and Customer satisfaction

Dependent Variable	Independent variable	R	R Square	Adjusted R Square
Customer's satisfaction	A meet customer day (Public hearing)	.465	.217	.214

Table 4.20 presents the results of the regression analysis between a meet customer day and customer satisfaction. The results found that a meet customer day accounts for only 21.7% of the variance on customer satisfaction. Hence, this results implied that there are many other factors (78.3%) that need to be considered towards achieving maximum level of customer satisfaction particularly at RTD. Therefore, to shed light on the study findings, this relationship would be explained further by each participant and they were asked about their opinions: *What is your understanding with the term customer's satisfaction? In your opinion, do you think a meet customer day is related to customer*

satisfaction? If your answer is yes or no, give the reasons why? In your opinion, do you think a meet customer day could influence customer's satisfaction of the respondents particularly at RTD, Padang Jawa, Selangor? If your answer is yes or no, give the reasons why?

Thus, based on the interview with each of the participant's, the verbatim of the respondent's responses to these questions are presented as follows:-

Participant A: *"For me, customer satisfaction means when RTD can deliver efficient and effective service to their customers. Yes for me, a meet customer day is related to customer's satisfaction, because it can be a channel of direct communication between staff and customers. But honestly speaking, I am not really sure of whether a meet customer day can really influence customer satisfaction or not. For example, I have attended a meet customer day before to make a complaint and at the same time I give my opinion to the staff, but I am not sure whether they take it seriously or not about my complaints.*

(Participant A, 8 August, 2016, 10.30 am)

Participant B: *"As a customer, satisfaction means if RTD can fulfill my needs and what I was expected from them is fulfilled. For example give me efficient service and do not take too much time to solve the problems. Personally, I think a meet customer day is related to customer satisfaction. Because, when I joined a meet customer day, actually it gives me a chance to talk to the staff directly, give my opinions, and share my problems regarding road transport matters to the staff". But I have no idea how far a meet customer day can influence customer's satisfaction. Perhaps, it can influence... if RTD take into action all the complaints made by people out there".*

(Participant B, 8 August, 2016, 2.10 pm)

Participant C: *"Customer satisfaction is quite subjective. For me, it's depends on people experience with the services delivered at RTD. I could say that, seems like a meet customer day related to customer satisfaction because it is like a platform for the customer to raise any issue related to RTD, but how far it can influence customer satisfaction I am not so sure. But I believed that, if RTD Padang Jawa really emphasized on the implementation of a meet customer day, I think, it can success and give impact to the customers' satisfaction level".*

(Participant C, 10 August, 2016, 10.00 am)

Participant D: *"Customer satisfaction means fulfill what people needs and solve problems without delaying or taking too much time to solve the problem. My opinion, a meet customer day maybe related to customer's satisfaction and for me most probably it can influence customers' satisfaction of the people. Unfortunately, I noticed that, not all people know about a meet customer day. I personally think that RTD is not really concerned whether the customer know or not about a meet customer day. Because lack of information and promotion about a meet customer day, that is why people do not know about it".*

(Participant D, 11 August, 2016, 11.15 am)

Participant E: *"For me is very simple, customer's satisfaction means I get what I want, for example in my case, I always expected that the staff can settle my goods driving license (GDL) without taking too much time. My opinion, a meet customer day actually related to customer's satisfaction if RTD can fulfill what is needed by their customer.*

But I don't know how far a meet customer day can influence customer satisfaction. Because I could say that, RTD not really emphasizes about a meet customer day to the customer's. I would say lack of promotion about it. Not only that, I believed that not everyone knows about a meet customer day".

(Participant E, 11 August, 2016, 2016, 3.00 pm)

In order to compare opinions between customers (service users) and the staff, the same questions were asked for the RTD staff. Thus, based on the interview with each of the participant's, the verbatim of the respondent's responses to these questions are presented as follows:-

Participant F: *"As a staff, customers' satisfaction means when the staff can fulfill the customer's needs and expectation. Even though, I personally realized that it is not easy to fulfill all the people needs and expectations. Definitely a meet customer day related to customer's satisfaction. This is because a meet customer day act as a platform for the customer to voice their opinions and talk about their problems related to road transport matters. For example, we have a meet customer day, where our customers have the opportunity to see and to talk directly with our staff. But one thing we realized that, lack of participation from the public during a meet customer day". Personally I think a meet customer day can influence customer satisfaction if we as a service provider can fulfill people needs and expectations".*

(Participant F, August, 25, 2016, 9.00 am)

Participant G: *"For me, customer's satisfaction is when customer happy with our services. Yes, for sure a meet customer day is related and contributed to customer's satisfaction, because for me a meet customer day gives the opportunity to people to share their problem with us. In fact, for me personally a meet customer day influences customer satisfaction, because people out there can see that, they have actually a platform for them to voice their opinions to us".*

(Participant G, August, 25, 2016, 10.00 am)

Participant H: *"The staff can deliver efficient and effective services to the public. Not only that if RTD can reduce the public complaints, indirectly we can achieve customer's satisfaction. For me, a meet customer day is very important, related and most probably can influence customer's satisfaction especially at RTD. Because, a meet customer day act as a platform for customers to raise their concern on any issues related to Road Transport matters".*

(Participant H, August, 25, 2016, 11.00 am)

Participant I: *"Based on my opinion, customer's satisfaction is quite subjective; I personally think, it depends on the service experiences of the individual itself. For me, everyone can use a meet customer day as a platform for customers to raise any problems related to RTD. For example, we have a meet customer day, where we open it to general public...everyone can join, they can express what they feel, either satisfied or not, and they also can give their opinion about our service performance". So for me, it can influence customer satisfaction if what they have complaints to us, we turn it into actions.*

(Participant I, August, 25, 2016, 12.00 pm)

Thus, based on the interview responses, most of the participants' believe that a meet customer day was related and it seems to suggest that it also could influence customers' satisfaction even though most of the responses from the participants do not know how far this mechanism may affect customers satisfaction level of the respondents. However, most of the responses from the interviewee (customers') emphasized that, if RTD Padang Jawa emphasize a greater attention and strengthen the implementation of this mechanism, a meet customer day can be more efficient and effective especially to enhance customers' satisfaction level of the respondents. In relation to this issue, there were participants who commented that, not everyone knows about such mechanism. Most probably because they lack knowledge and information, for instance, one of the interviewed said that RTD Padang Jawa are really concerned and emphasized of this mechanism. In other words, RTD does not give full commitment with respect to promoting; give explanation and information about the importance of a meet customer day to their customers'.

Conversely, based on the findings of the qualitative interview, there were two different opinions from the customers' and the staff where the comparison of the results revealed that overall responses from customers' were not sure to what extent a meet customer day can influence customers' satisfaction of the respondents. On the other hand, all the staff strongly believed that this mechanism (i.e: a meet customer day) is related and might influence customers' satisfaction of the respondents. Thus, comparing these two interview results, it can be concluded that, there was a contradiction of opinions regarding the influence of a meet customer day to customers' satisfaction of the respondents especially at RTD Padang Jawa, Selangor.

Overall, these results provide significant insights especially to service provider such as RTD to be more accountable of their action to the public and focus more on bottom-up approach rather than top-down approach. Due to this, RTDs have to pay a

greater attention in terms of public consultation through public participation/engagement in relations to social accountability mechanisms practices in order to fulfill customers' needs and expectations that eventually would affect customers' satisfaction level. This can be executed through increasing the awareness of the public through educate the public with giving clear explanation, accurate and updated information regarding the implementation of a meet customer day. In fact, a meet customer day act as a platform not only to RTD as a service provider but also to the external customers' to exchange information, to give opinions, to solve the customers' problems, to raise any issues related to road transport matters.

Thus, in relation to the current study findings, the results seems to be consistent with previous studies which found by Rowe and Frewer (2000) in their study revealed that public participation method such as public hearing often to be employed by most authorities that involved public opinion and assumed the involvement is an end in itself rather than a means to an end in order to achieve satisfaction for those involved in the hearing (Rowe and Frewer, 2000).

However, this study has suggested that a potential effective approach to public participation is by complementing one mechanism with another mechanism such as using public opinion survey to clarify the basis of disagreement on any related issues prior to a series of public hearing to add balance and depth to policy makers (Rowe and Frewer, 2000). In fact, Camargo and Jacobs (2013); Joshi, (2013) highlighted that no single social accountability mechanism will necessarily have an impact on all aspects of the accountability relationship.

Besides that, Blair (2000) made a study on "Participation and Accountability at the Periphery: Democratic Local Governance in Six Countries" has highlighted that several countries have employed public hearing that had incorporated public opinion in local governance. For instance, this study has shown that public hearing have become

common practice for many local government bodies in the Philippines, among other objectives is to create satisfaction of the citizens (Blair, 2000). This scenario also occurred in Ukraine, where the mayors for both countries (Ukraine and Philippines) used public hearings and open it to the public to solicit citizens' views and mobilize support for their programs (Blair, 2000).

The above study findings is consistent with Ebdon (2002) in her study revealed that public hearing affects the decision making of local government regarding budget decisions that affects citizens' satisfaction. Most importantly, the study also demonstrated that a number of cities have successfully used participation mechanisms such as public hearing especially in relation to budget development process that can serve as a models for other cities (Ebdon, 2002). Furthermore, this study also has shown that public hearing is known and remains as a primary opportunity mechanism to get input from the public in most cities and it has positive effects of citizens' participation (i.e; public hearing) that have been demonstrated in the past literature (Ebdon, 2002).

However, one of the barriers of the participation found in the study was the actual level of citizens' participation is generally not high (Ebdon, 2002). This is due to the lack of attendance of the people at the public hearing, unless if there is a specific issues that can attract people's attention to attend or participate in public hearing. As one of the respondents said that people who attend public hearings are generally those who are interested on issues that affect them (Ebdon, 2002). Likewise, the current study findings also was corroborate the study of Holdar and Zakharchenko (2002) concluded that the implementation of public hearing that focused to the problems of education reform were the most successful and the range of problems existing in the educational aspects were defined based on citizens' complaints to the Ternopil Department of Education (Holdar and Zakharchenko, 2002). As a result of the study, People Voice Project through public hearing mechanism has produced positive experiences that

eventually affect the citizens' satisfaction especially with respect to educational reform in Ternopil (Holdar and Zakharchenko, 2002).

Not only that, the abovementioned results further supported a study carried out by Maharjan, Shrestha and SAGUN Forestry Buffer Zone Team (2006) which concluded that public hearing known as one of the major intervention in order to promote good governance practices among user groups that eventually affect their satisfaction level in terms of transparency and accountability among executive members as well as general user groups. Thus, the study findings has shown that there was a significant relationship between public hearing and satisfaction level of those involved in SAGUN programme in Nepal (Maharjan *et al.*, 2006).

Not only that, as highlighted by Joshi (2010) in his review paper on the “Impact and Effectiveness of Transparency and Accountability and Initiatives” it was found that, in India, an organization called Mazdoor Kisan Shakti Sangathan (MKSS) pioneered the strategy of using public hearing to hold the public officials or service providers accountable for local level implementation programs (Joshi, 2010). MKSS has used this innovative forum called public hearing as an effective tool to enable citizens to participate in governance. This study has concluded that this public hearing had significant impact especially related to exposing corruption in public work programs and gets the public official to return the money taken by them (Joshi, 2010). Not only that, due to the success of the public hearing, a grassroots organization in Delhi held public hearings on the implementation of the Public Distribution System (PDS) that related to food subsidy programs intended for the poor (Joshi, 2010).

The Department of Performance Monitoring and Evaluation (DPME) (2013) highlighted that the use of Citizen-Based Monitoring (CBM) such as public hearing is an essential component in monitoring and improving government performance and focused on supporting citizen-based monitoring as a practice in South Africa, it focus on

the ordinary people experiences in their day to day engagement with service providers in order to strengthen the voice of citizens in the work of government and drive service delivery improvements that eventually could affect customers' satisfaction (DPME, 2013).

In fact, through Citizen-Based Monitoring (CBM), it places citizens as active participants and not as passive customers in shaping what is monitored, how the monitoring is done and what the interpretations and actions can be derived from the data. This is due to the fact that Citizen-Based Monitoring (CBM) is a mechanism to bring the voices of the citizens mainly into the service delivery process and used around the world including South Africa. These include the use of public hearing and citizens report cards as a Citizen-Based Monitoring (CBM) tools that could affect customer satisfaction. Thus, what is common to both tools is that the citizen is central to this monitoring process (DPME, 2013).

Most importantly, the current study findings was supported by many previous studies that reveals lack of participation of the people in the public hearing as one of the impeded barriers to the effective public hearing mechanism (in the context of RTD is a meet customers day) Ebdon, (2002); Kathlene and Martin, (1991); Heberlein, (1976). Hence, due to the issues of lack of participation of the public in the public hearing, King, Felty and Susel (2008) in their study has highlighted that, there is a growing recognition on the part of the administrators that decision making without public participation is ineffective.

Therefore, taken together the current study findings and the previous studies findings, this study suggests that there is a significant relationship between a meet customer day (public hearing) towards customers' satisfaction. However, in the context of RTD, Padang Jawa, even though the implementation of a meet customer day has produced a positive relationship between the two variables (i.e: a meet customer day

and customers satisfaction) but the strength of the relationship only produces only a moderate correlation between the two variables with the value of .465. Based on the interview responses with the staff, lack of people participation from the public (RTD customers') most probably became one of the main reasons that contributed to only moderate relationship between the two variables especially at RTD, Padang Jawa, Selangor.

4.12.2 Pearson correlation and simple linear regression of a customer feedback forms (citizen report cards) and customer satisfaction level of the respondents.

With regards to these variables, null hypothesis that follows was tested:

Null Hypothesis Ho5: There is no significant relationship between customer feedback forms (citizen report cards) and customers' satisfaction.

As shown in Table 4.21, Pearson's Correlation Coefficient r was carried out to examine the relationship between customer feedback forms and customers' satisfaction level of the respondents. As shown in Table 4.21, there is very weak relationship between customer feedback forms and customer satisfaction (Salkind, 2000). Also, the results showed that there is a significant correlation between customer feedback forms and customer satisfaction ($r=.144$, $p<0.01$). The correlation is positive indicating that increase in the use of customer feedback forms will result in an increase in customer satisfaction level of the respondents. Thus, this finding reject null hypothesis between customer feedback forms and customers' satisfaction.

Table 4.21: Pearson's Correlation between customer feedback forms with customer's satisfaction

Variable		Customer feedback forms	Customer satisfaction
Customer feedback forms	Pearson Correlation	1	.144**
	Sig. (2-tailed)		.000
	N	384	384
Customer satisfaction	Pearson Correlation	.144**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Thus, the current study finding suggests that, if the use of customer feedback forms is effective, the customer's satisfaction level also will increase especially at RTD Padang Jawa. In other words both variables (customer feedback forms and customer's satisfaction level) move in the same direction when there is a positive correlation.

Subsequently, simple linear regression analysis was executed between customer feedback form and customer satisfaction to further examine a single predictor of independent variable towards dependent variable.

Table 4.22: Summary of Regression analysis between Customer feedback forms (citizen report cards) and Customers' satisfaction

Dependent Variable	Independent variable	R	R Square	Adjusted R Square
Customer satisfaction	Customer feedback forms (citizen report cards)	.144	.021	.018

Table 4.22 presents the results of the regression analysis between customer feedback forms and customer satisfaction. Surprisingly, the findings revealed that customers' feedback forms only explain 2.1% of the customer satisfaction construct. Therefore, such findings lend further basis to the arguments that there are many other critical factors (97.9%) that need to be addressed in tackling the issues of customer satisfaction particularly at RTD Padang Jawa, Selangor. Hence for this reason, customer feedback forms could only be deemed as one of the many factors that contribute to customer satisfaction level. Henceforth, in order to effectively deal with customer satisfaction, a more holistic approach by focusing on development and continuous improvement perhaps needs to be adopted by RTD Padang Jawa, Selangor.

Therefore, to further explain why this result occurred, this relationship would be explained further by each participant. They were asked about their opinions specifically with regards to customer feedback forms and its relation to customer satisfaction as follows: *In your opinion, do you think the use of customer feedback forms is related to customer satisfaction? If your answer is yes or no, give me the reasons why? In your*

opinion, do you think the use of customer feedback forms could influence customer satisfaction of the respondents particularly at RTD, Padang Jawa, Selangor? If your answer is yes or no, give me the reasons why?

Thus, based on the interview with each of the participant's, the verbatim of the respondent's responses to these questions are presented as follows:-

Participant A: *"I personally agree that the use of customer feedback forms actually related to customer satisfaction. Because we can use the forms to give any comments if the services delivered is not satisfied us. But the problem here is we do not know whether RTD really take into action or not all the comments given comments or just leave it". So, it is very hard for me to say... whether it can influence customer satisfaction or not. Because we as an "outsider" do not know the outcome from the use of customer feedback forms".*

(Participant A, 8 August, 2016, 10.30 am)

Participant B: *"Yes I do agree customer feedback form is related to customer satisfaction". We can make complaint through the form. But it's only give effect to customer satisfaction if RTD can fulfill what people expected from them. Not just talk only, no action taken by them. However, I noticed that not many people use the form to make complaints".*

(Participant B, 8 August, 2016, 2.10 pm)

Participant C: *"Honestly speaking, the use of customer feedback forms is like no function. Because as far as I concern, even you make thousands of complaints for many times but for me the service given is still the same...I mean you have to wait for many hours with long queue, sometimes bureaucracy, system offline, and many other problems arise. This is based on my experiences and observation as when I am dealing with RTD Padang Jawa. So for me, RTD has to really give serious attention towards these issues. They have to take seriously all the comments or complaints made by the public. And the most important they have to turn it into action". Not for the sake of fulfilling the department requirement in using the forms. But it is not only happens at RTD, it also happens in many government agencies as what I had experienced".*

(Participant C, 10 August, 2016, 10.00 am)

Participant D: *"My personal opinion...the use of customer feedback form might be related to customer satisfaction, but how far it contributes to customer satisfaction I can't see the positive effect of it. Why I say so, because I still experienced the same problems at RTD Padang Jawa, even though I had made a complaints before to the staff about the problems that I faced, problems at the counter service with the staff, problems about their new online system and many others. But there are still no changes about it when I came for quite many times here".*

(Participant D, 11 August, 2016, 11.15 am)

Participant E: *"For me the use of customer feedback forms related to customer satisfaction if RTD really take all the comments into actions. Unfortunately, I myself personally think that RTD do not really emphasized on the use of customer feedback forms to the customers'. What I mean here is, the use of the forms is totally rely on the initiative of the customers' itself if they do not satisfied with the services delivered by the staff. For me RTD lack of accountability. Supposedly they have to be more responsible in terms of giving information and explanation specifically in terms of the*

objective, the benefits and the effects of the customers' feedback forms to the customers".

(Participant E, 11 August, 2016, 2016, 3.00 pm)

Nevertheless, in order to compare opinions between customers (service users) and the staff, the same questions were asked for the RTD staff. Thus, based on the interview with each of the participant's, the verbatim of the respondent's responses to these questions are presented as follows:-

Participant F: *"As a service provider, yes I do agree the use of customer feedback forms for sure related to customers' satisfaction. Because everyone has a chance to evaluate our service performance if they do not satisfied with our services either at the counter or online services. Honestly speaking, customer feedback forms actually can influence customer satisfaction level if we are able to fulfill what they needs from us. For example, to solve their problems regarding road transport matters without taking too much time. But mostly the customers do not understand the problems that we faced. We are dealing with thousands of customers with various problems".*

(Participant F, August, 25, 2016, 9.00 am)

Participant G: *"Yes for me customer feedback form is related to customer satisfaction. The reason is anyone can use the forms to make any complaint regarding our services. At the same time, they can evaluate our services. We as service provider we can know whether our customer satisfied or not based the feedback forms from the customer, then we will take actions to solve the problems and improve our service quality. I personally think that the use of customer feedback form can influence customer satisfaction if the use of the forms can benefit the customer".*

(Participant G, August, 25, 2016, 10.00 am)

Participant H: *"Yes for sure it related to customer satisfaction. For me, they have a space to give opinions if they do not satisfy with our service delivery. Besides we can identify customer satisfaction level through the forms. In terms of the influence of the form, I think most probably yes it can, but we have to achieve their (customers) expectation".*

(Participant H, August, 25, 2016, 11.00 am)

Participant I: *"Based on my opinion, yes it related to customer satisfaction if RTD able to fulfill customer needs and meet their expectations. I think, whether the use of the form can influence or not customer satisfaction, it actually depends on the commitment of RTD itself and people involvement in using the forms. For example, whatever complaints made by the customers, RTD has to take all the customer feedbacks seriously and put it into action, it perhaps can influence customer satisfaction level".*

(Participant I, August, 25, 2016, 12.00 pm)

In relation to the current study finding, it was supported by previous studies carried out by Ravindra (2004) in his review paper on "An Assessment of the Impact of Bangalore Citizen Report Cards on the Performance of Public Agencies" found that none of the eight Public Service Agencies (PSA) received a satisfactory rating from the respondents in 1994; this means that the proportion of those who are dissatisfied is more

than those who are satisfied. In brief, the conclusion of this finding revealed that the level of public satisfaction with the performance of PSA was low which are public agencies lacked of customer oriented and many others (Ravindra, 2004). Nevertheless, for the second report cards held after five years which was in 1999, two more agencies were included in the survey. Then, in comparison between the two citizens' report cards it revealed that after five years, the overall satisfaction had increased from 9% to 34% (Ravindra, 2004).

Therefore, this review paper has concluded that citizen report cards have been an important vehicle for the people "voice" in Bangalore and had a significant impact on the improvement of the quality of public services provided by the municipal government and its agencies (Ravindra, 2004). Not only that, this paper also revealed that the report cards approach has now been undertaken in urban and rural areas in 23 other states in India. Most importantly, the citizens' report cards have also been conducted in the Philippines, Ukraine Vietnam and in many other countries (Ravindra, 2004).

The current study findings also were in line with a study made by Bjorkman and Svensson (2006) on "Local Accountability". In this study, citizens' report cards project collected quantitative information in relation to the quality and quantity of health service provision from citizens and public health care providers (Bjorkman and Svensson, 2006). The results of the study findings showed that the community-based monitoring intervention known as citizen report cards has increased the quality and quantity of health service provision and resulted in improved health outcomes (Bjorkman and Svensson, 2006). For example, as a result of the use of citizen report cards, it has improved significantly in the treatment communities with more extensive and the most important is, the study suggests that the changes in the quality and quantity

of health care provision are due to the changes in staff behavior as a result of the citizen report cards (Bjorkman and Svensson, 2006).

Meanwhile, the current study findings seemed to be consistent with the United Nation Report (2007) regarding “Auditing for Social Change; A Strategy for Citizen Engagement in the Public Sector Accountability”, the report has stated that citizen report cards (CRC) not only affect public satisfaction with service improvement, but most importantly it can reduce the incidence of corruption in relation to public sector accountability. Moreover, in line with this UN report, Asian Development Bank (2007) also has indicated that the citizen report cards provide a simple but powerful way to measure citizens’ satisfaction level with respect to the service quality provided by municipalities. It was suggested that citizens’ report cards should be conducted on a regular basis with the aim to highlight any area of improvement or to identify any service that needs to be improved (ADB, 2007).

As highlighted by Joshi (2010) in his review paper on the “Impact and Effectiveness of Transparency and Accountability and Initiatives” it was found that, the used of citizens report cards has led to the citizen mobilization and also has increase citizens awareness (Joshi, 2010). Not only that, surprisingly, public agencies had become more transparent and willing to share information with citizens. Based on this review paper, two main factors seems to be critical in influencing the impact of report cards, firstly is the presence of active and independent media and civil society organizations that are willing to use information to press for accountability and reforms, and the second factor is the presence of public officials who are catalyzed by the poor performance of their agencies willing to change and reform (Joshi, 2010)

Most importantly, this current study finding was supported by previous studies carried out by Paul and Thampi (2007) in their study on Citizen Report Cards Score in India, has highlighted that, without enough space for participation, the citizen report

cards are possible to make an impact (Paul and Thampi, 2007). Not only that, the study suggested that, a report card does not end with the survey and its publication, but it must be followed by further action through organized advocacy efforts, including civic engagement and develop dialogues or two way interaction with the relevant public agencies (Paul and Thampi, 2007).

Referring to Public Sector Research Center (2007), customer feedback is a powerful tool not only for understanding customer experience and satisfaction with public services, but also for developing strategies to improve those services, even though customer feedback under-utilized in the past, but feedback from both customers and frontline staff can help to ensure that service improvement strategies focus on those areas that will make the most difference or changes to customers. In a nutshell, continuous improvement through customer feedback (PSRC, 2007).

Nevertheless, a study carried out by Bauhoff *et al.*, (2016) pointed out that even though the growing interest of citizen report cards used in developing countries in order to improve the quality and availability of local public services. But, there is little or lack of evidence on the formative stages of reporting initiatives that could help inform development and implementation. Also there is limited guidance on how to develop a report card that is appropriate and effective for a specific context. In fact, the limited documentation of the initiative (such as citizen report cards) does not describe the rationale for the chosen approaches (Bauhoff, *et al.*, 2016).

In a nutshell, based on the current study findings and the previous studies findings, this study suggest that there is a significant relationship between a customer's feedback forms (citizen report cards) towards customers' satisfaction. However, in the case of RTD, Padang Jawa, Selangor, Surprisingly, the current study findings revealed that the use of customer's feedback forms produces a very weak relationship between the two variables (i.e: customer's feedback forms and customers satisfaction) with r

value of .144. Therefore, based on the interview responses with the respondents, the researcher has found that, the lack of trust and participation from the general public (RTD customers') with regard to the use and impact of the customer feedback forms might be the main reasons that contribute to a very weak relationship between the two variables especially at RTD, Padang Jawa, Selangor.

Notably, the results of the both (i.e; quantitative and qualitative methods) study findings could provide significant insights especially to RTD as a service provider. The results of the study suggests that RTD has to pay a greater attention and they have to be more accountable with the use of customers' feedback forms to the public. This can be executed by strengthening and enforcing the use of the customer feedback forms to their customers' that received services especially at RTD Padang Jawa, Selangor. Furthermore, development and continuous improvement should also be emphasized with regards to the use of customer feedback forms. This is because, customers' feedback forms known as a useful feedback mechanism can be used not only for service providers to improve their service performance but also as important tools for the customers' to evaluate and give comments based on the services rendered by RTD.

4.12.3 Pearson correlation and simple linear regression of a customer charter (client charter) and customer satisfaction

With regards to these variables, null hypothesis that follows was tested:

Null Hypothesis Ho6: There is no significant relationship between customer charter (client charter) and customers' satisfaction

In this study, Pearson's correlation coefficient r was used to examine the relationship between a customer charter and customer satisfaction of the respondents. As shown in Table 4.23, there is a very weak relationship between customer charter and customer satisfaction (Salkind, 2000). The result also showed that there is a significant correlation between customer charter and customer satisfaction ($r=.183$, $p<0.01$). The correlation is positive indicating that the increase in the use of customer charter will result in an increase in customer satisfaction level of the respondents.

Table 4.23: Pearson's Correlation between customer charter (client charter) and customer satisfaction

Variable		Customer charter	Customer satisfaction
Customer charter (Client charter)	Pearson Correlation	1	.183**
	Sig. (2-tailed)		.000
	N	384	384
Customer satisfaction	Pearson Correlation	.183**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Therefore, statistically this study finding rejected the null hypothesis between customer charter with customers' satisfaction of the respondents. For this reason it is suggested that if the implementation of customer charter is really effective, most probably customer's satisfaction level also will increase. In fact, customer's satisfaction level also depends on the customer charter and both variables (customer charter and level of customer's satisfaction) move in the same direction when there is a positive correlation. Subsequently, in order to further examine the influence of customer charter on customer satisfaction of the respondents, a simple linear regression analysis was executed between both variables as follows:-

Table 4.24: Summary of Regression analysis between customer charter (client charter) and customer satisfaction

Dependent Variable	Independent variable	R	R Square	Adjusted R Square
Customer's satisfaction	Customer charter (client charter)	.183	.033	.031

Table 4.24 presents the results of the regression analysis between customer charter and customer's satisfaction. The study findings indicated that the customer charter only explained 3.3% of the variance on customer satisfaction. Hence, this study finding concluded that there are many other critical factors (96.7%) that need to be considered towards achieving maximum level of customer satisfaction especially at RTD Padang Jawa, Selangor.

Therefore, to further explain why this result occurred, this relationship would be explained further by each participant. They were asked about their opinions specifically with regards to customer charter and its relation with customer satisfaction as follows:

In your opinion, do you think the implementation of customer charter is related to customer satisfaction? If your answer is yes or no, give the reasons why? In your opinion, do you think customer charter could influence customer satisfaction at RTD, Padang Jawa, Selangor? If your answer is yes or no, give the reasons why? Thus, based on the interview with each of the participant's, the verbatim of the respondent's responses to these questions are presented as follows:

Participant A: *"For me, yes, customer charter may be related to customer satisfaction. But, I think not many people know and concern about customer charter. May be they do not know the importance of the customer charter to the customer and to RTD itself. Honestly speaking, I am not so sure whether customer charter can influence customer satisfaction or not. But for me, if everyone knows and understand about what is customer charter, it can be effective mechanism to customer satisfaction."*

(Participant A, 8 August, 2016, 10.30 am)

Participant B: *"Based on my opinion, customer charter can be either related or not to customer satisfaction depends on how RTD apply it to give effect to customer satisfaction. But I personally think, those who came to RTD they are not even concern about the existence of the customer charter. I think because they lack of knowledge about the objective and benefits of the charter to both parties. However, for me it actually can influence customer satisfaction if RTD play a role to promote about the importance and the benefits of the charter especially to service users of RTD".*

(Participant B, 8 August, 2016, 2.10 pm)

Participant C: *"For me, may be it can be related to customer satisfaction. But honestly I am not sure how the charter actually can contribute to customer satisfaction especially at RTD itself. As far as I concerned, there is no promotion or exposure at all about what is customer charter is all about. So most people they do not even know and care whether RTD have it or not the charter. I think that is one of the main issues about customer charter, RTD do not inform people about the importance of it, because not only at RTD but also happens in other government agencies, they have to explain and give information to the people out there especially those who received services at their department. Then the charter can influence customer satisfaction".*

(Participant C, 10 August, 2016, 10.00 am)

Participant D: *"I am not totally agreed customer charter related to customer satisfaction. Even the "term" itself refers on customer. The reason is I noticed not all people know about customer charter as compared to a meet customer day and customer feedback forms. They (customers) just come to RTD to get the services. For me if people do not know and even concern about the charter, how it can influence customer satisfaction?"*

(Participant D, 11 August, 2016, 11.15 am)

Participant E: *“My opinion, I don’t think customer charter works or contribute to customer satisfaction. Because I could say that, RTD not emphasizes at all about the existence and the importance of customer charter especially to the customer as service receivers at RTD. Because I strongly believed that, not all customers who came to RTD they know about the charter. So, for me it does not work to influence customer satisfaction unless if RTD take serious action to inform their customer about the goal of the charter”.*

(Participant E, 11 August, 2016, 2016, 3.00 pm)

Thus, in order to compare opinions between customers (service users) and the staff, the same questions were asked to the RTD staff. Thus, based on the interview with each of the participant’s, the verbatim of the respondent’s responses to these questions are presented as follows:-

Participant F: *“Yes definitely customer charter is closely related to customer satisfaction. This is because one of the objectives of customer charter is to fulfill customer needs and expectations. For me, it would affect and might influence customer satisfaction if RTD able to meet all the expectations as listed in the charter. However, as a human being sometimes we are not be able to fulfill all the expectations”.*

(Participant F, August, 25, 2016, 9.00 am)

Participant G: *“For me, I totally agree that customer charter is related to customer satisfaction, because customer charter enables our customers to evaluate our service performance especially regarding service delivery at the counter service. But one thing I realized that, since I am working here (at RTD Padang Jawa) for many years there is no one (I mean customers) asked me about customer charter, perhaps the customer do not know the importance of customer charter to them as service users at RTD”.*

(Participant G, August, 25, 2016, 10.00 am)

Participant H: *“Yes it is related to customer satisfaction. One of the reasons is customer charter focus on the commitment of the staff specifically to achieve their goal to enhance customer satisfaction level such as at RTD Padang Jawa. In fact, through customer charter people can evaluate and compare our service delivery with other government agencies. Sometimes people make a complaint because we do not follow as what has been listed in the charter. As a result of this, it actually can influence customer satisfaction if RTD not follow the charter”.*

(Participant H, August, 25, 2016, 11.10 am)

Participant I: *“Based on my opinion, I agree customer charter is related to customer satisfaction, because customer charter acts as a guideline or reference for us to deliver efficient and effective services to customers. The aim is to fulfill customer needs and expectation so that they will feel satisfied with our services especially at RTD Padang Jawa. Yes for me it can influence customer satisfaction if the implementation of the customer charter is efficient and effective to the customers”.*

(Participant I, August, 25, 2016, 12.15 pm)

However, there were several past studies that support the current study findings that indicated significant relation between customer charter towards customers’

satisfaction. According to Humphreys (1998) in his discussion paper on “Improving Public Service Delivery”, among others devoted to the client charter approach. Based on such discussion paper, it is concluded that the initiative of the client charter that was first introduced by UK has proved to be a useful mechanism as a continuation and improvements especially in the public sector to enhance the quality of service delivered (Humphreys, 1998). It also acts as a guideline for encouraging innovation in public service bodies. Besides that, through the implementation of the client charter, it encourages best practices in a wide range of public sectors that consequently would affect customers’ satisfaction (Humphreys, 1998). In other words, through this charter the citizens can increasingly put pressure to those responsible in providing services with high standards of quality service delivery to the public (Humphreys, 1998).

Furthermore, the current study findings also seems to be consistent with Drewry (2005) in his paper regarding Citizens as Customers - Charters and the Contractualisation of Quality in Public Services found that customers charters have been extensively adopted by many other countries and now are being used in a wide range of countries such as the United States, Kenya, India, Jamaica, Mexico, Argentina, Australia, Canada, Belgium, Singapore, Malaysia and many other countries (Drewry, 2005).

These countries have launched charter initiatives to encourage service providers to enhance their standard performance, to be more transparent, to be more responsive to the needs and expectations of their customers and to improve their complaint procedures (Drewry, 2005). Not only that, in some countries, the customers’ charter used to empower people by raising their critical awareness of the quality of services that eventually could affect their satisfaction level towards the service performance of the service providers (Drewry, 2005).

Referring to House of Common (2008), the report has concluded that, the implementation of citizen's charter has had a lasting impact especially on the public service delivery. The report also suggests that the citizen's charter should be continue in practice in order to influence the public service reform and encourage the government to maintain the aims of the citizen's charter as a continuous improvement programme with respect to enhancing the quality of public service delivery and most importantly the charter should focus on ensuring user satisfaction with the public services (House of Common, 2008).

Based on Development Administration Circular (No. 3/1993), the guidelines on Client charter for the Malaysian public service will outline the main features of the Client charter. These features include (i) the concept of the Client charter and (ii) the implementation of the Client charter. Besides, the overall concept of Client charter is made up of three main aspects namely (i) the definition of the Client charter (i.e; written commitment, displayed, assured outputs or services according to standards and customer rights), (ii) focus (i.e; customers, standards, attitudes) and (iii) characteristics of the Client charter should include the following characteristics namely *clarity, facilitates dissemination, credibility, practicality, specific and continuous improvement* (DAC 3/1993). On the other hand, example of characteristics of quality outputs or services widely appreciated by customers were as follows, *credibility, durability, safety, functionality, timeliness, accuracy of facts, consistency, availability, friendly, caring and considerate, innovativeness, efficiency, integrity, reasonable cost, practicality, flexibility and simple to understand* (DAC 3/1993).

According to Sanger (2008) the weakness of the current practice of performance measurement development in Malaysia is it does not include participation of civil societies. In fact, it may not be able to serve the public interests who are the main recipient of the system (Sanger, 2008).

With regards to the directives in DAC2/2005, which requires all government agencies to implement the KPIs system, there is little evidence to show what will materialize as progress thus so far has been rather slow (Nur Barizah *et al.*, 2011). In fact, as what Malaysian government has experienced, Abdul Khalid (2008) has found that by the end of 2007 there were still not many local authorities which had fully implemented the systems. For instance, some just received training by their respective state governments on the concept of indicators, whereas others in the process of formulating it. The worst, there are some local council that have not implemented the system.

In fact, there seems to be an ineffective implementation of the said policy by the relevant authorities (Nur Barizah *et al.*, 2011). Besides that, in response to the new premier pledge toward a more accountable and transparent government, the system will be handicapped if the KPIs results are kept secret from the public's view. It is believed that an accountable government should not be afraid of public scrutiny (Buang, 2009). KPI results should be published and treated as public documents which are easy to access at minimal costs. Otherwise, it will create an unwanted public perception that the government pledge is merely rhetoric (Siddiquee, 2006b).

As highlighted by Tamrakar (2010) a study on "The Impact of the Citizen's Charter in Service Delivery. The findings of such study has revealed that the citizen's charter is useful in making procedural clarity (i.e; knowledge about citizen's charter and its content, access to information, usefulness of information and access to concerned officials) among the citizens and helped to improve service delivery particularly at District Administration Office, Kathmandu (Tamrakar, 2010).

Nevertheless, the role of the citizen's charter as an effective tool to ensure good governance has not received much attention. In fact, the study findings revealed that many people are still unaware about citizen's charter and by only framing the charter it

will not improve service delivery mechanism that eventually will affect satisfaction towards the service provider (Tamrakar, 2010). Not only that, the study findings also indicates that, the citizen's charter is still not successful in terms of dealing with complaints and grievances of general public. Therefore, it should be improved (Tamrakar, 2010).

Based on the discussion paper made by Institute of Public Administration Australia (IPAA, 2011) regarding "Getting Serious on Client Service", the result of the discussion in relation to the client charter seems to be consistent with the current study finding which has been highlighted that, the citizen's charter or customer service delivery standard are extremely regarded as an important tool especially in managing client expectations (IPAA, 2011). Not only that, client service charter is also known as a popular way to communicate service standards to clients. Therefore, in tandem with certain service standard, organization should set targets to achieve customers' satisfaction level within a given timeframe (IPAA, 2011). Hence, such discussion paper has concluded that service standards (clients' charter) are the key means for managing customers' expectation based on the available resources and customers' satisfaction targets are the key method for improving actual service delivery. However, all satisfaction targets should be reasonable, realistic, reviewed, regularly and adjusted annually as a continuous improvement in organizations (IPAA, 2011).

In relation to the above-mentioned discussion, the Department of Public Expenditure and Reform (2012) has emphasized that, an effective customer charter actually can increase the number of complaints received, also it will act as a feedback mechanism and as a result of these, customers' become confident that their complaints are being listened to and acted upon (DPER, 2012). Therefore, it is important to public services, not to become discouraged if the organization received any complaints raised by the customers' but the public service organization have to regard this as a form of

feedback which in turn can be useful in addressing and highlighting areas of service delivery which can be improved in order to enhance the level of customer satisfaction (DPER, 2012).

On the other hand, Mollah, (2015) found that, even though citizen charters are displayed in front of the selected offices, most of the service receivers have not enough knowledge about citizen charter and services, and even they have not enough knowledge about their rights and services especially for services (Mollah, 2015). Due to this, they (service receivers) have no voice for receiving service adequately, timely and properly. Conversely, service providers are almost aware about this, but they are less careful to provide services transparently and promptly, instead the service provider act like the principal (act as customer or service receivers) not as an agent (service provider). As a result of this, citizens' charter is just like a calendar on the wall instead of an instrument of social accountability (Mollah, 2015). In fact, study finding revealed that lack of awareness of citizens and lack of publicity or promotion about citizen charter are the main reason of failure to ensure social accountability and better service delivery in the selected area in Bangladesh (Mollah, 2015). Hence, it shows that citizen charter as one of the important social accountability mechanism practices is not very effective and satisfactory.

In fact, many studies reported that no impact of the Charter on service delivery (Public Affairs Centre, 2007; Rahman, 2013; Sharna, 2012) as cited in Gurung (2016). For instance, a case study evaluation of a Citizen's Charter in the local government in India revealed that the existing of Citizen's charter initiatives just a formality and observed severe failures attributed to a lack of political will, poor design, lack of public involvement in the design of the charter and lack of response to grievances (Sharma, 2012). Similarly an evaluation conducted in Bangladesh, found and concluded that the

Charter was not effective in improving service delivery, the public showed little interest as there was no change in service delivery (Rahman, 2013) as cited in Gurung (2016).

Surprisingly a recent study finding by Gurung (2016) found that there was little awareness among service users of the existence of the Citizen's Charter in the Primary Health Care system of the Dang District in Nepal. Most of the public are unaware about the existence of the Charter. Also many of the Charters were poorly displayed in health facilities. Hence, due to this, the study found that the Citizen's Charter was unable to help citizens in raising their voice (in terms of complaints and suggestions). In sum, it shows that people (service users) have low level of awareness related to Citizen's Charter. This is due to the weak implementation of social accountability mechanism with particular emphasized on Citizen's Charter that was implemented without public consultation. However, Gurung (2016) reported that to some extent, the charter did increase transparency and helped educated citizens raised concerns within Public Health Care system in the Dang District of Nepal.

However, based on the current study findings derived from both data quantitative survey and interview results through a semi-structured individual interview, the current study findings found that, all the three (3) mechanisms namely a meet customer day, customer feedback forms and customer charter have a significant relationship towards customer's satisfaction at RTD Padang Jawa, Selangor. Nevertheless, the current study findings revealed that, in terms of the strength of the relationship between variables (i.e: Independent and dependent variable) the results is less satisfactory, where the findings has demonstrated that all the three mechanisms especially customer feedback forms and customer charter have a very weak relationship

towards customer satisfaction and only a meet customer day produced a moderate positive relationship with customer satisfaction.

Nevertheless, these mechanisms still have significant positive relationship with customer satisfaction. Most probably, weak relationship between independent and dependent variables due to several weaknesses most probably in terms of the implementation and enforcement of all these three mechanisms (i.e; a meet customer day, customer feedback forms and customer charter) particularly at RTD Padang Jawa, Selangor. Most importantly, this quantitative finding was supported with the interview results from the customers responses where most of the participants said that, people are not really aware and know about the importance and benefits of these three mechanisms respectively to them. This is due to lack of knowledge, awareness and information regarding these three mechanisms that was implemented at RTD Padang Jawa, Selangor.

4.13 The Most Influential Mechanism of Social Accountability towards Customer Satisfaction

Multiple regression analysis was employed to explain which predictor variables can best explained the dependent variable (customers' satisfaction). In this study, *enter* method was employed to determine the most influential mechanism towards customers' satisfaction of the respondents. All the three mechanisms namely a meet customer day (public hearing), customer feedback forms (citizens' reports cards) and customer charter acted as predictors to dependent variable (customers' satisfaction) as presented below:-

Table 4.25: Multiple Regression Analysis:-Predictor's of Customers' Satisfaction

	Standardized Coefficients (Beta)	Sig.
Independent Variables		
A Meet Customer Day	.471	.000
Customer Feedback Forms	-.139	.045
Customer charter	.158	.019
Dependent Variable: Overall Customers' Satisfaction		
R	.478	
R ²	.228	
Adj R ²	.222	
F Value	37.449	

Note: *p<0.05, ** p<0.01

As shown in Table 4.25, the study findings of the multiple regression results for all three (3) mechanisms namely a meet customer day, customer feedback forms and customer charter on the overall customer satisfaction level of the respondents. The result indicates that all the three mechanisms as a whole accounted for only 22.8% (R²) of the overall customer satisfaction level of the respondents. Thus, the study findings suggested that there are many other factors (77.2%) that need to be considered in influencing customer satisfaction level of the respondents particularly at RTD Padang Jawa, Selangor

Apparently, the results indicated that there are significant predictors of a meet customer day, customer feedback forms, and customer charter respectively towards overall customers' satisfaction level with beta of a meet customer day with (β) value of .471, customer feedback forms with beta (β) value of -.139 and customer charter with beta (β) value of .158 respectively. With regards to the use of the customer feedback forms, even though, there is significant value at .045 which is less than .05, but it produces *negative predictor* on overall customers' satisfaction with beta (β) value of -.139. Hence, the study findings revealed that there was no strong support received between the use of customer feedback forms and overall customer's satisfaction level especially at RTD Padang Jawa, Selangor. Nevertheless, based on the multiple

regression analysis, the current study findings indicated that, a meet customer day (public hearing) was known as the most influential mechanisms towards overall customer's satisfaction level of the respondents particularly at RTD Padang Jawa, Selangor.

Therefore, to shed light on this findings (why these results occurred) , each participant were asked about: *In your opinion, why do you think a meet customer day is known as the most influential mechanism towards customers satisfaction as compared to customer feedback forms and customer charter? And why do you think the used of customer feedback form does not really influence customers' satisfaction particularly at RTD, Padang Jawa, Selangor?* Thus, in order to further explain this finding, the verbatim of each participant's responses was presented as below:

Participant A: *"I think because people will feel more satisfied when they can talk to the staff directly. Not only that, they also can get more explanation about the issues that they raise out during a meet customer day. Different with customer feedback forms, actually I heard many issues about customer feedback forms for example RTD provide the form just to fulfill the requirement but actually they (RTD) do nothing with the forms. I mean no action taken after they received comments based on the forms. Similar like customer charter, for me not everyone know about the charter and I believe that not all staff followed strictly as stated in the charter".*

(Participant A, 8 August, 2016, 10.30 am)

Participant B: *"If I am being given a chance...for sure I will choose a meet customer day rather than customer feedback forms. The reason is... I can talk directly to the staff and express anything that I felt...whether satisfied or not regarding their services. Because, I personally think that if I used customer feedback forms to give my comments...I don't think that they (RTD) really take into action based on the forms...maybe they just keep the forms. For customer charter...actually if everyone knows about the charter...I think RTD will receive many complaints because for me they do not really follow the charter".*

(Participant B, 8 August, 2016, 2016, 3.10 pm)

Participant C: *"Personally, I preferred to join a meet customer day rather than to use customer feedback forms, because when I joined a meet customer day...I can talk to the staff and even I can give my opinion regarding their services. For me, customer charter is very important especially to the staff, because they have to follow what stated in the charter. As a customer, we also have the right to make complaints if the staff does not follow the charter. But, unfortunately, I noticed that not all people who came to RTD concerned or even know about the charter".*

(Participant C, 10 August, 2016, 2016, 3.30 pm)

Participant D: *"Even me myself I preferred face to face... to discuss any issues related to services delivered in RTD rather than to use the forms or others. Because, my*

personal experience during a meet customer day, I felt so relieved... when I can talk directly to the staff, I can express my feeling of grievances especially in terms of service delivery and also their staff. For me, RTD have to improve the use of customer feedback forms, for example, the staff can give to each of the customer to fill in the form after they settle their transaction at the counter. So that they can get much input from their customer's".

(Participant D, 11 August, 2016, 2016, 11.00 pm)

Participant E: *"My personal opinion, I noticed that nowadays people they are more vocal, they want to express what they felt and think...that is why people more preferred to get involved in a meet customer day compared to other mechanisms. One more thing... RTD needs to strengthen and enforce the use of customer feedback forms to everyone who get the service especially in the counter. So that, RTD can gets more feedback from their customer's. For customer charter, RTD have to explain the role of the charter to the customer's because I believed that not everyone knows and concern about the charter. Whether they (RTD) have it or not...is not their problem".*

(Participant E, 11 August, 2016, 2016, 3.00 pm)

Participant F: *"I think because the customer's need more information and explanation from us, example, when we have a meet customer day, usually our staff will give feedback to whatever questions or issues rose by customers. Different with customer feedback forms, we have to collect and discuss with top management all the customers' comments from the forms and try to find out the solution. So here, for sure, customers do not know the result of the discussion. In terms of customer charter, so far we have no issues about it. I think people do not really know about the charter".*

(Participant F, August, 25, 2016, 9.00 am)

Participant G: *"I noticed that most people like to talk directly to the staff rather than use the forms. Maybe they can express anything that they feel dissatisfied with our services. Actually, I am not sure why people don't like to use customer feedback forms, even I realized that sometimes they also do not satisfied with our service, maybe they (customer's) think that we do not take any actions based on customer's feedback forms. So far, no one of our customer's talk about customer charter, maybe they do not know about the charter".*

(Participant G, August, 25, 2016, 10.00 am)

Participant H: *"As far as I concerned, I could say that, a meet customer day can be considered as one of the effective mechanisms towards customer's satisfaction even not hundred percent yet. Since I involved in a meet customer day, I noticed that people like to talk directly with the staff. Usually they (customers) expected us to give immediate feedback from the interaction on any related issues. Regarding customer feedback forms, I heard many times where customer's said that RTD take no action with the forms; they said... we just keep the forms and do nothing".*

(Participant H, August, 25, 2016, 11.00 am)

Participant I: *"For me, a meet customer day contribute to customer's satisfaction even though not hundred percent. Because customers through a meet customer day, people will feel more satisfied if they can talk directly with the staff rather than using the forms. In terms of customer feedback forms, actually it also can influence customer satisfaction*

but we have to get more cooperation from the individual customer, to fill in the form after they received service at the counter.”

(Participant I, August, 25, 2016, 12.00 pm)

In relation to the above study a finding, multiple regression analysis has revealed that one of the most influential mechanism emerged from this study is a meet customer day. Most importantly, it was also known as a main predictor towards overall customers' satisfaction level of the respondents particularly at RTD Padang Jawa, Selangor. Hence, the evidence of this study findings strengthened the idea that there was support for a meet customer day and overall customer's satisfaction. In other words, customers satisfaction still rely on the implementation of this mechanism especially a meet customer day, even though based on the regression analysis, there are many other factors accounted about (77.2%) that need to be considered to influence overall customer satisfaction level of the respondents.

Furthermore, the current findings also revealed that, the overall customer's satisfaction level in relation to services delivered especially at RTD Padang Jawa is moderately satisfied. Thus, in order to enhance the level of customer's satisfaction from moderately satisfied to highly satisfy RTD Padang Jawa has to revisit and perhaps revamp each of these mechanisms implemented especially the use of customer feedback forms. Since the study findings revealed that customer feedback forms known as negative predictor towards overall customers' satisfaction of the respondents. Not only that, perhaps RTD Padang Jawa, has to revisit and revamp the implementation of these mechanisms through improving, strengthening and enforcing the implementation of each mechanism thoroughly to be more effective towards enhancing public service delivery as a whole.

In relation to the current study findings, the study corresponded well with the previous studies carried out by Kathlene and Martin, (1991) and King, Feltey and Susel, (1998) in their study, it was concluded, public participation such as public hearing is the most beneficial and can affect decisions if it occurs early in the process of the hearing, and public hearing should be in two way deliberate communication between the parties involved. Besides that, Thomas (1995) highlighted, public participation can be effective when the mechanisms are designed around the purpose for participation. Furthermore, this findings was further supported by a study of O'Toole, Marshall and Grewe (1996) in their study regarding budget practices across various types of local governments which found in their study about the extensive use of the public hearings and budget summary documents, on the other hand, the study indicated the low usage of other methods included in the survey with regards to local government budget practices.

In addition, the current study findings also supported the idea of Ebdon (2002) in her study was concluded that public hearing was known as the most successful mechanism used in the budget development process in local government in most cities (Ebdon, 2002). With regards to this study, citizens survey opinion can be generalizable if it can be done scientifically and can provide valuable information about service priorities and issues, however there are some disadvantages where the questions wording used affect results, intensity of opinion may not be indicated and can be costly (Ebdon, 2002). Meanwhile, the current study findings also seemed to be consistent with a study made by Holdar and Zakharchenko (2002) in their study on "People's Voice Project" (PVP), demonstrated that public hearings are known as one of the most effective instruments in increasing public engagement in the policy development process that affect satisfaction of those involved in the development of local public policy such as local government, mass media, NGO's, entrepreneurs and others (Holdar and Zakharchenko, 2002).

Not only that, the active information campaign was regarded as one of the successful components of the public hearings especially regarding educational reformation in Ternopil (Holdar and Zakharchenko, 2002). Due to this success, people began to regard public hearings as one of the key mechanisms where they use public hearing in the process of decision making at the local level. As a result of the public hearings, a working group on education was also created in which this group developed a number of legal documents on educational issues and others (Holdar and Zakharchenko, 2002).

According to Maharjan *et al.*, (2006) the study concluded that public hearing has been found to be an effective participatory tool to internalize the good governance practices in the Community Forestry User Groups. During public hearing, the users increasingly raised the issues and concerns and significant results have been observed in the CFUGs that lead to several important outcomes as a result of the public hearing (Maharjan, *et al.*, 2006). There are some major outcomes gained from the public hearing interventions such as increased awareness and accountability of the roles and responsibilities of both CFUGs and Executive Committee members, increased effective communication between ordinary CFUGs members and EC members, improved access to important information and many other important outcomes that eventually affect their satisfaction of the parties involved in the program (Maharjan, *et al.*, 2006). Apparently, this program revealed that, public hearing also is known as one the effective mechanism in promoting good governance practices especially at the grass roots level. Most importantly, public hearing helped to improve social inclusion in terms of participation and has been very effective in contributing towards anti-corruption practices (Maharjan, *et al.*, 2006).

Not only that, as highlighted by Joshi (2010) in his review paper on the “Impact and Effectiveness of Transparency and Accountability and Initiatives” has revealed that,

due to the success and widespread credibility, public hearing have been institutionalized in some national programs, most prominently the National Rural Employment Guarantee Act (NREGA) in the form of social audits (Joshi, 2010). Not only that, the study also suggests that there is sufficient mass evidence now suggesting that the new accountability mechanism such as public hearing have been effective in achieving their immediate goal (Joshi, 2010).

Furthermore, the abovementioned study further supported the initiative taken by the Department of Performance Monitoring and Evaluation (DPME) (2013) that established “A Framework for Strengthening Citizen-Government Partnership for Monitoring Frontline Service Delivery”, that mainly focused on Citizen-Based Monitoring (CBM) such as public hearing that was used as an essential component to monitor and improve government performance in relation to service delivery improvement that can affect people satisfaction (DPME, 2013).

In relation to this study, public hearing mechanism was used by Public Service Commission’s to discuss specific experiences about the selected issues. It involved stakeholders, citizens and the government where they come together to discuss the issues. As a result of this approach, public hearing mechanism was regarded as a platform for citizens and government to interact where citizens and government can raise problems and hear each other around important issues (DPME, 2013). More importantly, through public hearing, it allows for an in-depth engagement on an issue that affects service delivery and satisfaction of those involved. Not only that, the issue is understood from both perspectives which are citizens and governments or service provider perspective (DPME, 2013).

Conversely, a study carried out by Heberlein (1976) on his study regarding “Alternative Mechanisms for Public Involvement; The Hearing, Public Opinion Poll, The Workshop and The Quasi-Experiment” has contradicted with the current study

finding's which found that, the public hearing mechanism is always unrelated to the fulfillment of the public needs that affect decision making process and the effectiveness of the public hearing also is limited by the problems regarding lack of participation or representation in public hearings (Heberlein, 1976). Furthermore, Heberlein (1976) in his study also revealed that even though the public opinion survey could solicit input from the public, but it is costly, difficult to conduct and the responses tend to be based on low levels of information (Heberlein, 1976). This is because the public at large sometimes generally are uninformed about any particular program and its implications. As a result, this tends to make such response or opinions from the survey unstable and ephemeral because they may form their opinions at the time they fill out questionnaire and their response are rarely a good indicators of "true" preferences formed by those people involved in the questionnaire survey (Heberlein, 1976).

Additionally, King, Feltey and Susel (2008) in their study on "The Question of Participation: Toward Authentic Public Participation in Public Administration", found in other research carried out by Crosby, Kelly, and Schaefer, (1986); Kathlene and Martin, (1991); Kweit and Kweit, (1981); (1987); Parsons, (1990) stated that most techniques used in current participation efforts are not enough. Surprisingly, their study indicated that the most ineffective technique is the public hearing. This is because of lack of participation or low attendance in public hearing (Feltey and Susel, 2008).

In terms of customer feedback forms, Kathlene and Martine (1991) in their study on "Enhancing Citizen Participation: Panel Designs, Perspectives and Policy Formulation" stated that public survey opinion like citizen report cards do not allow for any interactive process or in other words there was no relationship between citizens and administrators. Due to this, it showed some drawbacks of the used of survey opinion with respect to enhancing citizen participation of their study. In fact, referring to Public Sector Research Centre (2007), customer feedback is often one of the most neglected

areas of public service delivery. For public sector organizations, lack of customer feedback can be a source of major operational risk, it also can restrict their continuous learning capabilities. Not only that, the reality is that too few organizations either in public or the private sector collect even basic data on level of customer satisfaction, customer experience, customer outcome or customer loyalty (PSRC, 2007).

Whereas in terms of client charter, Humphreys (1998) in his discussion paper on “Improving Public Service Delivery” revealed that the most telling criticisms of the client charter relates to lack of engagement with people which is similar like what happens at RTD Padang Jawa, Selangor. In other words, the formulation of the customer charter or client charter usually focuses on top down approach rather than bottom up approach. In line with this issue, McCourt (2013) highlighted the use of citizens’ charter in India and he reported that the Indian central government agencies posted citizens charter on government websites and were open to public scrutiny. Nevertheless, the implementation face a series of problems such as the perception that the initiative was seen as coming from the top with lack of consultation, employees affected received little training, staff transfer disrupted the implementation, the charter concept was not properly understood by clients and some charter service norms were either too lax or too tight. Similar concerns happens in Citizens charter movement in UK which also faced criticisms on the perceptions that they were management driven and the charter did not reflect the priorities of citizens (McCourt, 2013).

Most importantly, RTD as a service provider has to play a vital roles in the implementation of these mechanisms closely by strengthening and promoting actively all these three mechanisms not only to their internal staff but also to the customers. The main purpose is to impart more knowledge and give a clear goal of each mechanism, give accurate information about the importance, benefits and the effects of these mechanisms so that people will get more knowledge, understanding, information, and

most importantly get benefits from the implementation of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively. Meanwhile, for service provider this current study could assist RTD to continuously improve public service delivery as a whole, and as a result of it can enhance the customers' satisfaction level especially at RTD, Padang Jawa, Selangor.

4.14: Summary of all hypotheses testing

Table 4.26: Summary of the Hypothesis Testing

No	Hypothesis Statement	Results
1	There is no significant difference in customer satisfaction between gender	Reject null hypothesis
2	There is no significant difference in customer satisfaction between different categories of age	Reject null hypothesis
3	There is no significant difference in customer satisfaction between different level of education	Fail to reject null hypothesis
4	There is no significant relationship between a meet customer day (public hearing) and customers satisfaction	Reject null hypothesis
5	There is no significant relationship between customer feedback forms (citizen report cards) and customers satisfaction	Reject null hypothesis
6	There is no significant relationship between customer charter (client charter) and customers satisfaction	Reject null hypothesis
7	There is no significant influence between a meet customer day, customer feedback forms and customer charter (client charter) towards customers satisfaction	Reject null hypothesis

In a nutshell, the findings of this study as discussed above have managed to address the research objectives originally outlined and could be summarized accordingly as follows: The level of customers' satisfaction is at moderately satisfied as a whole in relation to services received at RTD Padang Jawa, Selangor. This can be seen with mean value of (M=3.53). The implementation level of social accountability mechanism with respect to a meet customer day, customer feedback forms and customer charter is at moderately high at RTD Padang Jawa, Selangor. This can be seen with mean value of (M=3.70), (M=3.82) and (M=3.91) respectively. There is a significant difference in customer

satisfaction between male and female (gender). Since, $Sig. = .024$ and p value is less than 0.05, it showed that there is a statistically significant difference between male and female in customer satisfaction level of the respondents.

Therefore, the current study findings rejected null hypothesis. There was a significant difference in customer satisfaction between different categories of age at the p value less than .05 ($p < .05$) where the value of $F [df=4,379, p < .05] = 14.510$ is significant. As a result, this study rejected null hypothesis. Furthermore, the Tukey HSD post hoc comparisons test results showed that the significant difference occurs between those aged 30-34 and more than 40 years old with the other categories (20-24 years, 25-29 years and 35-39 years old). While, the homogeneous sub-sets and mean plots table clearly show the mean score for those 30-34 years is far lower than the mean scores of the other age group.

Whereas, there was no significant difference in customer satisfaction between different level of educational background of the respondents at the p value more than .05 ($p > .05$) where the value of $F [df=3,380, p > .05] = .373$ which is not significant since p value is $= 0.772$. Hence, this study fails to reject the null hypothesis. There was a moderate and positive relationship between customers' satisfaction level with a meet customer day with a Pearson correlation ($r=.465$) and the significant value is less than 0.01 ($p < 0.01$). Thus, this findings rejected null hypothesis between a meet customer days (public hearing) and customers' satisfaction level. Thus, the findings revealed that there was significant relationships exist between a meet customer day with customer's satisfaction level of the respondents.

Meanwhile, simple linear regression analysis results found that a meet customer day accounts for only 21.7% of the variance on customer satisfaction. Hence, this result implied that there are many other factors (78.3%) that need to be considered towards achieving maximum level of customer satisfaction particularly at RTD. The findings

revealed that, a customer feedback form has very weak and positive significant relationship with customers' satisfaction level ($r=.144$) and the significant value is less than 0.01, ($p<.01$). Hence, it shows that, there is a significant relationship between customer feedback forms with customer satisfaction level.

As a result, this study reject null hypothesis between customer feedback forms with customer satisfaction level of the respondents, since, the findings produces positive relationship between both variables. Meanwhile, the results of the regression analysis between customer feedback forms and customer satisfaction revealed that customers' feedback forms only explain 2.1% of the customer satisfaction construct. Therefore, such findings lend further basis to the arguments that there are many other critical factors (97.9%) that need to be addressed in tackling the issues of customer satisfaction particularly at RTD Padang Jawa, Selangor. There was a very weak and positive relationship between customers' satisfaction with customer charter with a Pearson correlation ($r=.183$) and the significance value is less than 0.01 ($p<0.01$). Therefore, statistically this study finding reject null hypothesis between customer charter with customers' satisfaction of the respondents. The finding reveals that there was a significant relationship between customer charter and customer satisfaction.

Meanwhile, the results of the regression analysis between customer charter and customer's satisfaction indicated that customer charter only explained 3.3% of the variance on customer satisfaction. Hence, this study finding concluded that there are many other critical factors (96.7%) that need to be considered towards achieving maximum level of customer satisfaction especially at RTD Padang Jawa, Selangor.

Multiple regression analysis indicates that all the three mechanisms as a whole accounted for only 22.8% (R^2) of the overall customer satisfaction level of the respondents. Thus, the study finding suggests that there are many other factors (77.2%)

that need to be considered in influencing customer satisfaction level of the respondents particularly at RTD Padang Jawa, Selangor. Likewise, the results indicated that there is a significant predictor of a meet customer day, customer feedback forms, and customer charter respectively towards overall customer satisfaction level with beta (β) value of .471, customer feedback forms with beta (β) value of -.139 and customer charter with beta (β) value of .158 respectively. Even though, there is a significant value but it produces *negative predictor* of customer feedback forms on overall customer satisfaction with beta (β) value of -.139. Hence, the results revealed that there was no strong support received between the used of customer feedback forms and overall customer's satisfaction level at RTD Padang Jawa, Selangor. However, based on the multiple regression analysis, the current study findings indicated that, a meet customer day (public hearing) was known as the most influential mechanism towards overall customer's satisfaction level of the respondents particularly at RTD Padang Jawa, Selangor.

CHAPTER 5: CONCLUSION AND RECOMMENDATION

This chapter presents a summary of the study, conclusion and recommendation that could be derived from the results of the study which were carried out as presented in the previous chapter. This chapter is mainly divided into two main sections. Firstly is the summary of the respondents' profile. Secondly is the discussion on five (5) sub-sections for each of the research objective as outlined Chapter one. The first and second sections

would basically recap the main findings of the study. This is followed by discussing the implications of the study, conclusion and recommendation for the future research is proposed.

This study provides an empirical evidence with regards to a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customer satisfaction in the context of the Malaysian public sector. The terms or definitions of public hearing, citizen report cards and client charter constructs may be interpreted according to different organization, and/or individual perspectives. Thus, in the current study, the operationalization of terms was based on organizational context that is RTD. Although it has different interpretations its core meaning is still the same, Therefore, throughout the discussion of this thesis, the terms of public hearing, citizen report cards and client charter were used interchangeably with a meet customer day, customer feedback forms and customer charter respectively. All these terms applied according to organizational context specifically at RTD.

Even though, studies in social accountability mechanism particularly with regards to public hearing, citizen report cards and client charter literature have been developed based on quantitative and/or qualitative methods, and they had highlighted the effects of such practices in their different fields of study. The findings of those studies have increased the level of understanding regarding public hearing, citizen report cards and client charter, but the influence or direct relationship between social accountability mechanisms and customer satisfaction based on individual service user level perceptions are less clear. As such, the main purpose of this research was to empirically examine the implementation, relationship and the influence of social accountability mechanisms practices particularly with respect to public hearing, citizen report cards

and client charter respectively towards customer satisfaction based on the service user's level perspective at RTD Padang Jawa, Selangor.

Specifically, the objectives of the study were: (1) To identify the level of customer satisfaction in relation to service received at RTD; (2) To identify the implementation level of social accountability mechanisms with respect to a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively at RTD; (3) To examine the differences in customer satisfaction on the basis of their demographic background (i.e; gender, age and educational level) at RTD; (4) To examine the relationship between a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively with customer satisfaction at RTD; (5) To explain the most influential mechanisms of social accountability (i.e; of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customers satisfaction at RTD.

The actual cross-sectional study was conducted using data collected from individual customers who received services at RTD Padang Jawa, Selangor and the data was used to examine the influence of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively on customer satisfaction. This study employed two types of sampling technique for selecting the subjects. Firstly, a total of 400 respondents were selected through simple random sampling (SRS) technique from an accessible population of 100 000 customers at RTD Padang Jawa, Selangor. Meanwhile, 9 participants were chosen based on a purposive sampling technique, and all the respondents served as the unit of analysis for the study.

In terms of data collection, “Explanatory Sequential Design” was employed in order to accomplish and achieve the research objective. However, the questionnaire survey method constituted the main tool of information gathering, then was followed by semi-structured interview to further explain why these result occurred (based on the quantitative findings). Other methods employed for gathering additional data were also sought from secondary sources.

In this study, a quantitative data were analyzed using the Statistical Package for the Social Sciences (SPSS) computer software. Both descriptive and inferential statistics were used to describe the data and to further explain the study findings that would provide a meaningful insight to the current study. Then, the Independent T-test was performed to determine the differences in the level of customer satisfaction between male and female (gender). Meanwhile, One-way ANOVA was carried out to determine if there is any significant difference between respondents from different age categories and educational level of the respondents. Furthermore, the Pearson product moment correlation was used to determine the magnitude and direction of the relationship between the dependent variable and independent variables. Then, simple linear regression was also carried out to further explain the relationship of the single predictor variables to the outcome variable respectively. Lastly, the multiple regression analysis was performed to explain the most influential of independent variables on dependent variable.

For this study, the dependent variable was customer satisfaction. There were five main drivers of customer satisfaction namely, delivery, timeliness, information, professionalism and staff attitude. While, socio demographic factors (i.e; gender, age and educational level) and social accountability mechanisms (i.e: of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively served as independent variables.

5.1 Recapitulation of Study

This section is divided into two parts. Firstly is a summary of the respondents profile and secondly the discussion would involve five (5) sub-sections with regards to the research objectives as outlined in Chapter 1. The first sub-section basically discusses on the level of customer satisfaction in relation to service received at RTD. The second sub-section discusses the implementation level of social accountability mechanism specifically with respect to public hearing (a meet customer day), citizen report cards (customer feedback forms) and client charter (customer charter) respectively at RTD. The third sub-section is to examine the difference in customer satisfaction on the basis of their demographic background (i.e; gender, age and educational level) at RTD. The fourth sub-section examines the relationship between a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) practices with customer satisfaction at RTD. Last but not least, the final sub-section would explain the most influential mechanism of social accountability mechanisms (i.e; a meetcustomer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customers satisfaction at RTD.

5.1.1 Profile of the Respondents

From a total of 384 respondents, it was found that the highest number of respondents were males rather than females. Therefore, this study showed that the most of the respondents are represented by male. In terms of age, the percentage of the largest group included those respondents whose age ranged from 30 to 34 years, followed by those whose age range from 20 to 24 years old, then 25 to 29 years old followed by those ages 35 to 39 and the lowest belong to the age group of more than 40 years old. In this study, it was found that the highest number of respondents were Malays followed by Chinese, Indians and others respondents. With respect to marital status, half of the respondents

were single and followed by married respondents. In terms of highest educational level of respondents, this study showed that more than half of the respondents had university education, followed by secondary, others and lastly primary school. In terms of occupational sector, the highest number of the respondents were from the private sector, followed by self-employed, then public sector, students and unemployed. With regards to how many times the respondents received services at RTD, majority of the respondents received services about “1 to 5 times”, followed by “6 to 10” times, “more than 15 times” and lastly “11 to 15 times”. Lastly, the study findings indicated that more than half of the respondents dealing at the counter service, whereas less than 50% of the respondents dealing with both (counter and online service), online service and others respectively.

5.1.2 Customer Satisfaction in Relation to Service Received at RTD

Based on the analysis, it can be concluded that overall customers are satisfied with the services rendered by RTD. It showed that average satisfaction score range from moderately high ($M=3.53$, $SD=2.75$), Satisfaction with staff attitude is the highest scoring element in customer satisfaction ($M=3.62$, $SD=0.60$) whereas other elements such as service delivery ($M=3.56$; $SD=0.67$), timeliness ($M=3.51$; $SD=0.54$), information ($M=3.50$; $SD=0.50$) and professionalism ($M=3.43$; $SD=0.68$) are at average level.

As stated in the early chapter, Pn Jumaizah bt Ibrahim (26/2/2015) revealed that RTD has received several complaints and criticisms lodged by the public with regard to poor performance of public service delivery rendered by RTD. For example, Selangor has received the highest number of complaints lodged by public in the year of 2014 as compared to the other RTD branches throughout Malaysia. Surprisingly, according to

En Lim Wei Kean, (20/6/2016), Assistant Director of RTD Putrajaya also reported that, again RTD Selangor still received the highest numbers of complaints from the public in the year of 2015 with regard to various complaints such as poor quality service at the counter service, the problems of new online system such as Mysikap, the wrongdoings of RTD staff, lack of enforcement, failed to follow the specified procedure, wrongdoing of the staff and other complaints. This statement was based on the analysis and report prepared by RTD headquarters located at Putrajaya.

However, the study finding apparently showed that, the staff attitude play a vital role towards achieving maximum customer satisfaction level in relation to services delivered by RTD Padang Jawa, Selangor. Thus, this study findings seemed to be consistent with a study by Cengiz (2010) where emphasized that customer satisfaction could not be defined only based on service quality, quality of the goods or services or standards used by organizations. But, it goes beyond that in which customer satisfaction is about the relationship between the customer and products or between customer and service providers (Cengiz, 2010). Most importantly, this results also is consistent with the data obtained by MORI Social Research Institute (2004) on the behalf of the Office of Public Service Reform (OPSR) indicated that, performance of the key elements for overall satisfaction tends to be high on rating of staff in which people are most satisfied with the staff attitude (MORI, 2004).

In fact, a study conducted by Lepkova and Zukaite (2012), highlighted that the nature of service employees and customers interaction would affect the heart of customers' evaluation based on their service experience with the employees especially

when it involved service encounter. In fact, it actually could influence the customer impression towards the quality of service performance rendered by service provider. This statement was in line with a phrase “the first impression is very important”.

Therefore, the role of service provider in creating customer satisfaction is very imperative and it should be taken into consideration as a process of continuous improvement and development of the organizations. Apart from that, in order to enhance service delivery, employees are supposed to be approachable, friendly, warm and helpful and display a positive attitude. This is due to customers always catching the displayed emotions of the employees, or it is known as “emotional contagion”. Emotional contagion focused on the transference of positive attitudes of the employees such as smiling and friendliness and this was related to those employees who have high job satisfaction with positive moods and emotions. This findings support the previous research which showed that these positive attitude actually will spread out and affects customers, while negative attitudes also can be transferable to customers (Williams’s *et al.*, 2011b; Webster, Sundram, 2009)

5.1.3 The Implementation Level of Social Accountability Mechanism with Regards to a Meet Customer Day, Customer Feedback Forms and Customer Charter at RTD

The result of the study points to the level of implementation of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively at RTD as moderately high. This can be seen with the mean value of a meet customer day indicates ($M=3.70$; $SD=0.42$), customer feedback forms indicates ($M=3.82$; $SD=0.30$), and customer charter with ($M=3.91$; $SD=0.28$) respectively. Meanwhile, by looking at each of the mechanism, the current finding indicates that customer charter reported the highest mean score with a mean value of

($M=3.91$; $SD=0.28$), followed by customer feedback forms ($M=3.82$; $SD=0.30$), and the lowest mean score is a meet customer day indicates ($M=3.70$; $SD=0.42$).

However, it is important to note that, the implementation level for each of the different mechanisms namely a meet customer day, customer feedback forms and customer charter indicates only a slight difference in the mean values between them. Therefore, Nunally (1978) and Stufflebeam (1972) suggested that the mean score between the range of 3.01–4.00 required incremental changes for the purpose of continuous improvement and development with regards to any program, reforms or mechanisms undertook by organization such as RTD. Nevertheless, in the context of discussing such results to other findings in a Malaysian background, the task is rather difficult.

This is due to the fact that as pointed by Rowe and Frewer (2000) in their study what constitutes “effectiveness”, how to determine the “effectiveness” either theoretically or empirically really needs the understanding on the results of the implementation of public participation and what constitute “good” outcomes and what processes contribute to it (Rowe and Frewer, 2000). Unfortunately, there little comprehensive or systematic consideration of studies of these matters in the academic literature and whether any particular application of particular method (refers to public participation methods) may be considered successful remains determined (Rowe and Frewer, 2000).

The results of this study with respect to the level of implementation for each mechanism namely a meet customer day, customer feedback forms and customer charter does offer some relevance to a certain extent in relation to other prior studies which were conducted in the Malaysian context. For example, as highlighted by Nur Barizah *et al.*, (2011) even though the Malaysian public sector has had a fairly comprehensive measurement system, it is still lacking in terms of implementation as

well as insufficient disclosure of these performance information to the wider public. As a result, this would hinder the public's capacity to evaluate the level of accountability as well as performance of the various public agencies (Nur Barizah *et al.*, 2011).

Furthermore, the Department of Performance Monitoring and Evaluation (DPME) (2013) has reported that, there exist examples of citizen-government monitoring such as public hearing, citizen report cards and many others, however studies by the Office of Public Service Commission highlighted that the existing implementation are not similar and there is a need for guidelines, for practices to be institutionalized, for strengthening the use of findings in decision making, for training of the officials on how to plan and manage citizen participation. Hence, DPME (2013) came out with a framework for strengthening citizen-government partnerships for monitoring frontline service delivery in order to address the gap in government current monitoring approach (DPME, 2013).

5.1.4 Demographic Factor (i.e; gender, age and educational level) on Customer Satisfaction at RTD.

As for demographic factors of respondents (i.e; gender, age and level of education) the results of the study found that there is significance difference in customer satisfaction level on the basis of gender between male and female. Since, the significance value is less than .05 which is $p = .024$. Thus, it showed that there is a statistically significant difference between male and female towards customer satisfaction level in relation to services received at RTD Padang Jawa, Selangor. Therefore, this current study finding rejected null hypothesis. In addition, even though the mean values indicated that there is a slight difference in the mean score between males and females, this study indicated that female respondents reported higher level of satisfaction as compared to male respondents with mean value for females ($M=18.08$, $SD=2.71$) while males reported ($M=17.42$, $SD=2.74$) respectively.

Apparently, this study is in line with a study conducted by (Chisick 1997, Singh, 1990) cited in Albert *et al.*, (2011) which showed that, there are studies that have identified men as being less satisfied with regards to customer satisfaction. Besides, this study finding was supported by a recent study carried out by Dewan and Mahajan (2014) which revealed that, there was a significant difference between gender and customer satisfaction of State Bank of India (SBI). In addition, the study findings was also in line with previous studies that proved the existence of significant difference between men and women in relation to experience and expression of emotion of carried out by (Stearns, 1992; Lewis, 2000) as cited in Stan (2015) in his studies regarding gender. Apart from gender, age is another factor to be studied with regards to the level of customer satisfaction in relation to service received at RTD. Based on the findings, there was a significant difference in customer satisfaction level from different age groups at p value less than .05, $p=.000$ as a whole. Hence, this study rejected the null hypothesis. Furthermore, the study also is in agreement with a study carried out by Sivesan and Karunanithy (2013) on personal demographical factors and their influence on customers' satisfaction from customers' which perspective demonstrated that, there is significance difference between different age group on customers' satisfaction. Thus, the age of the respondents has a significant effect on customers' satisfaction, thus null hypothesis is rejected in the study (Sivesan and Karunanithy, 2013). This results was further supported by a recent study carried out by Mishra (2015) on the demographic influence on customer satisfaction towards banking services among residents' which showed that there is a significant difference among different age groups with respect to satisfaction from banking services (Mishra, 2015).

Last but not least, in terms of education level, education of the respondents is one of the most important influencing factors of the study. Education is important for people to make a judgment and evaluate the services rendered by the service provider's such as

RTD based on people's expectation, service experience and how the service is being delivered by the staff. Based on the study findings it showed that there was statistically no significant difference in education level of the respondents on customer satisfaction level at the p value obtained is 0.772 more than 0.05. Hence, this study failed to reject the null hypothesis. Therefore, it could be concluded that the association between education level of the respondents and customer's satisfaction level are statistically not significant.

In relation to the findings of the current study, this result was supported by previous studies conducted by Elangovan and Sabitha (2011) which found that there is no significant difference in the level of education of the respondents and customers' satisfaction. this findings was further supported by Serin *et al.*, (2013), in their study on the effects of demographics factors on perceived customers' satisfaction between public and private bank in Turkey which has revealed that, there is no relationship between education level of the respondents and perceived satisfaction (Serin *et al.*, 2013).

5.1.5 A Meet Customer Day (Public Hearing) and Customer Satisfaction

With regards to a meet customer day, the study findings showed that, there was a moderate and positive relationship between customers' satisfaction 1 with a meet customer day with a Pearson correlation ($r=.465$) and the significance value is less than 0.01 ($p<0.01$). Hence, this finding rejected the null hypothesis between a meet customer days (public hearing) and customers' satisfaction. Therefore, the findings revealed that there was a significant correlation between a meet customer day with customer satisfaction. In particular, it seems that if the implementation of a meet customer day is effective, the customer's satisfaction also will be increased. In fact, customer

satisfaction also depends on a meet customer day and both variables (of a meet customer day and customer's satisfaction) move in the same direction when there is a positive correlation.

Subsequently, a simple linear regression was executed to further examine the relationship between a meet customer day with customer's satisfaction level. Thus, the results found that public hearing accounts for only 21.7% of the variance on customer satisfaction. Hence, this results implied that there are many other factors (78.3%) that need to be considered towards achieving maximum level of customer satisfaction particularly at RTD Padang Jawa, Selangor.

Furthermore, in order to further explain the abovementioned results, the selected respondents were asked about their opinion whether a meet customer day (public hearing) is related and could influence customers' satisfaction at RTD. When the participants were asked about the questions, most of the participants' believe that a meet customer day related and probably it could influences customers' satisfaction even though most of the responses from the participants do not know how far this mechanism could influence customers satisfaction. But most of the responses from the interviewee (customers') emphasized that, if RTD Padang Jawa really gives serious attention and strengthen the implementation of this mechanism; a meet customer day can be more efficient and effective especially to enhance customers' satisfaction. In relation to this interview, the participants also pointed out that, not everyone knows about such mechanism. Perhaps, they lack of knowledge, awareness and information. One of the interviewees said that RTD Padang Jawa is really concerned and does not emphasize on this mechanism. In other words, RTD does not give full commitment with respect to promoting; giving explanation and information about the importance of a meet customer day to their customers'.

Nevertheless, as highlighted by the Department of Performance Monitoring and Evaluation (DPME) (2013), the use of Citizen-Based Monitoring (CBM) such as public hearing known as an essential component to monitor and improve government performance. Besides, it focused on supporting citizen-based monitoring as a practice in South Africa, which focuses on the ordinary people experiences in their day to day engagement with service providers in order to strengthen the voice of the citizens in the work of government and drive service delivery improvements that eventually could affect customers' satisfaction (DPME, 2013). In fact, through CBM, it places citizens as active participants and not as passive customers in shaping what is monitored, how the monitoring is done and what the interpretations and actions can be derived from the data. This is because CBM is a mechanism to bring the voices of the citizens mainly into the service delivery process and used around the world including South Africa (DPME, 2013).

5.1.6 Customer Feedback Forms (Citizen Report Cards) and Customer Satisfaction

In terms of customer feedback forms, a Pearson's Correlation Coefficient r was carried out to examine the relationship between customer feedback forms towards customer's satisfaction. The findings revealed that, a customer feedback form has very weak and positive significant correlation with customers' satisfaction ($r=.144$) and the significant value is less than 0.01, ($p<.01$). Hence, it showed that there is significant correlation exist between customers feedback forms with customer satisfaction. Thus, this study reject null hypothesis between customer feedback forms with customer satisfaction. Since, the findings produces positive relationship between both variables, thus it indicates that, if the use of customer feedback forms is effective, the customer satisfaction also will increased especially at RTD Padang Jawa. In other words both

variables (customer feedback forms and customer satisfaction level) move in the same direction when there is a positive correlation.

Subsequently, simple linear regression analysis was executed between customers' feedback forms with customers' satisfaction to further examine the relationship between variables. According to Field (2002), it was chosen as a method of analysis to predict an outcome from a single predictor namely customers feedback forms. Moreover, simple linear regression was chosen because it provides an opportunity to ascertain the predictive power of variables (Field, 2002).

Nevertheless, surprisingly the findings revealed that customers' feedback forms only explained 2.1% of the customer satisfaction construct. Therefore, such findings lend further basis to the arguments that there are many other critical factors (97.9%) that need to be addressed in tackling the issues of customer satisfaction particularly at RTD Padang Jawa, Selangor. Thus, the customer feedback forms could only be deemed as one of the many factors that contribute to customer satisfaction level. Henceforth, in order to effectively deal with customer satisfaction, a more holistic approach perhaps needs to be adopted by the organization.

To shed light of this current study, a semi-structured interview was conducted, some of the participants revealed that RTD Padang Jawa does not really emphasize on the use of customer feedback forms to the customers'. The use of the feedback forms is heavily rely on the initiative of the customers' itself if they do not satisfied with the services rendered by the staff, for instance at the counter service. Due to this issue, it can be seen that, the top management of RTD lack accountability, as a service provider supposedly they have to be more responsible in terms of giving information and explanation specifically in terms of the objective, the benefits and the effects of using customers' feedback forms to the customers and the staff at RTD. Therefore, the results of this current study suggested that RTD have to be more accountable with the use of

customers' feedback forms by strengthening and enforcing the use of the feedback forms to their customers' that received services especially at RTD. This is because the customers' feedback forms known as useful mechanism can be used by the customers' to evaluate and give comments based on the services rendered by RTD.

Likewise, as highlighted by Joshi (2010) in his review paper on the "Impact and Effectiveness of Transparency and Accountability and Initiatives" it was found that, the used of citizen's report cards has led to citizen mobilization and also has increase citizens awareness. Not only that, surprisingly, public agencies had become more transparent and were willing to share information with citizens. Based on this review paper, two main factors seems to be critical in influencing the impact of report cards, firstly is the presence of active and independent media and civil society organizations that are willing to use information to press for accountability and reforms, and the second factor is the presence of public officials who are catalyzed by the poor performance of their agencies are willing to change and reform (Joshi, 2010).

5.1.7 Customer Charter (Client Charter) and Customer Satisfaction

Last but not least, is the customer charter. Based on the findings, there was a very weak and positive relationship between customers charter with customer satisfaction with a Pearson correlation ($r=.183$) and the significant value is less than 0.01 ($p<0.01$). Thus, this findings rejected the null hypothesis between customer charter with customers' satisfaction. As a result, the findings revealed that there was significant relationship between customer charter and customer's satisfaction. Due to this findings, it indicates that, if the implementation of customer charter is effective, the customer's satisfaction also will increase. In addition, customer satisfaction also depends on the customer

charter and both variables (customer charter and level of customer satisfaction) move in the same direction when there is a positive relationship.

In order to further explain the relationship between both variables, a simple linear regression was carried out. The study finding indicates that the customer charter only explained 3.3% of the variance on customer satisfaction construct. Hence, this study finding highlighted that there are many other critical factors (96.7%) that need to be considered towards achieving maximum level of customer satisfaction especially at RTD Padang Jawa, Selangor. In order to further explain why this result occurred, further analysis of this findings through interview responses showed that, the overall response to this question was poor. When the participant were asked whether the customer charter is related and could influence to customers satisfaction level or not, the majority of those interviewed said that, not everyone knows about customer charter. Most probably because customers' lack of awareness, knowledge and information about the customer charter, with respect to the objectives, the roles of the charter, benefits and effects of the customer charter to both parties, RTD as service providers and the customers.

In relation to the above mentioned discussion, the Department of Public Expenditure and Reform (2012) has emphasized that, an effective customer charter actually can increase the number of complaints received, it also it will act as a feedback mechanism and as a result of this the customers become confident that their complaints are being listened to and acted upon. Therefore, it is important to public services, not to become discouraged if the organization received any complaints raise by the customers' but the public service organization have to regard this as a form of feedback which in

turn can be useful in addressing and highlighting areas of service delivery which can be improved in order to enhance the level of customer satisfaction (DPER, 2012).

According to Tam (2011), complaints are closely related to the public feedback towards government services and policies which affect their day-to-day experiences. Thus it is important to handle the complaints in a positive and structured manner (Tam, 2011). Public perception and feedback are taken into serious consideration to evaluate the efficiency and effectiveness of every government transactions. Whereas, civil servants as service providers have to be sensitive to the needs of the people through complaints, feedback or grievances submitted to the government agencies or the media. Most importantly, feedback or complaints to government agencies can be important sources for improvement initiatives in the public service delivery (Tam, 2011). In fact, any complaint can be a source of innovation. Government agencies only need to spend some energy focusing on complaints received and the issues raised. This can be executed through identifying innovative areas for added value or value creation (Tam, 2011).

In relation to the complaints issue, the Malaysian government has developed Development Administration Circular (No.1/2009) which emphasised on effective complaints management. The DAC (No.1/2009), specifies the need to appoint a senior officer at the level of Deputy Secretary General/Deputy Director General/ Deputy State Secretary to monitor public complaints in their respective agencies. The circular also requires that “Public Complaints” be made a permanent agenda in the management meeting of all department and agencies. This complaints management committee may also identify innovative solutions from public complaints through Five (5) perspectives namely strategy concept/policy innovation; process; products/services; delivery of

public services; and system interaction. Nevertheless, Tam (2011) emphasized that, efficient and effective complaints management has a positive impact on people and could enhance the image of the government. In fact, the ability of agencies to deal with complaints systematically and effectively will ensure quality improvement in public service delivery (Tam, 2011).

5.1.8 Predictors of Social Accountability Mechanisms towards Customers satisfaction at RTD.

In order to explain the most influential mechanisms towards customer satisfaction, multiple regression analysis was carried out. Based on the findings it indicates that all the three mechanisms accounted for only 22.8% (R^2) of the customer's satisfaction. Hence, it demonstrated that there are many other factors (77.2%) that need to be considered to influence customer satisfaction particularly at RTD Padang Jawa, Selangor. Apparently, the results indicated that the most significant predictor was a meet customer day towards customer's satisfaction with beta (β) value of .471, followed by customer charter with beta (β) value of .158. On the other hand, there is a significant but *negative predictor* of customer feedback forms on overall customer satisfaction with beta (β) value of -.139. Thus, the current study findings revealed that there was no support received for the relationship between customer feedback forms on customer's satisfaction especially at RTD Padang Jawa, Selangor. Based on the overall responses from the interview results, it can be concluded that each of the mechanism are related and might influence customer satisfaction level at RTD.

However, it only can be achieved if RTD strengthen the implementation level and enforcement of these three mechanisms holistically. In fact, as a service provider, RTD should be more accountable to the public by explaining the reasons of their action with regards to the implementation of social accountability mechanism especially in terms of a meet customer day, customer feedback forms and customer charter respectively. In

relation to the above findings, Joshi (2010) has revealed that, due to the success and widespread credibility, public hearing have been institutionalized in some national programs, most prominently the National Rural Employment Guarantee Act (NREGA) in the form of social audits. Not only that, the study also suggested that there is sufficient mass evidence now suggesting that the new accountability mechanism such as public hearing have been effective in achieving their immediate goal (Joshi, 2010). Meanwhile, Bjorkman and Svensson (2006) highlighted that the citizen report cards has increased the quality and quantity of health service provision and resulted in improved health outcomes. For example, as a result of the use of citizen report cards, it has improved significantly in the treatment communities with more extensive and the most important is, the study suggests that the changes in the quality and quantity of health care provision are due to the changes in staff behavior as a result of the citizen report cards (Bjorkman and Svensson, 2006).

With respect to the customer charter, the report from House of Common (2008), has concluded that the implementation of citizen's charter or customer charter has had a lasting impact on the public service delivery. The report also suggested the citizen's charter continued in practice in order to influence the public service reform and encourage the government to maintain the aims of the citizen's charter as a continuous improvement programme with respect to enhancing the quality of public service delivery and most importantly the charter should focus on ensuring user satisfaction with the public services (House of Common, 2008).

5.2 Implications of the Study

There are several implications that can be drawn from the present study. This study confirmed that the demographic factor of the respondents such as gender and age have a significant impact on customer satisfaction especially at RTD Padang Jawa. Besides that, social accountability mechanisms specifically with regards to public hearing (a

meet customer day), citizen report cards (customer feedback forms) and the client charter (customer charter) has an important impact on customer satisfaction since it can influence customer satisfaction. In fact, the study findings indicated that the implementation for each mechanism is beneficial and useful especially to RTD as service providers and to customers as service users towards achieving maximum level of customer satisfaction.

5.2.1 Demographic Factor

In terms of demographic factor, some implications are evident from the research findings. Past studies have proved that customer differ in behavior and attitude. One of the factors responsible for this difference was demographic factor. In fact, research also has shown that individual customer differences such as gender, age, educational level and others are significant determinants of the mean level of satisfaction (Anderson *et al.*, 2008).

This current study finding has proved that there is a significant difference in customer satisfaction level on the basis of personal demographic factors such as gender and age. This is due to RTD dealings with different gender, but mostly they are males rather than females. Weimann (1985) suggested that male customers use a more assertive manner in getting service from a provider. Meanwhile, Lacobucci and Ostrom (1994) found that women are more sensitive with respect to relational aspect especially with regard to service encounter and men are more sensitive to core aspects and positive relational abilities especially when the service is heavily dependant on interpersonal interactions (Lacobucci and Ostrom, 1994). In terms of age, RTD also dealing with different categories age group, most of the respondents are of 20 to 24 years old and 30 to 34 years old this is considered young. However, this current study finding revealed that there is no significant difference in customer satisfaction in terms of educational level of the respondents. Thus, in relation to this demographic factors, as previous

study had pointed out that organizations or service providers must be sensitive to the demographic factors because demographic variables play decisive role in the quality of services as perceived by customers (Mirzagoli and Memarian, 2015).

Therefore, from this study finding, it provides an important insight into RTD where there is a need for service providers to be aware of who is their customers are and who are dealing with for example in terms of gender and age factors. Besides that, it provides an insight into the needs and expectations of their customers in relation to service rendered by RTD. This is made possible through a survey done at RTD and to develop in a two-way effective communication between service providers and service users. All this was executed and achieved among others through a platform of a meet customer day (public hearing).

5.2.2 Social Accountability Mechanism with respect to A Meet Customer Day (Public Hearing), Customer Feedback Forms (Citizen Report Cards) and Customer Charter (Client Charter) Respectively.

With regards to social accountability mechanisms, generally, there are several implications that can be drawn from the current study findings. Based on the findings, the result indicated that the level of implementation for each mechanism (i.e; a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) is moderately high. Besides, it also confirms that all three mechanisms have an impact on customer satisfaction which it can influence customer satisfaction level of the respondents. Therefore, as suggested by Nunally (1978) and Stufflebeam (1972) the mean score in the range of 3.01–4.00 required incremental changes for the purposes of continuous improvement and development with regards to any program, reform or mechanism undertaken by an organization such as RTD.

In relation to the study findings, social accountability mechanism is seen as an important approach to service providers to improve their service performance as a whole, it also provide a democratic means especially at the grassroot level to monitor and to evaluate the government conduct, to prevent the development of concentration of power, to enhance the learning capacity and effectiveness of public administration (Aucoin and Heintzman, 2000) as cited by Bovens (2007). In fact, through the social accountability approach, it enables people to make and keep government agencies and individual official effective in delivering their promises Bovens (2007). Likewise, this study also could provide depth understanding especially to service providers about the importance of “demand-side” approach rather than “supply-side” in social accountability mechanism especially regarding monitoring and evaluation of public service delivery that focuses on achieving maximum level of customer satisfaction.

Besides, the current study also provides a significant insight especially to public service providers in terms of getting them to change their mindsets and accepting externally led processes and the ordinary citizens in the accountability framework through social accountability practices. For instance, public hearing, citizen’s report cards, community scorecards, social audit and others that reasonably works well in exacting accountability (Balasubramaniam, 2013). However, traditional understanding practices always believe that internalization of power has always led public servants to believe that they are accountable only to their superior authority and focus on internally led process rather than externally led process (i.e; social accountability mechanism practices) (Balasubramaniam, 2013).

In fact, it is important to note that going through the literature; past experience indicated social accountability practices are known as measurable benefits improved governance, increased development effectiveness through better service delivery and empowerment of the citizenry (Balasubramaniam, 2013). Nevertheless, this can happen only by enhancing the capacities such as skills, attitudes and behavior of both government and civil society actors. Thus, it is believed that the synergy between state and society are the ones that have shown to be the most effective practice through social accountability approach (Balasubramaniam, 2013).

Therefore, the following sub-section would further discuss specifically the implication of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively as follows:-

5.2.2.1 A Meet Customer Day (Public Hearing)

With respect to a meet customer day (public hearing), there are several implications that can be drawn from the current study findings. Based on the findings, it indicated that a meet customer day (public hearing), has a significant relationship with customer satisfaction which produces moderate and positive relationship with r value .465. In fact, through simple linear regression analysis, it is confirmed that a meet customer day (public hearing) could influence customer satisfaction level of the respondents whereby a meet customer day (public hearing) accounts for only 21.7% of the variance on customer satisfaction. However, due to this study findings one could suggest that a meet customer day (public hearing) could be used as one of the important driver's or element towards achieving maximum level of satisfaction in relation to services rendered by service providers especially in Malaysian public services.

As suggested by Nunally (1978) and Stufflebeam (1972), this study findings paved the way to public service providers especially to RTD to focus on incremental

changes which specifically refer to continuous improvement and development of the programs, reforms or any mechanisms used in organizations. For example, Cooper et.al (2006) pointed out that citizens who do have the opportunity to be heard may feel empowered and also they believed then can make a difference. In relation to this study, the Department of Performance Monitoring and Evaluation (2013) had established a framework for strengthening customer and service providers' partnership for monitoring and evaluating frontline service delivery. It used systematic monitoring and evaluation (M & E) evidence in policy, planning and implementation for continuous performance improvement (DPME, 2013).

For example, DPME has used Citizens-Based Monitoring (CBM) to monitor government performance that focuses on the experiences of ordinary citizens in order to strengthen public accountability and drive service delivery improvements. Also, it places citizens as active participants in shaping what is monitored, how the monitoring is done, and what the interpretation and actions are derived from the data (DPME, 2013). In fact, CBM is a routine mechanism to bring the voice of the citizens into the service delivery process. There are a range of instruments and approaches that have been developed and used around the world, for example public hearing, citizen's report cards, community scorecards, social audit and others (DPME, 2013).

Nevertheless, currently the emphasis of government monitoring is on internal government processes and the voice of the citizen is largely absent (DPME, 2013). Therefore, it is necessary to support the uptake of systematic ways to bring the citizens experience into the monitoring of services. As a result of this approach it will provide a measure of the gap between the perceived and the actual experiences of service delivery for both users and service providers (DPME, 2013). Instead, it provides an opportunity to strengthen existing platforms and processes through providing tools and

methodologies for strengthening their value to both citizens and government (DPME, 2013).

In addition, the above discussion seems to be in line with a study carried out by Siti Nabiha (2010) pertaining to improving service delivery in Malaysia public organizations. In her study, the researcher found that there is an absent of external evaluation on KPIs for public agencies (Siti Nabiha, 2010). Thus, the KPI is used only for internal purposes. In fact, there is no monitoring of these KPIs indicators by external parties. Thus, the current study sought to fill the gaps and provides an insight especially to service providers about the influence of a meet customer day (public hearing) on customer satisfaction.

5.2.2.2 Customer Feedback Forms (Citizen Report Cards)

There are several implications that can be drawn with regards to customer feedback forms (citizen report cards). Based on the findings, apparently it shows that there is a significant relationship between customer feedback forms (citizen report cards) and customer satisfaction. However, the strength of the relationship between both variables is very weak with r value .144. In fact, further analysis was carried out by using the regression analysis to further examine the relationship between both variables. The findings also revealed that only 2.1% of customer satisfaction was explained by customer feedback forms (citizen report cards).

Thus, based on findings, it is suggested that RTD pay greater attention by revisiting the use and the implementation of the customer feedback forms (citizen report cards) starting with improving of feedback forms (citizen report cards) until the implementation of the mechanism in measuring customer satisfaction. This is vital, as the customer feedback forms (citizen report cards) is known as an important tool in measuring customer satisfaction level in relation to services rendered by service providers like RTD.

Subsequently, the Public Affairs Foundation, Bangalore (2010), customer feedback forms (citizen report cards) seek to capture the citizen feedback in simple and unambiguous terms by indicating the level of satisfaction and dissatisfaction. In fact, Paul and Thampi (2007) pointed out that, the user feedback is regarded as a cost-effective way for the government to find out whether its services are reaching the people. Besides, users of public services can tell the government a lot about the quality and value of the service (Paul and Thampi, 2007). Furthermore, studies on customer feedback forms (citizen report cards) seek to provide a benchmark and quality of public services as experienced by citizens (Public Affairs Foundation, Bangalore, 2010).

Not only that, customer feedback forms (citizen report cards) can be a very good tool to benchmark public services over a period of time to measure the changes taking place as a result of reforms that emerge from the finding of the customer feedback forms (citizen report cards). Moreover, the use of the customer feedback forms (citizen report cards) is not only a means of collecting customer feedback on existing situations from citizens. It also provides a means for testing out different options that citizens wish to implement, either individually or collectively to tackle current problems (Public Affairs Foundation, Bangalore, 2010).

Furthermore, the customer feedback forms (citizen report cards) are able to provide a reliable and comprehensive representation of citizens' feedback to the service providers with the aim to improving the quality of public service delivery as a whole. This is because customer feedback forms (citizen report cards) studies would stimulate agency reforms clearly brought to light a wide panoply of issues, both quantitative and qualitative that send strong signals to public service providers (Public Affairs Foundation, Bangalore, 2010). The use of the rating scale enables the respondents to quantify the extent of their satisfaction and dissatisfaction with the service rendered by service providers. In fact, many agencies used the customer feedback forms (citizen

report cards) findings as a diagnostic tool to trigger further studies and internal reforms (Public Affairs Foundation, Bangalore, 2010).

Therefore, based on the abovementioned implication drawn from the current study findings, it can be noted that there is a growing awareness among people in government, academia and advocacy groups on the potential of evaluation for improved decision making and positively influencing the policy environment (Public Affairs Foundation, Bangalore, 2010). Even though, numerous studies have been carried out on the public sector in general, and public services in particular, the majorities of studies address only the issues of economic and managerial perspectives. But, seldom are studies come done on the perceptions on the public services from the citizens perspectives. As users or beneficiaries at the receiving end, their assessments of the quality, efficiency and adequacy of the services and the problems they face in their interactions with the public agencies can provide significant inputs for the improvement of service delivery and management process (Public Affairs Foundation, Bangalore, 2010). Thus, the current study sought to extend the body of knowledge and sought to fill the gaps by emphasizing the influence of social accountability mechanisms such as the use of customer feedback forms (citizen report cards) towards customer satisfaction of public services.

5.2.2.3 Customer Charter (Client Charter)

In terms of customer charter (client charter), several implications can be drawn based on the current study findings. The results showed that there is a significant relationship between customer charter (client charter) and customer satisfaction. However, the relationship between both variables is very weak with r value .183. In fact, the results from the regression analysis indicated that customer charter only explained 3.3% of the variance on customer satisfaction construct. Thus, the current study finding suggest that service providers such as RTD has to pay greater attention to the implementation of this

charter since it is known as a written commitment of the providers towards the public. There should be a continuous improvement and development with the aim at improving service delivery for customer satisfaction. It also could contribute to the public service improvement as a whole.

In the context of Malaysian public sector, the customer charter (client charter) introduced in 1993 as one of the public sector reforms with the aim among others to enhance the level of efficiency and effectiveness of public service delivery rendered by service providers. Nevertheless, in many developing countries, public service delivery is regarded as ineffective, cumbersome, too many procedures, too much red tape, not transparent and low in decision making (Tamrakar, 2010). The Department of Public Expenditure and Reform (2012), had highlighted that customer charter (client charter) should be developed holistically through 4 main steps namely, firstly consultation with customers and stakeholders where it can be executed through many ways such as customer survey and public hearing. Secondly is commitment to service standards by focusing on SMART elements (S=specific, M=measurable, A=achievable, R=relevant and T=time bound) and also the charter should be communicate to all level employees within the organization, for example communicate the real goal of the charter to service providers for better customer service. Thirdly, is evaluation of performance, in some cases the service standard list down in the customer charter will not be directly measurable (DPER, 2012).

These standards might be assessed through the use of performance indicator when measure to achievement of that service standard such as through satisfaction level with and use of information provided to customer, number of cases dealt with and resolved within time frame and others (DPER, 2012). The last cycle is reporting on the results, it is important to ensure that the information is made available to customer

through other channels. Here, consideration should be given to other channels in communicating with customers such as leaflets, websites and others. Thus, whatever channels are used to inform them of performance levels under the charter, this is not something to be feared but rather take it as continuous improvement as it leads directly back to the first steps in the customer charter cycle which is consultation with customers (DPER, 2012).

Surprisingly, based on the study findings it was found that most of the respondents do not know and are not aware of roles of the customer charter, the importance of the charter to the service providers and to customer and others. Thus, based on the current study findings, one could suggest that as service providers they have to tell customer about the customer charter. Based on the Department of Public Expenditure and Reform (2012), the customer should be internal and external customers. For internal customers, the organization should raise the awareness about the importance of the charter to themselves and organization as a whole (DPER, 2012).

Meanwhile for external customers there are several methods for the communication of the charter that organization could consider among others through create posters in public and other agencies (for both customer and staff), leaflets that can be sent to customers, display the customer charter through the organization website, email a link to the charter that could be included at the foot of email, pledge cards with small wallet size cards with the main customer service commitment and content details, meeting with customer individually or collectively to inform them of the customer charter orally by handing over leaflets, use speaking opportunities and publication (DPER, 2012).

Therefore, by applying this four main cycle in developing the customer charter it would enhance the integrity, transparency, responsibility, participation, and most importantly the accountability of the service providers to clarify or communicate of

their actions to the customers. In fact, it enables service providers to create a civic engagement that eventually would affects customer satisfaction level to the maximum.

5.2.3 Customer Satisfaction

With regards to customer satisfaction, Albert *et al.*, (2011) pointed out that the establishment of an excellent customer satisfaction is important to the success of any business in today's global village, Even past studies have proven that companies have been trying to measure customer satisfaction ever since the 70's (Norudin and Hamdan, 2010). In fact, public services in Malaysia also are being measured among others in terms of customer satisfaction towards the service received (DAC 2, 2005).

Based on a recent studies carried out by Selvanathan *et al.*, (2016) regarding customer satisfaction level towards core governmental services in three Malaysian government agencies namely, Royal Malaysian Police (RMP), National Registration Department (NRD) and the Public Works Department (PWD), the results from the study findings showed that customers are not satisfied with the services given by the government agencies (RMP, NRD and PWD). The study finding also has revealed that no significant improvement has been done, even though the problem of service delivery has increased. Consequently, service delivery problem has led to a dissatisfaction of the public with the Malaysian government agencies. In fact, if a problem arise, finger pointing precedes any effort to solve them (Selvanathan *et al.*, 2016).

Obviously, there are no solutions found despite many steps were taken by various parties. For example, in the case of Road Transport Department (RTD), many have responded that the service delivered by RTD is inconsistent, sometimes satisfactory and sometimes unsatisfactory (Hock, 2005) cited in Selvanathan *et al.*, (2016). As a result of this issue, it leads to a deterioration of the image of government agencies due to inconsistent service quality (Selvanathan *et al.*, 2016). Thus, the current study findings is viewed as important to fill the gaps found in past research work.

Therefore, efforts to improve employee's attitude and more reforms in the areas of work should be continued by the Malaysian government especially in government agencies in order to main excellent work (Selvanathan *et al.*, 2016). According to Ahmad Sarji (1996) as cited in Selvanathan *et al.*, (2016), the changes that need to be done must include all the management and administrative dimensions for instance change in the structure, management practices, system and procedures, technology, change toward more customer-oriented management practices and also change in the mindset of the whole staff of the organization. The purpose of the change is to achieve the level of administration that is efficient, effective, flexible and more responsive.

Based on previous studies findings with regards to customer satisfaction in Malaysian government agencies and for the current study findings, this study findings provides significant insights to service provider and pave the way especially to the top management of RTD to really understand what actually the meaning of customer satisfaction is in the eyes of the customers. This is because, many researchers (Olive, 1981; Brady and Robertson, 2001; Lovelock et.al., 2001) cited in Norudin and Hamdan (2010) has conceptualize customer satisfaction as an individual feeling of pleasure and disappointment resulting from comparing a product's (i.e; goods or services) perceived performance (outcome) in relation to his or her expectations.

Furthermore, with regards to the above mentioned discussion, RTD as a service provider has to work closely with people at the grassroot level (i.e: external customers) by focusing on "social accountability" approach in developing any program, tool or mechanisms with regards to customer satisfaction. Subsequently, the voice of the people at the grassroots level seems to be powerful tools for organization to improve public service delivery that eventually would affect customer satisfaction level in relation to service rendered by any government agency.

As highlighted by Norudin and Hamdan (2010) in their study, although the services provided by government agencies are likely to be beneficial for the public, it does not always develop a strong package of significant satisfaction accordingly to meet the needs of the communities. This happens due to lack of knowledge about interrelatedness of one department with another department, method of operation, styles of negotiation and the implementation of delivery found to be frequent causes of dissatisfaction. Therefore, dissemination of information, exchange of views and ideas, the analysis of potential solution to cases are an important factors for consequent satisfaction (Norudin and Hamdan, 2010). Thus, in relation to the abovementioned studies conducted by Norudin and Hamdan (2010), the current study sought to extend the body of knowledge and also to fill the gaps by examining the influence of social accountability mechanisms practices with respect to the influence of public hearing, citizens report cards and client charter respectively towards customer satisfaction at RTD Padang Jawa, Selangor.

5.3 Conclusion

The current study focuses on social accountability mechanism practices with particular emphasis on a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customer satisfaction at RTD, Padang Jawa, Selangor. In fact, the study findings also are important for a greater attention especially to the service providers and policy makers or government as a whole. The current study finding also provides an internal feedback tool for the top management of RTD.

On the basis of the current study findings, the results of the research hypothesis and research questions, the general conclusion that can be drawn from the current study found that, the overall customer satisfaction level is at a moderate level which indicated that there is a needed effort taken by the management of RTD to enhance the level of customer satisfaction. As suggested by Nunally, (1978) and Stufflebeam (1972), the mean value within the range of 3.01 to 4.00 required incremental changes that focus more on continuous improvement and development in any program, or reform executed by organizations. Elements of customer satisfaction such as delivery, timeliness, information, professionalism and staff attitude are deemed essentially by RTD to improve even all the mean value of such elements which are moderately high.

However, it still requires continuous improvement and development since these two aspects (i.e: continuous improvement and development) can be regarded as a value added element in achieving maximum level of satisfaction. Hence, for future reference, it is hoped that this study will continue and it should be carried out in the other government departments. This is due to the fact that customer satisfaction is imperative because it was used as a performance measurement in most organizations either for public or private sectors. Most importantly, the feedback from customers could provide significant insights especially to service providers such as RTD.

In relation to the current study findings, Tam (2011) pointed out that complaints are closely related to the public feedback towards government services and policies which affect their day-to-day tasks. Hence, it is important to handle the complaints in a positive and structured manner. In fact, in their efforts to provide the quality services and to enhance customer satisfaction level demanded and expected by the people, the service providers in particular the public officials must strive to create innovative ways to improve the quality of service delivery. As service providers, they have to be sensitive to the needs of the people through complaints, feedback or grievances

addressed to the government agencies. Furthermore, feedback or complaints to government agencies can be an important source for improvement initiatives in public service delivery. More importantly, any complaint can be a source of innovation. Government agencies only need to spend some energy focusing on complaints received and the issues raised by identifying innovative areas for value addition or value creation. Moreover, agencies that value complaints will take advantage of the opportunities. In fact, close monitoring of public complaints and feedback can highlight opportunities for operational improvements appropriately.

Another important conclusion drawn from the current study is regarding the implementation level of social accountability mechanisms with respect to a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) respectively at RTD. The implementation of these three mechanisms is a common practice especially at most government agencies or the public sector as a whole. Hence, the understanding of the relationship and the influence of these three mechanisms to the desired outcomes such as customer satisfaction will ensure better implementation of the mechanism respectively.

Apparently, the study findings indicated that the level of implementation for each mechanism is moderately high. Likewise, based on the inferential analysis (i.e: Pearson correlation and Regression analysis), the current study findings indicated that all the three mechanisms were significantly related to customer satisfaction, nevertheless, the strength of the relationship between social accountability mechanisms with customer satisfaction were only moderate and has very weak relationship. In fact, surprisingly, based on regression analysis all the three mechanisms only explained 22.8% (R^2) of the customer satisfaction construct. Apparently, it indicated that, there might be other factors or mechanisms that should take into consideration towards achieving maximum level of customer satisfaction especially at RTD Padang Jawa, Selangor.

Another important conclusion is based on the results derived from semi-structured individual interview. A common view amongst interviewees found that all the three mechanisms namely a meet customer day, customer feedback forms and customer charter are related to customer satisfaction. This is due to several reasons among others the mechanism act as a channel for direct interaction between the staff and customers, as an opportunity to talk to the staff face to face, the mechanism enable customers to give opinions, make complaints, act as a platform for customers and service providers to discuss issues related to road transport matters , to share customer problems, to get direct feedback from the customers about their service quality, to know whether the service received fulfilled or not their customers' needs and expectations. However, some of the interviewees expressed that they have are not sure to what extent these three mechanisms could influence customers' satisfaction level at RTD Padang Jawa, Selangor.

Therefore, based on the current study findings, this study will serve as a base for future studies and the current study findings also could add to a growing body of literature on social accountability mechanisms in particular emphasis on the three mechanisms as mentioned above. Furthermore, there still remains ample opportunity for other researchers to confirm the results of the current study or take it in new direction or to new height. Although the study findings seems to suggest that a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) practices does have an impact especially with regards to the relationship of these three mechanisms on customer satisfaction. It is perhaps important to remember that it does not mean the primary focus of the top management or service providers (RTD) should be these mechanisms alone. Apparently, there are other factors that have to be taken into consideration towards achieving maximum level of customer

satisfaction. Thus, with growing empirical evidence regarding this current study, perhaps it would provide a greater findings or insights into a different context. Despite all the limitations mentioned above, it is suggested that a comprehensive framework is needed in the future to explain better direction.

5.4 Recommendations for Future Research

The present study is merely a starting point in answering research questions concerning the relationship and the influence of social accountability mechanism in particular on a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customer satisfaction at one of the Malaysian government agency. Thus, this study strongly recommends that for future research it should incorporate or include other variables into the research framework. This is based on the current study findings that indicated the low R^2 yield value of the current framework that implies other mechanisms or independent variables should be taken into consideration. Therefore, it is hoped that with a different variables in the framework, it may result in different findings in relation to customer satisfaction and a deeper insights can be gained.

Despite the study findings found that the implementation level of social accountability mechanisms at RTD Padang Jawa, Selangor is moderately high, nevertheless the relationship between these there mechanisms (a meet customer day, customer feedback forms and customer charter) towards customer satisfaction is less satisfactory. Hence, due to this results, the current study suggests that more attention should be given to the design and the current implementation of social accountability mechanisms especially at RTD. For example, service users should be consulted prior to the implementation of social accountability mechanisms practices such as a meet customer day, customer feedback forms and customer charter is advised. In the context of RTD Padang Jawa, the study revealed that there is no consultation between service

providers and service users in designing and implementing all the mechanisms. Thus, apparently it showed that the implementation of social accountability mechanisms merely devoted on top-down approach rather than bottom-up approach. For example, studies in India, Philippines, Nepal, especially in non-health sector contexts, revealed that there had been no public consultation when the Charter was designed and this had an adverse effect on implementation (Public Affairs Centre, 2007; Rahman, 2013; Saguin, 2012; Sharma, 2012) as cited in Gurung (2016). Similarly in the case of RTD Padang Jawa, there is lack and almost non-existence of follow up, monitoring and evaluation of the implementation of social accountability mechanisms practices (a meet customer day, customer feedback forms and customer charter) by external parties particularly at RTD Padang Jawa, Selangor.

Even though the current study findings clearly indicated that the implementation level of social accountability mechanisms at Padang Jawa is moderately high, which is currently in the form of incremental changes, nevertheless, RTDs as popular frontline government department and known also as the most transaction-intensive based government agencies still in needs on further development and continuous improvement with particular emphasis on social accountability practices towards customer satisfaction. This is based on the current study findings which revealed that the relationship and the influence between social accountability mechanisms and customer satisfaction are less satisfactory since the results of correlation only produces moderate and very weak relationship between the study variables. In fact, the influence of each mechanism namely a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards customer satisfaction only contributed to less than 5% respectively. Hence, due to these results apparently it

implies that RTDs should further improve and strengthen in more holistic manner with regards to the implementation of social accountability mechanisms and customer satisfaction in order to enhance the level of customer satisfaction in relation to services rendered by RTDs. These efforts can be executed and achieved through the process of development and continuous improvement.

Not only that, the present study suggests the implementation of social accountability mechanisms with particular emphasized on a meet customer day, customer feedback forms and customer charter should be advocated by adequate consultation with stakeholders such as service users of RTD, provide training, resources, involved them in decision making process with respects to evaluation and monitoring of public service delivery performance in order to enhance and strengthen the relationship between social accountability mechanisms practices and customer satisfaction at RTD Padang Jawa, Selangor. For instance, adequate consultation with citizens while implementing a Citizen's Charter in Spain and Australia were found to have positive effects in charter initiative and quality of services (James et al., 2005; Torres, 2006) as cited in Gurung (2016; p.246).

Furthermore, development and continuous improvement are essential to the sustainability of public sector transformation. Most importantly, public sector organizations also need to capture the best practices from other organizations (both the public and private sector) to drive the change in their organization. For instance, the organization can use benchmarking to help them to understand which aspects of social accountability practices and customer satisfaction will benefit from the process of development and continuous improvement as well as how best to document and adopt new approaches. With that, more efforts are still needed in order for this end to be realized. In line with these efforts, Balasubramaniam (2013) emphasized that social accountability should be seen as a continuous improvement or on-going process rather

than an event by itself. In fact, Rowe and Frewer (2000) also highlighted that public participation such as public hearing should be deemed as an end rather than a means to an end in order to achieve satisfaction for those who involved in the hearing. Not only that, Rowe and Frewer (2000) suggested that a potential effective approach to public participation is by complementing one mechanism with another mechanism such as using public opinion survey to clarify the bases of disagreement on any related issues prior to a series of public hearing to add balance and depth information to policy makers (Rowe and Frewer, 2000).

In fact, Gurung (2016) in his study suggested that social accountability practices should be thought holistically between different mechanisms. Most importantly, the implementation of the mechanism should be supported with sound or close supervision and monitoring, resources, training and capacity building measures such as building capacity between both community and service providers (Gurung, 2016). This is due to the fact that if citizen and other stakeholders are not aware of the existence of voice mechanisms and how they work. It is very unlikely that social accountability mechanism can act as accountability tools. Hence, there is a need to increase the level of awareness of social accountability mechanism among citizens (Gurung, 2016).

Indeed, as the abovementioned discussion such “potential effective approach to public participation” was missing at RTDs. The current study findings revealed that low level of communication, awareness and participation exist with regards to social accountability mechanisms practices especially at RTD Padang Jawa Selangor. Besides that, perceived lack of communication, lack of awareness, lack of participation and networking channels between RTDs as service providers and customers as service users could be among the significant barriers to successful implementation of social accountability mechanisms towards customer satisfaction particularly at RTD Padang Jawa, Selangor.

Thus, it is strongly suggested that RTDs develop a two-way efficient and effective communication by strengthening the relationship of the current social accountability mechanisms practices between RTDs and customers. And most importantly RTD has to focus on the development for betterment of current and new social accountability mechanisms practices and thrive on continuous improvement for all these mechanisms. All these efforts need full commitment, consistent, and support mechanisms between service providers and their customers for capturing and sharing ideas, strategies, implementation details and lesson learnt across the sector (both public and private sector). In relation to these efforts, Public Service Commission (2013) emphasized that the public sector could better encourage innovation by adopting effective mechanisms to share ideas and facilitate open and honest communication at different levels of each organization. These mechanisms would also encourage greater engagement with the community members of the public as well as stakeholders groups (PSC, 2013). Furthermore, Public Sector Research Centre (2007) has emphasized that, once innovation is on the agenda, it is important to include a wide spectrum of views and stakeholders in its development. For instance, co-design, co-decision making, co-production and co-evaluation. All these imply the involvement of different people at different stages in the development of a new initiative. In fact, innovation in the public sector is different from innovation in the private sector, it is not about filing patents but about continuous incremental changes (PSRC, 2007).

More importantly, this statement was further supported by Daglio *et al.*, (2014) which stated that people are central to public sector innovation at every stage of its process. This is due to the fact that innovation begin as ideas in the minds of citizens, public servants, managers, political leaders and are generated at the cross section of human interaction. These ideas are inspired by the needs of citizens and are transformed from idea to practice through the commitment of public servants and leaders who

anticipate these needs and respond to them (Daglio *et al.*, 2014). Surprisingly, all the above mentioned statement seems to be consistent and corroborate with the new mechanism suggested to RTD.

Therefore, based on the above mentioned discussions and due to the current study findings, one interactive mechanism was suggested to RTD namely “**Community Scorecard**” as a process of development and continuous improvement with particular emphasis on social accountability mechanisms towards customer satisfaction especially at RTD Padang Jawa, Selangor. Subsequently, Community Scorecard could be one of the most important or powerful mechanism that can be incorporated into the current research framework. This mechanism could also be developed and incorporated as a part of social accountability practices at RTDs and perhaps could also be applicable to other Malaysian government agencies or frontline government departments dealing with the general public. In addition, Community Scorecards could also be used in Development Administration Circular (DAC 2/2005) with regards to the involvement of the external parties in relation to the evaluation and monitoring mechanism made on KPIs that has been implemented by most Malaysian government agencies. In addition, this new mechanism could also incorporated into the process - based performance assessment model for the government agency as an incremental changes that focused more on development and continuous improvement in Malaysian government agencies.

The community Scorecard was chosen based on the fact that it is also one of the important social accountability mechanism practices among service providers either in the public or private sectors. Furthermore, Joshi (2010) stated that several groups are now using community score cards to evaluate or assess the performance of local public services. In fact, community score cards are a hybrid of citizen report cards, community monitoring and social audits. Besides, measuring levels of service satisfaction by users, the community scorecard process involves community meetings in which performance

of public services is discussed among providers, users, and other stakeholders (Joshi, 2010). In addition, it includes self-evaluation of their performance by providers as well as formulating action plan based on scorecard outputs. Joshi (2010) highlighted that, a key feature that distinguish Community scorecards is the collective engagement of both providers and users in designing, implementing and use of the Cards. In fact, Rowe and Frewer (2000) pointed out that a potential effective approach to public participation is by complement one mechanism with another such as using public opinion survey to clarify the bases of disagreement on any related issues prior to a series of public hearing to add balance and depth information to policy makers (Rowe and Frewer, 2000). Furthermore, Camargo and Jacobs (2013); Joshi, (2013) highlighted that no single social accountability mechanism will necessarily have an impact on all aspects of the accountability relationship.

According to Ho *et al.*, (2015) concluded that positive experiences of community scorecards can provide a structured space for interface between community members and the health system, allowing users to voice their opinions and preferences and bridge information gaps for both users and frontline healthcare providers. In fact, when solutions to problems identified through scorecard are locally accessible, users and healthcare providers are able to work together to implement mutually acceptable solutions that improve quality of health services and make them more responsive to users' needs (Ho *et al.*, 2015).

Study carried out by Gullo *et al.*, (2017) pointed out that growing evidence suggests social accountability interventions such as the Community scorecards are an effective way to improve stakeholder's interactions through collaboration by engaging community members and service providers. Moreover, through interface meetings it provide a safe space where people can share concerns, think through solutions, and

negotiate joint action plans. This is based on their study findings found that community scorecards can increase patient-centered care, community engagement, ongoing feedback and availability of information about services (Gullo, *et al.*, 2017).

Based on YEM Consultant Institute (2009) in order to be effective social accountability mechanism, it needs to be complemented by efforts to enhance the willingness and capacity of people, civil society and government actors to engage in actions to promote a more enabling environment. More importantly, Wild and Harris (2012) revealed that research on Community Scorecards in particular has highlighted that this mechanism can act as a venue for problem-solving and overcoming collective action problems experienced by service users, service providers and local government. According to Camargo and Jacobs (2013), the Community Scorecard is also known as a frequently used social accountability mechanism since this CSC practices combine participatory quantitative surveys by bringing together service users and providers to jointly analyse and resolve service delivery problems. Through CSC, citizens are empowered to provide immediate feedback to service providers in face-to-face meetings (Wild and Harris, 2012).

Meanwhile, referring to Overseas Development Institute (2015), the implementation of CSC in Malawi and Tanzania provided a forum in which service providers could explain the challenges they faced to both the citizens and superiors. In Tanzania, issues of medicine stock-outs and lack of staff that affected both service providers and service users were raised at the interface meetings by the community. In Rwanda, for example, there were numerous examples of service providers taking the concerns of service users to the district authorities and achieving a redistribution of resources at this level (ODI, 2015).

Referring to Department of Monitoring and Evaluation (2013), community scorecard is based on identifying issues through facilitated focus group discussions with

community members. Then, this information is analyzed and used by citizens, then engagement with government service providers to address problems (DPME, 2013). Meanwhile, UNDP (2010) defined community scorecard as another combines of the participatory quantitative surveys used in the citizen report card with village meeting, whereby citizens are empowered to provide immediate feedback to service providers in the form of face to face meeting (UNDP, 2010).

In relation to the concept of community scorecard, Joshi and Houtzager (2012) pointed out that, there are others who believed in a more trusting, collaborative approach to resolve issues of poor services through collective deliberation and joint problem solving. It is refers to community scorecard as a good example of this in which widely different perceptions of providers and users about the quality of services are being provided. The aim is towards reaching some agreed solutions (Joshi and Houtzager, 2012). Historically, the community scorecard approach is rooted in the deepening democracy debates which is focused on the failure of public institutions to listen to the voices of the poor through traditional party politics or selected representatives. Due to this failure, the promotion of new institutional forms that attempt to fill this democratic deficit by linking citizens directly with public agencies (Fung, 2001) cited in Joshi and Houtzager (2012).

Subsequently, Ackerman (2005) found that, community scorecard is inspired by the experience of the citizen report cards applied in Bangalore and elsewhere, but it include various new innovations. For instance, community scorecards are developed and applied by the service users and service providers and the central objective of community scorecards is to make decisions and develop action plans (Ackerman, 2005). Thus, the World Bank (2004c), summarizes the key differences between citizen report cards and community scorecards as shown in Table 5.1 below:

Table 5.1: Key Differences between Citizen report cards and Community Scorecards (World Bank, 2004c)

The Citizen Report Card	The Community Scorecard
<ul style="list-style-type: none"> • Unit of analysis is household/individual • Information collected via a survey questionnaire • Relies on formal stratified random sampling to ensure that the data is representative of the underlying population • The major output is the actual perceptions assessment of services in the form of the report card • The media plays the major role in generating awareness and disseminating information • Conducted at macro level (city, state or even national) • More useful in urban settings • Time horizon is long 3 to 6 months • Intermediary plays a large role in conducting the survey and data analysis 	<ul style="list-style-type: none"> • Unit of analysis is community • Information is collected via focus group interactions • Involves no explicit sampling. Instead the aim is to ensure maximum participation of local community in the gathering information • Emphasize here is less on the actual scorecard and more on achieving immediate response and joint decision-making • Relies more heavily on grass-roots mobilization to create awareness and invoke participation • Conducted at a micro/local level • More useful in rural settings • Time horizon for implementation is short about 3-6 weeks • Role of intermediary is mostly as facilitator of the exercise • Feedback to providers is almost immediate and changes are arrived at through mutual dialogue during the interface meeting

According to Ackerman (2005), there is evidence that there was a significant improvement in the service of the health center with regards to the implementation of the community scorecard in Malawi. In fact, from human rights perspective, the community scorecard represents a significant improvement over the citizen report card strategy. Unlike the experience in Bangalore, the Malawi process was truly citizen run and “bottom-up”. The community is involved from the beginning to the end of the process and is encouraged to directly participate in the design of solutions and the oversight of compliance (Ackerman, 2005).

Moreover, since the scorecards are designed and implemented by the service users themselves in an open community meeting, there is room for them to discuss issues beyond simply their “satisfaction” with a particular service. There is an opportunity for them to discuss the fundamental right itself, their health, and the reasons for why it is as it is and they are not limited exclusively to evaluating the performance of service providers (Ackerman, 2005). Not only that, the community scorecard is an excellent example of a rights based approach to development in action. It breaks with many of the problems identified with citizen report cards and promises empowerment of the users of public services. Indeed, there is no reason why the community scorecard should be limited to small rural areas. Similar mechanisms can be used just as effectively in high urbanized settings and at the district or national level (Ackerman, 2005).

Most importantly, is the strength of the community scorecards in terms of human rights in the area of bottom-up participation (Ackerman, 2005). This is based on the facts that bottom-up participation is closely related to demand-side information from the service users of government services, communities and citizens with regards to demand-side information. It involved giving voice to the needs, opinions and concerns of citizens. Also, helping government to better understand citizens’ priorities and how to

better serve the public. Apart from that, the important strategies for strengthening the public voice include creating space for public debate and platform for citizen-state dialogue (YEM Consultant Institute, 2009).

For instance in the Malaysian context, the Ministry of Women, Family and Community Development (KPWKM) has launched a dialogue session with 1000 participants with the theme “Inclusive Society is Our Aspiration” (Masyarakat Inklusif, Aspirasi Kami). This dialogue session was organized with the aim of getting views or inputs from the target groups including disabled, women, children, senior citizens, non-governmental organizations, the hardcore poor, families and victims of natural disasters. According to the Ministry of Women, Family and Community Development, Datuk Seri Rohani said, the first dialogue session was to kick-start a series of other dialogue session between the Ministry and the target groups. Through this session the Ministry had the opportunity to build a close rapport with all the participants. Most importantly, this dialogue session gives an opportunity for all to voice their views. As a result, the input by the participants would improve the Ministry’s of service delivery and policy planning. In addition, under TN50 or National Transformation, input will be gathered from all walks of life in various dialogue sessions through inter-ministry and through the bottom-up approach (News Straits Times, May 27, 2017).

The abovementioned statement was further supported by Prime Minister, Datuk Seri Najib Razak who said that, the first time the bottom-up approach and emphasize on the grassroot were applied in the formulation of the nation’s long term plans. He also said, the government must listen and understand their grassroots aspirations through the bottom-up approach. Apparently, this approach is in line with the implementation of Community Scorecard that was suggested to RTD for the purpose of development and continuous improvement with regards to the implementation of social accountability mechanisms and customer satisfaction particularly at RTD.

Furthermore, in relation to the bottom-up approach, there was a recent study carried out by Bwemelo (2016) regarding improving public service delivery in Tanzania through ‘KAIZEN’ whereby in Tanzania public service organizations used KAIZEN in order to improve their public service delivery. KAIZEN is a Japanese word which focused on continuous improvement process involving everyone, managers and workers alike irrespective of their level. KAIZEN include all stakeholders such as employees, associates, customers, suppliers, investors and communities. In fact, in practice KAIZEN is a bottom-up approach, participatory, people oriented and also problem-solving approach that can be easily implemented. The study findings indicated that KAIZEN is applicable to the public service and it can drastically improve operational efficiency, service quality and reduce cost in public sector. Also, it recommends that the government should adopt the concept of KAIZEN and incorporate it into its public sector reform program as a strategic tool towards improvement of public service organizations overall effectiveness and performance (Bwemelo, 2016).

With respect to citizen participation, there are a number of participation models proposed by different authors. However, one of the most popular model of participation was stemmed from Arnstein’s ladder of participation (1969). Arnstein proposed a participation model comprised of “Eight Rungs” on the ladder of citizen participation which implies different degrees or stages of participation. The bottom rungs of the ladder are (1) Manipulation and (2) Therapy. These two rungs describe levels of “Non-Participation”, while, rungs 3 and 4 progress to Levels of Tokenism that enable the have-nots to hear and to have a voice namely (3) Informing and (4) Consultation respectively. Whereas, rung (5) Placation is a higher “Level of Tokenism” because the ground rules allows have-nots to advice, but retain for the power holders continue the right to decide. On the other hand, further up the ladder are “Levels of Citizen Power” with increasing degrees of decision making to influence. At this phase, citizens can

enter into (6) Partnership participation that enables them to negotiate and engage with the power holders. At the top rungs, (7) Delegated power and (8) Citizen control, whereby have-nots citizens obtain the majority of decision making seats or obtain full managerial power (Arnstein, 1969).

Indeed, real participation should enable people to have more power and their voices should be heard and responded by those in power. In fact, Arnstein highlighted that participation occurs only when direct democracy comes into play and citizens are given power (Gregory, 2006) as cited in Gurung (2016). Therefore, in the context of Community Scorecards mechanism, this study seems to suggest that people (service users) should be at the level of (6) Partnership on the ladder of citizen participation.

The following figure 5.1 shows Arnstein's "Ladder of Citizen Participation" that includes everything from non-participation to citizen control on a scale of citizen power as below:

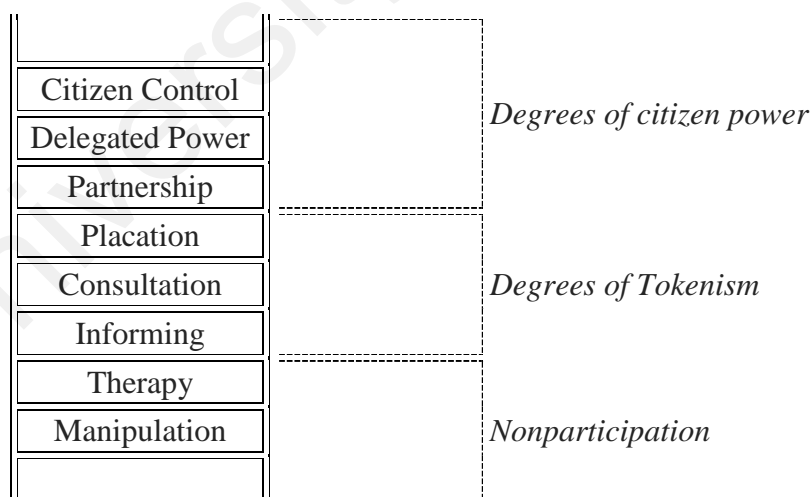


Figure 5.1: Eight Rungs on a Ladder of Citizen Participation (Arnstein's, 1969)

Additionally, for service users the Community Scorecards helps to give constructive feedback to service providers about their performance, in fact, it enables

the service providers to learn directly from communities about which of their services and programs are working well and which programs are not. The most important, the feedback helps them to make informed decisions and consider policy choice with a view to provide an improved service that responds to the citizens' rights, needs and preferences (YEM Consultant Institute, 2009).

Not only that, Community Scorecards known as a good system of communication between service users and service providers, it also based on the principle of mutual accountability. The ultimate goal of the Community Scorecard process is to influence quality, efficiency and accountability with which services are provided at different levels. Most importantly, the core implementation strategy to achieve this goal is using dialogue in a participatory forum that engages both service users and service providers (YEM Consultant Institute, 2009).

Referring to Center for the Study of Social Policy (2007) if service consumers are engaged, informed and empowered it would become a cornerstone in achieving an effective customer satisfaction system (CSSP, 2009). For example in Andhra Pradesh, India, an analysis of the use of community scorecards in primary health care services found that, there were stark discrepancies between the self-evaluation of providers and the evaluation of communities (Misra, 2007).

However, due to this contradiction of perceptions, subsequent discussion of these different perceptions resulted in an action plan in which providers agreed to undergo training to improve their interactions with users, to change timing of the health center to better meet community needs, to institutionalize a better grievance redress system and to display medicine stocks publicly. Overall, the process resulted in increased user satisfaction levels and not only that, users had better understanding of the constraints providers face (Joshi, 2010). Besides, there are numbers of countries where

community scorecards have been applied such as in Madagascar, Tanzania, Ghana, Zimbabwe, Sri Lanka and Malawi (WDR 2004; Joshi 2010).

In relation to the current study, there were limited systematic and comprehensive investigations that have been done particularly on the effects and identification of challenges or factors that affect the effectiveness of the social accountability mechanism practices in general and specifically in relation to customer satisfaction in public services. With that, another direction would be to examine perhaps the effects of social accountability mechanism on important job outcomes such as organization commitment and job performance of the public servant. Working along these line it will be helpful to understand the importance of “demand-side” or “bottom-up” approach towards promoting a greater accountability of service providers towards achieving the maximum level of customer satisfaction. In addition, this study also enables service providers either public or private sectors to focus on the involvement of the grassroots in designing any related program, mechanisms or reforms in order to achieve the objective of organization and to fulfill the psychological and social needs.

Furthermore, the study findings also pave the way to other researcher to investigate the differences or make a comparison with regards to the implementation and the influence of social accountability mechanism practices in particular on a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) and other possible mechanism towards customer satisfaction in public and private sector or in any different context.

In addition, this study suggest that future research should look into the roles of social accountability mechanism in increasing the voice of the public and the roles of social accountability mechanism in holding the service providers to be more

accountable and transparent especially with regards to public service delivery particularly in the Malaysian context.

Last but not least, the empirical findings of this study would assist other government departments which plan to adapt social accountability practices in their organization. Perhaps it could be extended to other government agencies that practice these mechanisms to see how the public officials and service users perceived the influence and perhaps the effect of a meet customer day (public hearing), customer feedback forms (citizen report cards) and customer charter (client charter) towards achieving maximum level of satisfaction.

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1. Marni Ghazali, Haris Abd. Wahab, (2017). Public hearing as social accountability mechanism towards customer satisfaction. *Advance Science Letter*, 23(8), 7970-7972.
2. Marni Ghazali, Haris Abd. Wahab, (2016). Citizen report card as a social accountability tool towards customer satisfaction. *Journal of Administrative Science*, 14(1), 1-15.

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1. Marni Ghazali, Haris Abd. Wahab, (2015). Social Accountability Mechanisms in Enhancing Customer Satisfaction in the Public Sector. 5th International Conference on Public Policy and Social Sciences and the 2nd International Symposium of Gender Studies, Negeri Sembilan, Malaysia, 21-22 April.
2. Marni Ghazali, Haris Abd. Wahab, (2016). The Role of Public Hearing and Client Charter in the Public Service. 2nd International Social Development Conference, Langkawi, Kedah, 17-18 August.
3. Marni Ghazali, Haris Abd. Wahab, (2017). Public Hearing as Social Accountability Mechanism towards Customer Satisfaction. International Conference on Business and Social Sciences, UiTM Malacca City Campus, Melaka, 28 February – 1 March.

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