

**IMPROVING THE EFFECTIVENESS OF PUBLIC SERVICE
DELIVERY SYSTEM IN PERAK**

RESEARCHERS

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Executive Summary

In facing fourth industrial revolution (IR4), local authorities have to deal with multiple issues and challenges such as quality of service delivery, inadequate funding, multiskilling staff, citizen engagement, new partnerships, rapidly evolving technologies, and changing demographics. Apart from that, the institutional reforms that aim to improve good governance and accountability have also become the main agenda for local authorities.

This study, in particular, has decided to focus on the quality of service delivery in Perak local authorities. Five local authorities were selected as unit of analysis, namely, Majlis Daerah Pengkalan Hulu, Majlis Daerah Tanjung Malim, Majlis Daerah Kerian, Majlis Perbandaran Teluk Intan and Majlis Bandaraya Ipoh. The study utilized both quantitative and qualitative methods. For quantitative analysis, a total of 1000 questionnaires were randomly distributed to local authorities' employees as well as customers. A total of 400 questionnaires were returned, giving a rate of return of 40 percent. For qualitative analysis, there were 5 councilor members and 10 customers involved in the interview session.

Based on the analysis, we have identified four main themes that become the stumbling block for delivery quality and efficient service delivery. There are financial constraints, inadequate human resources, infrastructure and facilities, and geographical features and locations. By analyzing those themes, the study has proposed several measures to help reduce those problems. They include outsourcing and privatizing selected services, training staff with multi skilling skills, providing sensitivity and empathy training, provide consistent and systematic maintenance schedules, and improving accessibility to online services to pay bills or file complaints or suggestions to the local authorities. With improved staffing, facilities and on line services, customers can easily interact with local authorities to meet their needs and demands.

It is hopeful that this study will enlighten the policy makers on the challenges facing a lot of local authorities today in their quest to deliver quality and efficient services to the customers. Once challenges were identified, it is pertinent that local authorities take various initiatives and strategies to enhance the quality of their services to ensure that citizens are satisfied with services they get from the governments.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Local government is the 'grass root' government or the third tier government, closest to the citizen. Local government is developing itself to prepare for the future challenges in today's global world. Most of their resources were devoted for providing services and facilities to the local community. There is a prominent trend in many countries worldwide to embrace local government reform that is intended at improving service delivery besides economic efficiency and government accountability (Dzurllkanian, Buang and Chitrakala, 2008). In Malaysia, the Local Government Act 1976 play a vital role in governing local authorities especially in providing public goods and services to the communities under their authority. However, the local authorities continue to face criticism and are viewed as inefficient and lacking accountability. With increasing public awareness, global activities and demands of good governance, the need for local authorities to address and overcome this issue is crucial.

1.2 Research Background

In facing fourth industrial revolution (IR4), Local Government has to deal with many challenges such as, crucial service delivery; lack of finance; managing staff; engaging citizens; forming new partnerships; and, rapidly evolving technologies and socio-economic demographics. The concerns also about governance and accountability, the delivery of infrastructure , revenue and funding arrangements. Therefore, the issues of Local Authorities are something crucial that need further thinking and actions. Attempts at improving service delivery in Local Authorities have been introduced in tandem with the New Public Management (NPM) reforms in the Malaysian public sector which began as early as the 1980s (Swee & Kevasapany, 2006; Siddiquee, 2006).

This study deals with the evaluation of service delivery in Perak Locals Authority. The aim of this study is to identify the ability of the delivery system in Local Authorities of Perak. Five local authorities were selected as case study, namely, Majlis Daerah Pengkalan Hulu,

Majlis Daerah Tanjung Malim, Majlis Daerah Kerian, Majlis Perbandaran Teluk Intan and Majlis Bandaraya Ipoh. With the information obtained from this study, the policy makers will be able to identify the most-preferred action plan that will help in improving the delivery system at grassroots government. Delivering quality services that satisfied citizen's need is an essential strategy for success and survival in today's competitive environment.

1.3 Problem Statement

Generally, it appears that local authorities are still plagued with many problems in implementing government policies (Mahamad, 1996; Fauziah, 2006; Fauziah, 2007; Nik, 2007; Shaiful, 2007; Ministry of Housing and Local Government, 2008) causes the function and its role expose to public scrutiny. Among the problems are, not transparent in decisions making (Utusan Malaysia, 2007); (Fauziah, 2007); irresponsive, bureaucratic red tape (Shaiful, 2007); delay of action (Azman and Johardy, 2008), inefficient and many more. These problems not only affect the quality of service delivery, but also tarnish the third government reputation. Despite government efforts to improve service delivery of public agencies through a variety of changes and innovations, the local authorities still overwhelmed with a range of issues and shortcomings.

Local government in Malaysia operates within a centralized political system that does little to encourage autonomy or public participation at the local level. While the federal government exhorts application of the principles of good governance such as transparency, accountability and participation, local government's subordinate position to the federal and state government hierarchy limit its ability to engage freely with the community. Local government faces constant criticisms over delays, poor attitude, weak enforcement and displaying arrogance (Nooi, 2011). Local government is one of those public organizations that have been heavily criticized by the Malaysian public. The increased education level of the citizen has led to a more vocal and more discerning citizenry that expects better services and accountability from their local authorities (Siti Nabiha, 2010). This is indicative that for a nation to deliver services efficiently and effectively, an effective governance accountability framework which involves demands by upward and downward at the local level is essential.

A study by Sharinaz, Shireen and Ahmad (2012) in one local government in Selangor revealed that the environment at the counter is not comfortable for the client while waiting to be served. A study in Manjung and Kerian by Zikri, Tarmiji and Aziz (2015) found that the level of service delivery efficiency by local authorities from customer perspective are at a high level for complaining services, community services, and environmental management services. However, the community development program and law enforcement services are at moderate level. The study also showed that more than 50 percent of respondents agreed that all of the above services need to be improved in the future. Meanwhile, more than 50 percent of the respondents concluded that the basic services and street and light services provided by local authority are at low-level. Local authority need to pay more attention on basic amenities services such as waste management, street maintenance, drainage, river management and cleaning of public area. Local authority must monitor all aspects of maintenance regarding to light and street services.

Local authorities tend to disregard some opposite view from the public and this may contributes to the disorder in the local authority administrative system which may cause low-level of service delivery efficiencies (Zikri, Tarmiji, Aziz; 2015). The government appears anxious to bridge the perception gap between the demands coming from the community and what local authorities are currently delivering. As a consequence, local government's perception of what is being 'delivered' may often not match that of the community. There is a gap between 'demand' and 'supply' both in service delivery and in judgements of local government's performance. Increasingly communities are focusing on the need for more efficient and effective provision of services by local government, and for more public participation.

1.4 Research Objective

This study embarks on the following objectives:

1. To identify the current issues and problems regarding service delivery in Perak local authorities
2. To identify factors that contribute to the weaknesses in the public delivery system that leads to public dissatisfaction;
3. To identify human resources problems and capabilities that needs to be improved

4. To undertake in-depth appraisals of good practices at local authorities to develop understanding of the key change agents of the major issues to be addressed in the promotion of quality service delivery and provide models of best practice that could be transferable to other organisations;

To suggest strategies and action plan that will improve the public service delivery system effectively and timely.

CHAPTER TWO

LITERATURE REVIEW

1.0 Introduction

Government of Malaysia (GoM) is committed to improve the quality of service delivery, particularly at the local government level as illustrated by the Ninth Malaysia Plan (2006-2010). Local government is also developing itself to prepare for the future challenges in today's global world. Most of their resources were devoted for providing services and facilities to the local community. There is a prominent trend in many countries worldwide to embrace local government reform that is intended at improving service delivery besides economic efficiency and government accountability (Dzurllkanian, Buang and Chitrakala, 2008).

2.0 Background of Local Authorities

Structure of the administration in one particular country especially those that practice federation system, government can generally be classified into three stages namely the Central Government, State Government and Local Government (Hussain, 1991). Therefore, local government also have certain jurisdictions in carrying out their responsibilities as been set out in the Local Government Act 1976. Under the act, local authority is the local planning authority in their area and they are in power for controlling the developmental functions of urban management and not at the state level as previously practiced (Yaakub, Johar &

Dahlan, 1994). Local government has the ability to collect tax, create laws and rules that are relevant to their jurisdiction and entitle to issue license such as business licenses and permits. Other than that, local government also provides basic facilities such as collecting and managing waste, road and drainage system under their authority. Local government referred to as councils (Majlis), headed by Datuk Bandar for cities and Yang Di-Pertua for rural district (Osman, Bachok, Bakri & Harun, 2014). The mayors of the councils are civil servants that has been elected by the state government every five years along with the councillors. Councillors are selected based on their political affiliations and some are from the members of the state legislative assembly and some are not. Local government is under the state list and state has direct financial powers over the local government. However, there should be no interference by the federal government on the local government's affairs even where the state withholds federal contributions. Although the Ministry of Housing and Local Government is responsible for the coordinating and supervising of the local government, any directives order from the ministry need to be adopted by the state (Khalid, 2010).

3.0 Local Authorities Service Delivery

Citizens will always have fully support on the local government if they get the high-level of service delivery especially on basic services. Effective delivery provide by the local government makes them closest to the people. However, the local government is large organization that has wide range of clients including public citizens, business communities and private sector. Rapid industrialization, urbanization and increased of education makes the citizen expects better services and has created a challenging environment for the local government. Phang (2008) mentioned that the common weakness face by the local government are sources of finance, service delivery and community participation.

There are some problems faced by local governments in implementing a good service delivery system to citizens and one of it is inadequate public participation as highlighted by Gwayi (2010). This issue might cause by their lack of awareness on the administration of local government as mention by Almarshad (2011) and Sandford (2016) the citizens responsiveness on public service delivery by their local government are determine by their level of awareness. The lack of public participation is link with the seriousness of the local

government to enlighten their citizens as some of the local government have no adequate information channel to the citizens (Bello, Juani, Kasim, 2017). More than 61 percent of respondents in Manjung and Kerian District stated that they did not participate in any plans or improvements in service delivery by local government and they are not aware on their right to contribute in making decision on planning and development programs (Muhammad, Masron & Majid, 2015).

While Muhammad et al(2015) stated that inefficiencies urban management can contribute to the failure of development projects and low performance of service delivery by local government. This is including local governments fail to meet the expectations of their customers, fail to keep promise, incompetence, delay, failed to inform on any changes and lack of flexibility. In the survey that been asked to councils in UK local government, they listed six major problems facing by the local government that are cost and budget constraints, information sharing management, joining-up services, legacy system integration, lack of skills and resources and change management (King, 2007).

Bovaird and Loffler (2002) stated that in the early 1980s, local governments start to find initiatives in overcoming their budget deficits. This is due to rising in demands for municipal services while tax incomes remain the same or unstable. This means that, besides having the problem of governance, local governments are also facing financial problems in order to maintain their service. As the largest percentage of local government revenues is from the taxes, so the non-compliance of the citizens in paying taxes brings problems to the local government (Glaser & Hildreth, 1999). Lack of financial resources lead to another problem to local authority such as proper and timely maintenance of the public facilities. According to Adnan, Fauzi, Rahmat and Supardi (2012) the maintenance of public facilities often delays due to insufficient budget although the plan and preparation has been made earlier. Among the main issues in practicing good Facilities Management in local authority in Malaysia is the problems in managing and controlling the financial cost (Rahmat & Nawawi, 2017).

Attempts at improving service delivery in Local Authorities have been introduced in tandem with the New Public Management (NPM) reforms in the Malaysian public sector which began as early as the 1980s (Swee & Kavasapany, 2006; Siddiquee, 2006). Several elements based on the NPM reforms have been implemented by local governments in an effort to improve the quality of services offered. One of the popular reforms targeting to enhance the

effectiveness of service delivery in local governments is system and procedural change. This type of reform including the usage of more simple form, elimination of trifling and overlapping procedures, condensed certain parts or activities and a shorter approval period.

In an ideal setting, local governments carry the dual functions of ensuring top-down and bottom-up accountability. Specifically, to deliberate on policies and implementation through public financial management and service delivery, thus performing the oversight function for both federal and state governments. Similarly, they are assumed to be representing citizens—by giving voice to individual citizens, civil society organizations, and business groups—and by representing the needs of local constituents in policy-making. This assumption leads to public accountability measures that aim to strengthen local government oversight so that local leaders oversee local government operations on behalf of local citizens. Strengthening the political dimension of local accountability requires some modifications in local governments and local council oversight. On the demand side, political accountability measures allow for citizen-initiated legislation (petitions), referendums, or recalls of elected public officials. They include procedures for public petitions to adopt, amend, or repeal an act, law, or executive order. They also empower citizens to demand public hearings on policy decisions and action and to appeal to citizen ombudsman offices in local governments (Sisk, 2001).

In creating liveable and desire city, there is a need in improving the effectiveness and efficiency in service delivery. Therefore, the transformation and reform of local authorities have been central to the political programs of the UK government by committed in making their local government more dynamic, entrepreneurial, efficient, effective and close to their citizens. They proposed customer relationship management (CRM) that has been used by private sector to help them understand their citizens better (King, 2007).

In term of increasing the local governance revenue, Glaser et al (1999) found that citizens who think that their local government is performing adequately are more willing to pay for taxes. The citizens agree with the increase in tax rates if the local government made a greater effort in fulfilling their needs and spend their money wisely. Fountain (1991) suggested that local government should working on a mechanism to informed the citizen what they are getting for in tax they invested. Local governments should be more focus in ensuring their

services are always competent in serving the people rather than thinking of new ways to generate income. Furthermore, maintaining the quality of existing services is easier than applying something new into the administration.

Other than improving their services and informing citizens on the budget, local authority also might reduce their financial burden by collaborating with the private developers in doing maintenance job on public facilities. In granting their approval on development, local authority might negotiate for private developer's engagement to provide such on-site requirements such as road improvements (Salleh & Siong, 2008).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This study adopted mixed method research methodology to collect the intended data. Quantitative and qualitative approaches of data collection and analysis has been used to answer the research objectives.

3.1 Quantitative Approaches

For quantitative method, a questionnaires survey has been distributed to the following respondents:

- i. Officers in Local Authorities
- ii. Rank and file employees
- iii. Client

3.2 Qualitative Approaches

Qualitative method includes 'Elite interviewing' and focus group discussion

1. Elite interviewing involved:-
 - i. Yang Dipertua/Secretary
 - ii. Council Members
 - iii. Other related individuals
2. Focus group discussion include organizational leaders and societies:
 - i. Local Community leaders
 - ii. Local government executives
 - iii. Local authorities employees

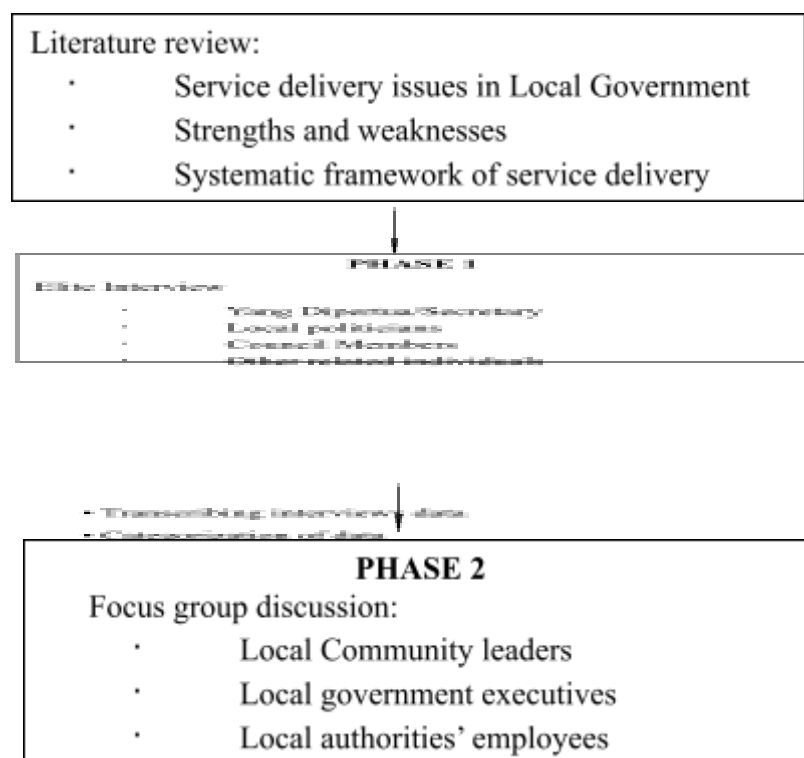
3.3 Samples

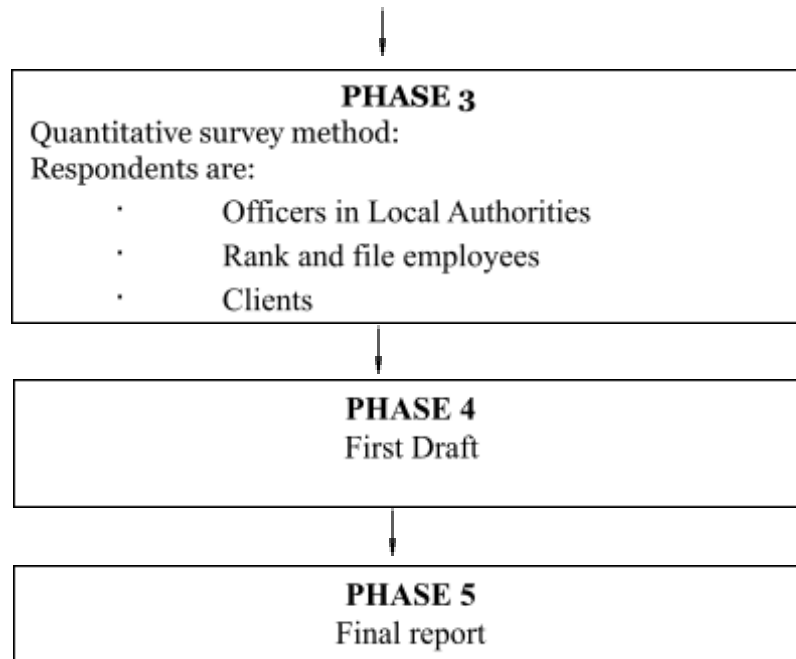
This research involved five (5) local authorities in Perak as below:

- i. Majlis Bandaraya Ipoh (MBI)
- ii. Majlis Perbandaran Teluk Intan (MPTI)
- iii. Majlis Daerah Kerian (MDK)
- iv. Majlis Daerah Pengkalan Hulu (MDPH)
- v. Majlis Daerah Tanjung Malim (MDTM)

The selection on these five local authorities were based on several characteristics such as types of local authorities, locations and geographical area and nature of the local authorities itself, for example close to other state, close to industry, isolated area and other consideration.

3.4 Flow Chart of Research Activities





CHAPTER FOUR

FINDINGS

4.0 Introduction

This chapter presented the findings of these research based on the objectives of the study. The structure or organisation of the findings is based on the data collected to demonstrate the comprehensive information generated from this research.

4.1 Demography of the Respondents (Clients)

Table 1: Gender

Gender	Frequency	Percentage
Male	297	59.4
Female	203	40.6
Total	500	100.0

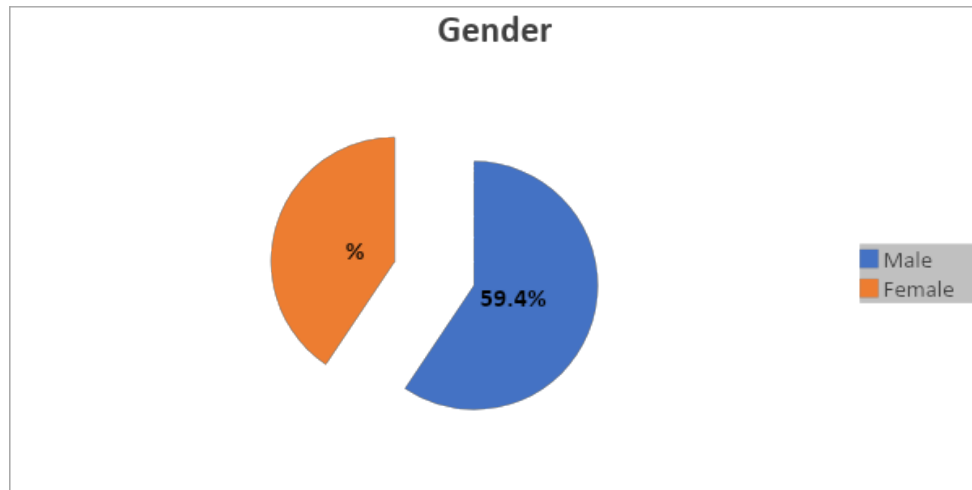
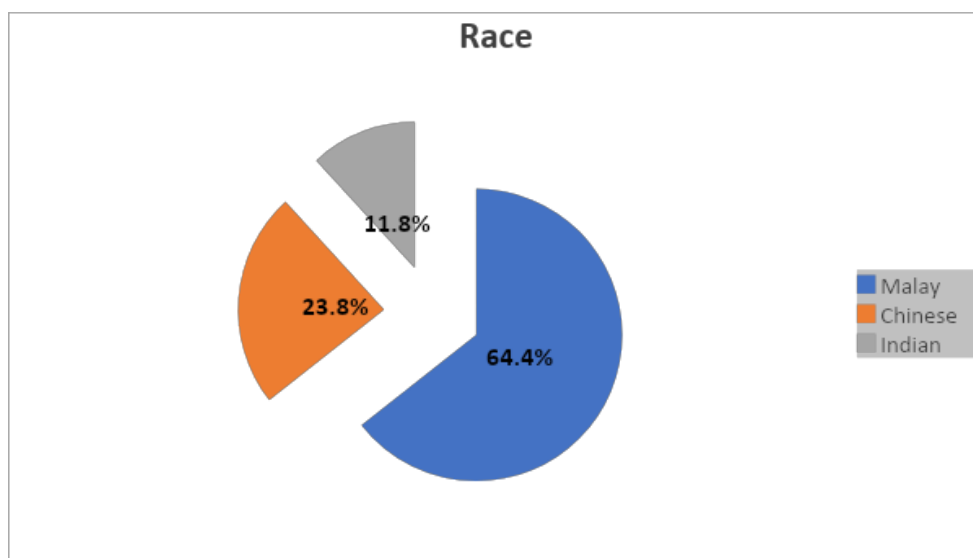


Table 1 indicates that in term of gender male and female respondents are about equal. Male respondents are 59.4% while female respondents are 40.6% from the total numbers of customers who participated in this study.

Table 2: Race

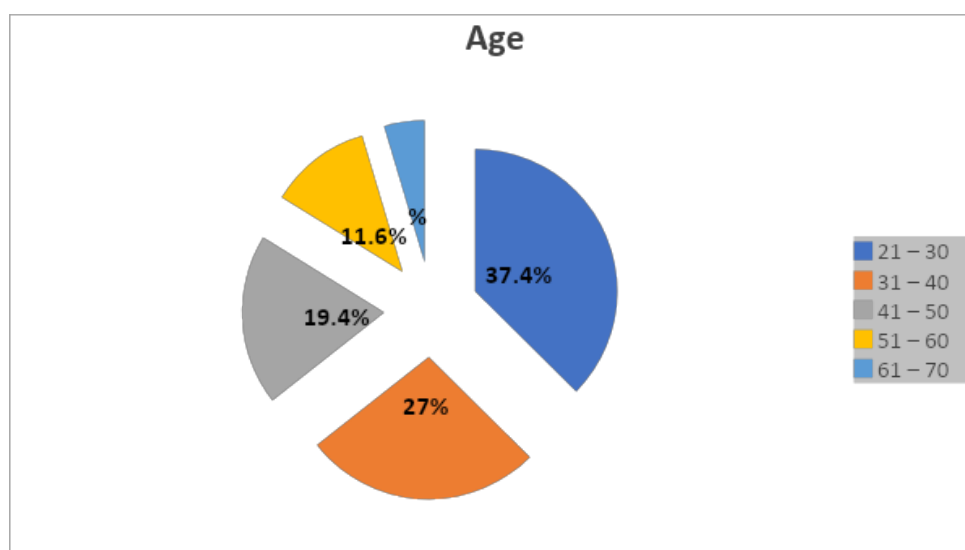
Race	Frequency	Percentage
Malay	322	64.4
Chinese	119	23.8
Indian	59	11.8
Total	500	100.0



The table and chart above display respondent's race which Malay dominated the survey. It shows that Malay respondents are 64.4%, followed by the Chinese with 23.8% and the Indian are only 11.8% from the total.

Table 3: Age

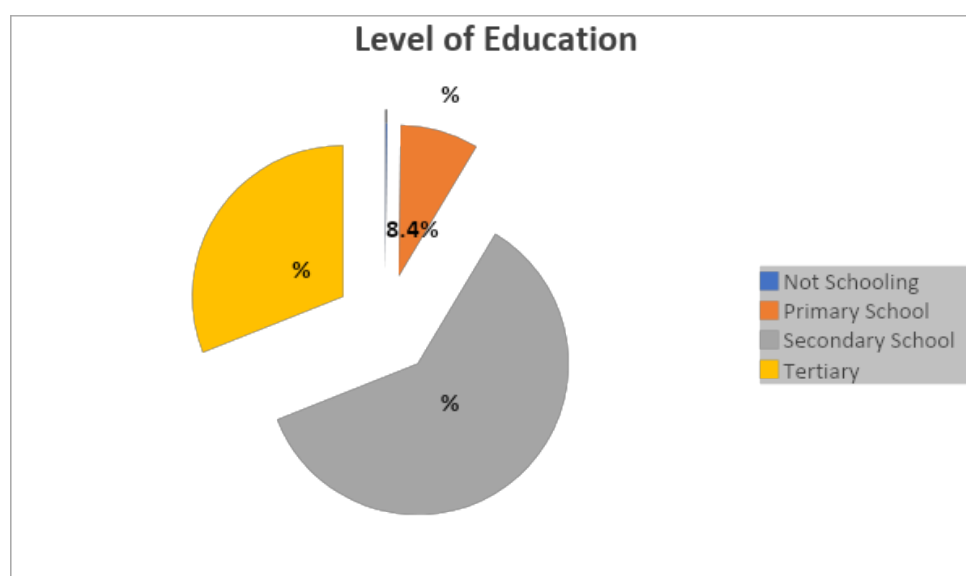
Age	Frequency	Percentage
21 – 30 years old	187	37.4
31 – 40 years old	135	27.0
41 – 50 years old	97	19.4
51 – 60 years old	58	11.6
61 – 70 years old	23	4.6
Total	500	100.0



The chart above show 37.4% of the respondents are in the range age of 21 until 30 years old, followed by 27% in the range age of 31 until 40 years old, 19.4% of the respondents are in the range age of 41 until 50 years old, 11.6% of them are from 51 until 60 years old and the rest are from 61 until 70 years old with only 4.6%.

Table 4: Level of Education

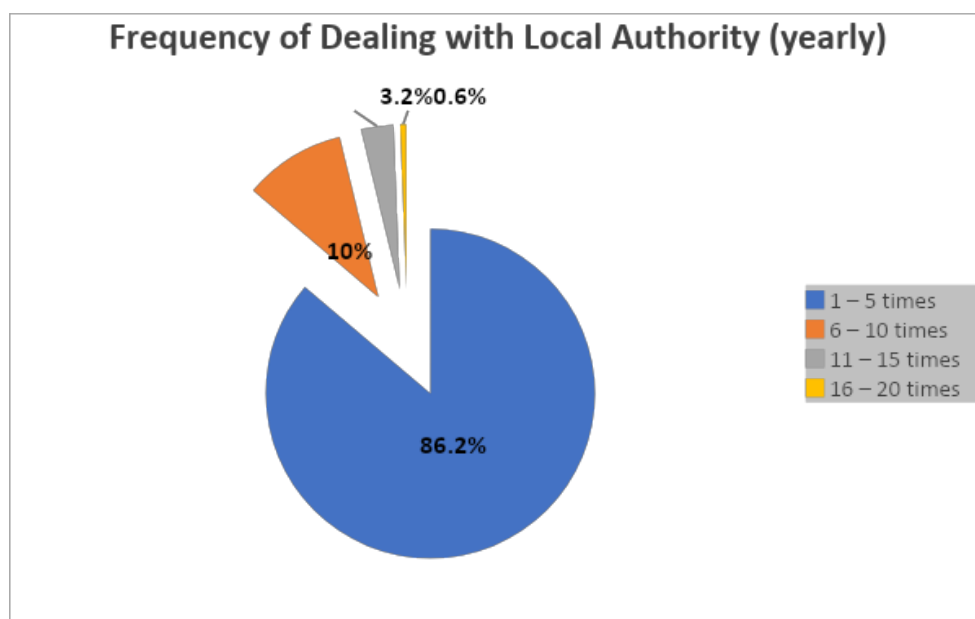
Level of Education	Frequency	Percentage
Not Schooling	1	0.2
Primary School	42	8.4
Secondary School	302	60.4
Tertiary	155	31.0
Total	500	100.0



The Chart above shows that majority of the respondents with 60.4% of them have secondary school level of education follow by tertiary level with 31%, primary school level with 8.4% and only 0.2% is not having any level of education.

Table 1: Frequency of Dealing with Local Authority (Annually)

Frequency of Dealing with Local Authority (yearly)	Frequency	Percent
1 – 5 times	431	86.2
6 – 10 times	50	10.0
11 – 15 times	16	3.2
16 – 20 times	3	0.6
Total	500	100.0



4.2 Level of Satisfaction Towards Local Authorities on the Functions

Functions of LA has been divided to eights (8) as belows:

- i. Availability of public facilities
- ii. Maintenance of public facilities
- iii. Management of Refuse and Recycle Waste
- iv. Licensing and Development Approval
- v. Town Planning
- vi. Counter Service
- vii. Enforcement
- viii. Governance

4.2.1 Customer's and staff's level of satisfaction on Provision and condition and availability of public facilities

a i) Parking Facilities (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.0	14.0

Majlis Daerah Tanjung Malim	87.0	13.0
Majlis Daerah Kerian	85.0	15.0
Majlis Perbandaran Teluk Intan	83.0	17.0
Majlis Bandaraya Ipoh	82.0	18.0

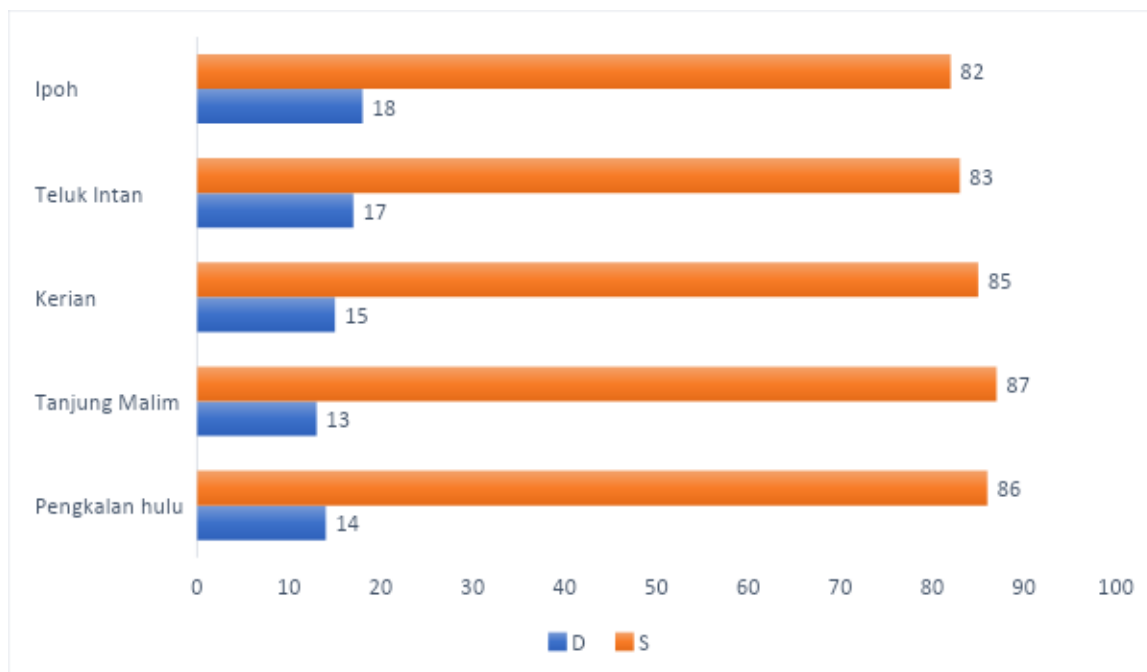


Table a (i) above shows customer's level of satisfaction in term of parking facilities in their local authority administrative area. The result indicates that customers of Majlis daerah Tanjung Malim score highest satisfaction level with 87% and Majlis Bandaraya Ipoh's customers show high level of dissatisfaction in this category which is 18%.

ii) Parking Facilities (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	70.0	30.0
Majlis Daerah Tanjung Malim	56.0	44.0
Majlis Daerah Kerian	86.9	13.1

Majlis Perbandaran Teluk Intan	83.3	16.7
Majlis Bandaraya Ipoh	61.3	38.7

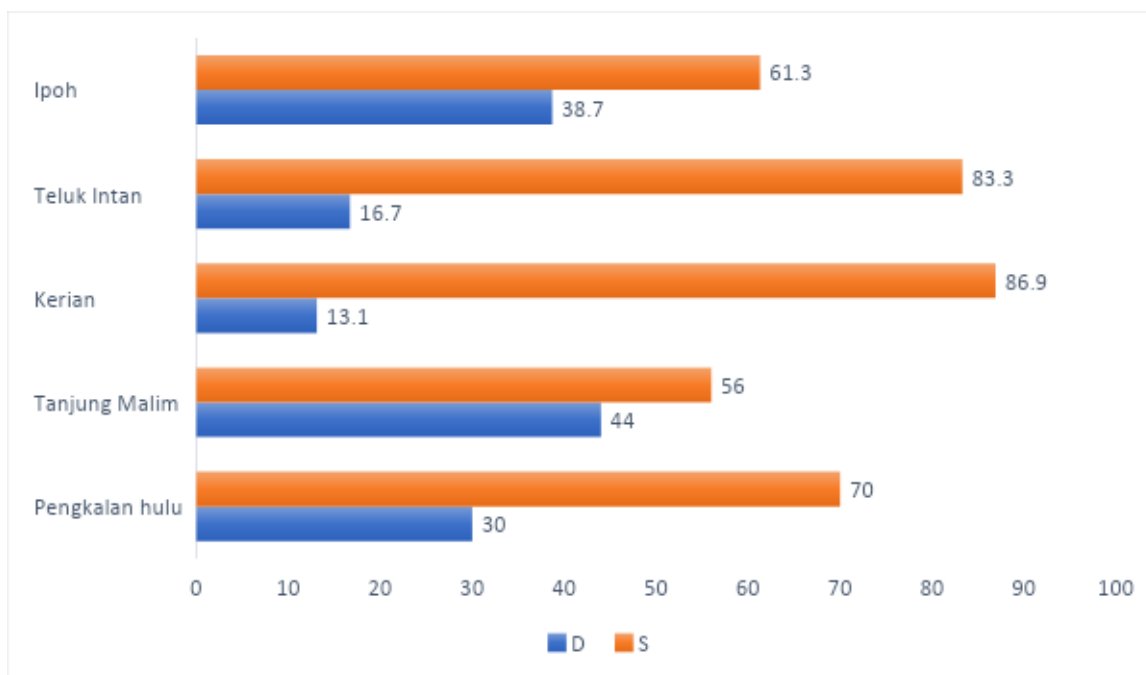


Table a (ii) above indicates that staff in Majlis Daerah Kerian score high level of satisfaction in term of adequacy of parking facilities in their administrative area with 86.9% while staff in Majlis Daerah Tanjung Malim score highest level of dissatisfaction with 44%.

b i) Access of payment to parking charge (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu		
Majlis Daerah Tanjung Malim	90.0	10.0
Majlis Daerah Kerian	81.0	19.0
Majlis Perbandaran Teluk Intan	67.0	33.0
Majlis Bandaraya Ipoh	88.7	11.3

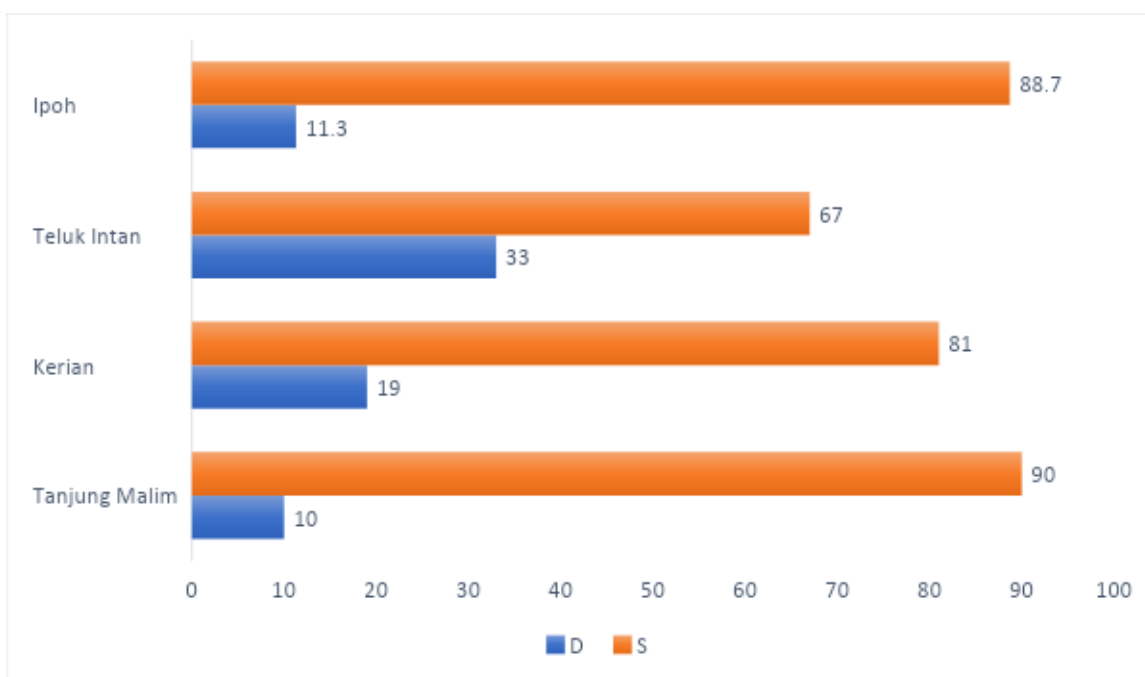


Table b (i) presents customers level of satisfaction in term of access to payment of parking charge with high level of satisfaction score by customers in Majlis Daerah Tanjung Malim with 90% while customers in Majlis Perbandaran Teluk Intan score high level of dissatisfaction with 33%.

b ii) Access of payment to parking charge (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu		
Majlis Daerah Tanjung Malim	84.0	16.0
Majlis Daerah Kerian	97.4	2.6
Majlis Perbandaran Teluk Intan	93.3	6.7
Majlis Bandaraya Ipoh	80.7	19.3

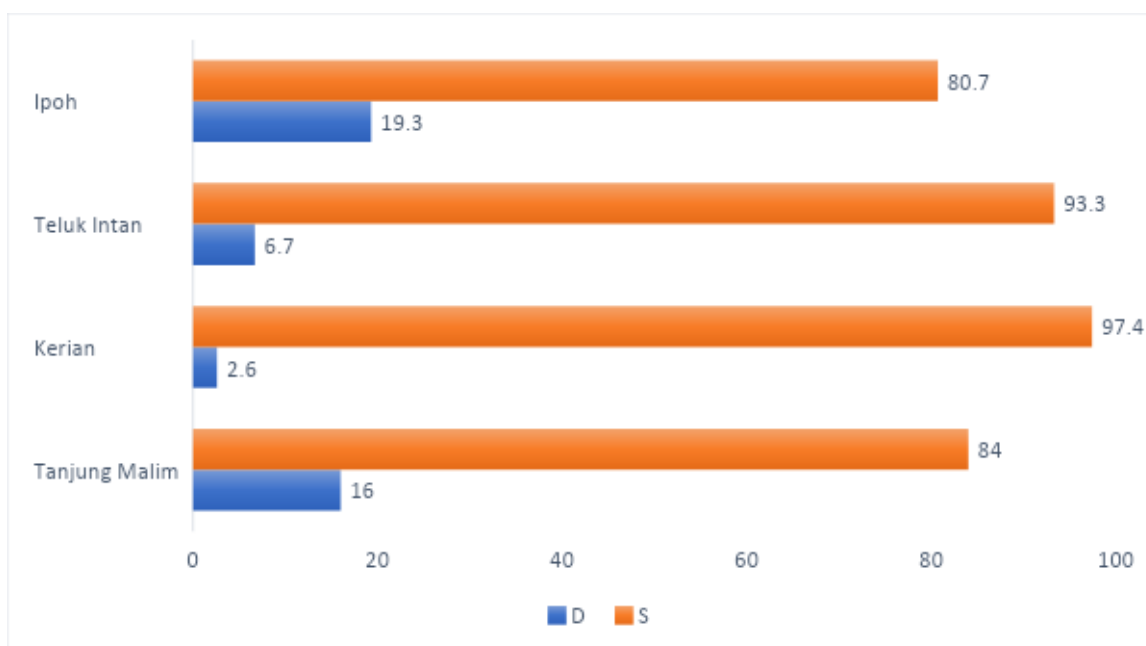
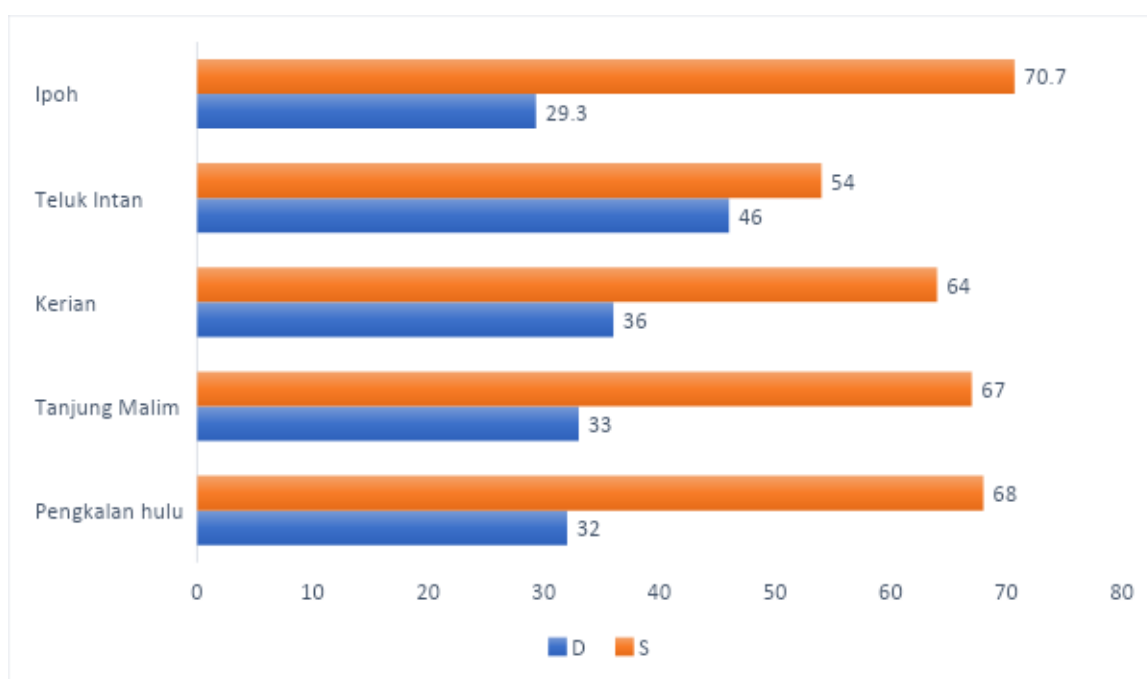


Table b (ii) presents level of satisfaction of the local authority's staff in term of access to payment of parking charge with high level of satisfaction score by staff in Majlis Daerah Kerian with 97.4% while staff in Majlis Bandaraya Ipoh score high level of dissatisfaction with 19.3%.

C i) Availability of public toilets (Customers level of satisfaction)

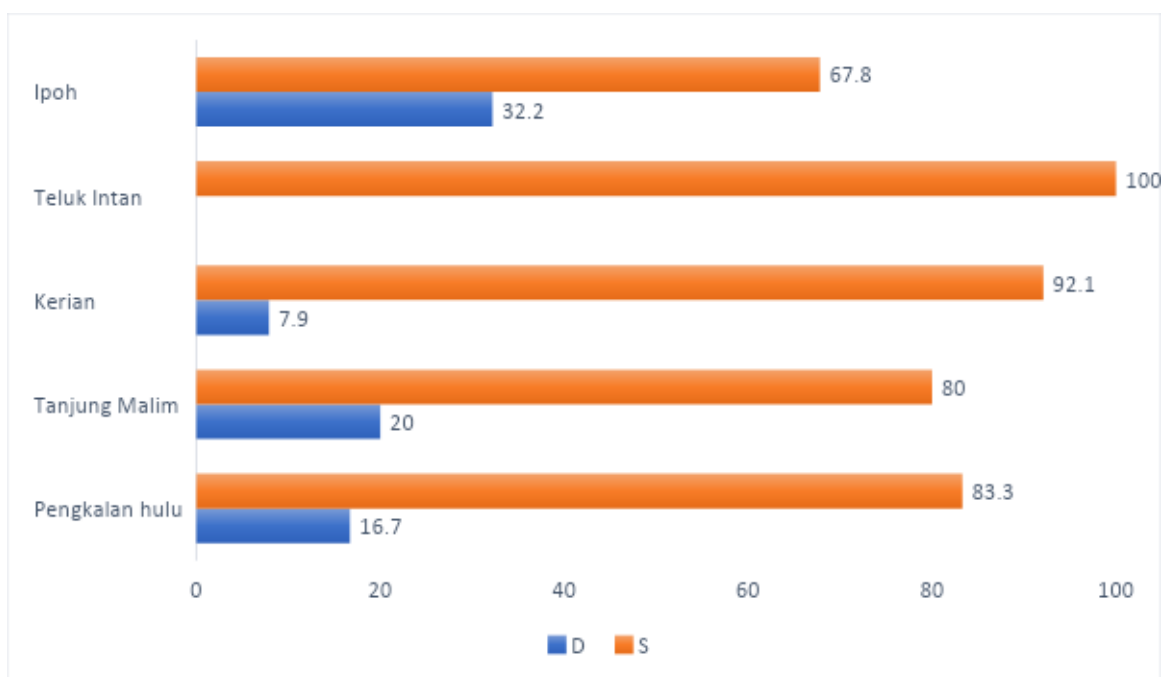
Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	68.0	32.0
Majlis Daerah Tanjung Malim	67.0	33.0
Majlis Daerah Kerian	64.0	36.0
Majlis Perbandaran Teluk Intan	54.0	46.0
Majlis Bandaraya Ipoh	70.7	29.3



According to table c (i) above, 70.7% of Majlis Bandaraya Ipoh's customers are satisfied with the availability of public toilets in the LA's administrative area while customers in Majlis Perbandaran Teluk Intan score highest dissatisfied level in this category with 46%.

C ii) Availability of public toilets (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	83.3	16.7
Majlis Daerah Tanjung Malim	80.0	20.0
Majlis Daerah Kerian	92.1	7.9
Majlis Perbandaran Teluk Intan	100.0	0.0
Majlis Bandaraya Ipoh	67.8	32.2



According to table c (ii) above, all respondents among staff (100%) are satisfied with the availability of public toilets in the LA's administrative area in Teluk Intan while staff in Majlis Bandaraya Ipoh score highest dissatisfaction level in this category with 32.2%.

d i) Cleanliness of public toilets (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	54.0	46.0
Majlis Daerah Tanjung Malim	64.0	36.0
Majlis Daerah Kerian	59.0	41.0
Majlis Perbandaran Teluk Intan	41.0	59.0
Majlis Bandaraya Ipoh	58.7	41.3

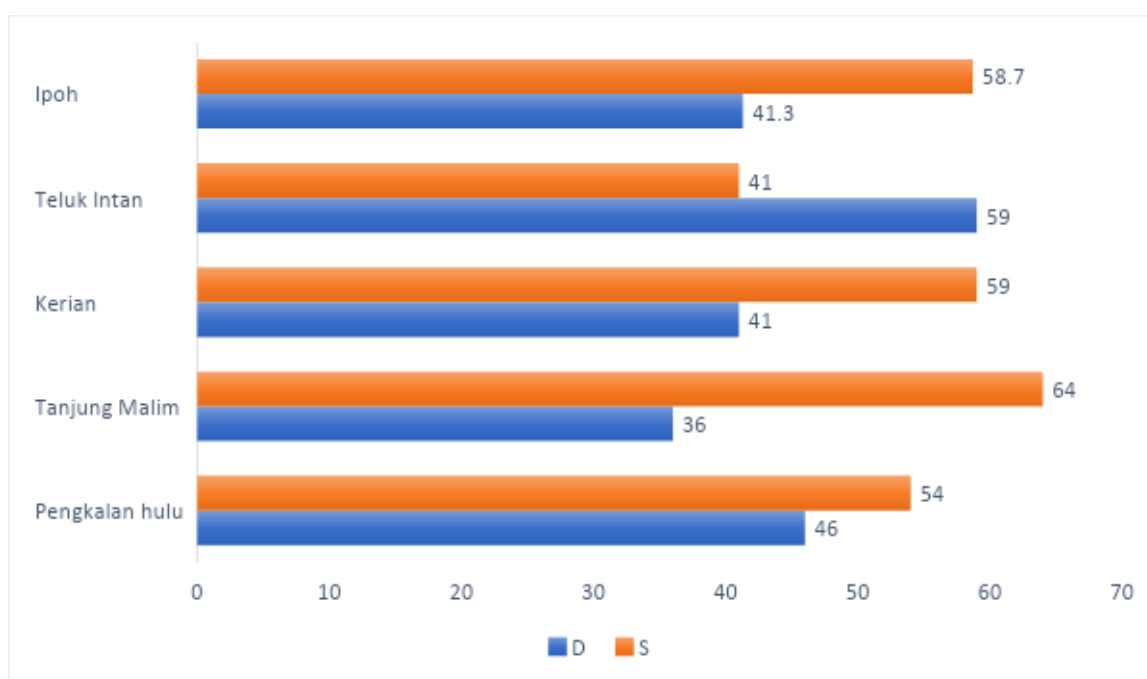


Table d (i) above presents customers level of satisfaction in term of cleanliness of public toilets in the area. Customers in Majlis Daerah Tanjung Malim score highest satisfied level with 64% while customers in Majlis Perbandaran Teluk Intan score highest dissatisfied level in this category with 59%.

d ii) Cleanliness of public toilets (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	70.0	30.0
Majlis Daerah Tanjung Malim	64.0	36.0
Majlis Daerah Kerian	81.6	18.4
Majlis Perbandaran Teluk Intan	70.0	30.0
Majlis Bandaraya Ipoh	67.8	32.2

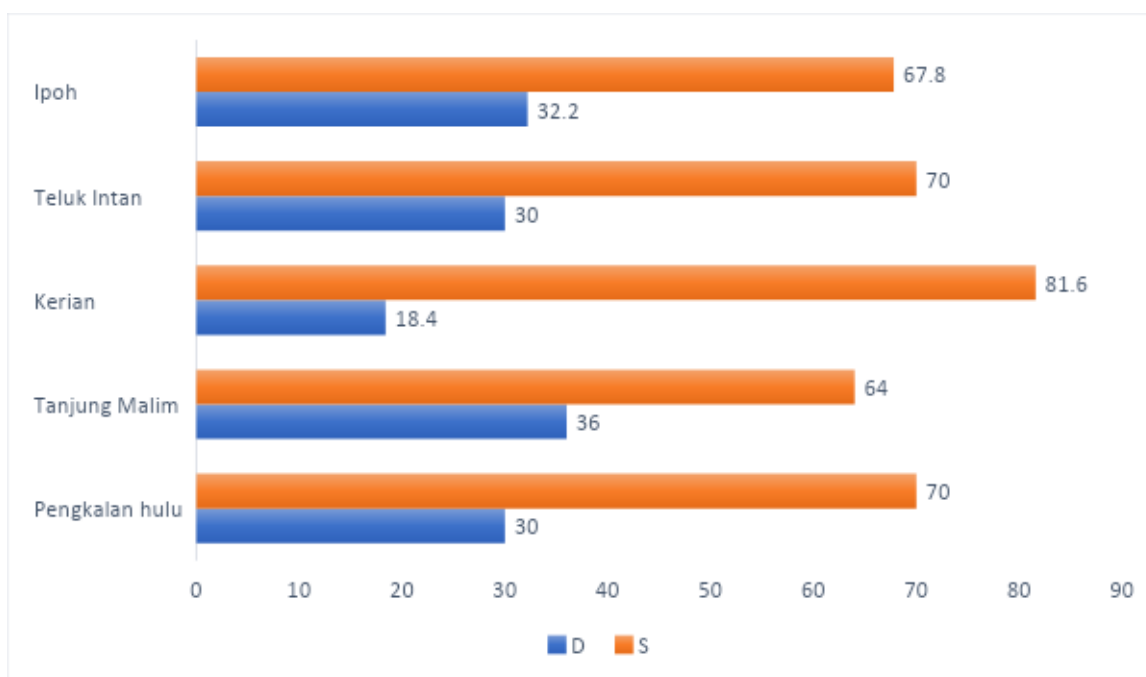
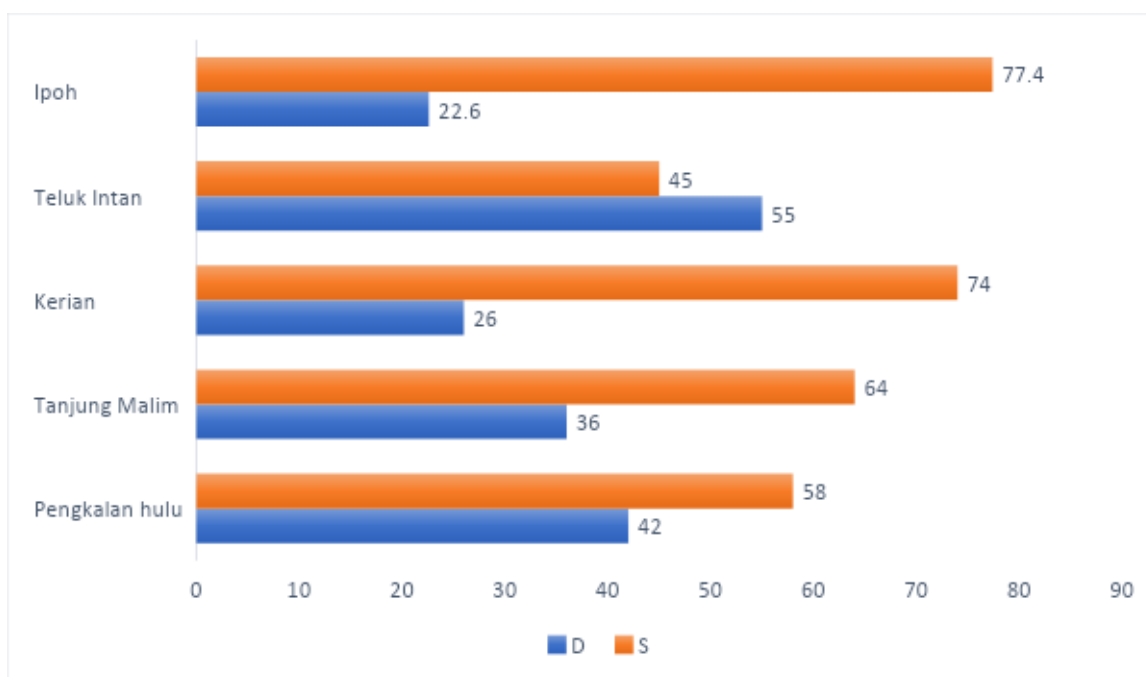


Table d (ii) above presents staff level of satisfaction in term of ensuring the cleanliness of public toilets in their area. Staff in Majlis Daerah Kerian score highest satisfied level with 81.6% while staff in Majlis Daerah Tanjung Malim score highest dissatisfied level in this category with 36%.

e i) Facilities in recreational park (Customers level of satisfaction)

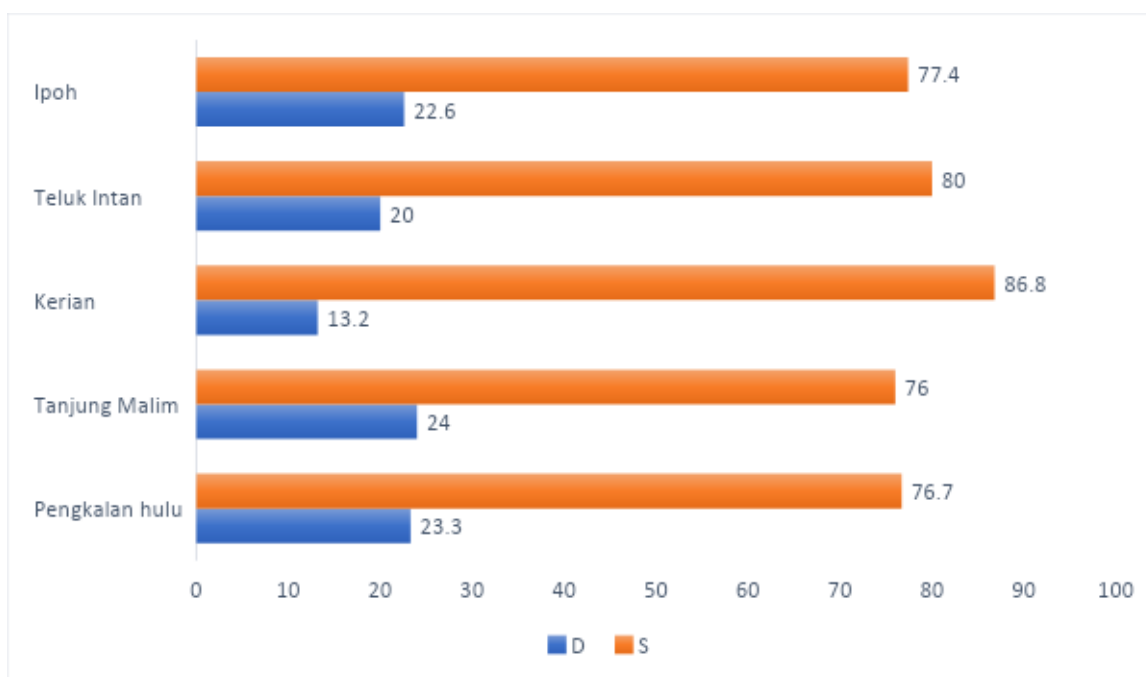
Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	58.0	42.0
Majlis Daerah Tanjung Malim	64.0	36.0
Majlis Daerah Kerian	74.0	26.0
Majlis Perbandaran Teluk Intan	45.0	55.0
Majlis Bandaraya Ipoh	77.4	22.6



According to table e (i) above, customers in Majlis Bandaraya Ipoh score highest satisfaction level in term of facilities in recreational park in the LA's administrative area with 77.4% while customers in Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category which is 55%.

e ii) Facilities in recreational park (Staff level of satisfaction)

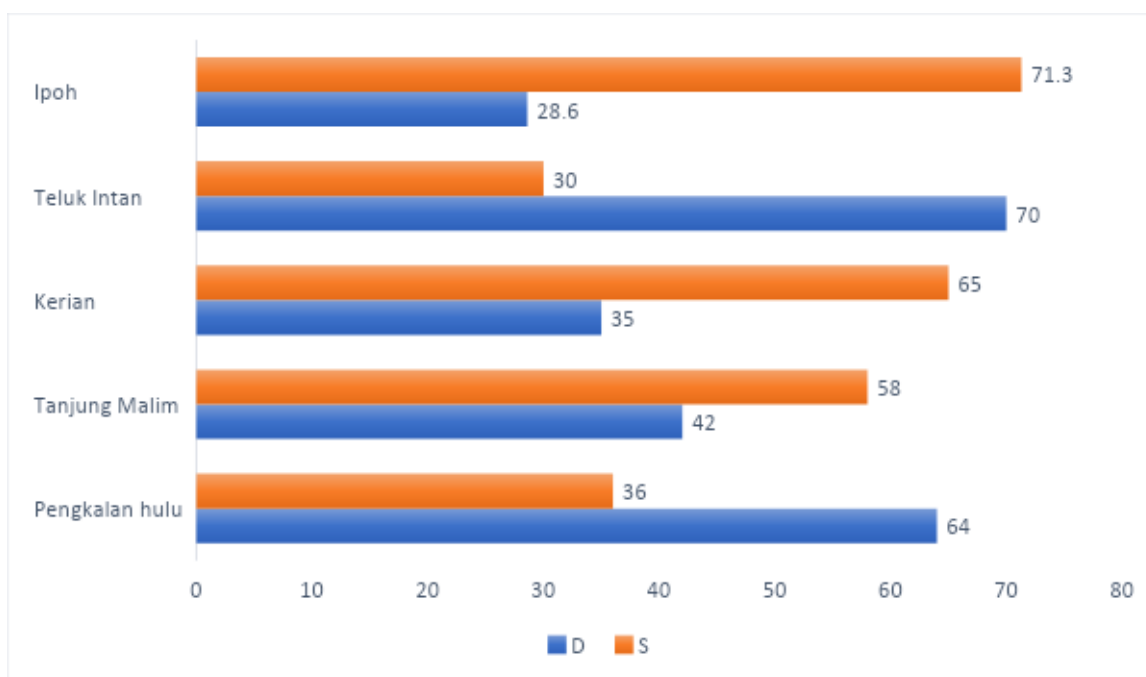
Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	76.7	23.3
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	86.8	13.2
Majlis Perbandaran Teluk Intan	80.0	20.0
Majlis Bandaraya Ipoh	77.4	22.6



According to table e (ii) above, staff in Majlis Daerah Kerian score highest satisfaction level in ensuring facilities in recreational park are constantly check in the LA's administrative area with 86.8% while staff in Majlis daerah Tanjung Malim score highest dissatisfaction level in this category which is 24%.

f i) OKU facilities (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	36.0	64.0
Majlis Daerah Tanjung Malim	58.0	42.0
Majlis Daerah Kerian	65.0	35.0
Majlis Perbandaran Teluk Intan	30.0	70.0
Majlis Bandaraya Ipoh	71.3	28.6



According to table f (i) above, customers in Majlis Bandaraya Ipoh score highest satisfaction level in term of OKU facilities in the LA's administrative area with 71.3% while customers in Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 70%.

f ii) OKU facilities (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.7	13.3
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	97.4	2.6
Majlis Perbandaran Teluk Intan	80.0	10.0
Majlis Bandaraya Ipoh	74.1	25.9

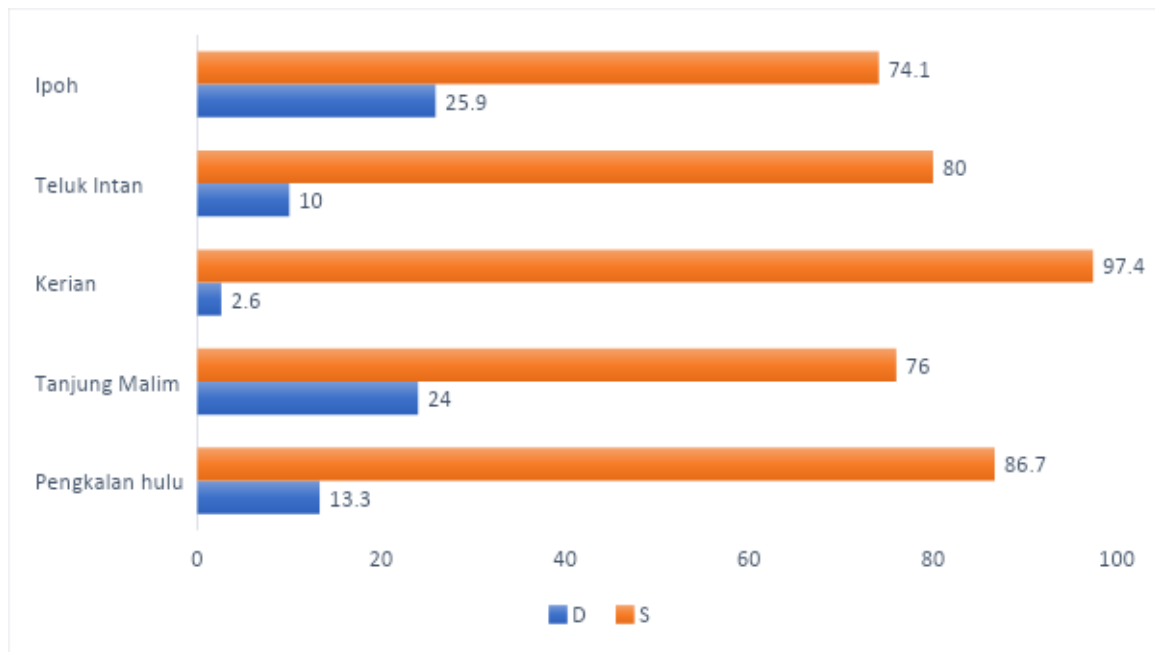


Table f (ii) above shows the level of satisfaction of staff in local authorities on ensuring the OKU facilities in their administrative area are adequate. Finding shows that staff in Majlis Daerah Kerian score high level of satisfaction in this category with 97.4% while the highest level of dissatisfaction scored by staff in Majlis Bandaraya Ipoh with 25.9%.

4.2.2 Customer's and staff's level of satisfaction on maintenance of public facilities

a) (i) Road (Customers level of satisfaction)

Local authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	58.0	42.0
Majlis Daerah Tanjung Malim	87.0	13.0
Majlis Daerah Kerian	70.0	30.0
Majlis Perbandaran Teluk Intan	67.0	33.0
Majlis Bandaraya Ipoh	67.3	32.7

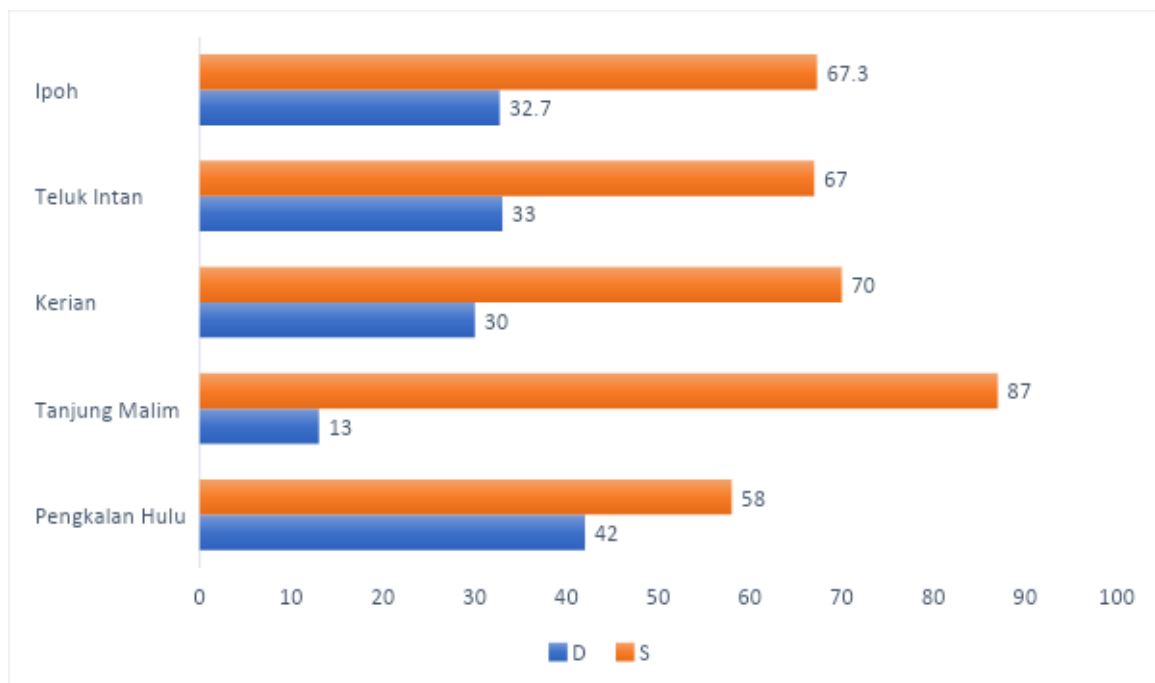
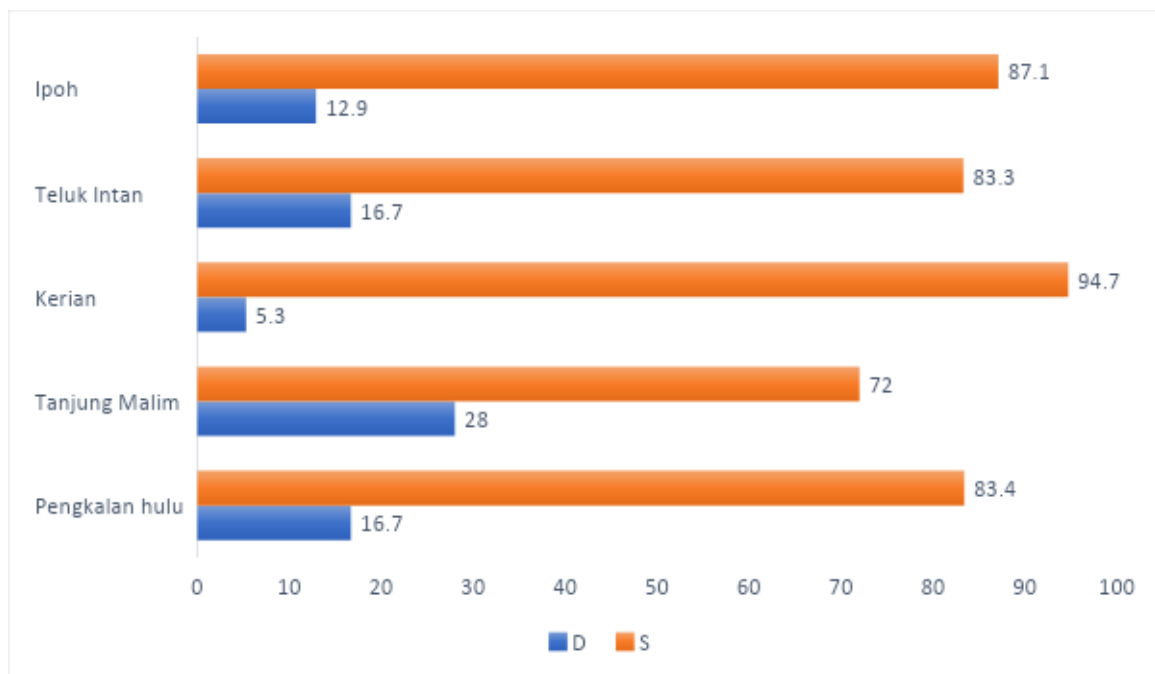


Table a (i) shows the level of satisfaction in term of road maintenance. Tanjung Malim local authority's customers score highest satisfaction level in term of maintenance of the road in the LA's administrative area with 87% while Pengkalan Hulu score highest dissatisfaction level in this category with 42%.

a) (ii) Road (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	83.4	16.7
Majlis Daerah Tanjung Malim	72.0	28.0
Majlis Daerah Kerian	94.7	5.3
Majlis Perbandaran Teluk Intan	83.3	16.7
Majlis Bandaraya Ipoh	87.1	12.9



According to table a (ii), Majlis Daerah Kerian's staff score highest level of satisfaction in road maintenance with 94.7% while Majlis Daerah Tanjung Malim score highest dissatisfaction level in the same category with 28%.

b) i) Landscape (Grass, bushes, trees)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.0	14.0
Majlis Daerah Tanjung Malim	88.0	12.0
Majlis Daerah Kerian	80.0	20.0
Majlis Perbandaran Teluk Intan	53.0	47.0
Majlis Bandaraya Ipoh	73.4	26.6

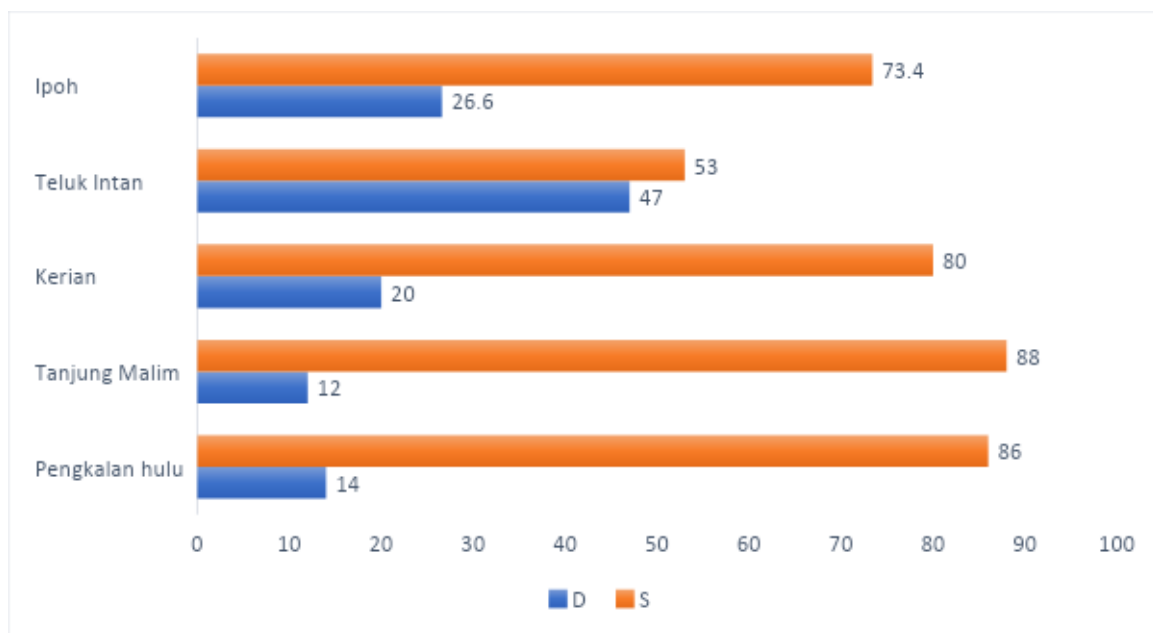


Table b (i) indicates that Majlis Daerah Tanjung Malim's customers score highest satisfaction level in term of landscape maintenance in the LA's administrative area with 88% while customers of Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 47%.

c) i) Landscape (Grass, bushes, trees)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	96.6	3.4
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	97.4	2.6
Majlis Perbandaran Teluk Intan	93.3	6.7
Majlis Bandaraya Ipoh	77.4	22.6

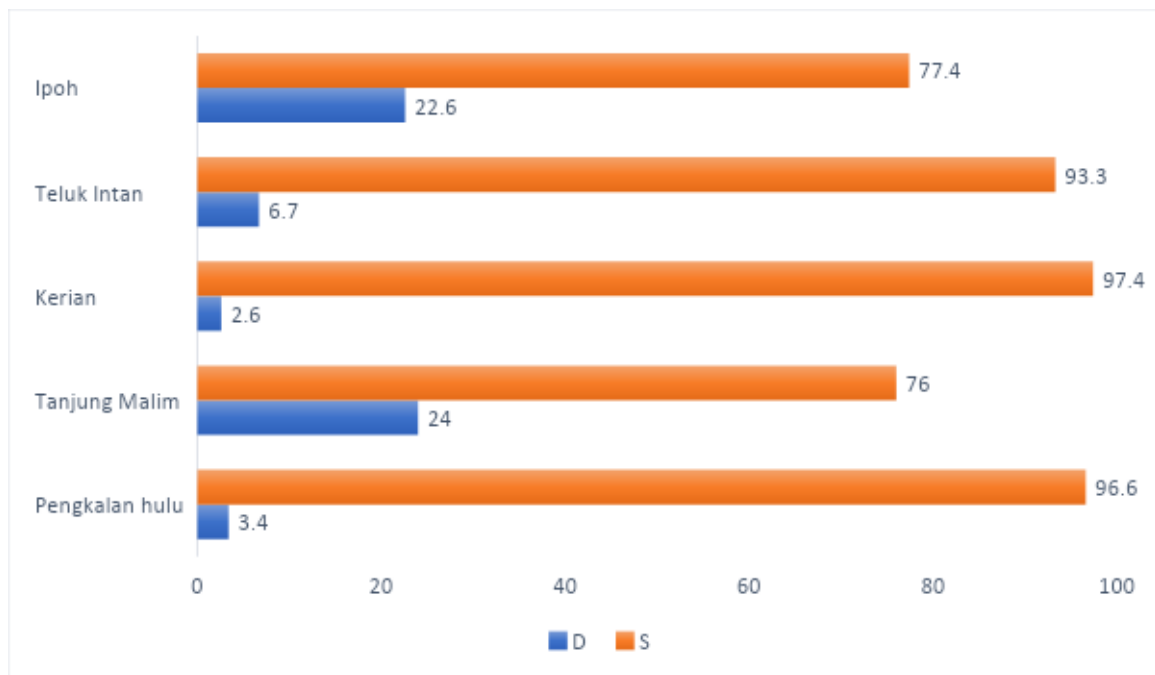


Table c (i) above shows that Majlis Daerah Kerian's staff score highest satisfaction level in maintaining landscape in their area with 97.4% while Majlis Daerah Tanjung Malim score highest level of dissatisfaction in the same category with 24%.

d) i) Drainage (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	70.0	30.0
Majlis Daerah Tanjung Malim	74.0	26.0
Majlis Daerah Kerian	63.0	37.0
Majlis Perbandaran Teluk Intan	48.0	52.0
Majlis Bandaraya Ipoh	64.0	36.0

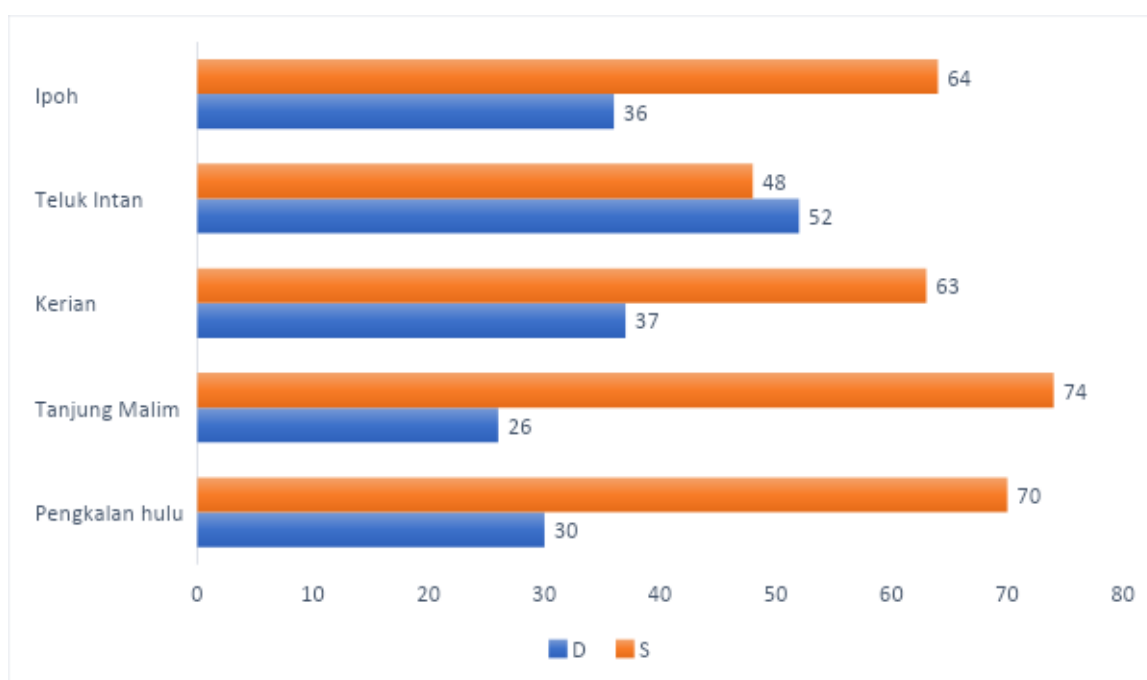


Table d (i) above presents level of satisfaction among local authorities' customers in term of drainage maintenance. Majlis Daerah Tanjung Malim's customers score highest satisfaction level in term of drainage maintenance in the LA's administrative area with 74% while Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 52%.

d) ii) Drainage (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	83.3	16.7
Majlis Daerah Tanjung Malim	64.0	36.0
Majlis Daerah Kerian	86.8	13.2
Majlis Perbandaran Teluk Intan	80.0	20.0
Majlis Bandaraya Ipoh	77.4	22.6

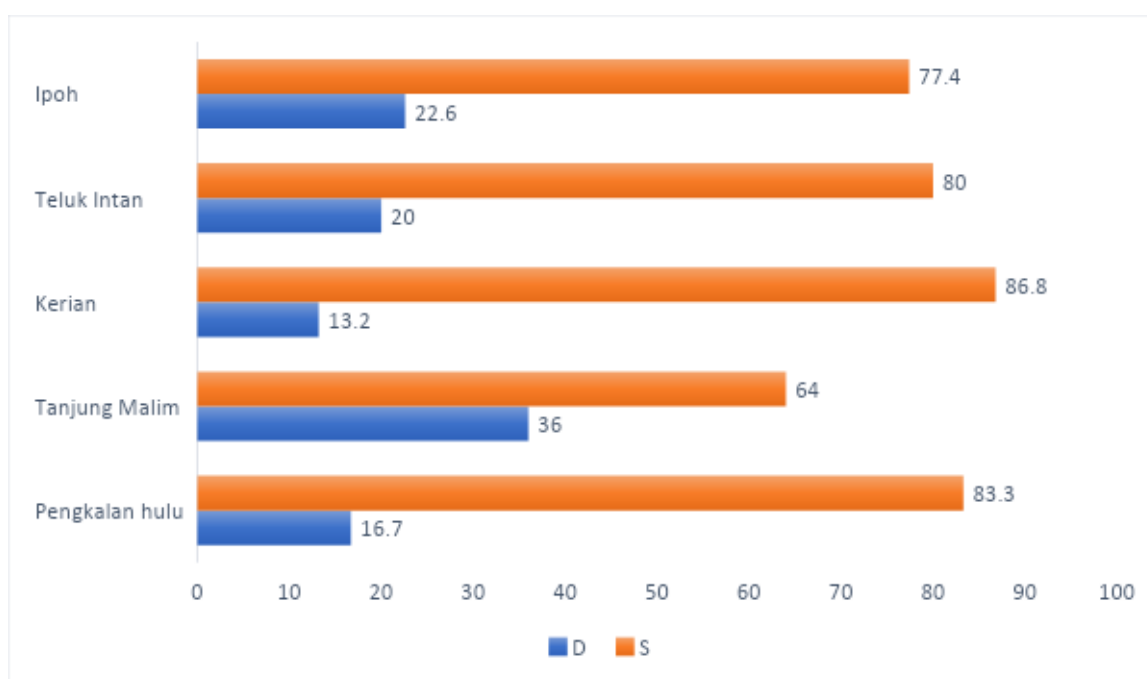


Table d (ii) above presents level of satisfaction among local authorities' staffs in term of drainage maintenance. Majlis Daerah Kerian's staff score highest satisfaction level in term of drainage maintenance in the LA's administrative area with 86.6% while Majlis Daerah Tanjung Malim score highest dissatisfaction level in this category with 36%.

e) Streets Lights

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	74.0	26.0
Majlis Daerah Tanjung Malim	67.0	33.0
Majlis Daerah Kerian	71.0	29.0
Majlis Perbandaran Teluk Intan	74.0	26.0
Majlis Bandaraya Ipoh	74.7	28.4

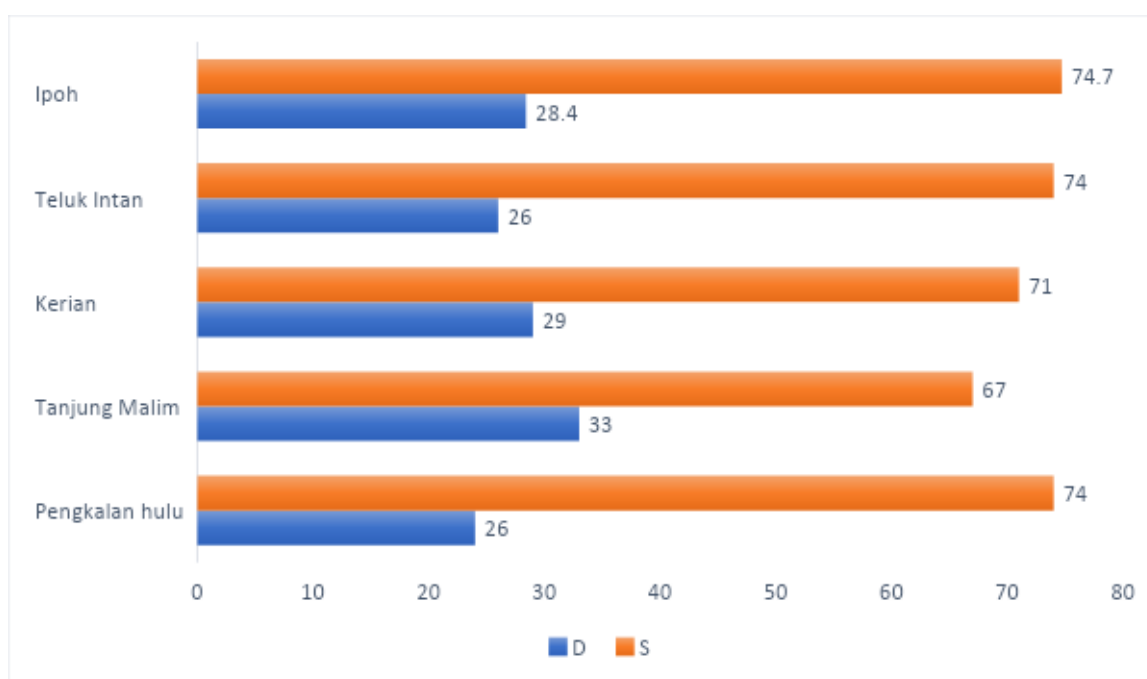


Table e shows that Majlis Bandaraya Ipoh's customers score highest satisfaction level in term of street lights maintenance in the LA's administrative area with 74.7% while Majlis Daerah Tanjung Malim's customers score highest dissatisfaction level in this category with 33%.

f) Playground

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	70.0	30.0
Majlis Daerah Tanjung Malim	69.0	31.0
Majlis Daerah Kerian	66.0	34.0
Majlis Perbandaran Teluk Intan	51.0	49.0
Majlis Bandaraya Ipoh	69.3	30.7

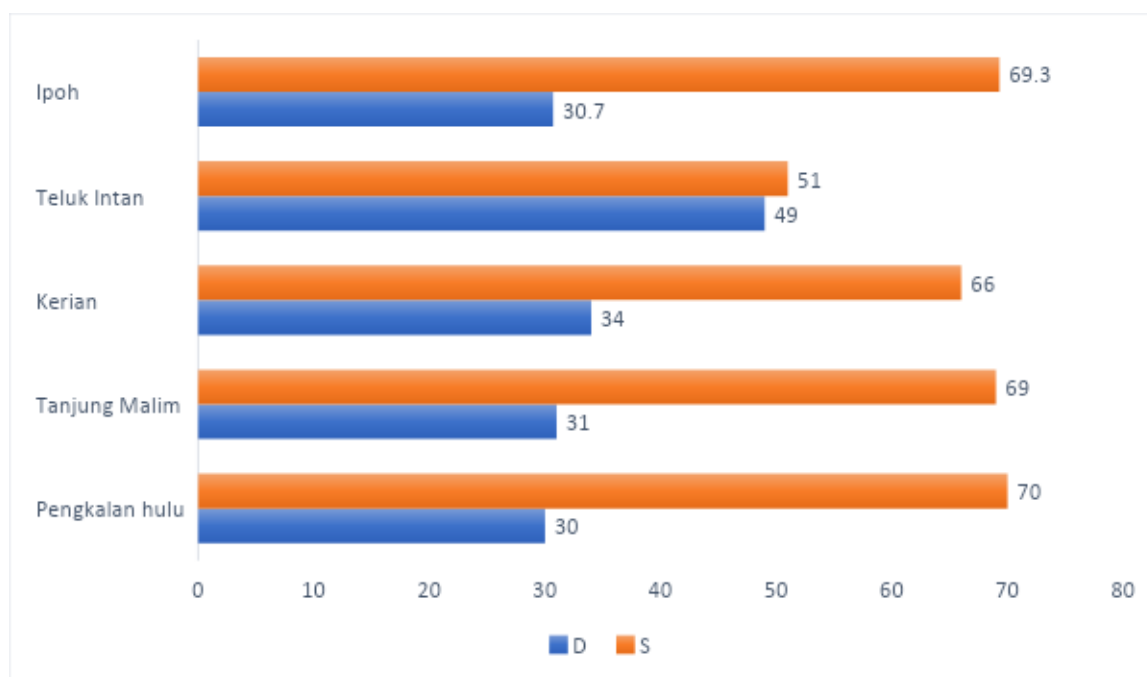


Table f indicates that the customers of Majlis Daerah Pengkalan Hulu score highest satisfaction level in term of playground maintenance in the LA's administrative area with 70% and the highest dissatisfaction level scored by the customers of Majlis Perbandaran Teluk Intan with 49 %.

g) i) Recreational facilities (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	56.0	44.0
Majlis Daerah Tanjung Malim	65.0	35.0
Majlis Daerah Kerian	63.0	37.0
Majlis Perbandaran Teluk Intan	48.0	52.0
Majlis Bandaraya Ipoh	74.6	25.3

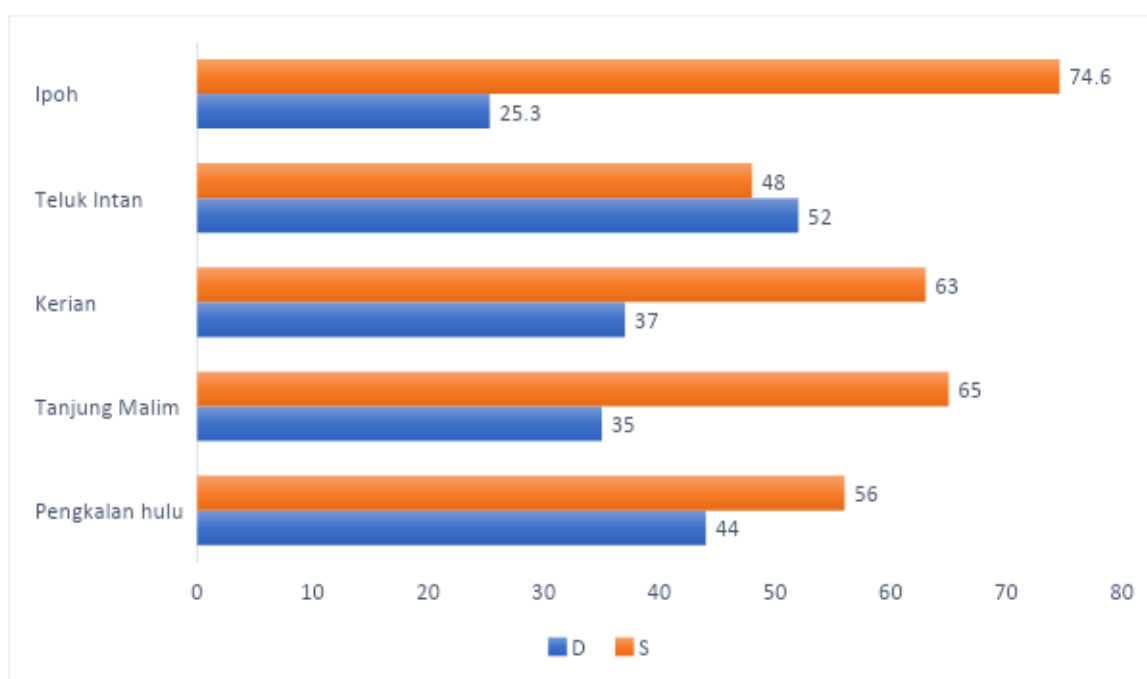


Table g (i) obtains that Majlis Bandaraya Ipoh's customers score highest satisfaction level in term of recreational facilities maintenance in the LA's administrative area with 74.6% while the customers of Majlis Daerah Pengkalan Hulu score highest dissatisfaction level in this category with 44%.

g) ii) Recreational facilities (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.7	13.3
Majlis Daerah Tanjung Malim	72.0	28.0
Majlis Daerah Kerian	92.1	7.9
Majlis Perbandaran Teluk Intan	70.0	30.0
Majlis Bandaraya Ipoh	77.4	22.6

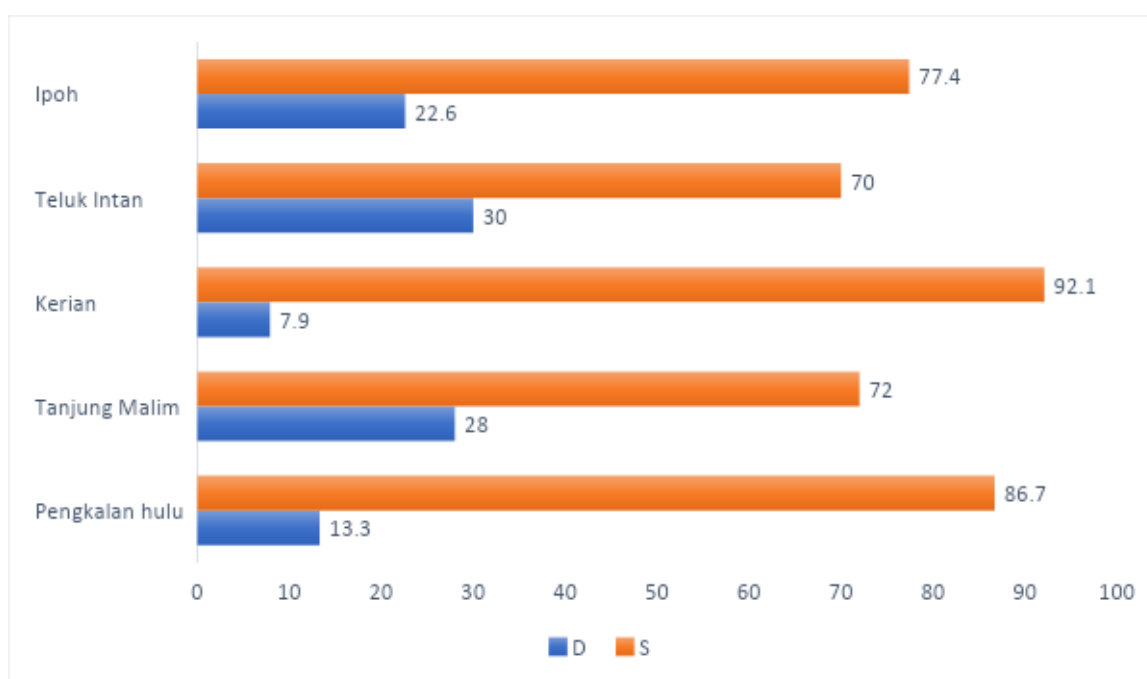
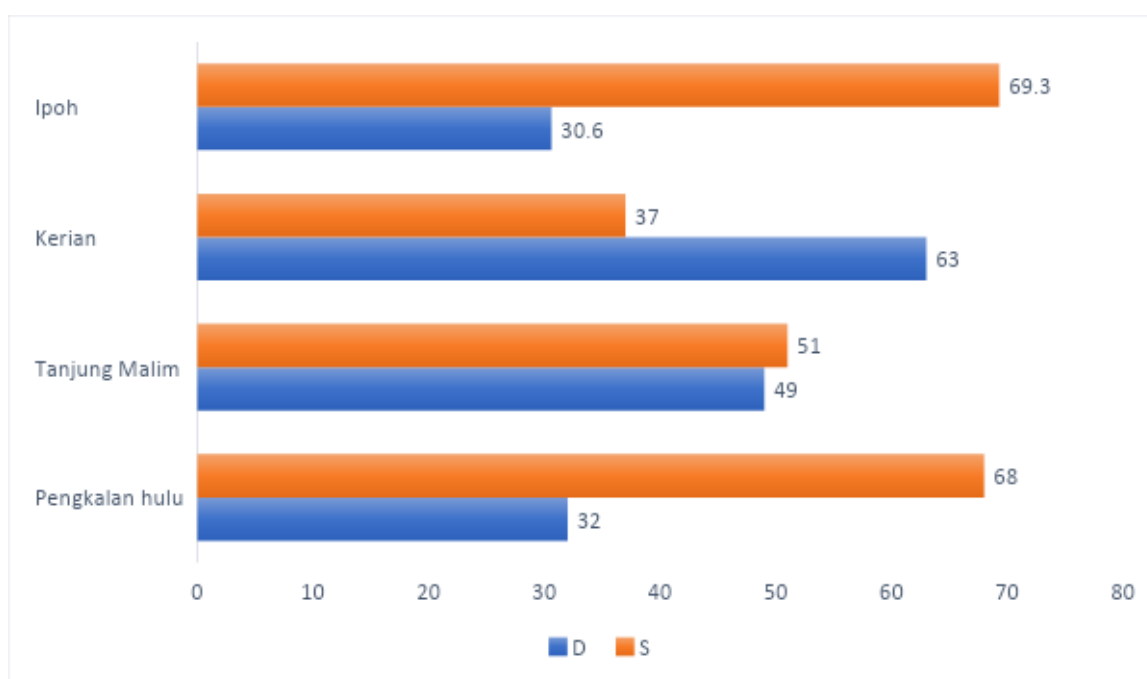


Table g (ii) shows highest satisfaction level in maintenance of recreational facilities scored by Majlis Daerah Kerian's staffs with 92.1% while highest dissatisfaction for the same category scored by Majlis Perbandaran Teluk Intan's staff with 30%.

h) i) Sport complex facilities (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	68.0	32.0
Majlis Daerah Tanjung Malim	51.0	49.0
Majlis Daerah Kerian	37.0	63.0
Majlis Perbandaran Teluk Intan	-	-
Majlis Bandaraya Ipoh	69.3	30.6



According to table h (i) above, Majlis Bandaraya Ipoh's customers score highest satisfaction level in term of maintenance of the sport complex facilities in the LA's administrative area with 69.3 % while Majlis Daerah Kerian's score highest dissatisfaction level in this category with 63%.

h) ii) Sport complex facilities (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	93.4	6.7
Majlis Daerah Tanjung Malim	68.0	32.0
Majlis Daerah Kerian	94.7	5.3
Majlis Perbandaran Teluk Intan	93.4	6.7
Majlis Bandaraya Ipoh	74.1	25.9

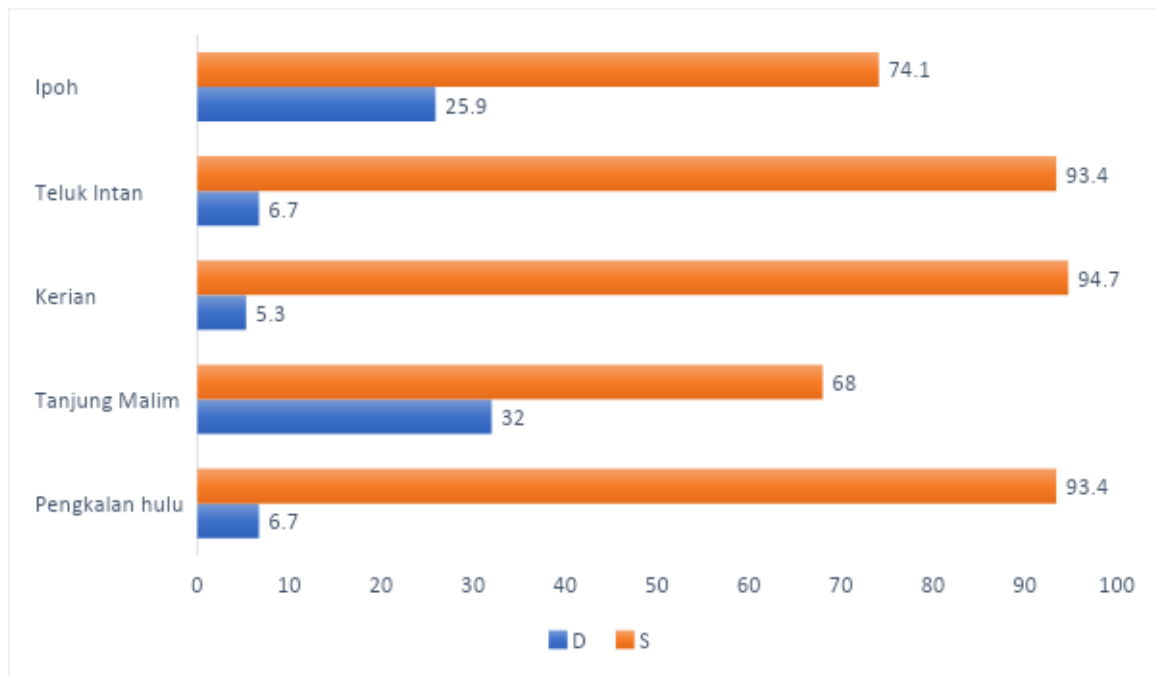
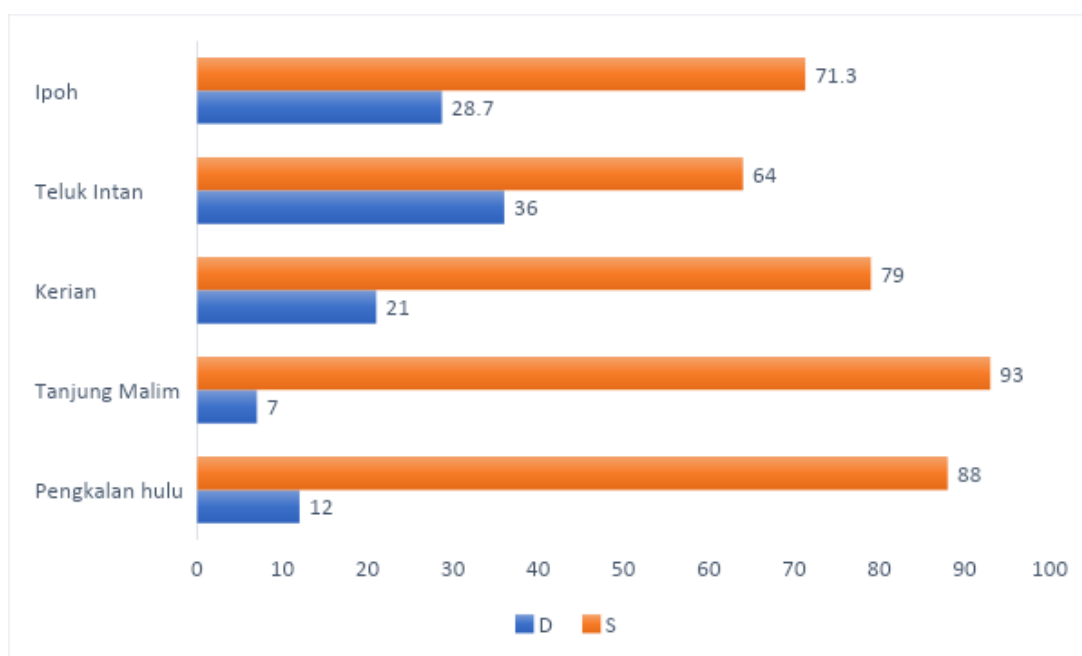


Table h (ii) indicates the level of satisfaction in term of sport complex facilities among five local authorities in Perak. Majlis Daerah Kerian's staff score the highest level of satisfaction with 94.7% while Majlis Daerah Tanjung Malim's staff score the highest level of dissatisfaction with 32%.

4.2.3 Customer's and staff's level of satisfaction on waste management and recycle

a) Location of Waste Collection

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	88.0	12.0
Majlis Daerah Tanjung Malim	93.0	7.0
Majlis Daerah Kerian	79.0	21.0
Majlis Perbandaran Teluk Intan	64.0	36.0
Majlis Bandaraya Ipoh	71.3	28.7

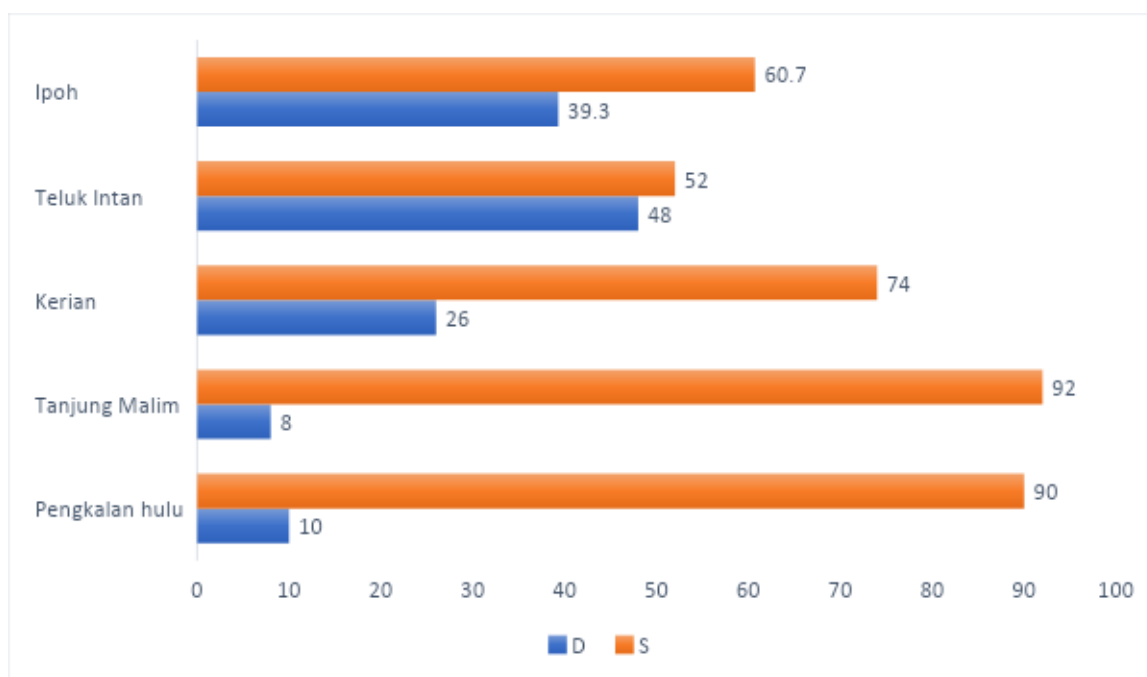


According to table a) above, Majlis Daerah Tanjung Malim's customers score highest satisfaction level in term of location of the waste collection in the LA's administrative area with 93% while Majlis Perbandaran Teluk Intan's customers score highest dissatisfaction level in this category with 36%.

b) i) Timetable of waste collection (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
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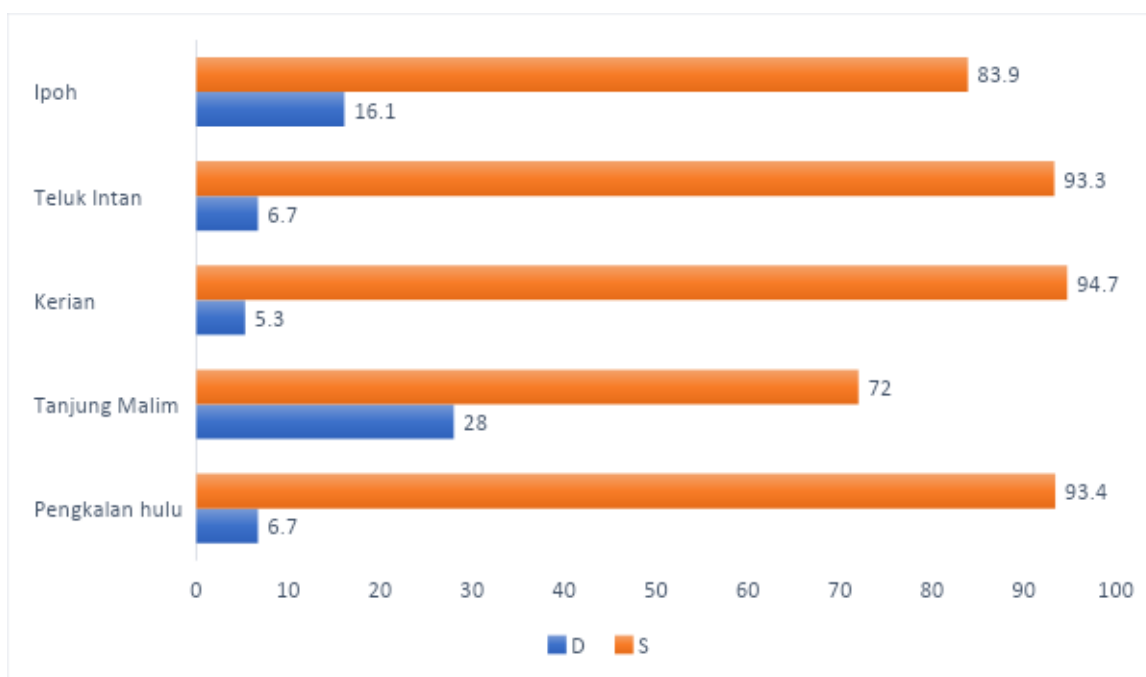
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	92.0	8.0
Majlis Daerah Kerian	74.0	26.0
Majlis Perbandaran Teluk Intan	52.0	48.0
Majlis Bandaraya Ipoh	60.7	39.3



According to the table b (i) above, majority of the customers in Majlis Daerah Tanjung Malim's are highly satisfied in term of the timetable of waste collection in the LA's administrative area with 92% while Majlis Daerah Teluk Intan's customers score highest dissatisfaction level in this category which is 48%.

b) ii) Timetable of waste collection (Staff level of satisfaction)

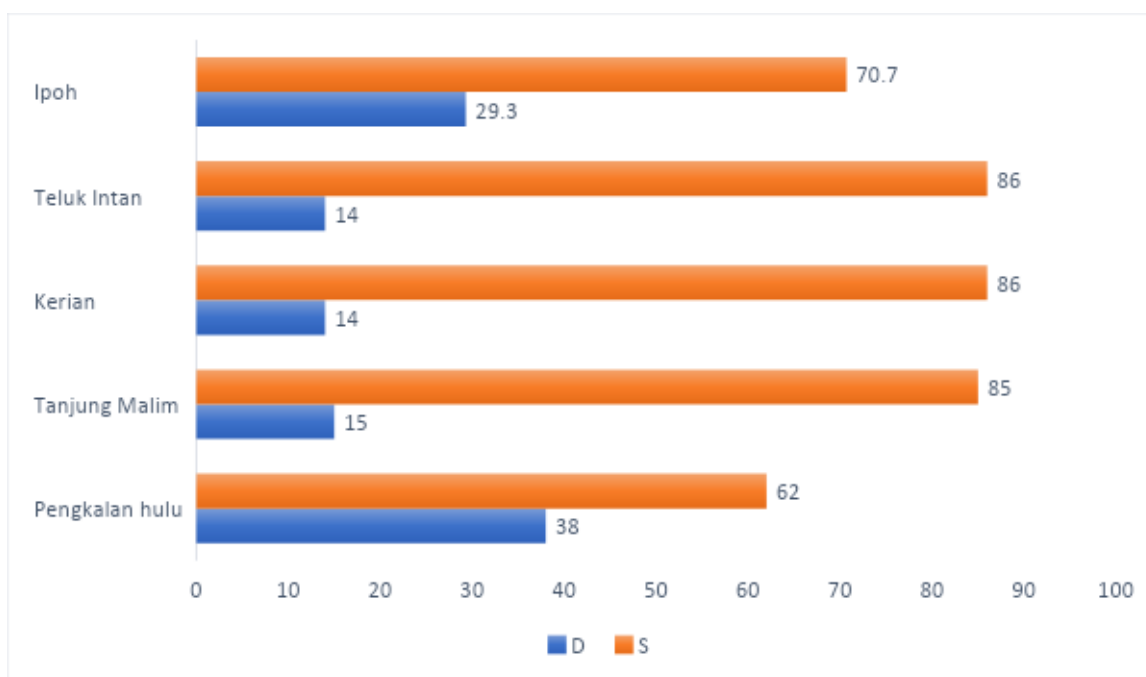
Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	93.4	6.7
Majlis Daerah Tanjung Malim	72.0	28.0
Majlis Daerah Kerian	94.7	5.3
Majlis Perbandaran Teluk Intan	93.3	6.7
Majlis Bandaraya Ipoh	83.9	16.1



According to the table b (ii) above, staff of Majlis Daerah Kerian score highest satisfaction level in term of the schedule of waste collection in the LA's administrative area with 94.7% while Majlis Daerah Tanjung Malim's staff score highest dissatisfaction level in this category with 28%.

c) Provision of garbage bin

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	62.0	38.0
Majlis Daerah Tanjung Malim	85.0	15.0
Majlis Daerah Kerian	86.0	14.0
Majlis Perbandaran Teluk Intan	86.0	14.0
Majlis Bandaraya Ipoh	70.7	29.3



According to the table c above, customers of Majlis Daerah Kerian and Majlis Perbandaran Teluk Intan score highest satisfaction level in term of provision of garbage bin in the LA's administrative area with 86% while customers of Majlis Daerah Pengkalan Hulu score highest dissatisfaction level in this category with 38%.

d) Provision of recycle bin

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	44.0	54.0
Majlis Daerah Tanjung Malim	60.0	40.0
Majlis Daerah Kerian	58.0	42.0
Majlis Perbandaran Teluk Intan	26.0	73.0
Majlis Bandaraya Ipoh	58.0	42.0

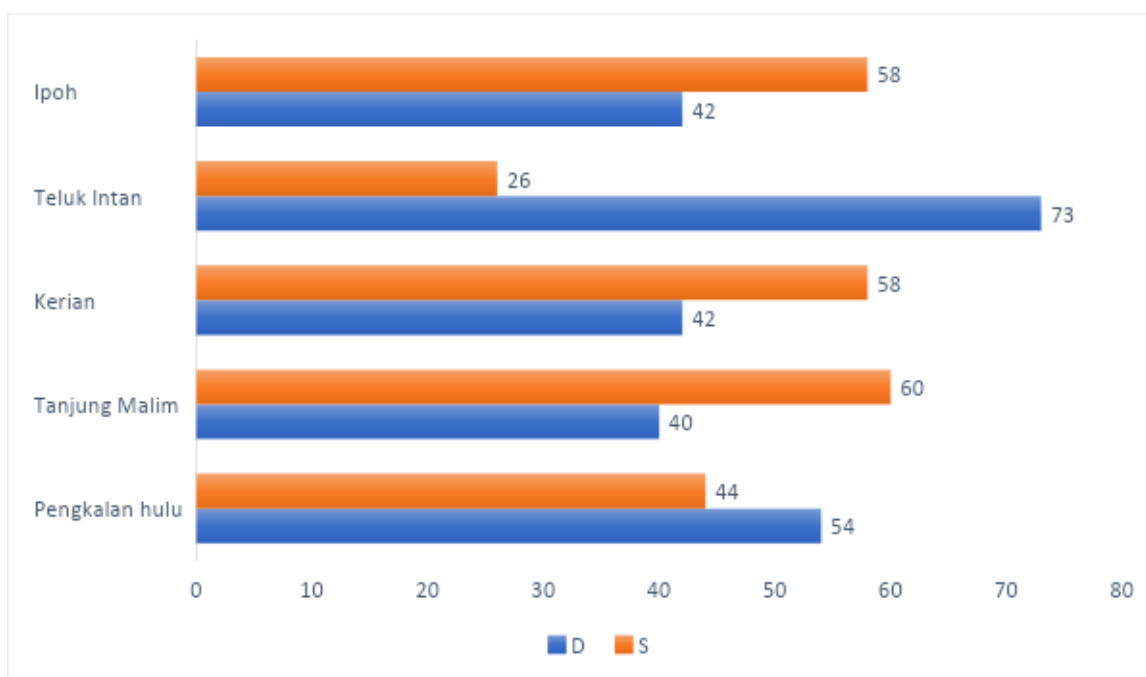


Table d) above presents Majlis Daerah Tanjung Malim's customers score highest satisfaction level in term of provision of recycle bin in the LA's administrative area with 60% while Majlis Perbandaran Teluk Intan's customers score highest dissatisfaction level in this category with 73%.

e) Timeliness of waste collection

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	72.0	28.0
Majlis Daerah Tanjung Malim	79.0	21.0
Majlis Daerah Kerian	50.0	50.0
Majlis Perbandaran Teluk Intan	44.0	61.0
Majlis Bandaraya Ipoh	45.3	54.7

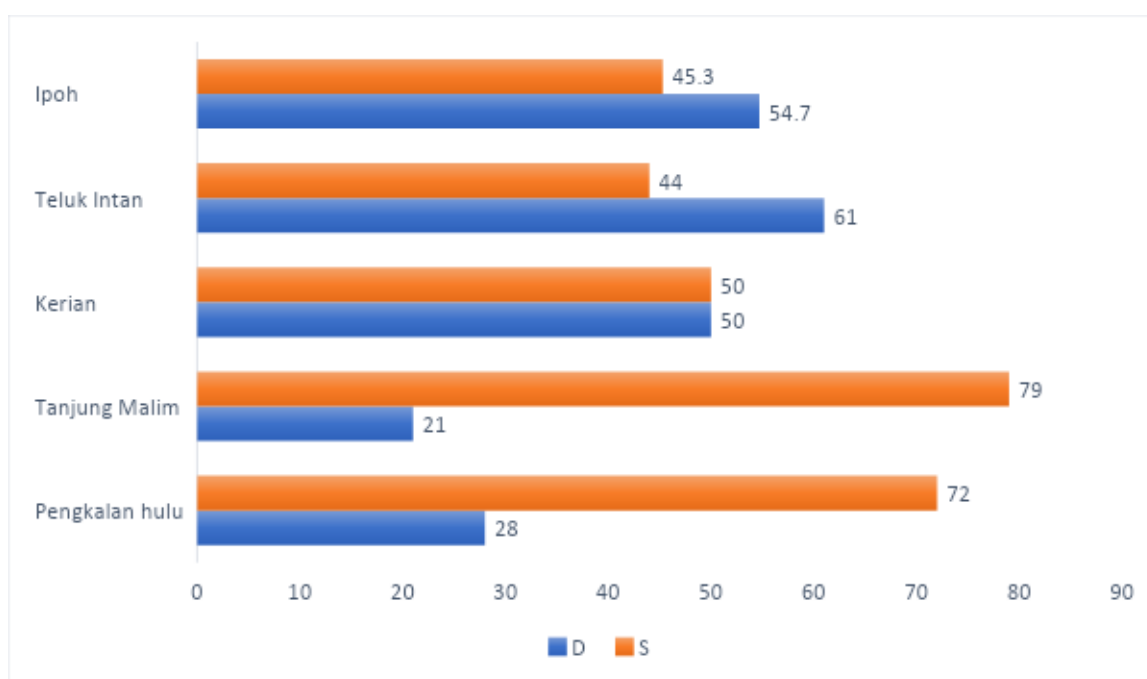


Table e) indicates that Majlis Daerah Tanjung Malim's customers score highest satisfaction level in term of timeliness of waste collection in the LA's administrative area with 79% while Majlis Perbandaran Teluk Intan's customers score highest dissatisfaction level in this category with 61%.

f) Residents satisfied with waste collection system (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.7	13.3
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	94.7	5.3
Majlis Perbandaran Teluk Intan	83.3	16.7
Majlis Bandaraya Ipoh	83.9	16.1

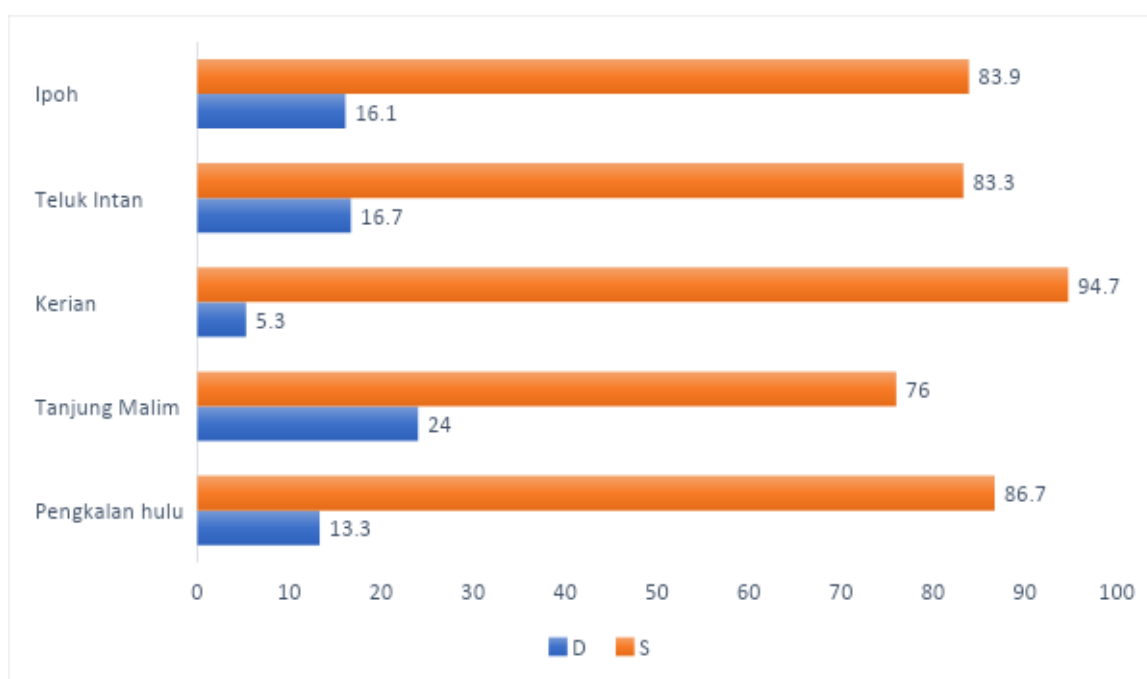


Table f indicates that the staffs of Majlis Daerah Kerian score highest satisfaction level in ensuring the residents are satisfied with the waste collection system in their residential area with 94.7% while Majlis Daerah Tanjung Malim score highest dissatisfaction level in the same category with 24%.

g) Immediate action on waste collection complaint (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	93.3	6.7
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	100.0	0.0
Majlis Perbandaran Teluk Intan	90.0	10.0
Majlis Bandaraya Ipoh	83.8	16.2

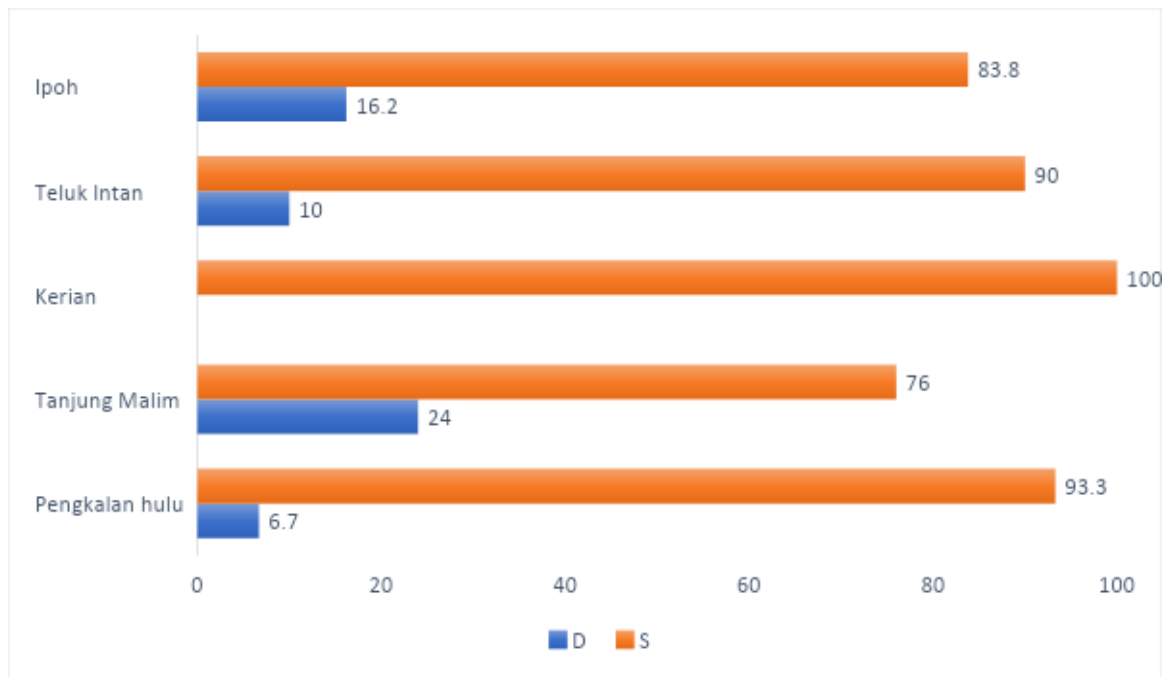


Table g shows all of the staff in Majlis Daerah Kerian (100%) are satisfied in their immediate action taken if any complaints made on the waste collection system in the supervised area while Majlis Daerah Tanjung Malim's staff score highest dissatisfaction level in the same category with 24%.

4.2.4 Customer's level of satisfaction on Licensing and Development approval

a) Application procedures

Local Authority	Satisfied	Dissatisfied	NA
Majlis Daerah Pengkalan hulu	54.0	12.0	34.0
Majlis Daerah Tanjung Malim	79.0	15.0	6.0
Majlis Daerah Kerian	67.0	2.0	31.0
Majlis Perbandaran Teluk Intan	54.0	32.0	14.0
Majlis Bandaraya Ipoh	63.3	8.7	28.0

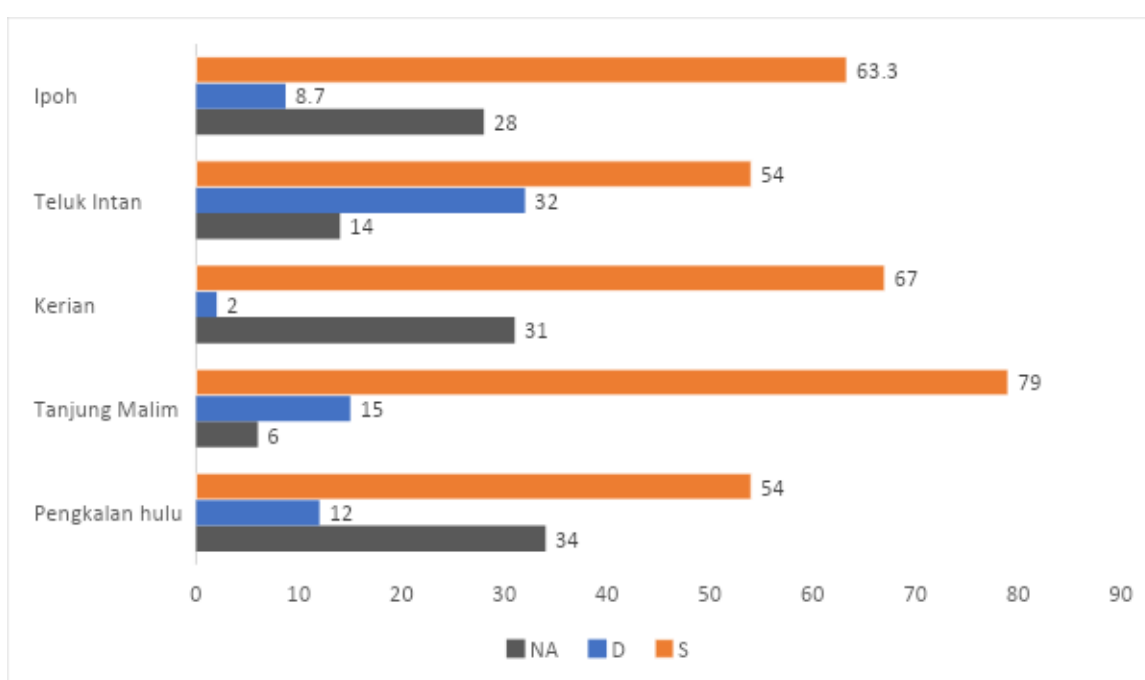


Table a show customers dealing with Majlis Bandaraya Ipoh score the highest satisfaction level in term of the application procedures with 63.3% while customers in Majlis Perbandaran Teluk Intan score the highest dissatisfaction level in this category with 32%.

b) Application period

Local Authority	Satisfied	Dissatisfied	NA
Majlis Daerah Pengkalan hulu	50.0	14.0	36.0
Majlis Daerah Tanjung Malim	77.0	17.0	6.0
Majlis Daerah Kerian	66.0	3.0	31.0

Majlis Perbandaran Teluk Intan	39.0	47.0	14.0
Majlis Bandaraya Ipoh	59.3	12.0	28.7

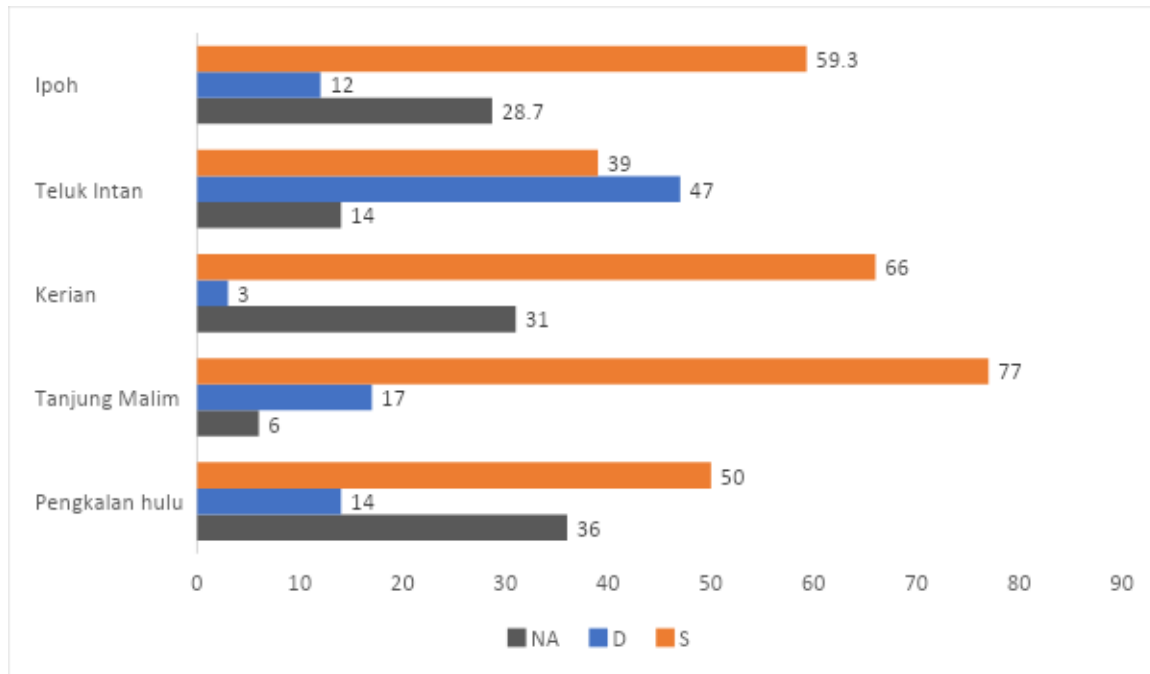


Table b indicates customers dealing with Majlis Daerah Tanjung Malim score the highest satisfaction level in term of the application procedures with 77% while customers in Majlis Perbandaran Teluk Intan score the highest dissatisfaction level in this category with 47%.

c) Frequency to LA's office

Local Authority	Satisfied	Dissatisfied	NA
Majlis Daerah Pengkalan hulu	50.0	14.0	36.0
Majlis Daerah Tanjung Malim	79.0	15.0	6.0
Majlis Daerah Kerian	67.0	2.0	31.0
Majlis Perbandaran Teluk Intan	39.0	47.0	14.0
Majlis Bandaraya Ipoh	59.4	10.0	30.7

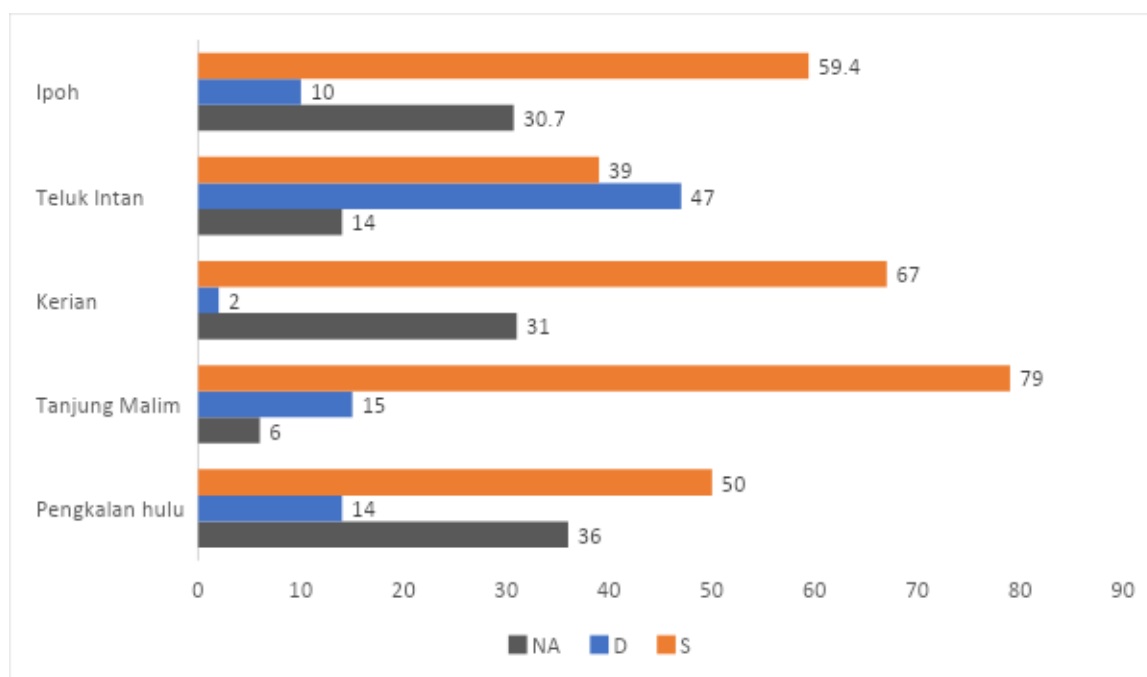


Table c indicates customers dealing with Majlis Daerah Tanjung Malim score the highest satisfaction level in term of the frequency to the LA office with 79% while customers in Majlis Perbandaran Teluk Intan score the highest dissatisfaction level in this category with 47%.

d) Understanding of the Procedures

Local Authority	Satisfied	Dissatisfied	NA
Majlis Daerah Pengkalan hulu	52.0	14.0	34.0
Majlis Daerah Tanjung Malim	73.0	21.0	6.0
Majlis Daerah Kerian	63.0	6.0	31.0
Majlis Perbandaran Teluk Intan	55.0	31.0	14.0
Majlis Bandaraya Ipoh	61.3	10.7	28.0

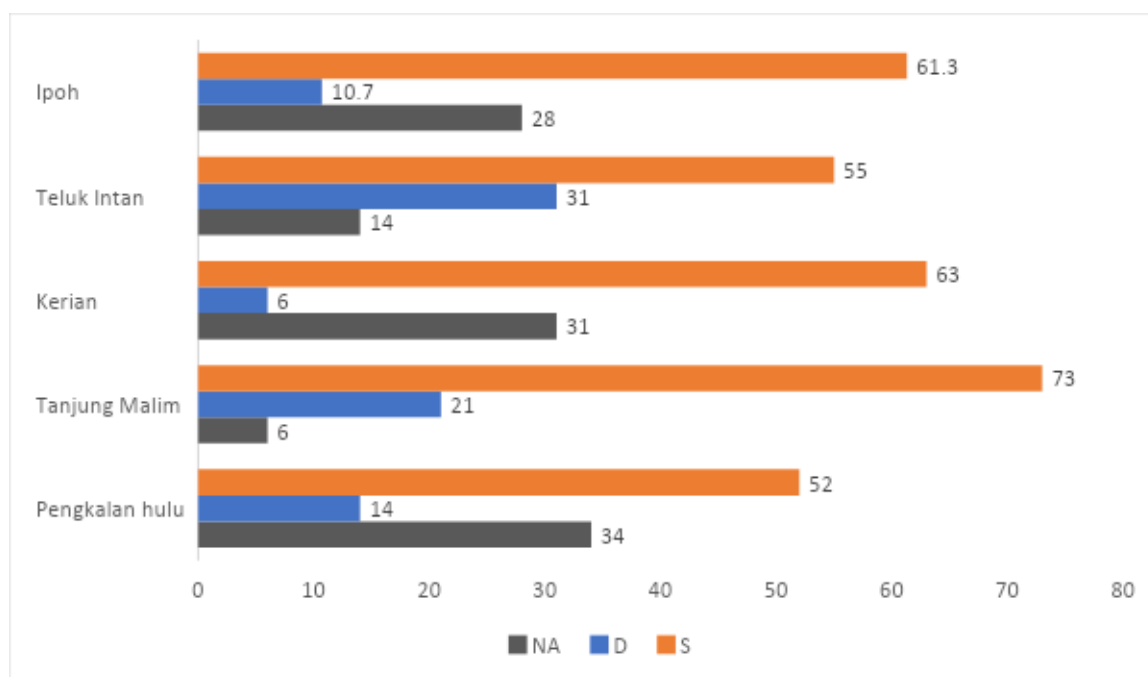


Table d display customers in Majlis Daerah Tanjung Malim score the highest satisfaction level in term of procedures are easy to understand with 73% while customers in Majlis Perbandaran Teluk Intan score the highest dissatisfaction level in this category which is 31%.

e) Application fee

Local Authority	Satisfied	Dissatisfied	NA
Majlis Daerah Pengkalan hulu	46.0	20.0	34.0
Majlis Daerah Tanjung Malim	75.0	17.0	8.0
Majlis Daerah Kerian	63.0	6.0	31.0
Majlis Perbandaran Teluk Intan	58.0	28.0	14.0
Majlis Bandaraya Ipoh	62.0	10.0	28.0

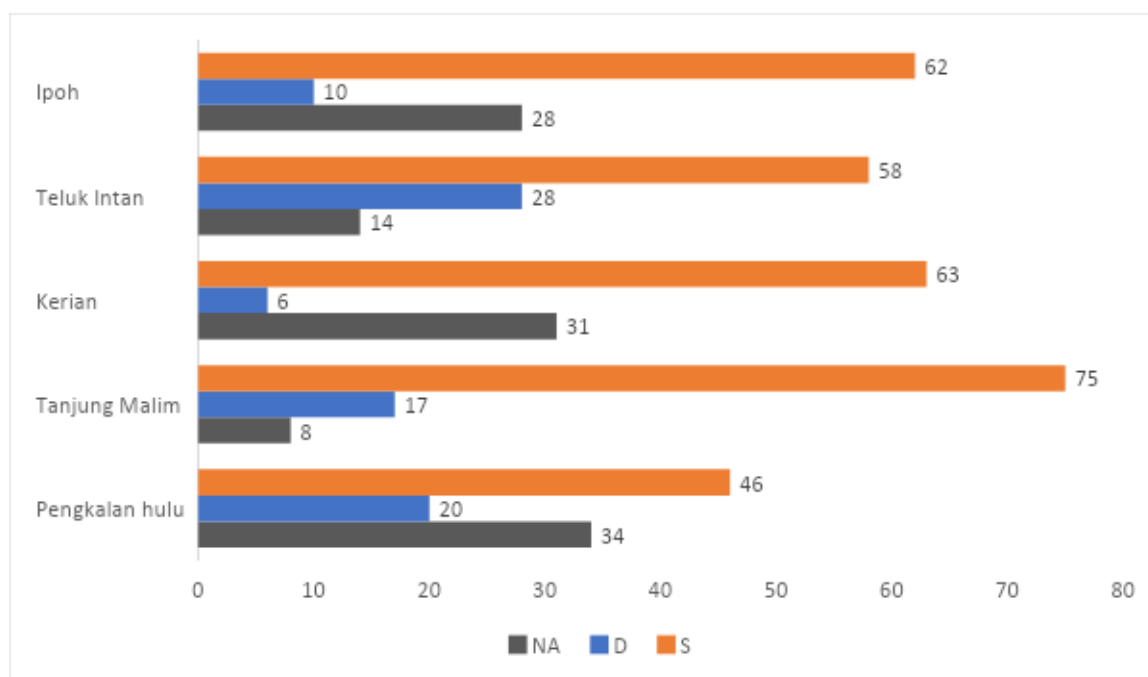


Table e display that 75% of customers in Majlis Daerah Tanjung Malim are satisfied in term of application fee while customers in Majlis Perbandaran Teluk Intan score the highest dissatisfaction level in this category with 28%.

f) Hawker license

Local Authority	Satisfied	Dissatisfied	NA
Majlis Daerah Pengkalan hulu	36.0	12.0	52.0
Majlis Daerah Tanjung Malim	43.0	8.0	49.0
Majlis Daerah Kerian	50.0	2.0	48.0
Majlis Perbandaran Teluk Intan	53.0	33.0	14.0
Majlis Bandaraya Ipoh	56.0	9.3	34.7

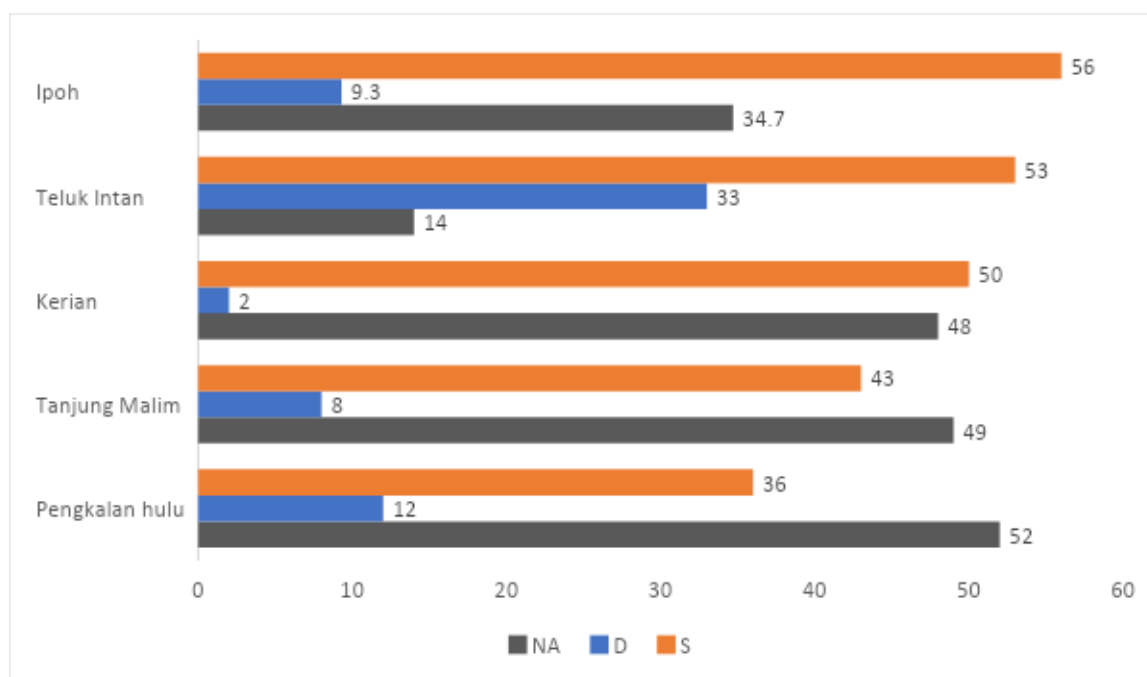


Table f indicates that customers in Majlis Bandaraya Ipoh (56%) are satisfied with application of hawker license while 33% customers in Majlis Perbandaran Teluk Intan (33%) score the highest dissatisfaction level in this category. However qualitative data from interview revealed otherwise when several of the hawkers in MPTI mentioned that the top management are very flexible and considerate in term of this aspect.

g) Business license

Local Authority	Satisfied	Dissatisfied	NA
Majlis Daerah Pengkalan hulu	34.0	12.0	54.0
Majlis Daerah Tanjung Malim	43.0	5.0	52.0
Majlis Daerah Kerian	42.0	9.0	49.0
Majlis Perbandaran Teluk Intan	57.0	29.0	14.0
Majlis Bandaraya Ipoh	57.3	8.0	34.7

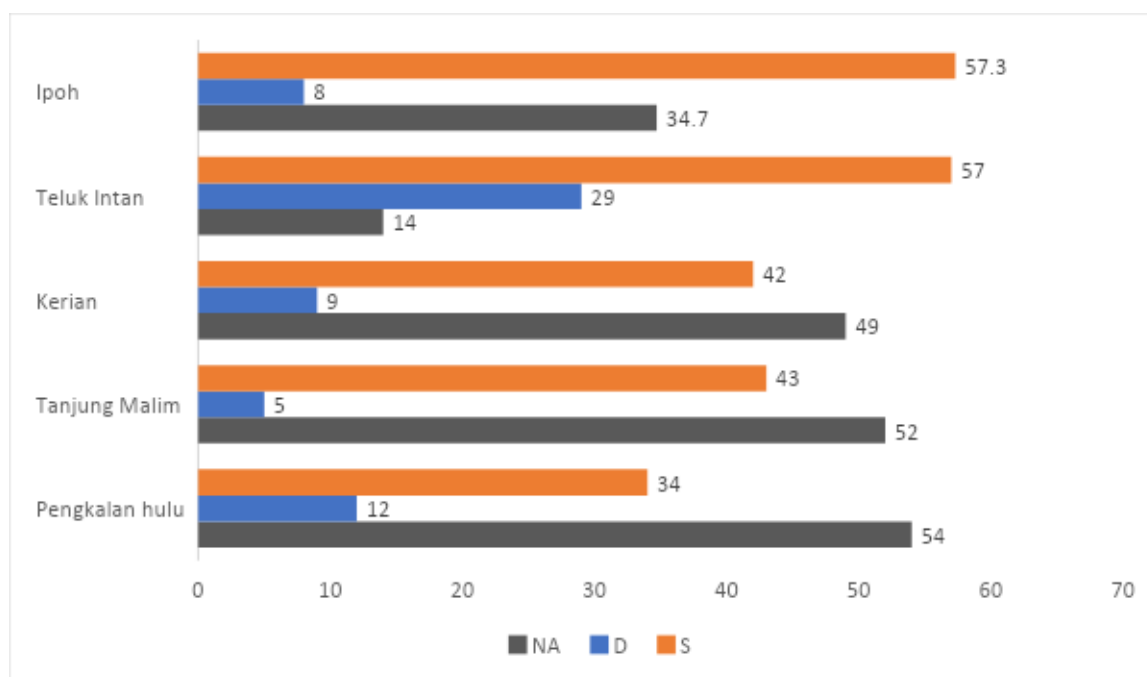
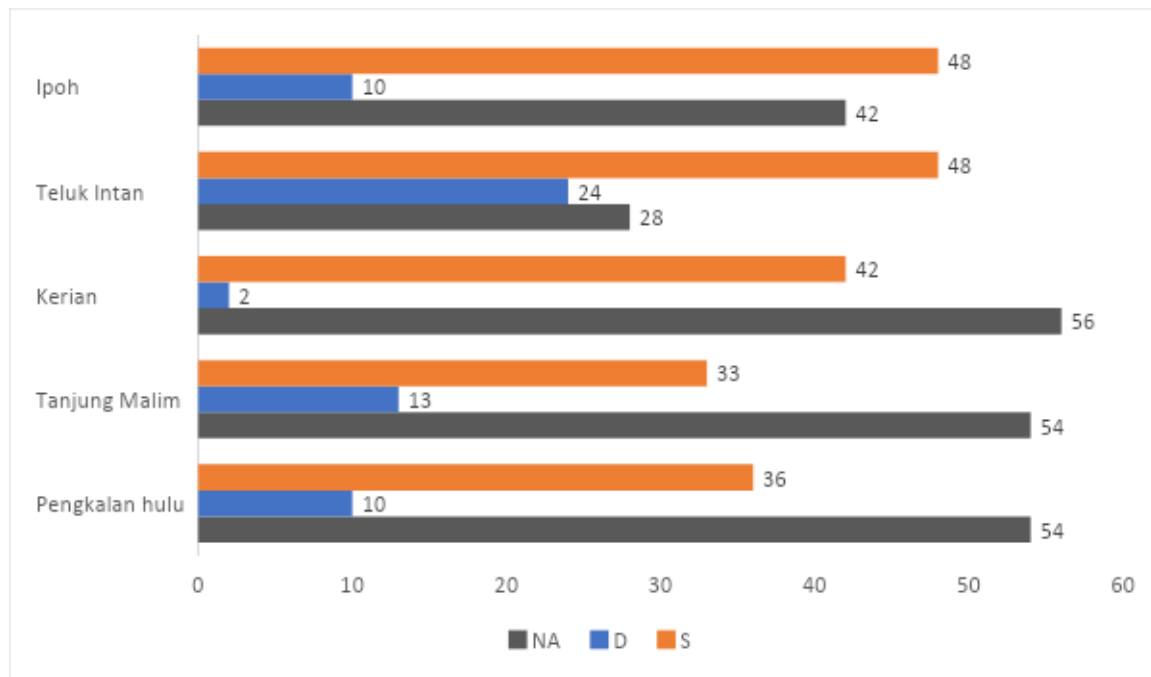


Table g indicates that customers in Majlis Bandaraya Ipoh (57.3%) are satisfied with application of business license while 33% customers in Majlis Perbandaran Teluk Intan (29%) score the highest dissatisfaction level in this category.

h) Approval of development plan

Local Authority	Satisfied	Dissatisfied	NA
Majlis Daerah Pengkalan hulu	36.0	10.0	54.0
Majlis Daerah Tanjung Malim	33.0	13.0	54.0
Majlis Daerah Kerian	42.0	2.0	56.0
Majlis Perbandaran Teluk Intan	48.0	24.0	28.0
Majlis Bandaraya Ipoh	48.0	10.0	42.0



According to Table g, most of customers in Majlis Perbandaran Teluk Intan and Majlis bandaray Ipoh (48%) are satisfied with approval of development plan.

4.2.5 Customer's and staff's level of satisfaction on town planning

i) Maintain and Conserve Heritage Buildings (Customers satisfaction level)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.0	14.0
Majlis Daerah Tanjung Malim	87.0	13.0
Majlis Daerah Kerian	94.0	6.0
Majlis Perbandaran Teluk Intan	65.0	35
Majlis Bandaraya Ipoh	85.4	14.7

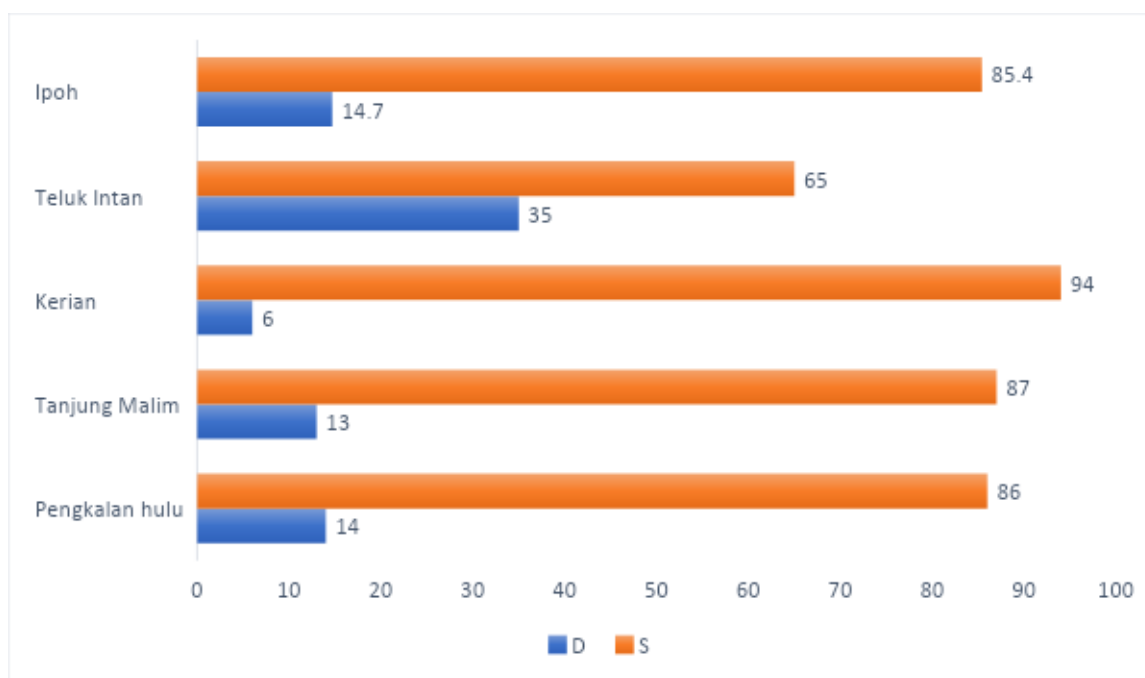


Table a (i) above shows that, customers of Majlis Daerah Kerian score highest satisfaction level in term of maintaining and conserving heritage buildings in the LA's administrative area with 94% while customers in Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 35%.

a) ii) Maintaining and Conserving Heritage Buildings (Staff satisfaction level)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	76.7	23.3
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	89.5	10.5
Majlis Perbandaran Teluk Intan	93.3	6.7
Majlis Bandaraya Ipoh	80.7	19.3

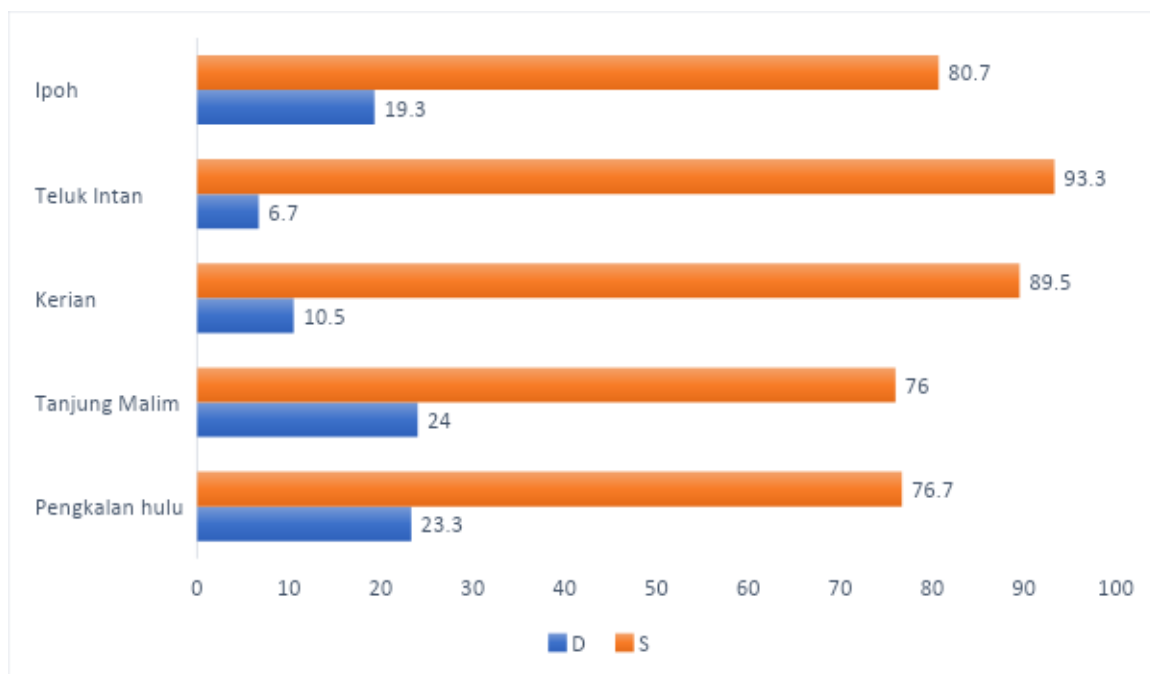
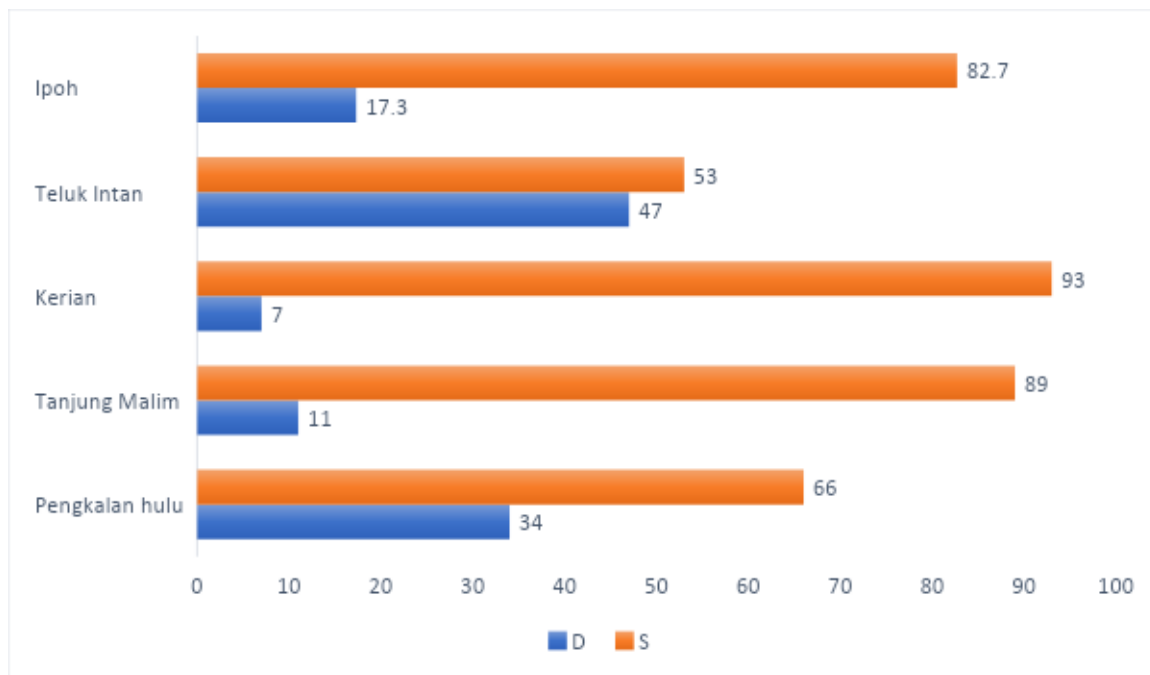


Table a (ii) above indicates that almost all (93.3%) of the Majlis Perbandaran Teluk Intan's staffs are satisfied with their commitment in preserving and conserving heritage buildings in their administrative area while staffs of Majlis Daerah Pengkalan Hulu score highest dissatisfaction level in this category with 23.3%.

b) i) Well planned development (Customers satisfaction level)

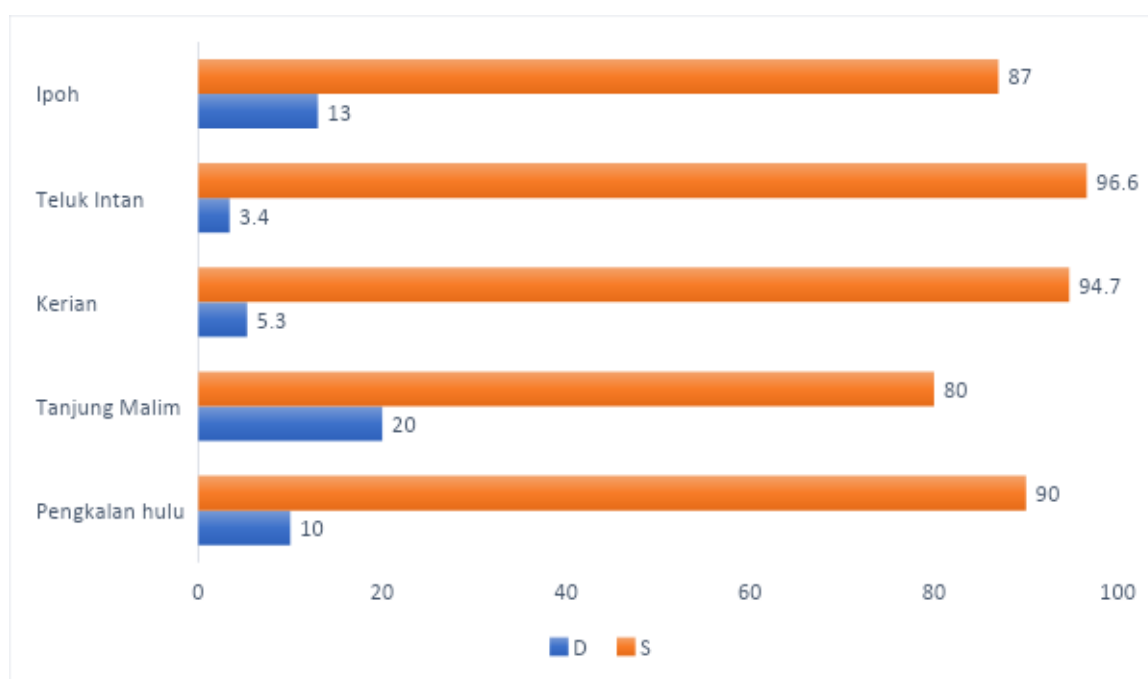
Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	66.0	34.0
Majlis Daerah Tanjung Malim	89.0	11.0
Majlis Daerah Kerian	93.0	7.0
Majlis Perbandaran Teluk Intan	53.0	47.0
Majlis Bandaraya Ipoh	82.7	17.3



According to table b (i) above, Majlis Daerah Kerian's customers show highest satisfaction level in term of well planned development in the LA's administrative area with 93% while Majlis Perbandaran Teluk Intan's customers show highest dissatisfaction level in this category with 47%.

a) ii) Ensure well planned development (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	80.0	20.0
Majlis Daerah Kerian	94.7	5.3
Majlis Perbandaran Teluk Intan	96.6	3.4
Majlis Bandaraya Ipoh	87.0	13.0



According to the table b (ii) above, staff in Majlis Perbandaran Teluk Intan score highest satisfaction level in ensuring development made in their administrative area is well planned with 96.6% and Majlis Daerah Tanjung Malim's staff score highest dissatisfaction level in the same category with 20%.

b) i) Streetlights position (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	80.0	20.0
Majlis Daerah Tanjung Malim	64.0	36.0
Majlis Daerah Kerian	81.0	19.0
Majlis Perbandaran Teluk Intan	67.0	33.0
Majlis Bandaraya Ipoh	90.0	10.0

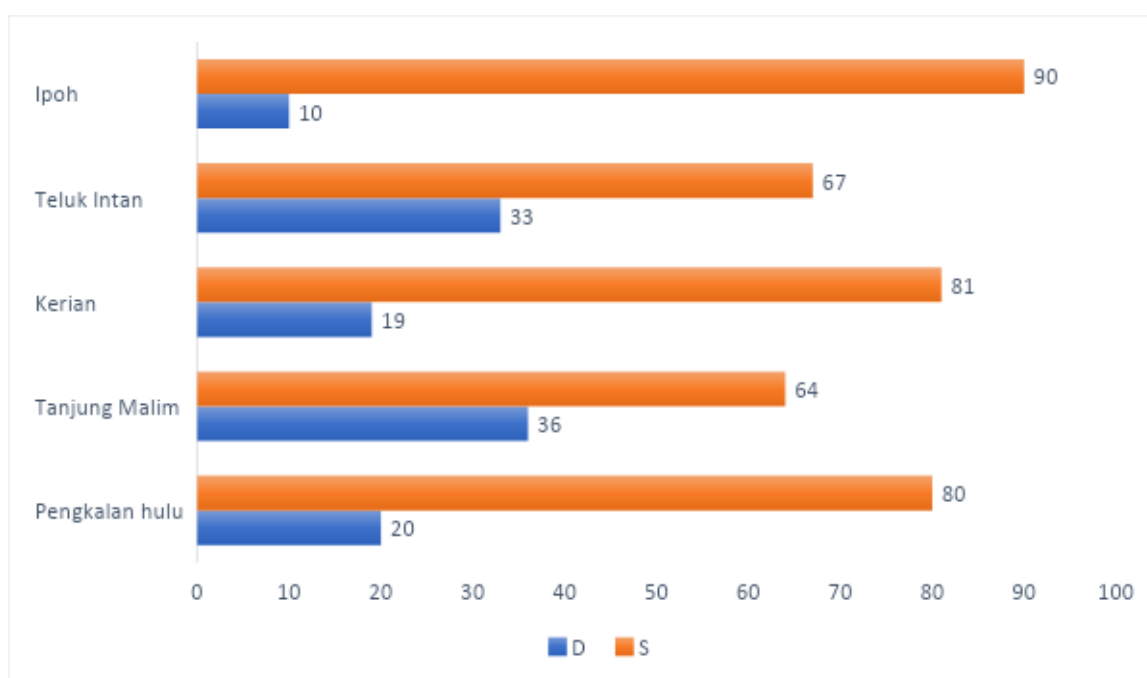


Table c (i) above shows that customers in Majlis Bandaraya Ipoh score highest satisfaction level in term of streetlights position in the LA's administrative area with 90% while customers in Majlis Daerah Tanjung Malim score highest dissatisfaction level in this category with 36%.

c) ii) Streetlights position (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	80.0	20.0
Majlis Daerah Tanjung Malim	80.0	20.0
Majlis Daerah Kerian	92.1	7.9
Majlis Perbandaran Teluk Intan	93.3	6.7
Majlis Bandaraya Ipoh	90.3	9.7

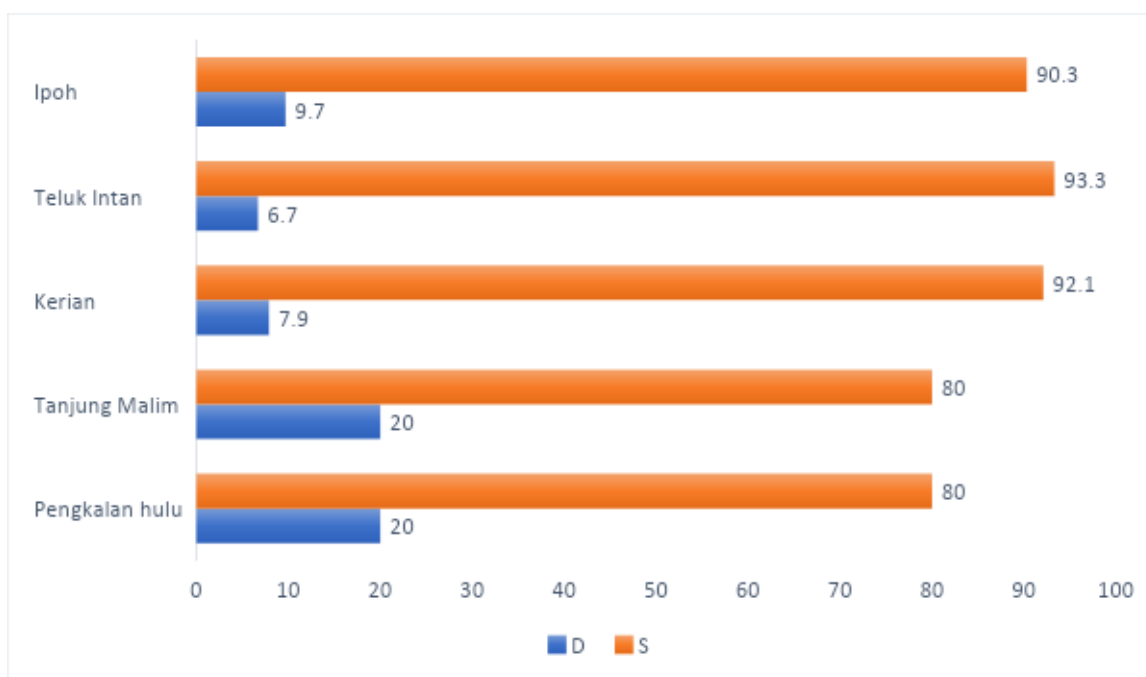
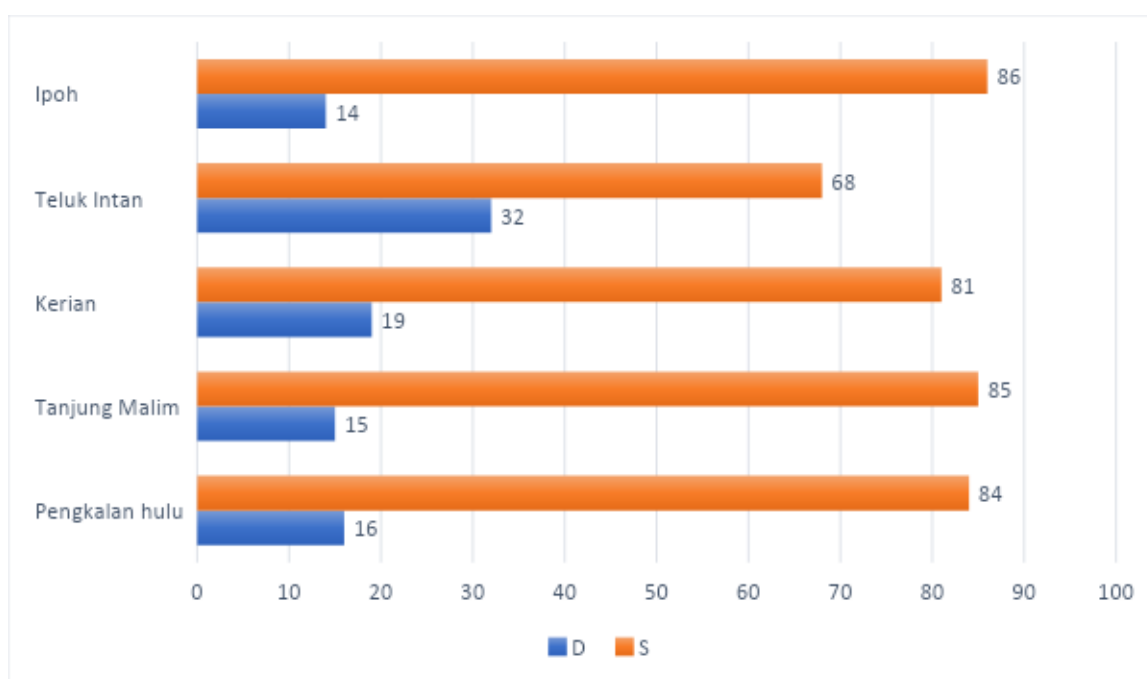


Table c (ii) indicates that staff in Majlis Perbandaran Teluk Intan with 93.3% of them feel highly satisfied with the availability and suitability of streetlight position in their administrative area while staff in Majlis Daerah Tanjung Malim and Majlis Daerah Pengkalan Hulu have highest dissatisfaction level in the same category with 20% respectively.

c) i) Suitability of signboard position (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	84.0	16.0
Majlis Daerah Tanjung Malim	85.0	15.0
Majlis Daerah Kerian	81.0	19.0
Majlis Perbandaran Teluk Intan	68.0	32.0
Majlis Bandaraya Ipoh	86.0	14.0



According to table d (i) above, customers in Majlis Bandaraya Ipoh score highest satisfaction level in term of suitability of signboard position in the LA's administrative area with 86% while customers in Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 32%.

d) ii) Suitability of signboard position (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	96.7	3.3
Majlis Daerah Tanjung Malim	72.0	28.0
Majlis Daerah Kerian	97.4	2.6
Majlis Perbandaran Teluk Intan	90.0	10.0
Majlis Bandaraya Ipoh	80.6	19.4

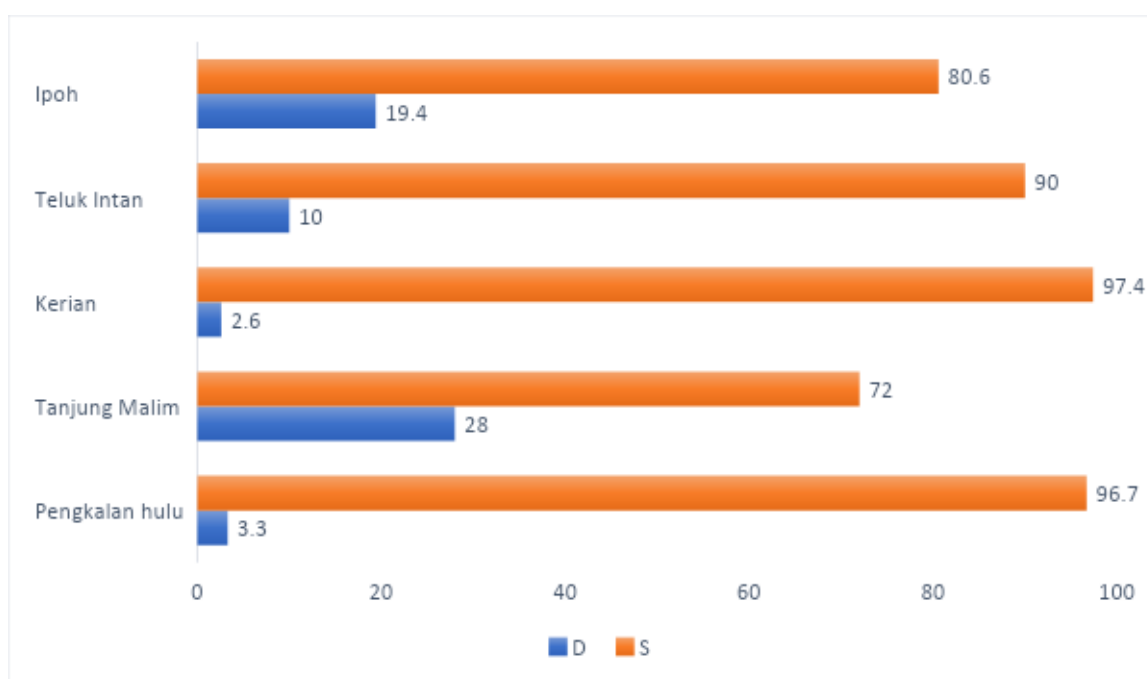
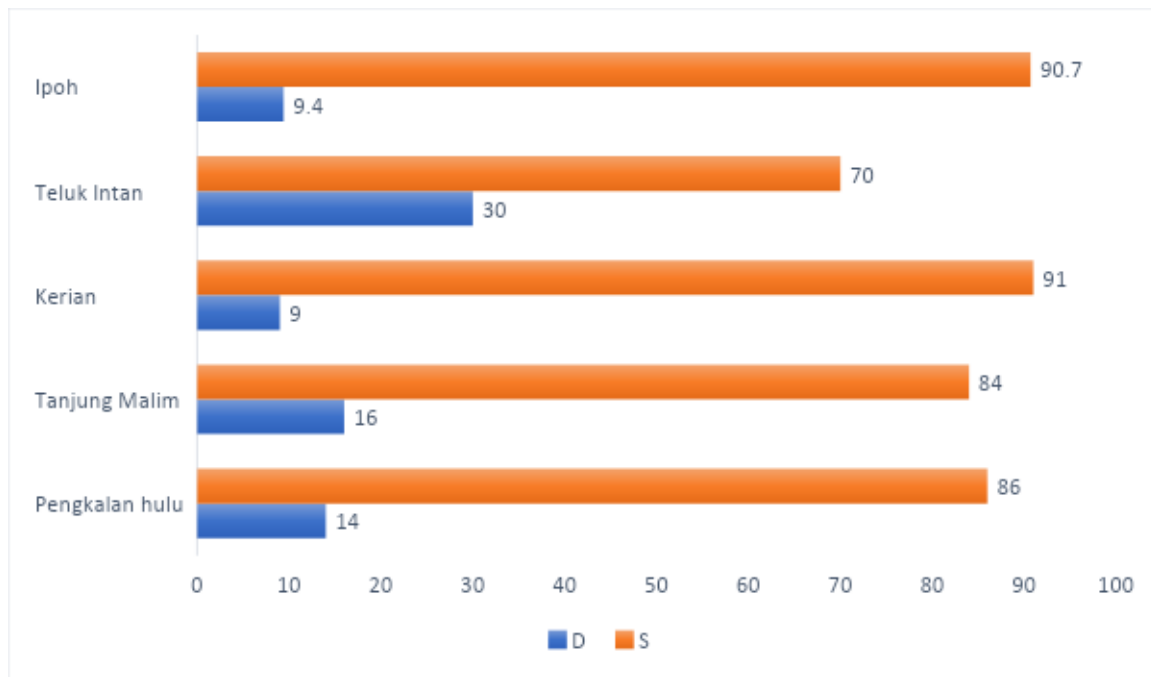


Table d (ii) above indicates that staff in Majlis Daerah Kerian score highest satisfaction level in putting the signboard at the suitable position with 97.4% while staff in Majlis Daerah Tanjung Malim score highest dissatisfaction level in this category with 28%.

d) Accuracy of information on signboard

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.0	14.0
Majlis Daerah Tanjung Malim	84.0	16.0
Majlis Daerah Kerian	91.0	9.0
Majlis Perbandaran Teluk Intan	70.0	30.0
Majlis Bandaraya Ipoh	90.7	9.4

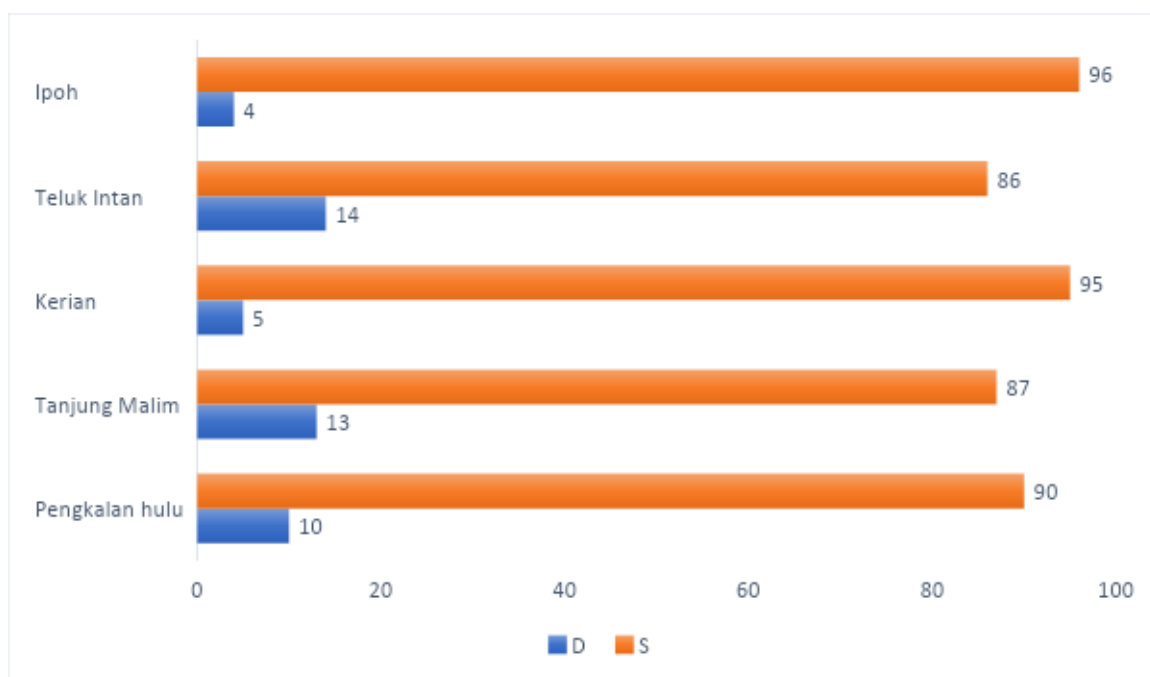


According to table e above, customers in Majlis Daerah Kerian are highly satisfied (91%) in term of accuracy of information on signboard in the LA's administrative area while customers in Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 30%.

4.2.6 Customer's and staff's level of satisfaction on counter service

a) i) LA's Counter Efficiency (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	87.0	13.0
Majlis Daerah Kerian	95.0	5.0
Majlis Perbandaran Teluk Intan	86.0	14.0
Majlis Bandaraya Ipoh	96.0	4.0



According to table a (i) above, customers dealing with Majlis Bandaraya Ipoh are highly satisfied in term of the effectiveness of the LA's counter with 96% while customers dealing with Majlis Perbandaran Teluk Intan score highest dissatisfied level in this category with 14%.

a) ii) LA's Counter Efficiency (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	100.0	0.0
Majlis Daerah Kerian	100.0	0.0
Majlis Perbandaran Teluk Intan	100.0	0.0
Majlis Bandaraya Ipoh	100.0	0.0

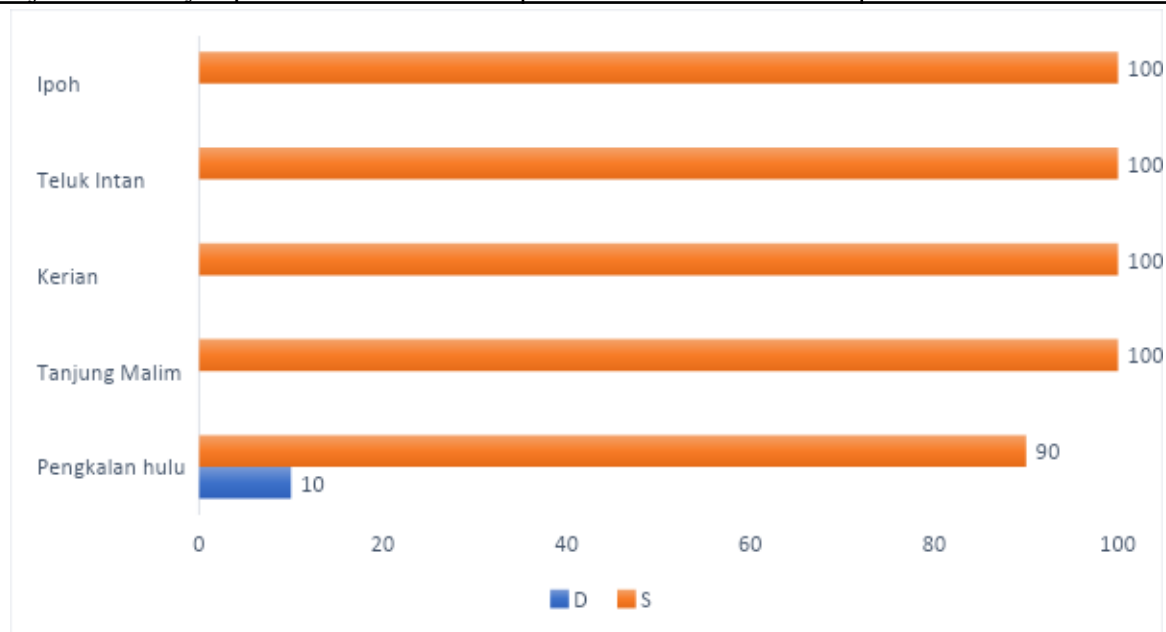


Table a (ii) shows almost all staff in local authorities are fully satisfied with their frequency of monitoring the level of efficiency of customer service counter except for Majlis Daerah Pengkalan Hulu with 10% of the staff feel dissatisfied in this category.

b) i) Payment counter facilities (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	88.0	12.0
Majlis Daerah Tanjung Malim	88.0	12.0
Majlis Daerah Kerian	98.0	2.0
Majlis Perbandaran Teluk Intan	84.0	16.0
Majlis Bandaraya Ipoh	94.0	6.0

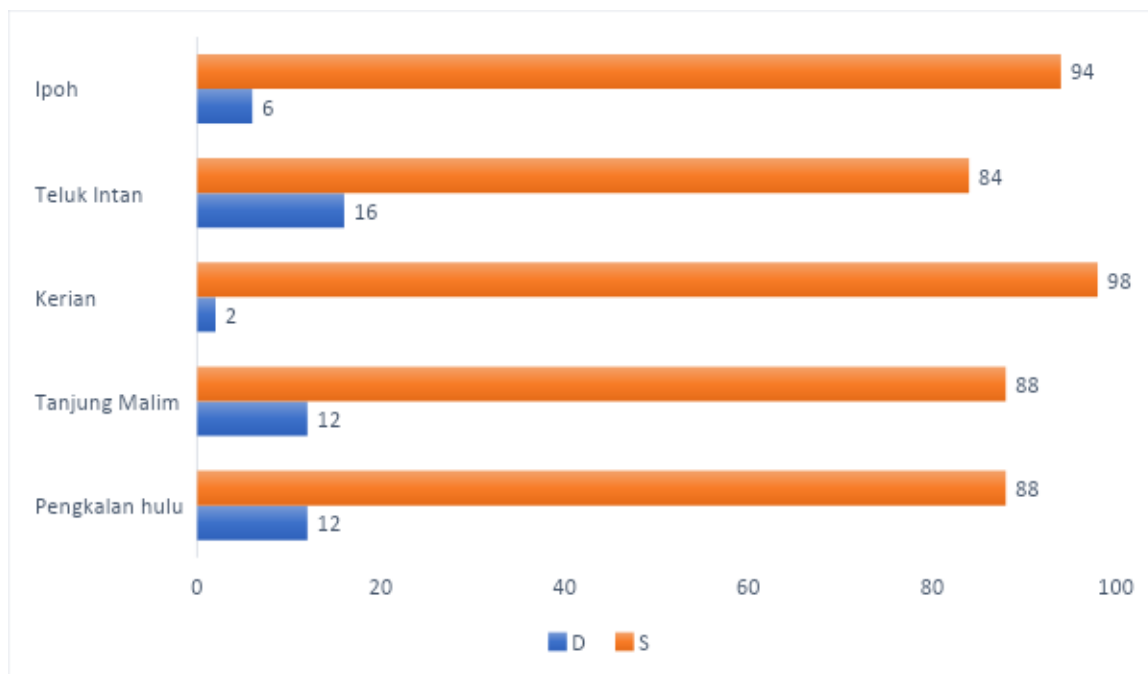


Table b (i) above shows that, customers in Majlis Daerah Kerian score highest satisfied level in term of the payment counter facilities with 98% while customers in Majlis Perbandaran Teluk Intan score highest dissatisfied level in this category with 16%.

b) ii) Payment counter are easily access (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	83.3	16.7
Majlis Daerah Tanjung Malim	100.0	0.0
Majlis Daerah Kerian	92.1	7.9
Majlis Perbandaran Teluk Intan	100.0	0.0
Majlis Bandaraya Ipoh	100.0	0.0

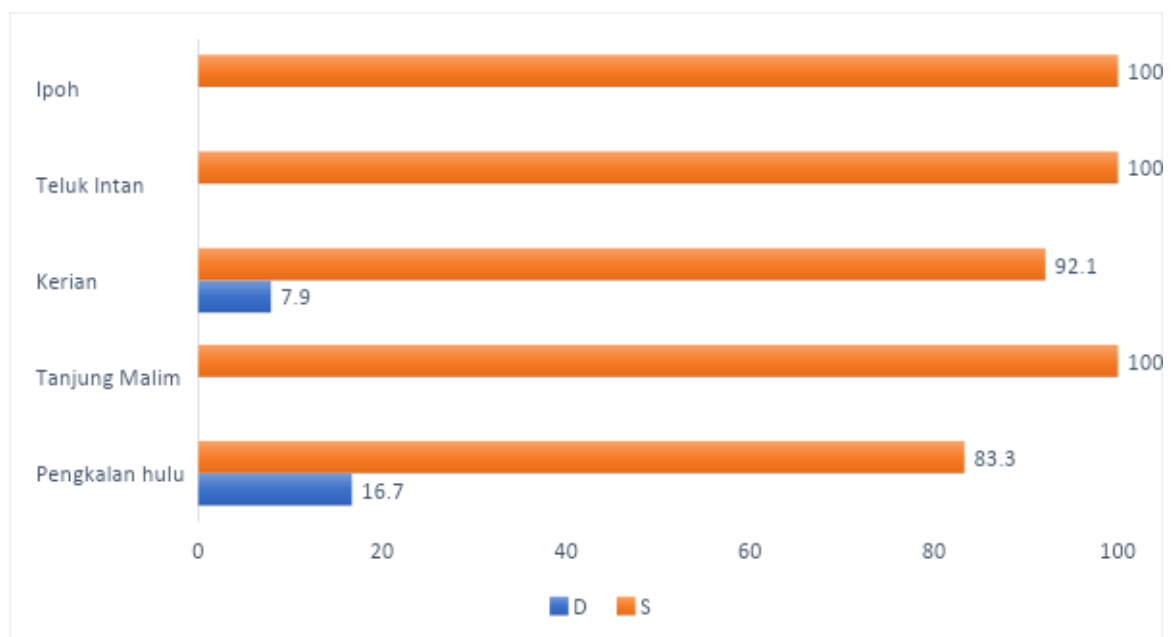


Table b (ii) indicates that almost all staff in local authorities are fully satisfied with accessible of the payment counter for the customers in their administrative area with 100% score. However, some of staff in Majlis Daerah Pengkalan Hulu and Majlis Daerah Kerian feel dissatisfied in this category with 16.7% and 7.9% respectively.

c) i) Location of payment counter (Customer level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	88.0	12.0
Majlis Daerah Kerian	97.0	3.0
Majlis Perbandaran Teluk Intan	90.0	10.0
Majlis Bandaraya Ipoh	94.0	6.0

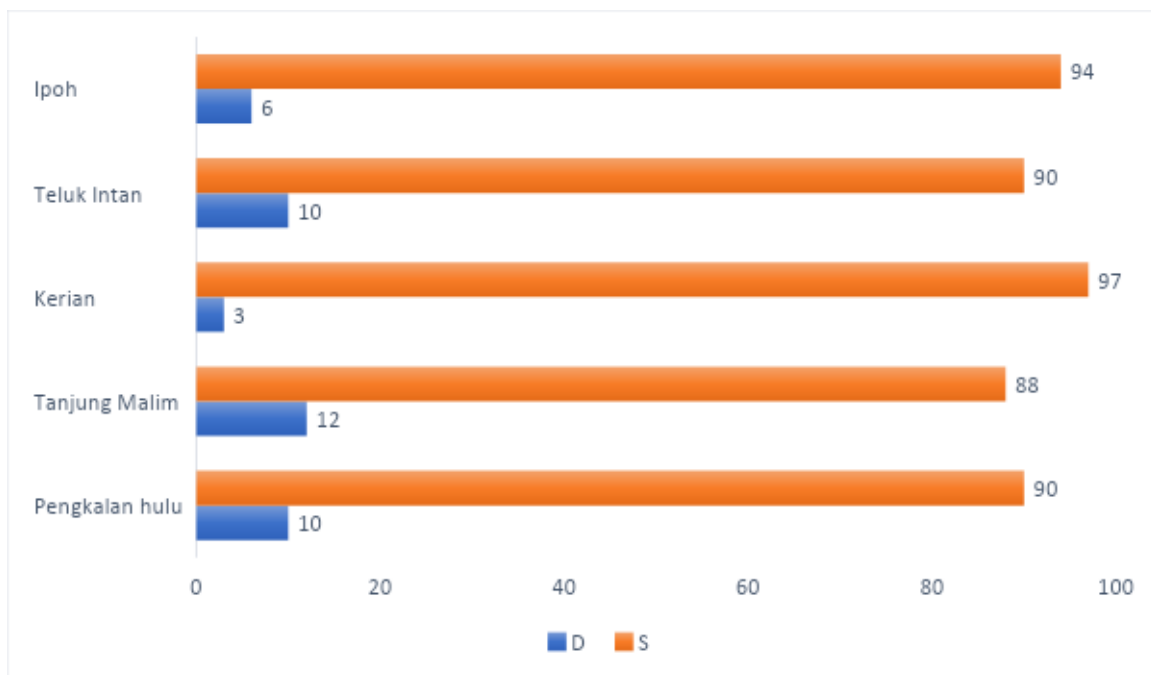


Table c (i) shows that customers in Majlis Daerah Kerian score highest satisfaction level in term of the location of payment counter with 97% while customers in Majlis Daerah Tanjung Malim score highest dissatisfied level in this category with 12%.

c) ii) Certain locations for payment counter (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	100.0	0.0
Majlis Daerah Kerian	97.4	2.6
Majlis Perbandaran Teluk Intan	100.0	0.0
Majlis Bandaraya Ipoh	100.0	0.0

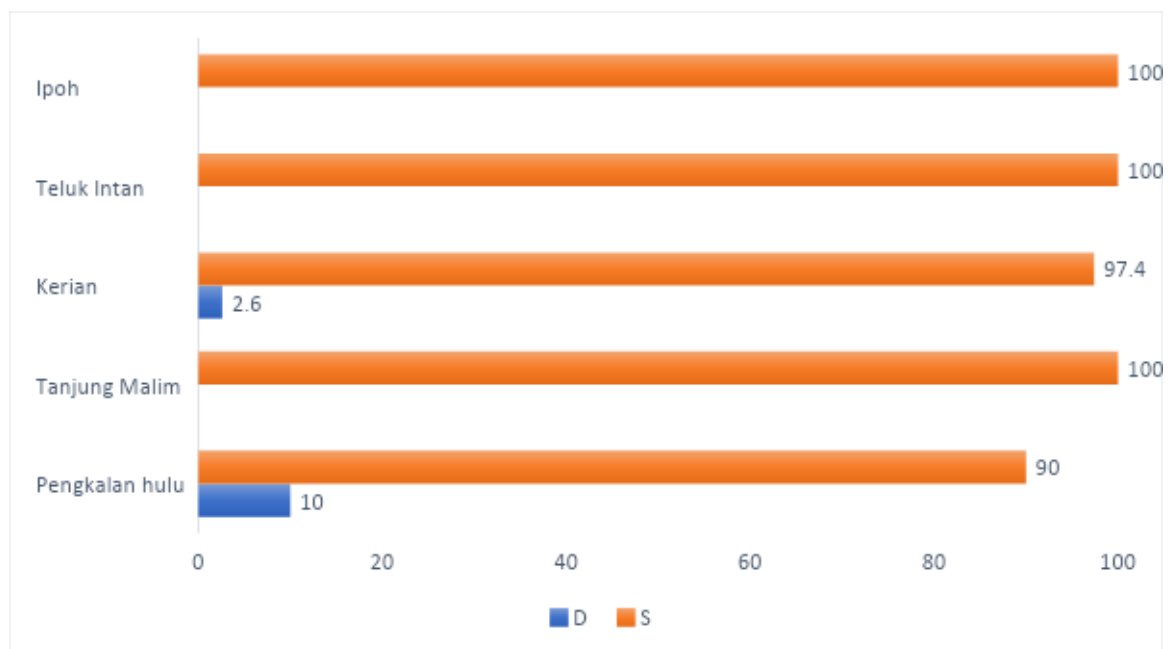
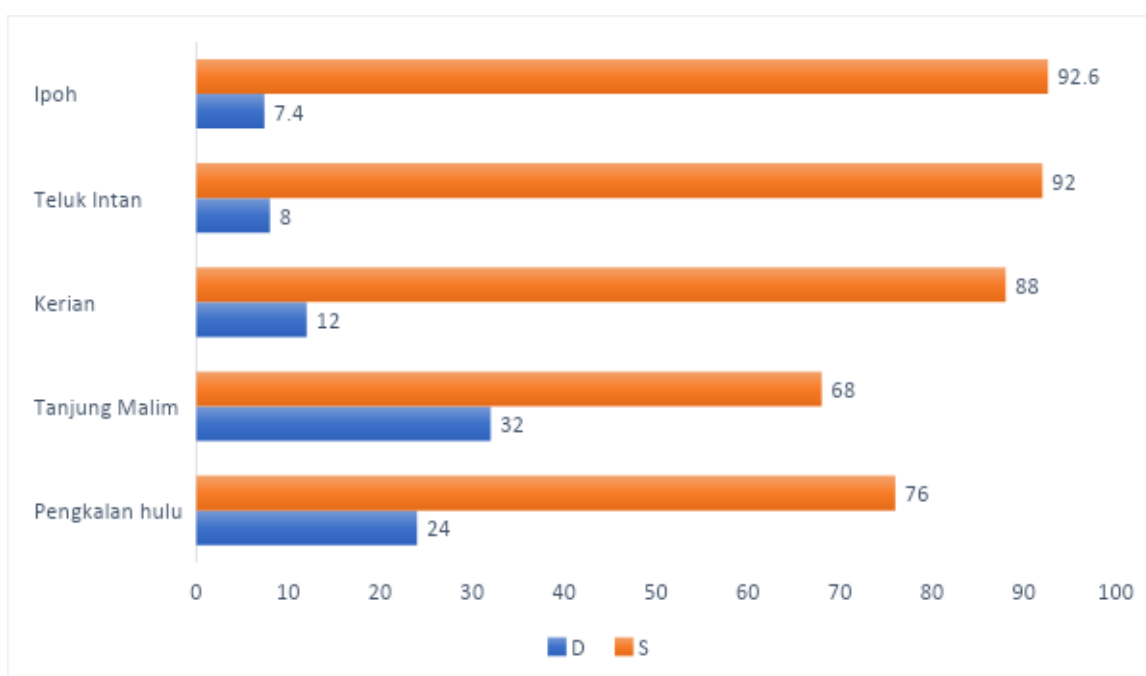


Table c (ii) is showing the finding of staff in local authorities' level of satisfaction on providing certain locations of payment counter to facilitate payment by the customers. Almost all local authorities' staff are fully satisfied with 100% score except for staff in Majlis Daerah Kerian and Majlis Daerah Pengkalan Hulu with 2.6% and 10% respectively feel dissatisfied in this category.

d) i) Location of LA's office (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	76.0	24.0
Majlis Daerah Tanjung Malim	68.0	32.0
Majlis Daerah Kerian	88.0	12.0
Majlis Perbandaran Teluk Intan	92.0	8.0
Majlis Bandaraya Ipoh	92.6	7.4



According to table d (i) above, customers in Majlis Bandaraya Ipoh score highest satisfied level in term of location of the LA's office with 92.6% while customers in Majlis Daerah Tanjung Malim score highest dissatisfied level in this category with 32%.

d) ii) Location of LA's office (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	93.3	6.7
Majlis Daerah Tanjung Malim	72.0	28.0
Majlis Daerah Kerian	100.0	0.0
Majlis Perbandaran Teluk Intan	100.0	0.0
Majlis Bandaraya Ipoh	96.8	3.2

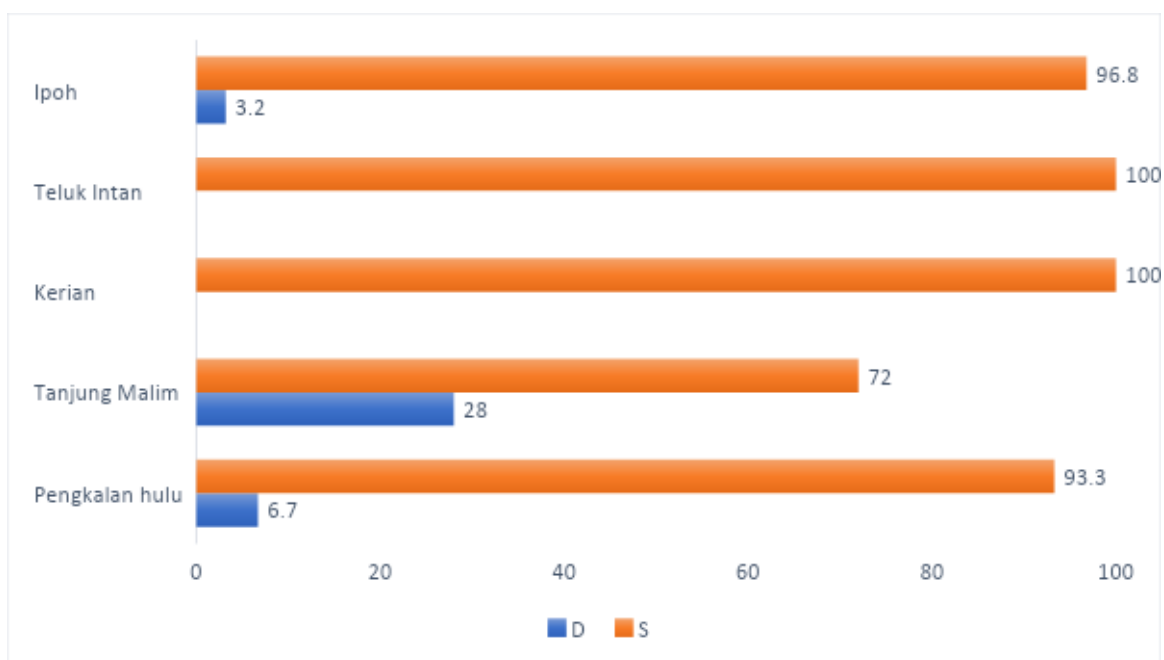
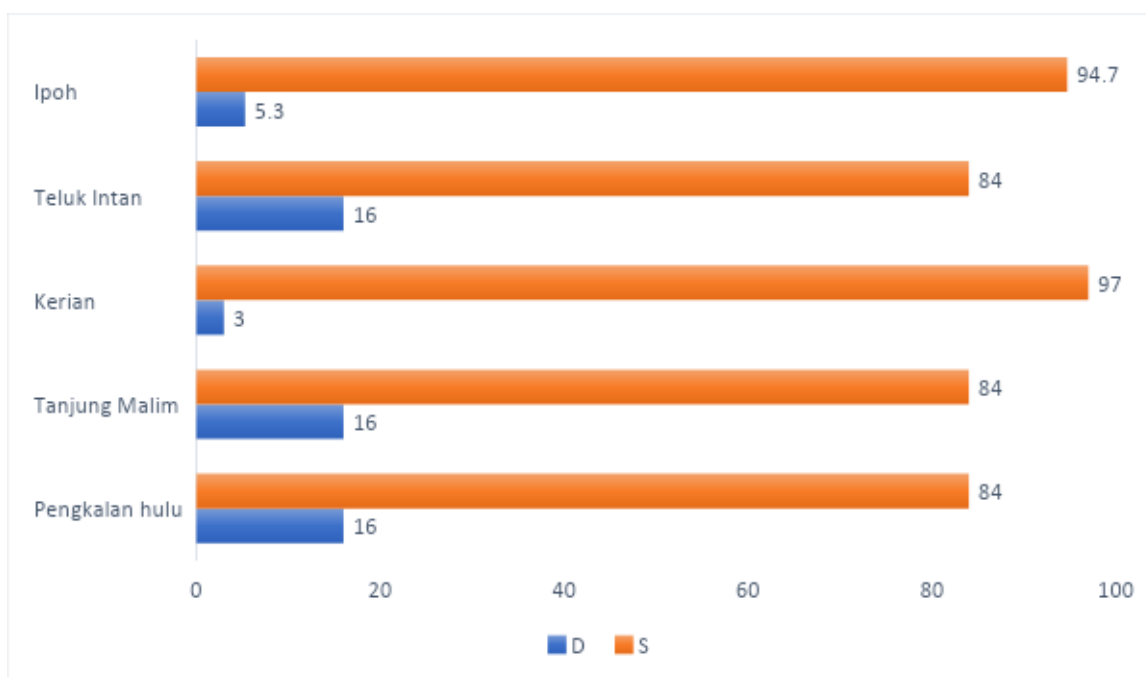


Table d (ii) above shows that staff in Majlis Perbandaran Teluk Intan and Majlis Daerah Kerian are fully satisfied with their office location while staff in Majlis Daerah Tanjung Malim show high level of dissatisfaction in this category with 28%.

e) i) Staff service quality (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	84.0	16.0
Majlis Daerah Tanjung Malim	84.0	16.0
Majlis Daerah Kerian	97.0	3.0
Majlis Perbandaran Teluk Intan	84.0	16.0
Majlis Bandaraya Ipoh	94.7	5.3

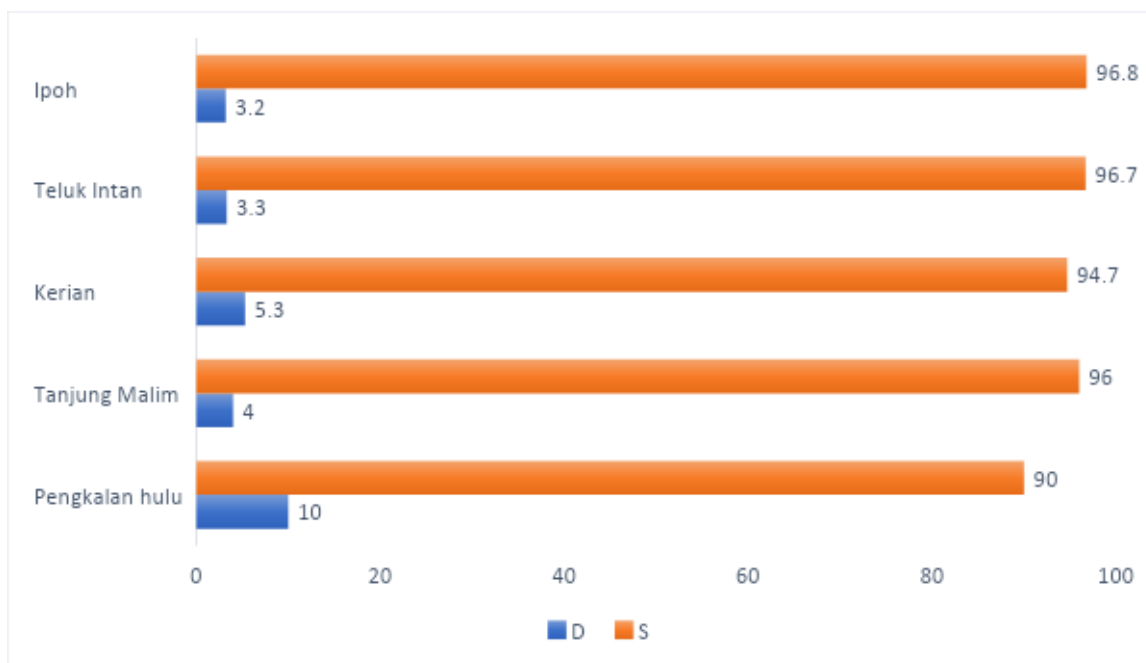


According to table e (i) above, customers in Majlis Daerah Kerian score highest satisfaction level in term of staff service quality with 97% while customers in Majlis Perbandaran Teluk Intan, Majlis Daerah Pengkalan Hulu and Majlis Daerah Tanjung Malim score highest dissatisfied level in this category with 16% respectively.

e) ii) Ensure staff are friendly and helpful (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	96.0	4.0
Majlis Daerah Kerian	94.7	5.3

Majlis Perbandaran Teluk Intan	96.7	3.3
Majlis Bandaraya Ipoh	96.8	3.2



According to table e (ii) above, staff in Majlis Bandaraya Ipoh score highest satisfaction level in term of ensuring staff are friendly and helpful in dealing with customers with 96.8% while staff in Majlis Daerah Pengkalan score highest dissatisfied level in this category with 10%.

f) i) Counter operation time (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	75.0	25.0

Majlis Daerah Kerian	95.0	5.0
Majlis Perbandaran Teluk Intan	94.0	6.0
Majlis Bandaraya Ipoh	97.3	2.7

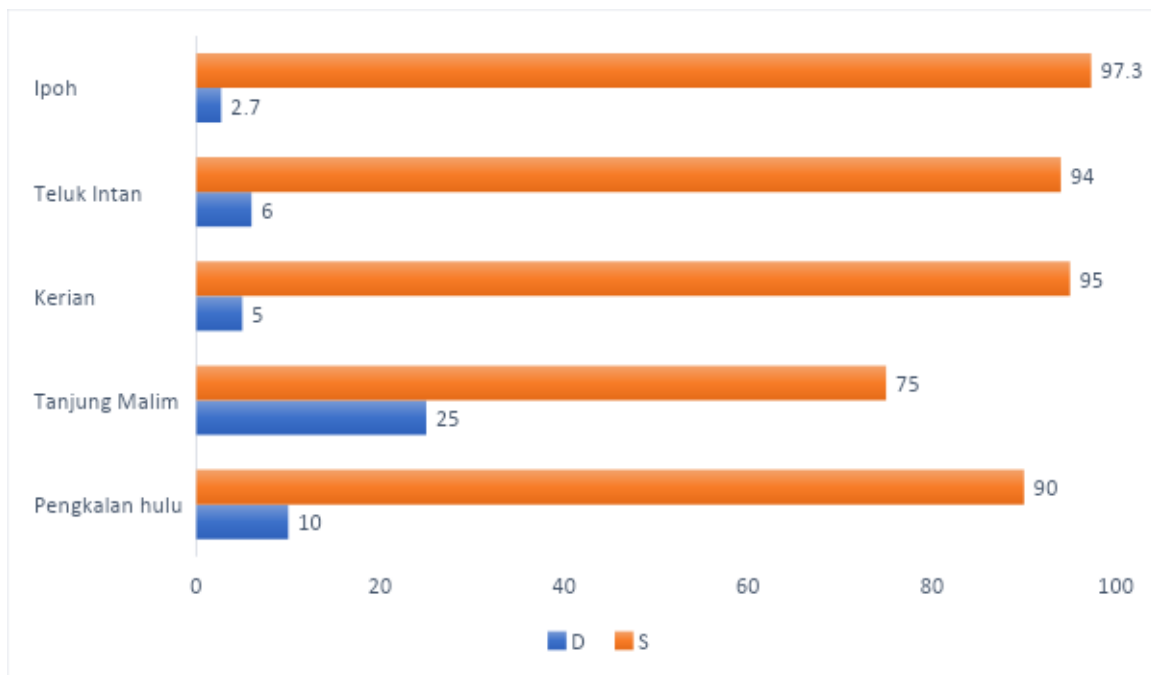


Table f (i) presents customers in Majlis Bandaraya Ipoh score highest satisfaction level in term of the local authorities' counter operation time with 97.3% while 25% of respondents dealing with Majlis Daerah Tanjung Malim are dissatisfied in this category.

f) ii) Counter operation time (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	93.3	6.7
Majlis Daerah Tanjung Malim	92.0	8.0
Majlis Daerah Kerian	97.4	2.6
Majlis Perbandaran Teluk Intan	100.0	0.0
Majlis Bandaraya Ipoh	93.5	6.5

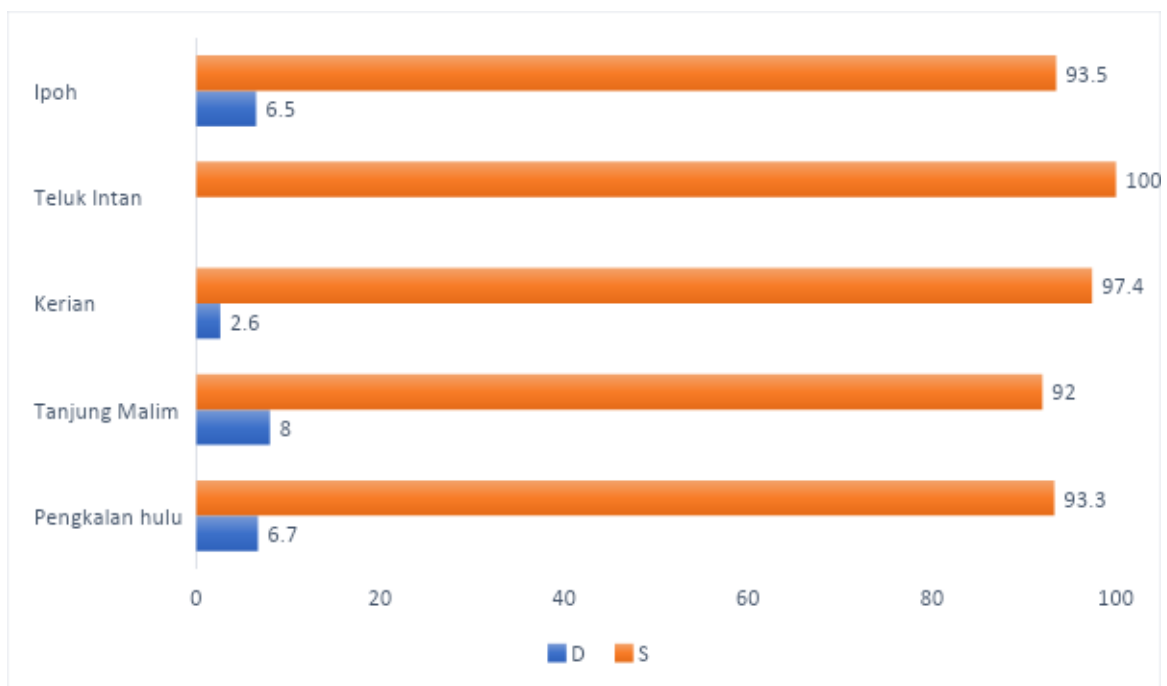


Table f (ii) presents staff in Majlis Perbandaran Teluk Intan are fully satisfied with their counter operation time while 8% of staff respondents in Majlis Daerah Tanjung Malim are dissatisfied in this category.

4.2.7 Customer's and staff's level of satisfaction on enforcement

a) i) Traffic Control (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	82.0	18.0
Majlis Daerah Tanjung Malim	87.0	13.0
Majlis Daerah Kerian	88.0	12.0
Majlis Perbandaran Teluk Intan	83.0	17.0
Majlis Bandaraya Ipoh	82.7	17.3

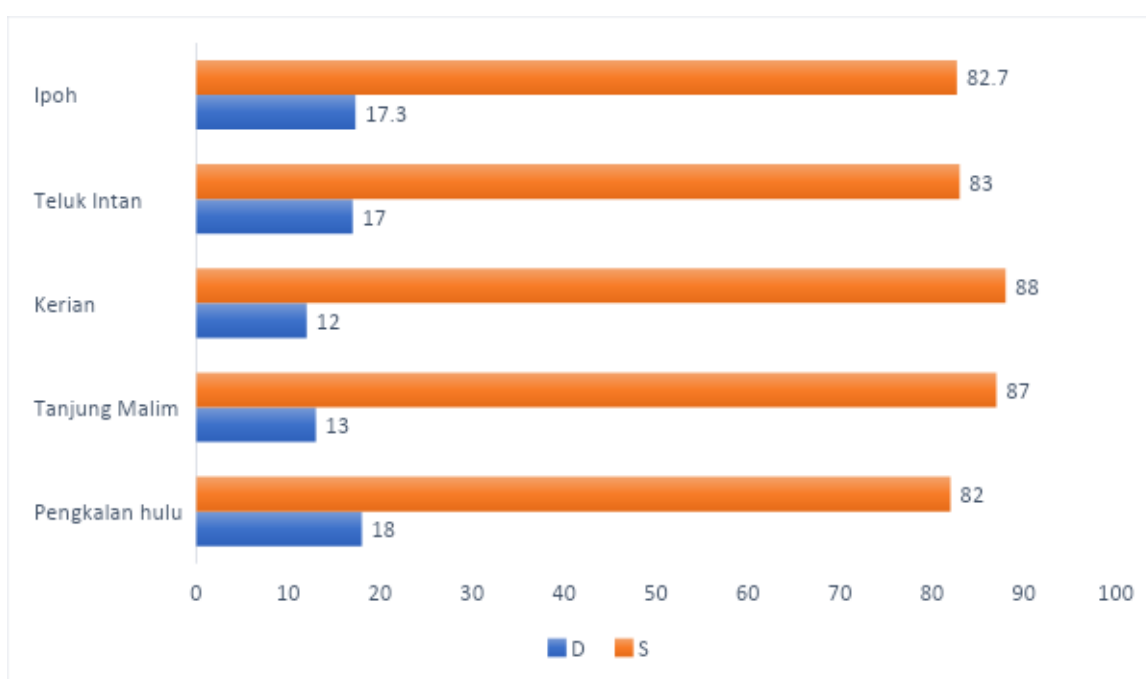


Table a (i) above is describing on customer's level of satisfaction on enforcement on traffic control by their local authorities. Customers in Majlis Daerah Kerian score highest satisfaction in this category with 88% while customers in Majlis Daerah Pengkalan Hulu score highest dissatisfaction level in this category with 18%.

a) ii) Traffic Control (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.7	13.3
Majlis Daerah Tanjung Malim	84.0	16.0
Majlis Daerah Kerian	92.1	7.9
Majlis Perbandaran Teluk Intan	96.7	3.3
Majlis Bandaraya Ipoh	87.1	12.9

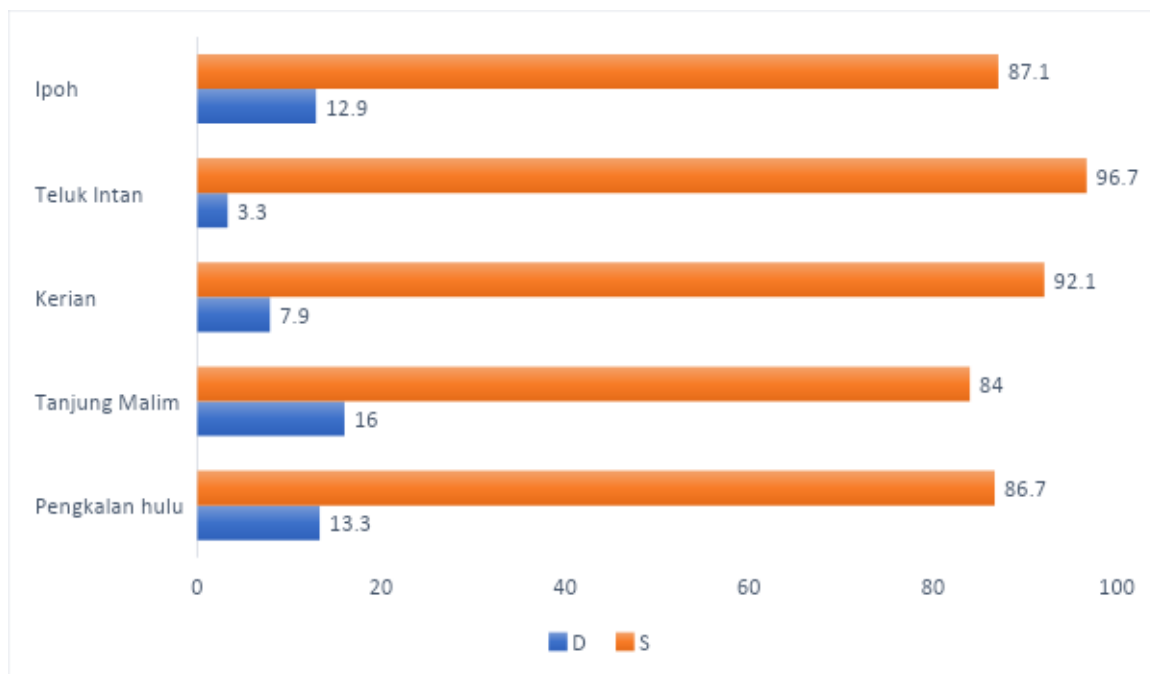


Table a (ii) above indicates that staff in Majlis Perbandaran Teluk Intan are highly satisfied in ensuring traffic control task is carried out efficiently with 96.7% while staff in Majlis Daerah Tanjung Malim are highly dissatisfied in this category with 16%.

b) i) Responsiveness to infrastructure damage (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	46.0	54.0
Majlis Daerah Tanjung Malim	74.0	26.0
Majlis Daerah Kerian	75.0	25.0
Majlis Perbandaran Teluk Intan	49.0	51.0
Majlis Bandaraya Ipoh	79.4	20.6

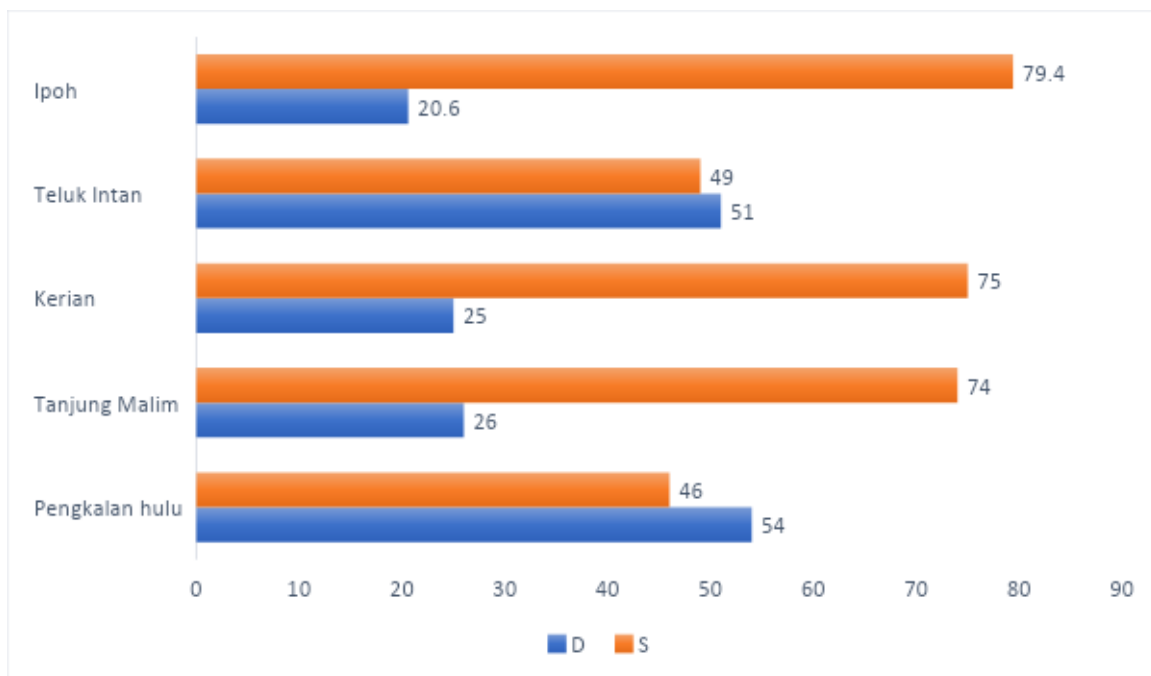


Table b (i) above shows that customers in Majlis Bandaraya Ipoh score highest satisfaction level among the other local authorities' customers with 79.4% of them feel satisfied with the local authority responsiveness to infrastructure damage. However, customers in Majlis Daerah Pengkalan Hulu score highest dissatisfaction level in this category with 54%.

b) ii) Responsiveness to infrastructure damage (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	73.3	26.7
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	86.8	13.2
Majlis Perbandaran Teluk Intan	93.3	6.7
Majlis Bandaraya Ipoh	74.2	25.8

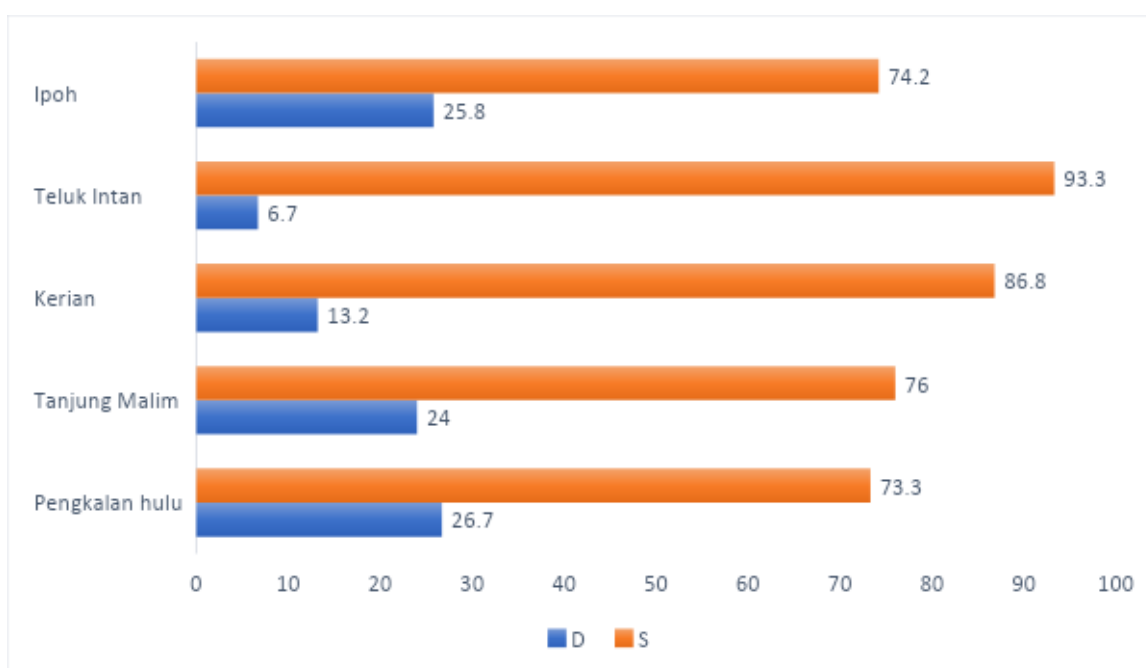
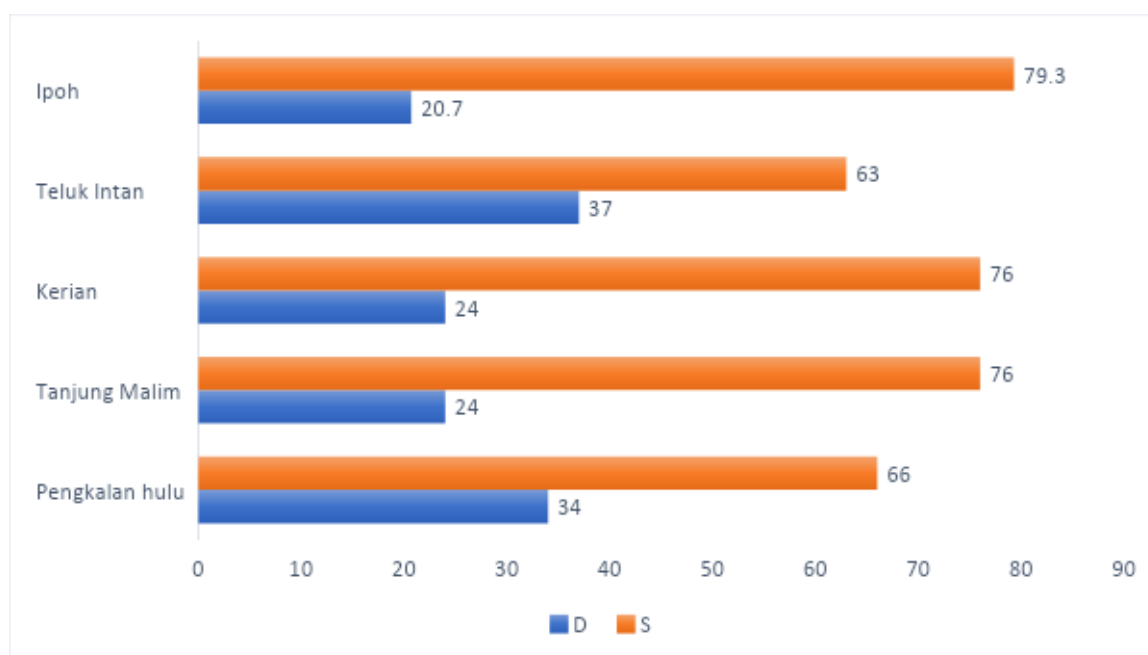


Table b (ii) above presents staff in Majlis Perbandaran Teluk Intan (93.3%) feel highly satisfied with their responsiveness to infrastructure damage while staff in Majlis Daerah

Pengkalan Hulu feel highly dissatisfied among all staffs in others local authority in this category.

c) i) Inspection at business premises (Customers level of satisfaction)

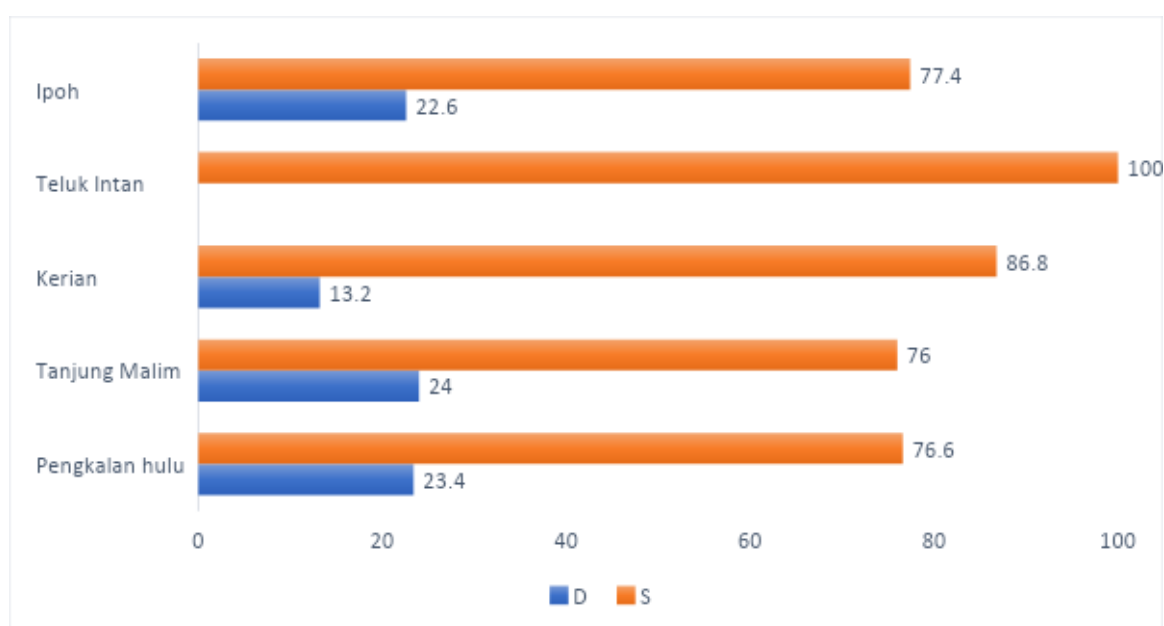
Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	66.0	34.0
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	76.0	24.0
Majlis Perbandaran Teluk Intan	63.0	37.0
Majlis Bandaraya Ipoh	79.3	20.7



According to table c (i) above customers in Majlis Bandaraya Ipoh are highly satisfied with their local authority doing inspection at business premises with 79.3% while customers in Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 37%.

c) ii) Inspection at business premises (Staff level of satisfaction)

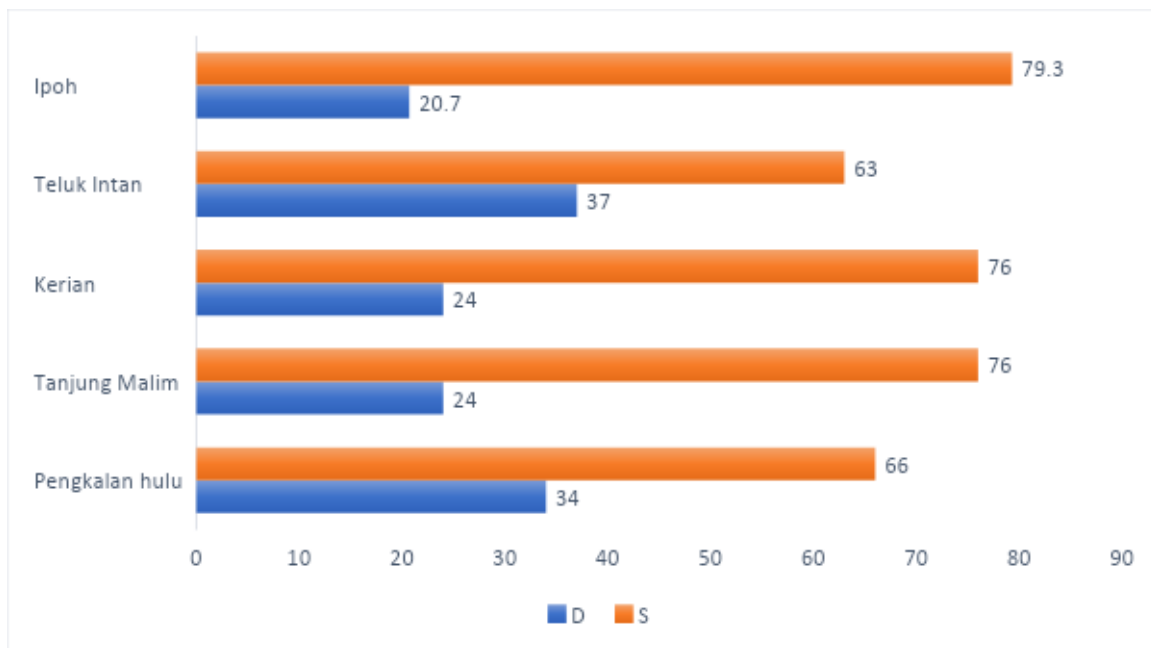
Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	76.6	23.4
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	86.8	13.2
Majlis Perbandaran Teluk Intan	100.0	0.0
Majlis Bandaraya Ipoh	77.4	22.6



According to table c (ii) above all staff in Majlis Perbandaran Teluk Intan (100%) are fully satisfied with their local authority doing inspection at business premises while staff in Majlis Daerah Tanjung Malim score highest dissatisfaction level in this category with 24%.

d) i) Carry out responsibilities transparently (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	66.0	34.0
Majlis Daerah Tanjung Malim	76.0	24.0
Majlis Daerah Kerian	76.0	24.0
Majlis Perbandaran Teluk Intan	63.0	37.0
Majlis Bandaraya Ipoh	79.3	20.7



Based on table d (i) above, compare among other customers in local authorities, when asked whether their local authority carrying out their responsibilities transparently, customers in Majlis Bandaraya Ipoh score high level of satisfaction with 79.3 percent while customers in Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 37%.

d) ii) Carry out responsibilities transparently and prudent manner (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	92.0	8.0
Majlis Daerah Kerian	97.4	2.6
Majlis Perbandaran Teluk Intan	96.6	3.4
Majlis Bandaraya Ipoh	90.3	9.7

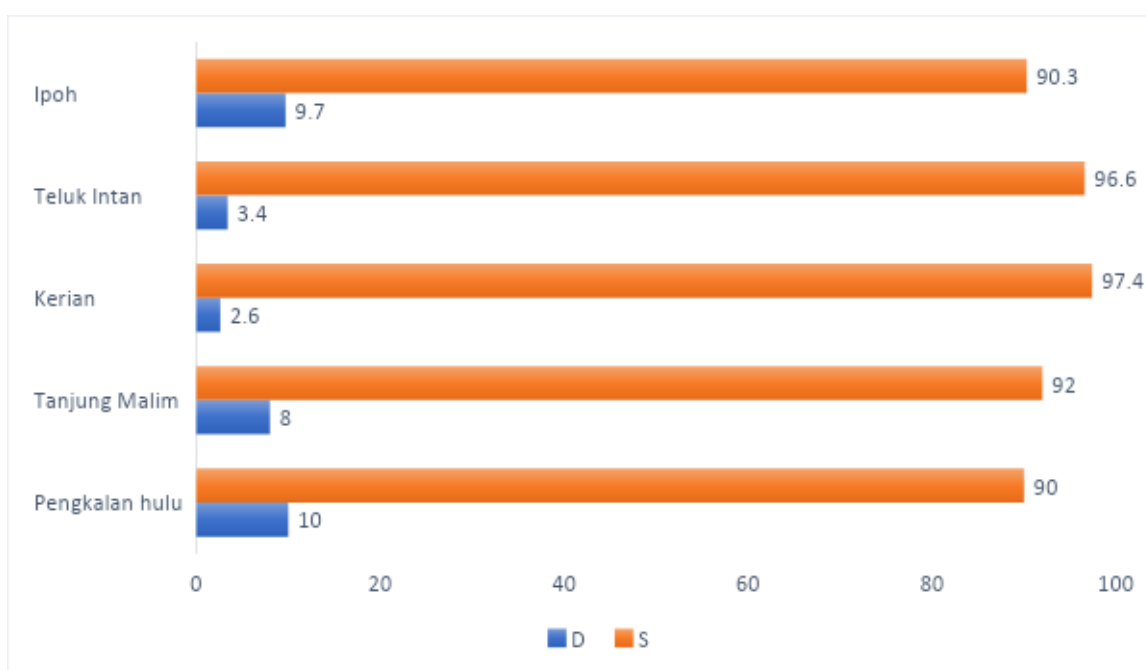
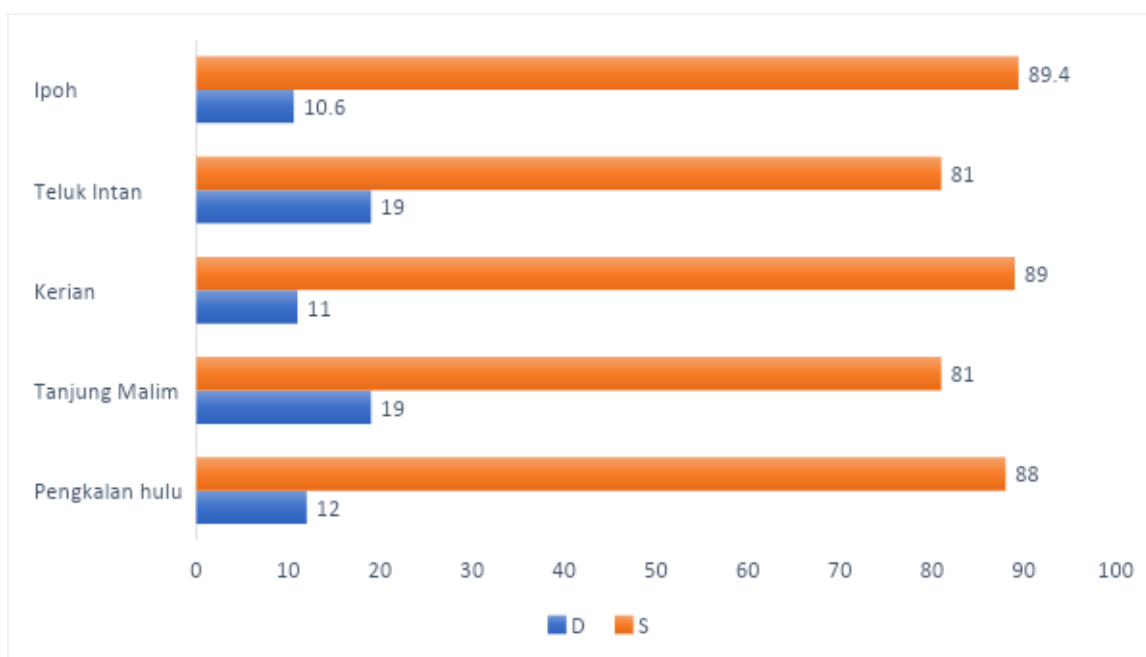


Table d (ii) above shows almost all staff in Majlis Daerah Kerian (97.4%) agreed that they carry out their responsibilities transparently and in prudent manner while 10% of staff respondents in Majlis Daerah Pengkalan Hulu feel less satisfied in this category.

e) i) Frequency of parking checks (Customers level of satisfaction)

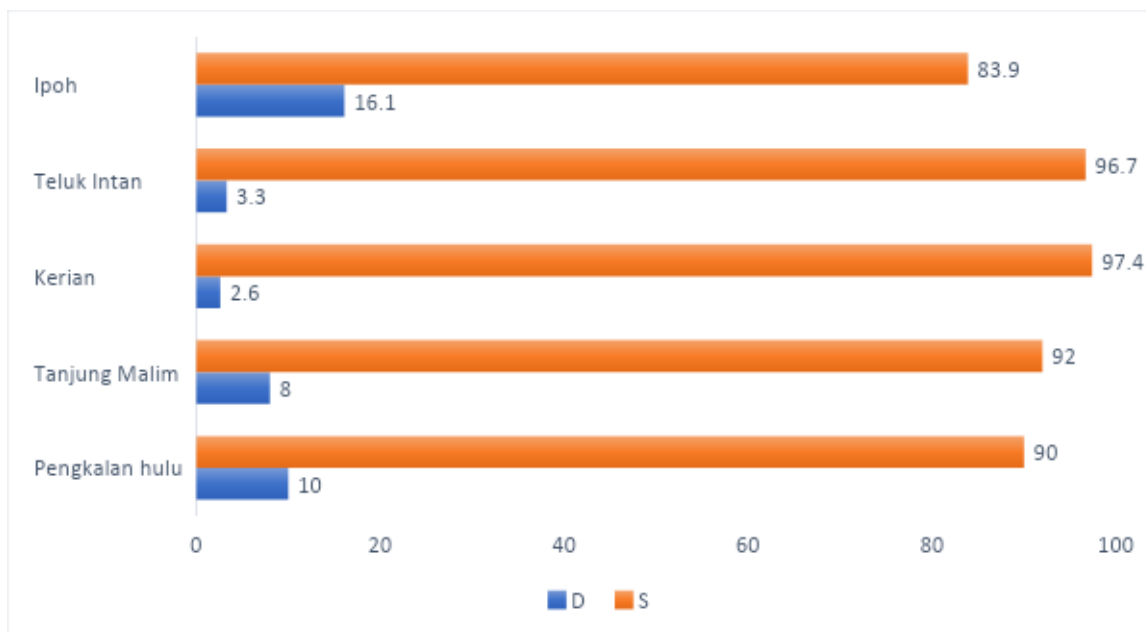
Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	88.0	12.0
Majlis Daerah Tanjung Malim	81.0	19.0
Majlis Daerah Kerian	89.0	11.0
Majlis Perbandaran Teluk Intan	81.0	19.0
Majlis Bandaraya Ipoh	89.4	10.6



According to table e (i) above, customers in Majlis Bandaraya Ipoh feel highly satisfied (89.4%) with the frequency of parking checks made by their local authority while customers in Majlis Daerah Tanjung Malim and Teluk Intan score highest dissatisfaction level in this category with 19% respectively.

e) ii) Frequency of parking checks (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	92.0	8.0
Majlis Daerah Kerian	97.4	2.6
Majlis Perbandaran Teluk Intan	96.7	3.3
Majlis Bandaraya Ipoh	83.9	16.1



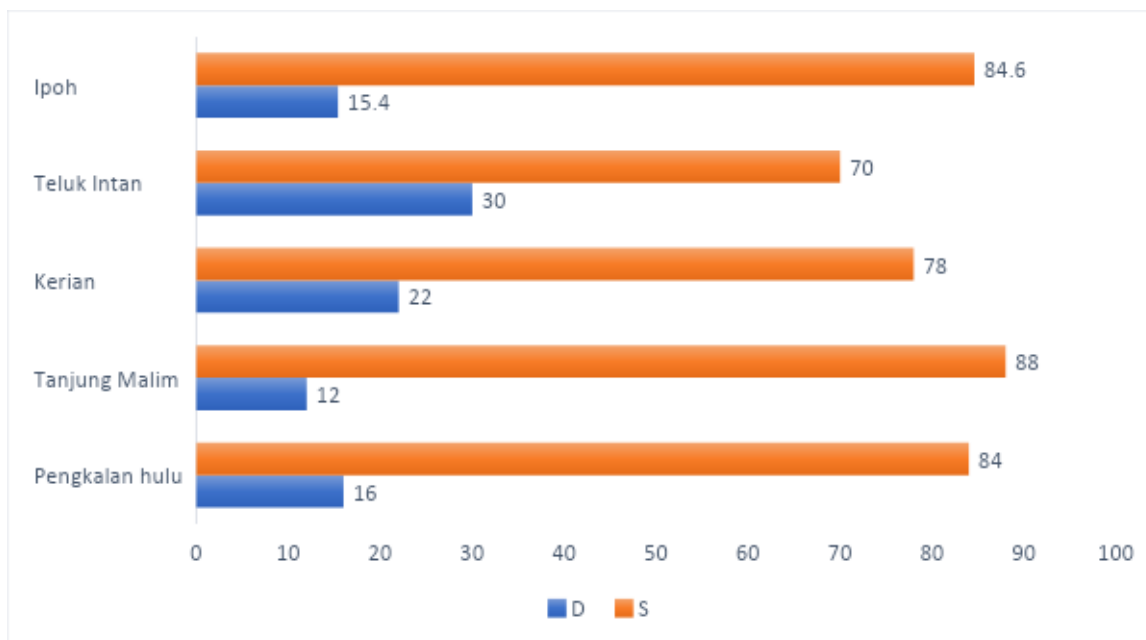
According to table e (ii) above, staff in Majlis Daerah Kerian feel highly satisfied (97.4%) with the frequency of parking checks made by their local authority while staff in Majlis Bandaraya Ipoh score highest dissatisfaction level in this category with 16.1%.

2.1.9 Customer's and staff's level of satisfaction on governance

a) i) Aware to Complaints Made (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	84.0	16.0

Majlis Daerah Tanjung Malim	88.0	12.0
Majlis Daerah Kerian	78.0	22.0
Majlis Perbandaran Teluk Intan	70.0	30.0
Majlis Bandaraya Ipoh	84.6	15.4

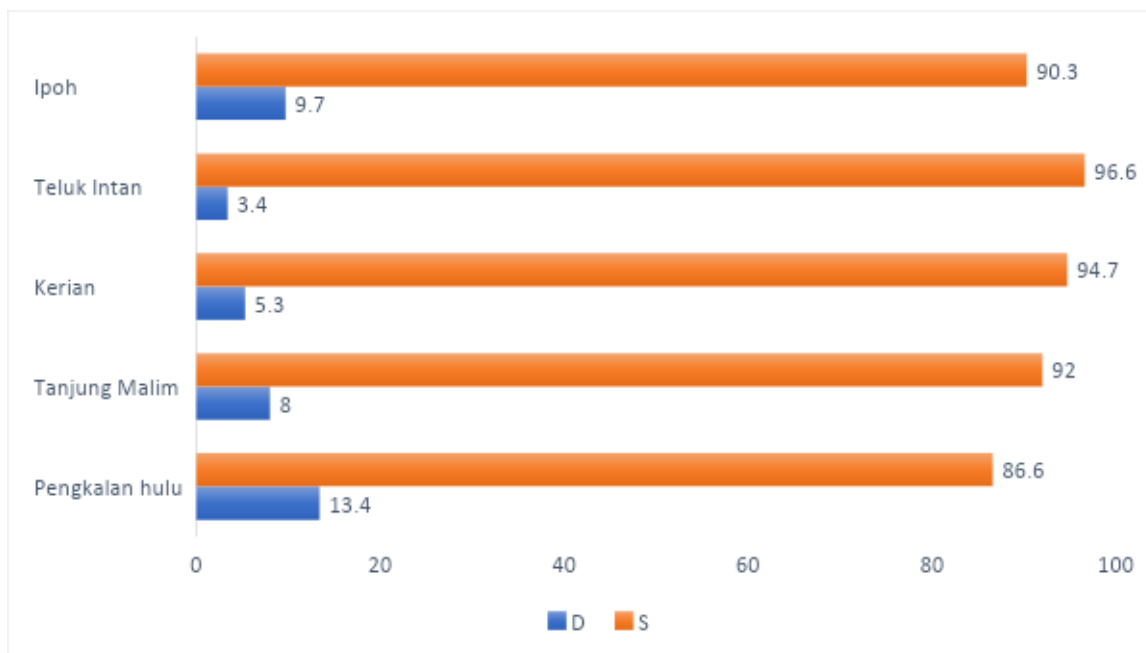


According to table a (i) above, customers in Majlis Daerah Tanjung Malim are highly satisfied in term of the awareness of their local authority to the complaints made with 88% while customers Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 30%.

a) ii) Aware to Complaints Made (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.6	13.4
Majlis Daerah Tanjung Malim	92.0	8.0

Majlis Daerah Kerian	94.7	5.3
Majlis Perbandaran Teluk Intan	96.6	3.4
Majlis Bandaraya Ipoh	90.3	9.7



According to table a (ii) above, staff in Majlis Perbandaran Teluk Intan are highly satisfied in term of their awareness to the complaints made by customers with 96.6% while staff in Majlis Daerah Pengkalan Hulu score highest dissatisfaction level in this category with 13.4%.

b) i) Residents are involved in making local developments decisions (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	54.0	46.0
Majlis Daerah Tanjung Malim	84.0	16.0
Majlis Daerah Kerian	54.0	46.0
Majlis Perbandaran Teluk Intan	52.0	48.0
Majlis Bandaraya Ipoh	71.4	28.6

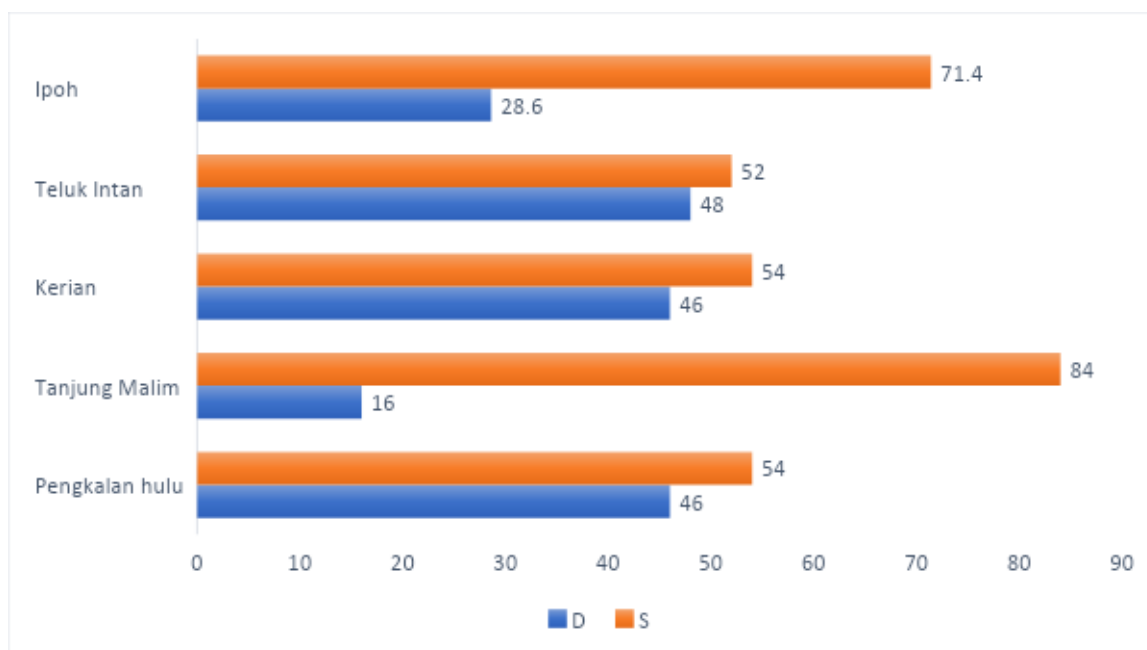


Table b (i) indicates that customers in Majlis Daerah Tanjung Malim are highly satisfied (84%) compared to other local authorities' customers in matters of involving the local residents in making development decision while customers in Majlis Perbandaran Teluk Intan feel less satisfied in this category with 48%.

b) ii) Residents are involved in making local developments decisions (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	86.7	13.3
Majlis Daerah Tanjung Malim	88.0	12.0
Majlis Daerah Kerian	92.1	7.9
Majlis Perbandaran Teluk Intan	93.3	6.7
Majlis Bandaraya Ipoh	87.1	12.9

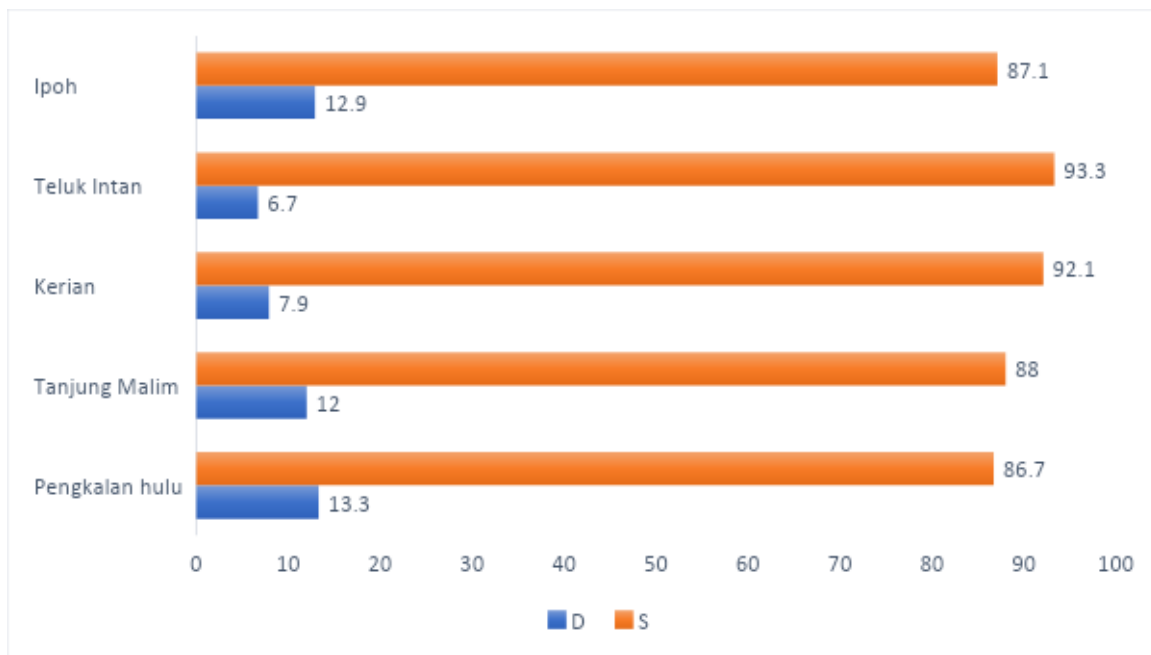


Table b (ii) shows that staff in Majlis Perbandaran Teluk Intan are highly satisfied (93.3%) compared to other local authorities' staff in involving the local residents in making development decision while staff in Majlis Daerah Pengkalan Hulu feel less satisfied in this category with 13.3%.

c) LA development promotes economic activity to the people

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	80.0	20.0
Majlis Daerah Tanjung Malim	80.0	20.0
Majlis Daerah Kerian	67.0	33.0
Majlis Perbandaran Teluk Intan	70.0	30.0
Majlis Bandaraya Ipoh	78.0	12.0

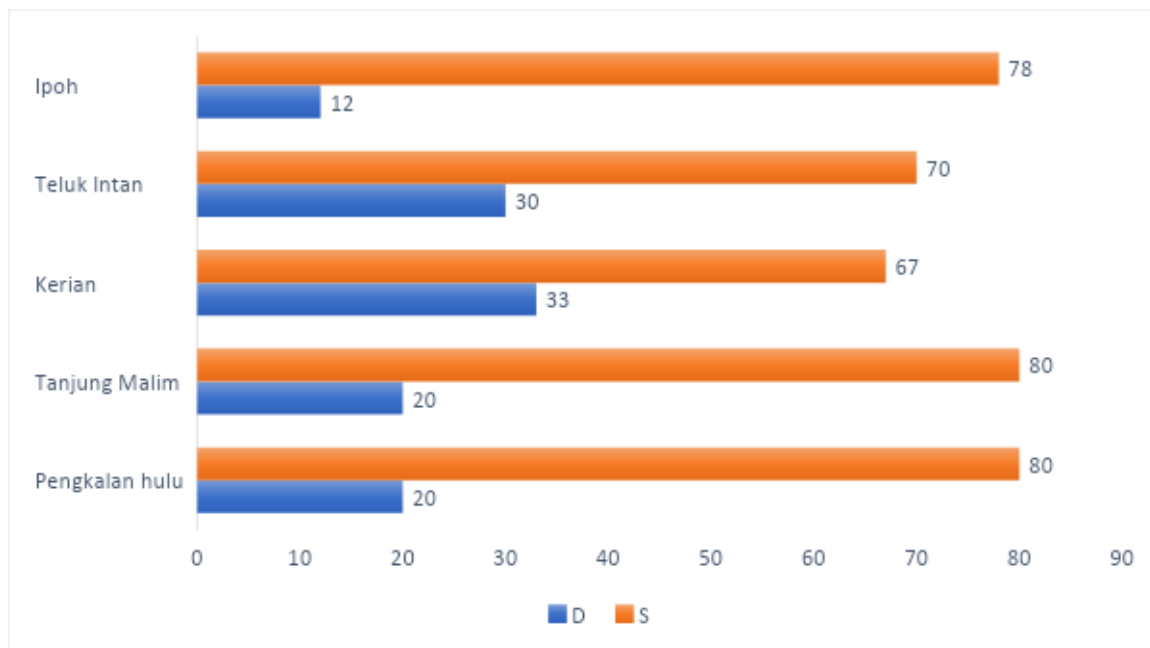


Table c shows that customers in Majlis Daerah Tanjung Malim and Majlis Daerah Pengkalan Hulu are satisfied in the development made by their local authorities to promotes economic activities to the people with 80% respectively while customers in Majlis Daerah Kerian feel less satisfied in this category with 33%.

d) i) Residents are informed of development approvals in the area (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	70.0	30.0
Majlis Daerah Tanjung Malim	70.0	30.0
Majlis Daerah Kerian	61.0	39.0
Majlis Perbandaran Teluk Intan	52.0	48.0
Majlis Bandaraya Ipoh	74.7	25.4

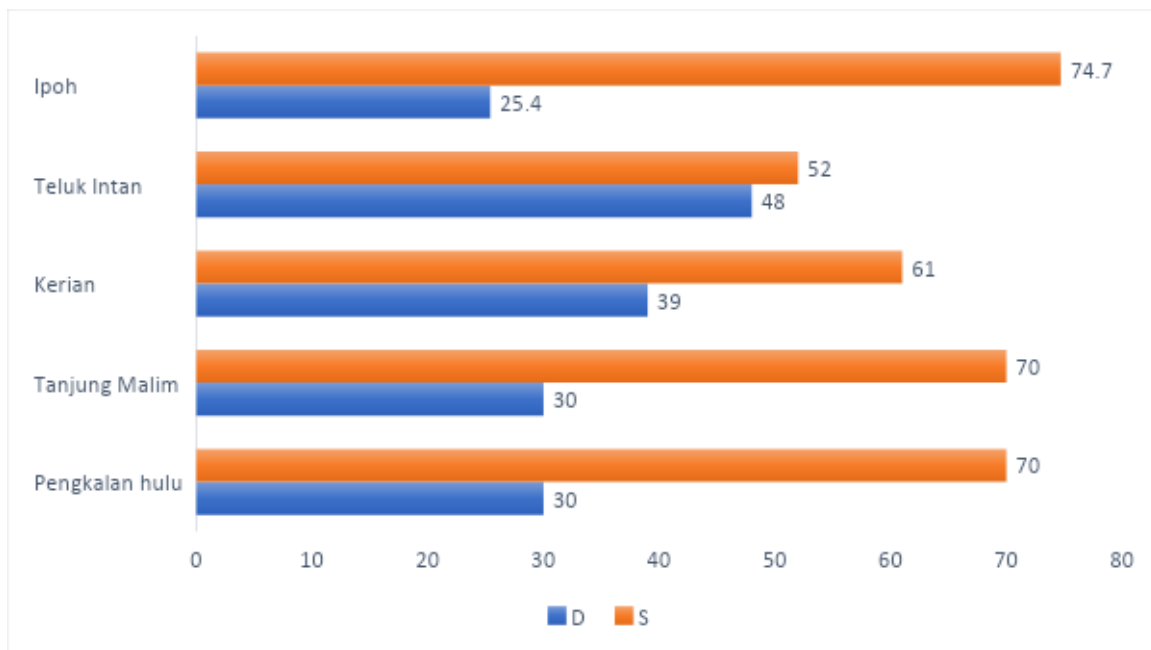


Table d (i) above presents that in term of informing the residents on development approval, customers in Majlis Bandaraya Ipoh score highest satisfaction level with 74.7% while customers in Majlis Perbandaran Teluk Intan score highest dissatisfaction level in this category with 48%.

d) ii) Residents are informed of development approvals in the area (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	76.7	23.3
Majlis Daerah Tanjung Malim	72.0	28.0
Majlis Daerah Kerian	94.7	5.3
Majlis Perbandaran Teluk Intan	90.0	10.0
Majlis Bandaraya Ipoh	80.6	19.4

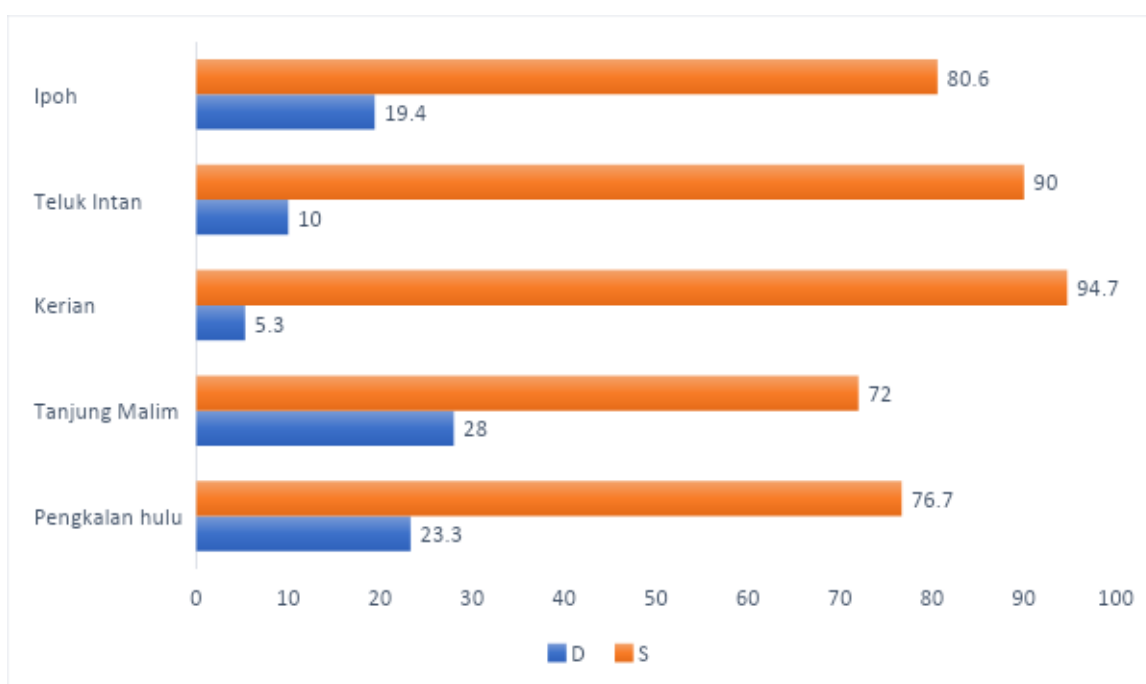
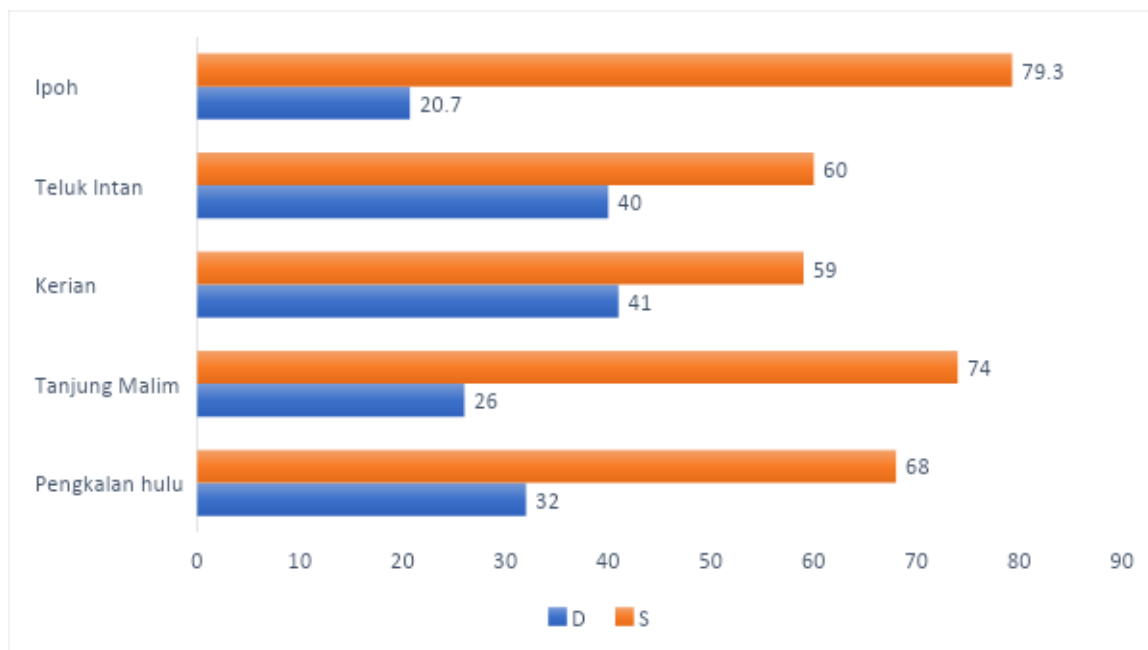


Table d (ii) above presents that in term of informing the residents on development approval, staff in Majlis Daerah Kerian score highest satisfaction level with 94.7% while customers in Majlis Daerah Tanjung Malim score highest dissatisfaction level in this category with 28%.

e) i) Frequency of doing client's day (Customers level of satisfaction)

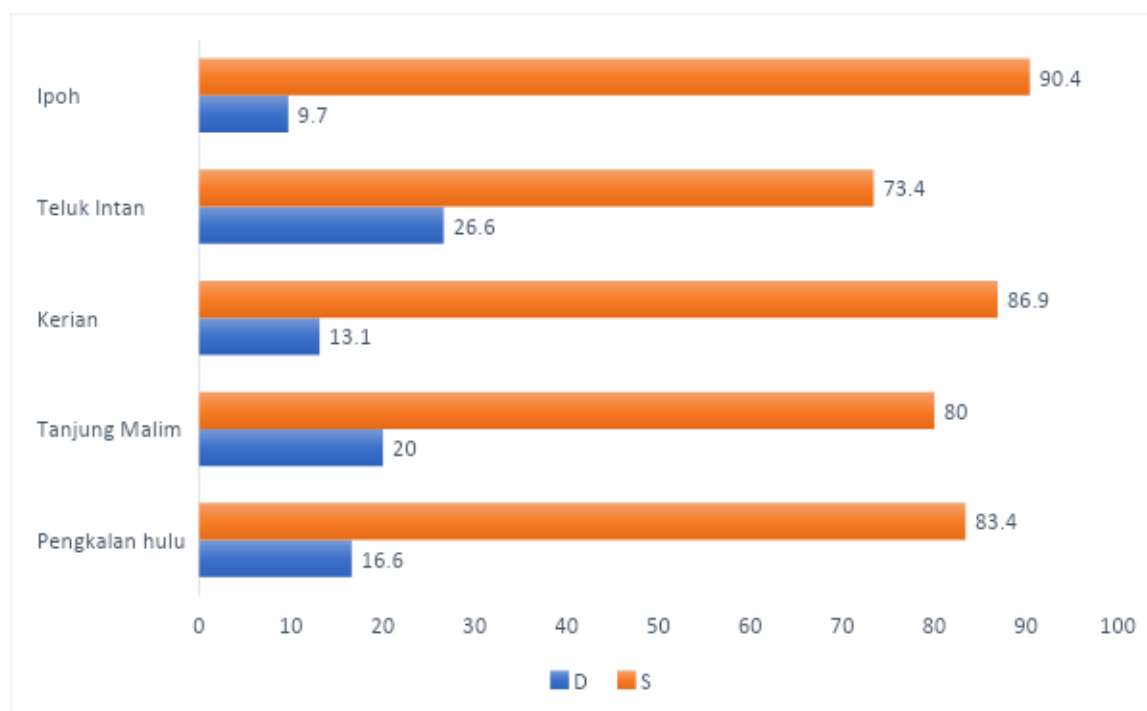
Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	68.0	32.0
Majlis Daerah Tanjung Malim	74.0	26.0
Majlis Daerah Kerian	59.0	41.0
Majlis Perbandaran Teluk Intan	60.0	40.0
Majlis Bandaraya Ipoh	79.3	20.7



According to table e (i) above, 79.3% of customers respondents in Majlis Bandaraya Ipoh are satisfied in term of the frequency of Client's Day made by their local authority while 41% customers respondents in Majlis Daerah Kerian are dissatisfied in this category.

e) ii) Frequency of doing client's day (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	83.4	16.6
Majlis Daerah Tanjung Malim	80.0	20.0
Majlis Daerah Kerian	86.9	13.1
Majlis Perbandaran Teluk Intan	73.4	26.6
Majlis Bandaraya Ipoh	90.4	9.7



According to table e (ii) above, staff in Majlis Bandaraya Ipoh are highly satisfied (90.4%) in term of the frequency of Client's Day made by their local authority while 26.6% staff respondents in Majlis Perbandaran Teluk Intan are dissatisfied in this category.

f) The councilor helped to solve problem of the people

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	68.0	32.0
Majlis Daerah Tanjung Malim	74.0	26.0
Majlis Daerah Kerian	59.0	41.0
Majlis Perbandaran Teluk Intan	60.0	40.0
Majlis Bandaraya Ipoh	79.3	20.7

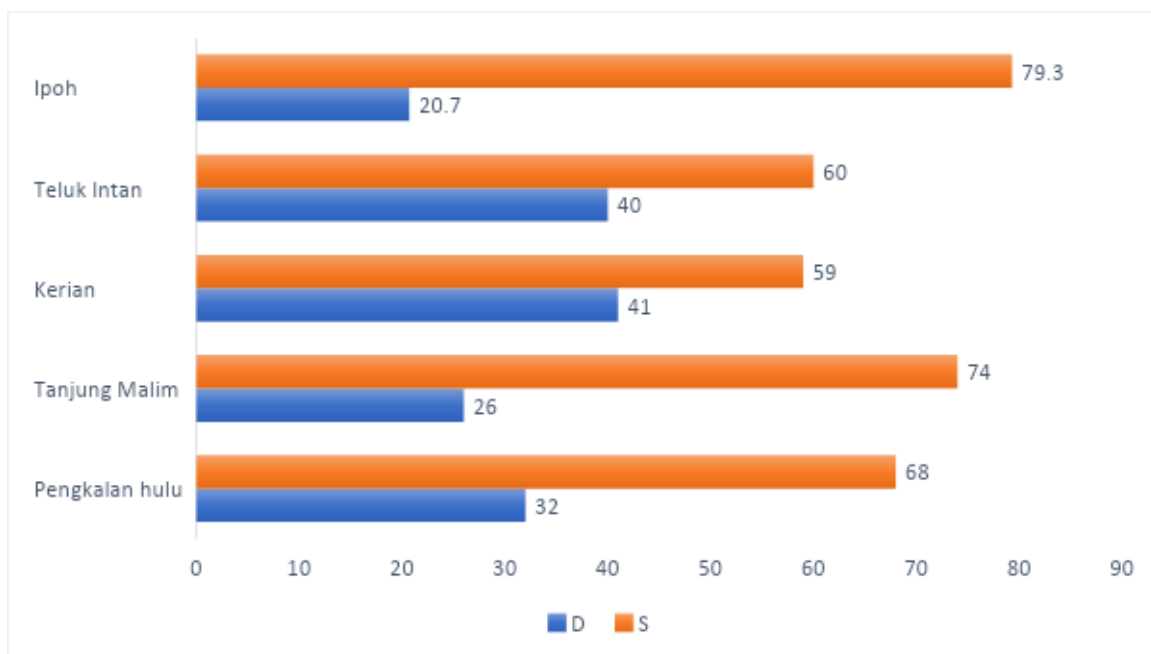
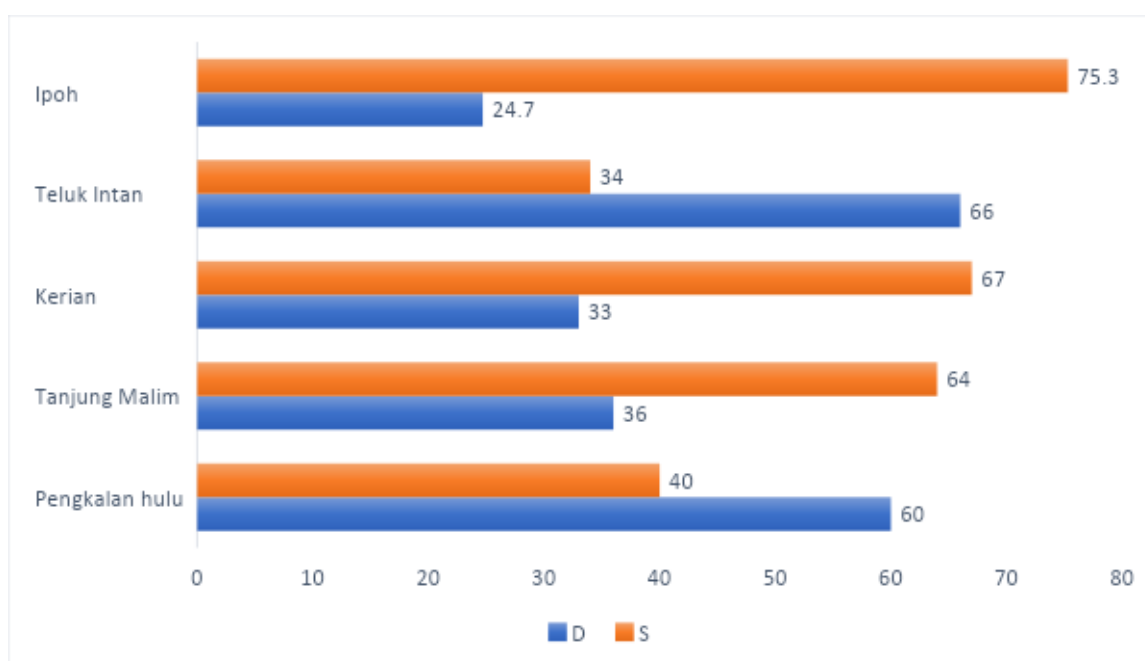


Table f indicates that 79.3% of customers respondents in Majlis Bandaraya Ipoh are satisfied with helped given by their councilor in solving people's problems while 41% from the

customers respondents in Majlis Daerah Kerian feel dissatisfied with their councillor willingness in solving people's problems.

g) i) The LA's program involved the OKU (Customers level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	40.0	60.0
Majlis Daerah Tanjung Malim	64.0	36.0
Majlis Daerah Kerian	67.0	33.0
Majlis Perbandaran Teluk Intan	34.0	66.0
Majlis Bandaraya Ipoh	75.3	24.7



According to table g (i) above, customers in Majlis Bandaraya Ipoh are satisfied in term of the involvement of the OKU in the local authority's program with 75.3% while customers in Majlis Perbandaran Teluk Intan are mostly dissatisfied in this category with 66%.

g) ii) The LA's program involved the OKU (Staff level of satisfaction)

Local Authority	Satisfied	Dissatisfied
Majlis Daerah Pengkalan hulu	90.0	10.0
Majlis Daerah Tanjung Malim	92.0	8.0
Majlis Daerah Kerian	100.0	0.0
Majlis Perbandaran Teluk Intan	86.7	13.3
Majlis Bandaraya Ipoh	93.6	6.4

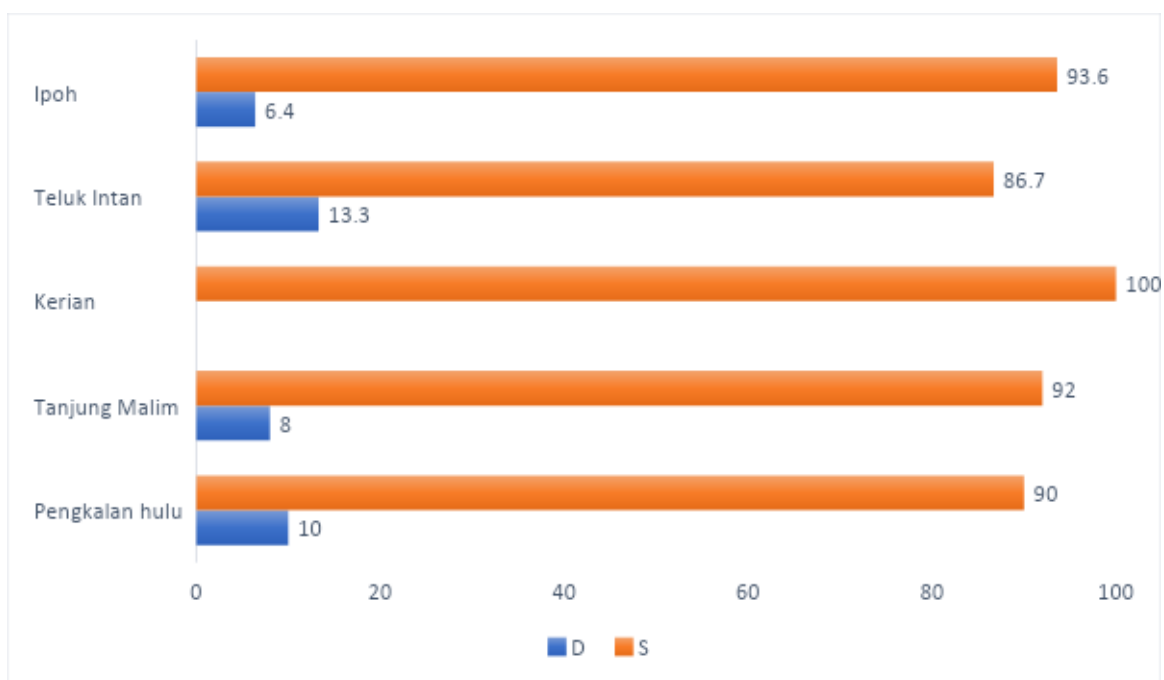


Table g (ii) above shows that all staff in Majlis Daerah Kerian (100%) feel satisfied with the involvement of OKU in their programs while staff in Majlis Perbandaran Teluk Intan score highest dissatisfaction level (13.3%) compared to other local authorities in this category.

CHAPTER FIVE

DISCUSSION AND SUGGESTIONS

1.0 Introduction

This chapter discuss the findings based on the stated objectives. Suggestions and conclusion were provided based on the specific critical issues and problems identified tailored to every local authorities in this study

2.0 Objectives 1 and 2: To identify the current issues and problems regarding service delivery in Perak local authorities

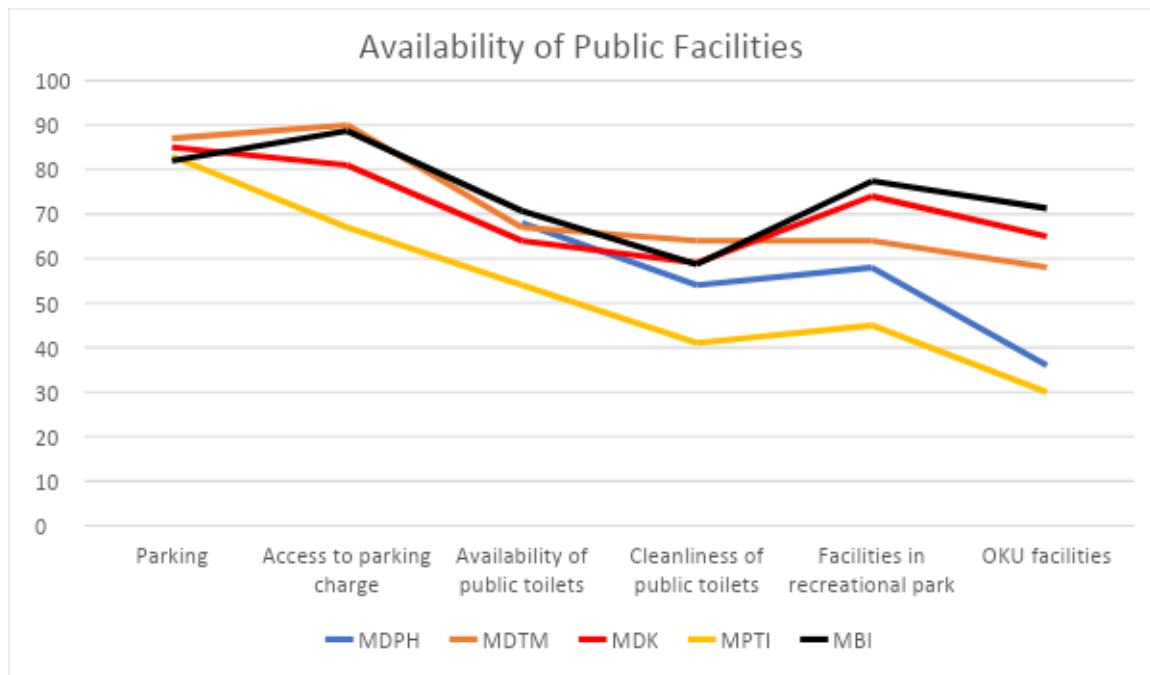
Based on the collected data and analysis, four main issues and problems had been identified associated to Local Authorities (LA). The problems can be categorized as follows:-

- i. Financial constraints
- ii. Human Resources
- iii. Infrastructure and facilities
- iv. Geographical features and locations

These problems varies among these five LA based on many characteristics. Basically the problems facing by these five LA are more or less the same but the extent or degree of the problems varies.

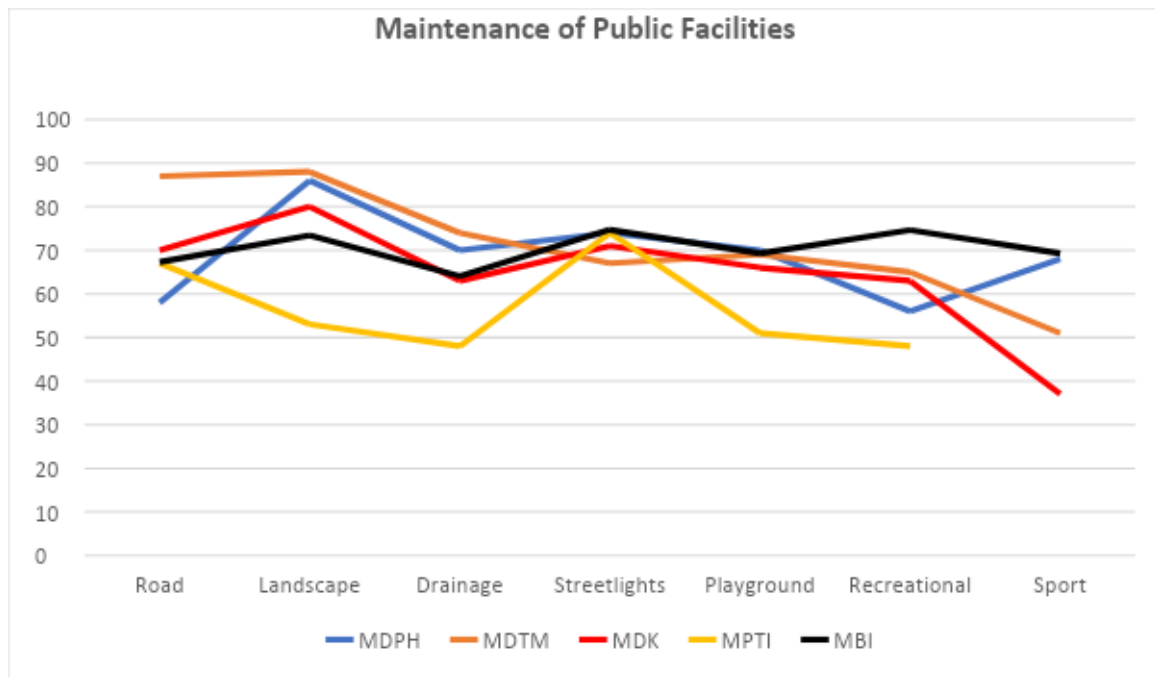
Below are the specific problems facing by each LA in this study and suggestions on how to tackle or reduce the problems. It is structured based on the functions of the LA.

Availability and Conditions of Public Facilities



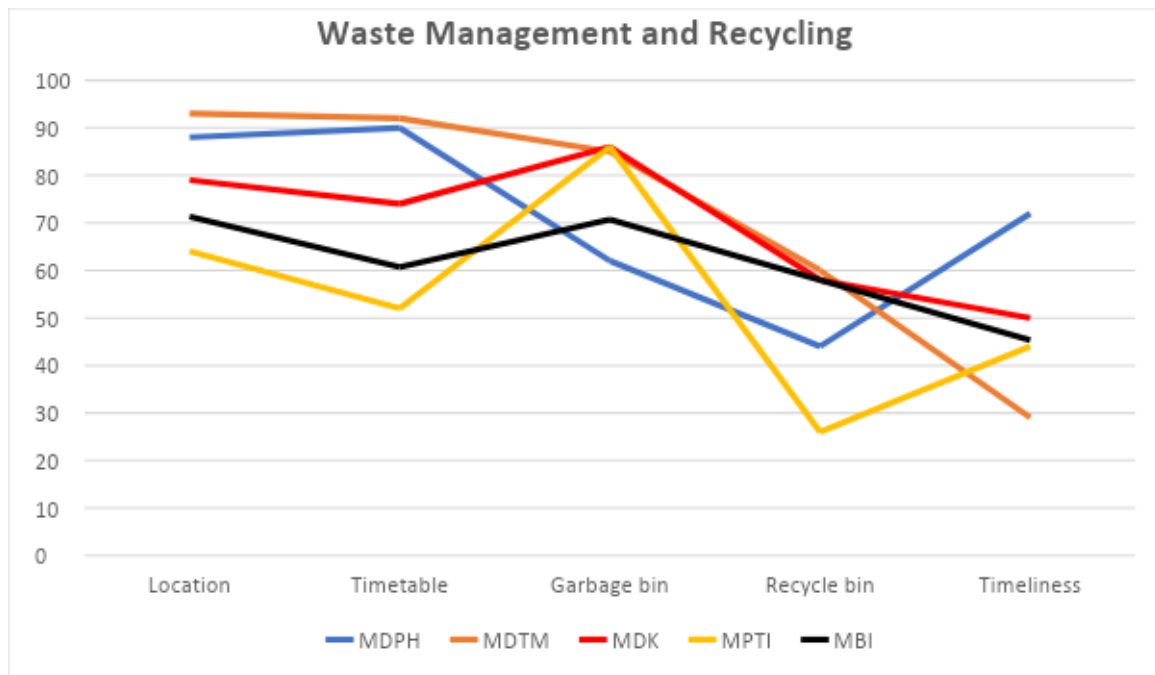
- 1) MPTI score the lowest in term of availability of public facilities especially on the cleanliness of the toilet. However, cleanliness of the public toilets scores the least satisfied by others LA's customers as well.
- 2) Recommendation: Perform at least twice a week checking on public toilets available in the LA's area.
- 3) For OKU facilities, no LA score more than 80% level of satisfaction level. Each LA need to increase their commitment to improve OKU's facilities.

Maintenance of Public Facilities



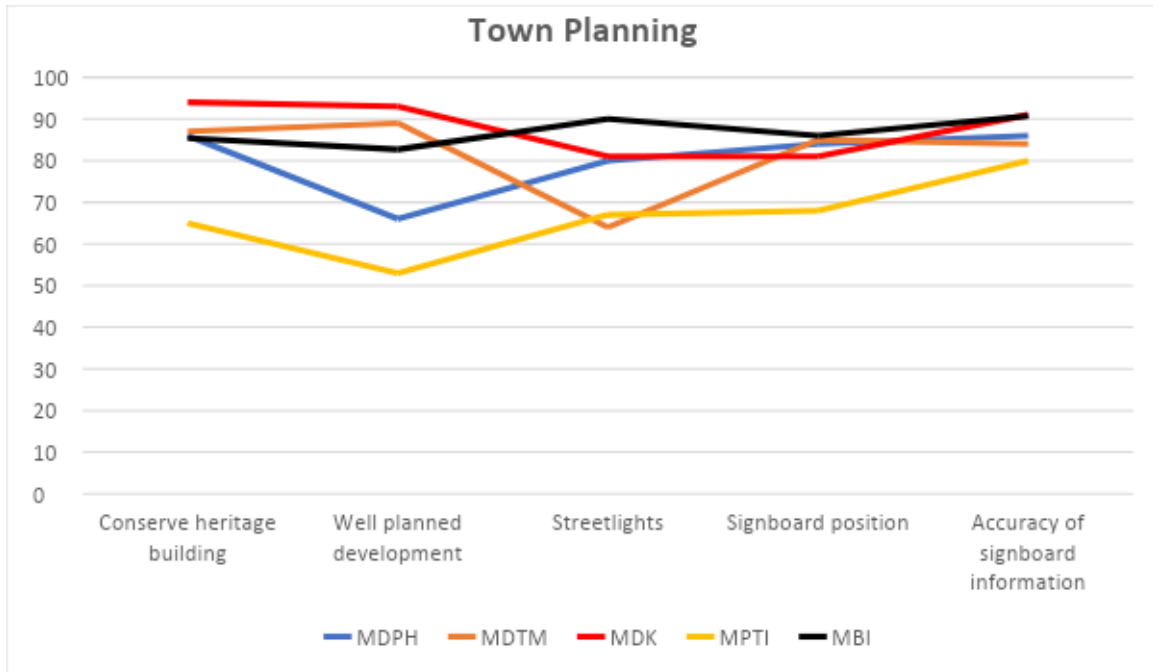
- 1) Majlis Perbandaran Teluk Intan's customers feel more dissatisfied in most of the category especially in term of maintenance of landscape, drainage, playground and recreational facilities.
- 2) This result might be because of the lack of income faced by MPTI
- 3) Furthermore, MPTI did not outsource their maintenance on public facilities to third party.
- 4) Compare to other local authorities, MPTI perform drainage cleaning and grass cutting only once a month even though the population is more than 120,000.

Waste Management and Recycling



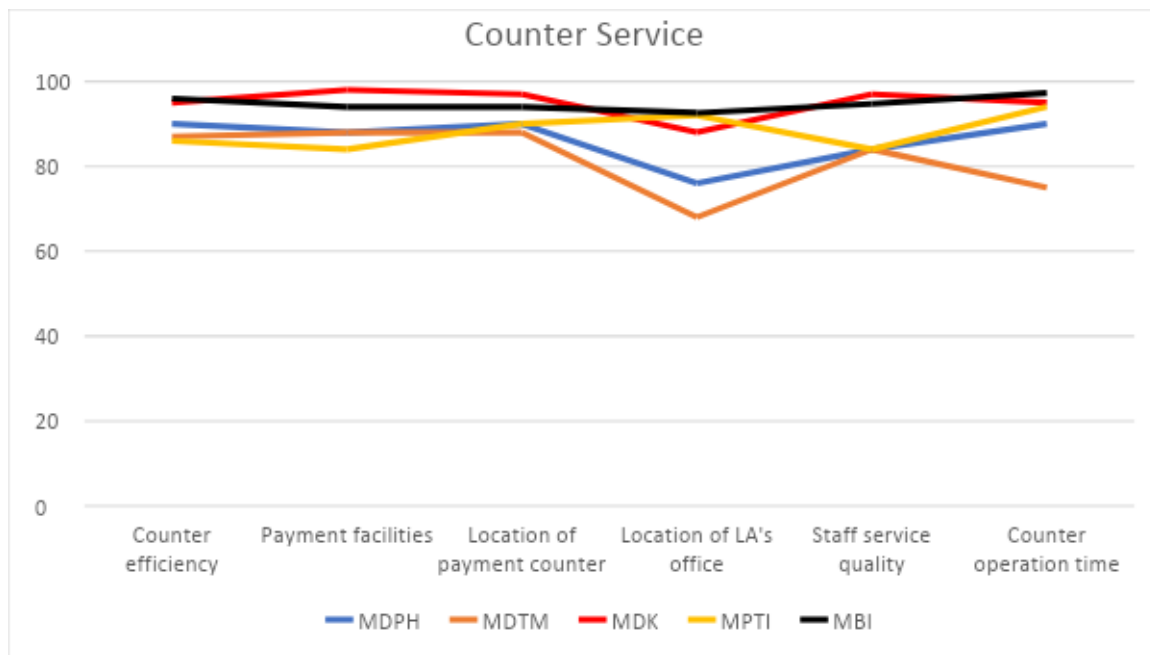
- 1) Among five items asked on waste management and recycling to customers in five local authorities in this study, MPTI customers are the least satisfied with the location, timetable and recycle bin.
- 2) All local authorities score low satisfaction level in availability of recycle bin in their areas.
- 3) Suggestion on recycle bin: try to make engagement with corporate companies on CSR to get sponsored on recycling bin and educating the citizen on recycling matter.

Town Planning



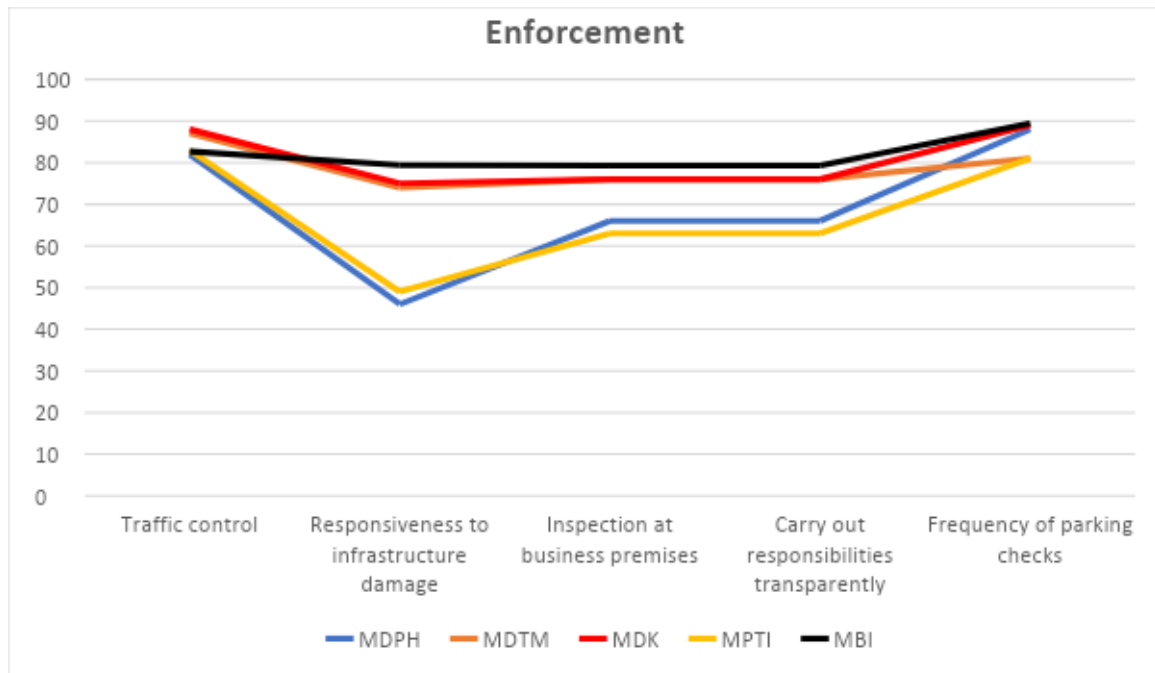
- 1) MPTI score the lowest satisfaction for town planning. The customers feel less satisfied with well planned development as it scores below than 60% satisfaction.
- 2) For signboard position, MPTI score only 68% level of satisfaction compare to other LA with more than 80%.
- 3) Suggestion: Teluk Intan have point of interest such as Menara Condong and special local delicacies but lack of signboard around that area. Add more signboard especially few kilometers before reaching one particular place.

Counter Service



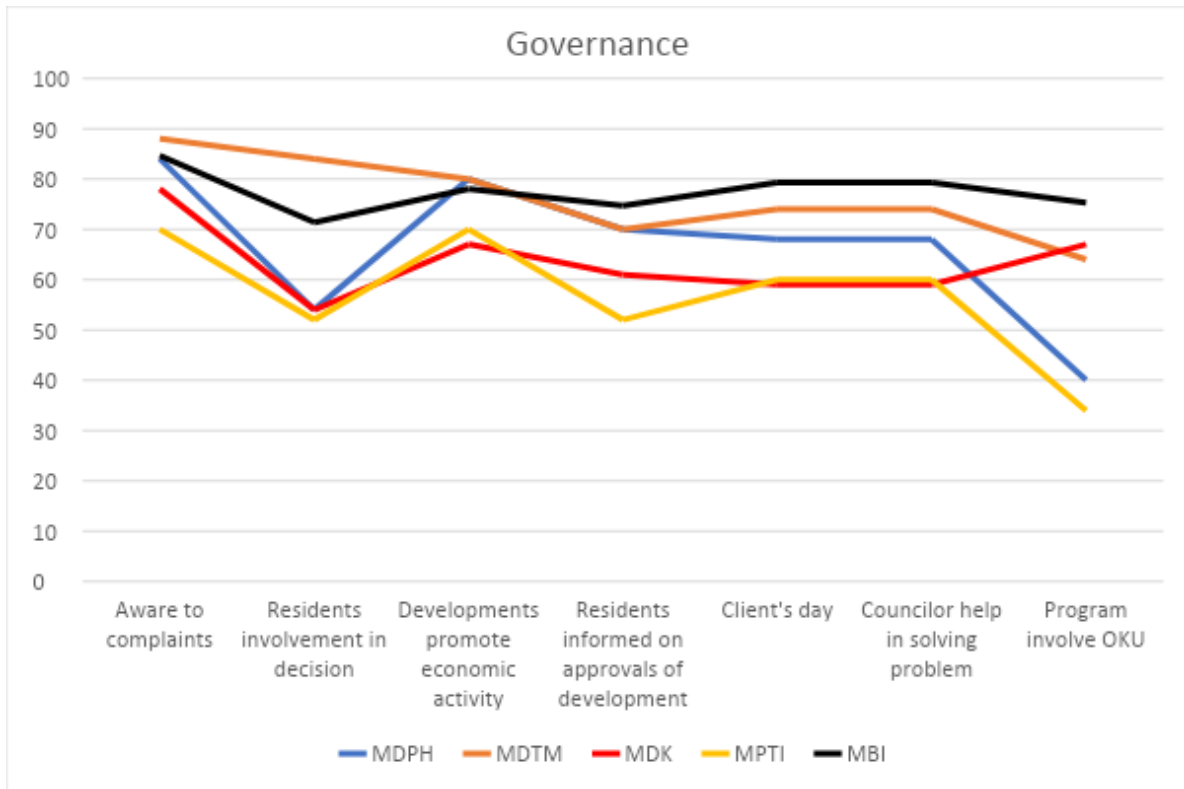
- 1) Overall, most of the customers in each LA feel satisfied with counter efficiency and facilities. However, MDTM and MDPH customers score among the least satisfied on the location of the LA office.
- 2) LA can improve and upgrade their online application and inquiry efficiency to ensure customer's needs are met without having to be physically at the LA office.

Enforcement



- 1) MDPH and MPTI score the lowest satisfaction level in term of the responsiveness of their LA to infrastructure damage.
- 2) Suggestion is to ensure availability of staff in each LA to do regular checking on infrastructure at least once a month.

Governance



- 1) Overall, only MDTM showed that more than 80% customers satisfied with residents' involvement in decision making while MPTI, MDK and MDPH are among the least satisfied.
- 2) More than 50% customers in MPTI and MDPH feel dissatisfied with OKU involvement in LA's programs.
- 3) This shows that LA less emphasize on residents' involvement.
- 4) Suggestion: All decision and program have to be posted online to ensure public awareness of the decision made concerning them. LA need to be more creative in improvising mediums use to engage with public.

5.3 Objective 3: To identify human resources problems and capabilities that needs to be improved

Generally, all the LA in this study facing human resources problems in one way or another. However, the degree of the problems varies depend on the characteristics of each LA. Mostly human resources problems are associated with financial constraints of the LA. Three LA which are Majlis Daerah Pengkalan Hulu (MDPH), Majlis Daerah Tanjong Malim (MDTM) and Majlis Perbandaran Teluk Intan (MPTI) experience shortage of staffs because financially they do not have capacity to recruit. Majlis Bandaraya Ipoh (MBI) and Majlis Daerah Kerian (MDK) human resources problems relate to the matters on how to equipped them with the current skills and up to date technology. Below are the suggestions on how to reduce and eventually overcome these problems:-

- i. Provide sensitivity and empathy training
- ii. Fully utilized the staff skills, knowledge and abilities
- iii. Offer attractive incentives and rewards
- iv. Flexible working time
- v. Establish Day Care Centre (children and elderly)

5.4.1 Objective 4 : To undertake in-depth appraisals of good practices at local authorities to develop understanding of the key change agents of the major issues to be addressed in the promotion of quality service delivery and provide models of best practice that could be transferable to other organisations

ITEM	MBI (benchmark)	MPTI	MDK	MDPH	MDTM	RECOMMENDATION
Frequency of waste collection	3 times a week	3 times a week	3 times a week	3 times a week	3 times a week	3 + 1 a week (3 times for domestic waste, 1 time for other waste)
Drainage cleaning	Every 21 days	Once a month)	Every 15 days	Every 30 days	Every 90 days	Every 21 days
Grass cutting	Every 15 days	Every 30 days	Every 30 days	Every 15 days	Every 21 days	Every 15 days
Payment counter service	Normal hour 5 – 10 minutes Peak hour 20 – 45 minutes	Not more than 5 minutes	Normal hour 15 minutes Peak hour 45 minutes	Normal hour 5 minutes Peak hour 30 minutes	Normal hour 15 minutes Peak hour 45 minutes	Normal hour 15 minutes Peak hour 45 minutes
Non-risk license	Immediately	1 day	7 days	7 days	1 day	1 day
Risk license	14 days	30 days	30 days	7 – 30 days	30 days	21 days
Responsiveness to complaints	Feedback within 24 hours	Investigation within 24 hours except public holiday	Feedback within 3 days, 14 days to take action	Feedback within 3 days, 14 days to take action	15 days to take action	Feedback within 3 days Take action 14 days
Building plan approval	37 days	69 days	60 days	90 days	37 days	45 days
Planning permission	57 days	108 days	57 days	90 days	50 days	60 days

Engineering plan approval	57 days	80 days	57 days	90 days	80 days	80 days
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5.5 Conclusion

- i. Most of the local authorities in this study demonstrated effective service delivery especially in the core functions of their existence.
- ii. Weaknesses of the delivery system in LA in Malaysia is governance issues. This relate to public participation or resident involvement in decision making
- iii. LA demonstrated similar patterns of problems but the degree of the problem differ.
- iv. Main problems identified are maintenance of the drainage, provision of the recycle bin, cleanliness of public toilets and availability of OKU facilities
- v. Each LA have different degree of an issue mainly because of their capability in financial, human resource and geographical location aspects.
- vi. Local authorities must creatively structure or restructure their revenues and expenditures to be in line with current needs especially in taxation rate, types of expenditure, rightsizing of the local authorities.