The Performance Evaluation of Service Quality in Local Government Agencies

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ABSTRACT
The local government agency is responsible for large scope of service with the increasing allocated budgets to each agency. The necessity of service and performance evaluation is critically needed as performance evaluation. This research presents a systematic evaluation and analysis of the quality of local government services. The research provides a view of the state of outcome measurement as implemented in a number of government organizations engaged in outcome measurement. Performance measurement involves the identification of outcomes; development of appropriate outcome indicators and data collection procedures; data analysis to better understand organization achievements. The following topics are covered in the report: (1) types of outcome information collected by agency, (2) data collection procedures for measuring outcomes, (3) analysis of outcome information, and (4) reporting and use of outcome information. The results suggest that local government authorities need to take into account strategic dimensions views of dimensional importance if they are to maximize their customer perceived service quality performance.

Keyword: Government service, service performance, service quality

1.0 Introduction

The local government agency is responsible for large scope of service with the increasing allocated budgets to each agency. The necessity of service and performance evaluation is critically needed as performance evaluation. This research presents a systematic evaluation and analysis of the quality of local government services. Service quality is a subjective and collective experience of the customers who are residents in the service area. The quality of service is conceptualized and represented by the level of citizen satisfaction with the service within a community. To measure these service components, Indices of Service Adequacy and Service Equality are constructed.

The research provides a view of the state of outcome measurement as implemented in a number of service organizations engaged in outcome measurement. It provides examples of procedures that some organizations have been able to implement and use for outcome measurement. Managers, leaders, and staffs of government agencies are the primary sample of the study. Government organizations are increasingly being pressed to measure and report their outcomes regularly to Government for budgeting reason. Service organizations are increasingly recognizing that they need some form of regular feedback on their outcomes to help them improve their services. Outcome measurement is a process by which nonprofit organizations can help meet these needs. Outcome measurement involves the identification of outcomes; development of appropriate outcome indicators and data collection procedures; data analysis to better understand organization achievements and reporting of the findings. The following topics are covered in the report: (1) types of outcome information collected by agency, (2) data collection procedures for measuring outcomes, (3) analysis of outcome information, and (4) reporting and use of outcome information.

Exploratory factor analysis is used to investigate the dimensions of service which consumers of local government services use as a basis for their judgment of service quality: 300 customers of each local government authority were surveyed in north eastern cities of Thailand. The six factors identified were cluster analyzed to see whether or not the survey population represented groups of people who ascribed different levels of importance to the service quality dimensions. Other demographic groupings of
respondents were also investigated for such differences in importance using analysis of variance. People with different income levels and different ethnic backgrounds were found to attribute different levels of importance to some of the dimensions which had been identified. The results suggest that local government authorities need to take into account strategic dimensions views of dimensional importance if they are to maximize their customer perceived service quality performance.

2.0 Literature Review

2.1 Government service
The Definition of government organizations are considered part of Customer Service. The service that local government provide for local citizens include: The local government agencies have obligation for the service to improve life and wellness of people in responsible areas:

1. Economics development: The agency supports the personal economic of people such as providing fund and loan for investment in career development.
2. Social Development: The organization provide help for older, young, disabilities people
3. Infrastructure management: The agency also responsible to build and maintain infrastructure such as road, canal, and building
4. Education, religious, and culture: The agency should provide support for the education, religion and culture activities.
5. Environment and natural resource: The government provides support and reserve the effect to the environment within an agency: the method of service that government agency serve the communities are in numerous ways.

- Telephone and e-mail call centers,
- Walk-in service facilities,
- Written correspondence,
- Quality assurance for Customer Service functions,
- Training specific to Customer Service skills or service delivery,
- Public Relations and
- Any other organization or function that directly supports service delivery.

2.2 The Government Budget
Once we understand the scope of service, the next step is to understand the elements of budget that need to be considered. The actual elements of cost are hidden costs not typically considered.

Direct labor cost, Benefits, Hiring / recruiting costs, Training costs, Management overhead costs, IT infrastructure cost, Telephony and IT support costs, Office space and related costs, Equipment maintenance contracts. The satisfaction of service can be measure from the direct involved party which are customers. The characteristics of service quality include: Availability, Consistency, Responsiveness, Accuracy, Fairness, Respectfulness, Friendliness and Value for cost. In light of these characteristics, we define satisfaction

3.0 Methodology
The aim of our analysis is to evaluate the performance and constraints which have a statistically significant impact on local government service quality in evaluation scores. Yearly, the evaluation has to be made in a model of local authority performance. This evaluation criterion for variable of service to local people set out organizational influences on performance such as strategy processes and content, facilities and leadership styles. The assessment variables can be divided into three main types. These are:

1. service provider staff,
2. facilities: including technological (e.g. availability of specialized equipment) computers,
3. servicing process: environmental (e.g. geographical spread of service) and legal (e.g. statutory powers and responsibilities)

3.1 Variables and data sources
Ten measures were selected to test the impact of service staffs, facilities, and service process, on local service performance. This is the index of needs used by central government to distribute grant funding to local government agency. It is heavily weighted towards the major local government functions and is
based on indicators of service need in the local population. The proportions of the various sub-groups within each of these categories within a local authority was tested and the resulting measures are the index which is used to measure concentration and diversity in local areas. We used the ten percentage of number of households owner in each local authority as a percentage of all households which are likely to represent positive contributions to service provision.

4.0 Results and Implication

Performance management is all about identifying the right measurements of service quality, building the appropriate reporting systems and then using this information to manage the organization to higher levels of performance.

Government organizations, the customer service functions are distributed across the organization. Often, each function has their own customer service even though many of these support groups are highly informal. The average score of 5.38 from research indicate the better level of satisfactory. However, motivation to organize Customer Service into the smallest number of groups will improve the constraints of training and staff skills. This efficiency is reflected in higher staff utilization and shorter wait times.

Well designed processes help to eliminate errors, rework and non-value-added activities and lower resource requirements. Other benefits include shorter turn around times for customer requests transactions and higher quality resulting in higher customer satisfaction while lowering cost.

4.1 Staff Management

The score for staff service is 5.25 which also indicates the better level of satisfaction. Staff management includes staffing needs given forecasted service demand and established service level goals. The output of a staffing management provides Management with the optimal number of representatives required to handle service demand at the service level target. Too few staff will result in missing service level goals while too many staff will increase cost without adding value. One problem many Government organizations face is that they attempt to service customer demand that varies by season or trend. This results in higher costs. The process of developing a staffing and improve the service skill also results in the identification of new flexible staffing and scheduling alternatives that seek to match resources with demand thereby optimizing cost.

A well trained staff is critical to high-quality service delivery; however, training must be well conceived and targeted in order to satisfy the customers. To achieve the desired results. The most effective training program is one that is designed to build core competencies those key skills that are necessary to be successful in the job. A training program that successfully builds these skills in the Customer Service staff will result in lower contact handling times, lower staffing costs and higher customer and employee satisfaction. Training must also be tied to an effective measurement and feedback process in order to maximize its benefits.

4.2 Facilities and Performance Management

Facility satisfaction measurement showed the result at 4.91. Due to the limited budget for supportive equipment, the local government agency have to work under limited IT and facilities.

Reference


