

# Quality Service Delivery Systems among Government Agencies in Malaysia

Wang Fei<sup>a</sup>, \*Mahiswaran Selvanathan<sup>b</sup>, Mahadevan Supramaniam<sup>c</sup>, Subaashnii Suppramaniam<sup>d</sup>, Yu Xu<sup>e</sup>, <sup>a</sup>SEGi University, Malaysia, <sup>b</sup>National Higher Education Research Institute (IPPTN), Universiti Sains Malaysia (USM), <sup>c</sup>Asia Pacific University of Technology & Innovation (APU), Malaysia, <sup>d</sup>Yuzhang Normal University, China, <sup>e</sup>Jiangxi Police Institute, Jiangxi, China.

\*Corresponding Author Email: [mahiswaran@gmail.com](mailto:mahiswaran@gmail.com)

Currently, government sectors are facing transformational change involving the emerging importance of quality development world-wide. There is a significant relationship between rankings of satisfaction with public service delivery by district for all service categories. It is important for public service delivery to improve a citizen's self-confidence. E- Government modifies the government of Malaysia by improvising the service delivery and enhancing quality and performance. Indigenous committees in Malaysia are facing inefficient and lack of accountability which is causing criticism around the word. This criticism puts pressure on a need for improved quality of service delivery among federal government agencies by using key performance indicators (KPIs) to enhance service delivery. Since independence in 1957, the Malaysian government has been actively implementing reforms of government agencies. The government have been committed to improve the quality and performance of public services delivery through innovation. Performance Appraisal System (PAS) is a good strategy that has been implemented to ensure this as it moves faster in the working environment in the Malaysia's public sector. These research findings will also increase the stock of theoretical and empirical knowledge especially in the Asian context and also form the basis for further research and performance management in this field. The population of this study are from Royal Malaysian Police, Public Works Department, State Education



Department, Immigration Department and State Health Department from three states in Malaysia. The findings inform recommendations into efforts to improve the attitude of employees and introduce further reforms in the field of work that must be continued by the Malaysia Government in the context of government agencies so that a “Quality Service Delivery System” can be enhanced and maintained and thus assist in achieving customer satisfaction.

**Key words:** *organizational support, quality service delivery, job performance, proactive, responsibility, accountability, innovative, empathy.*

## **Introduction**

The First Malaysia Plan (1966-1970), also known as the Rural Development Program (RDP), promoted the construction of rural infrastructure, focusing on infrastructure such as electricity, water conservation, schools, irrigation facilities and agricultural markets. The Development Administration Unit (DAU) was established and set up relevant provisions to promote the reform of the entire public administration. In Malaysia, research has been carried out to determine the effectiveness of public sector via the Kuala Lumpur Structure Plan 2020. The study found that workshops give effective structure on development plan since they allow members of the community to actively voice out the method and get to know about important issue which lead to a quality service delivery (Dasimah & Leh, 2009).

Service quality shows amenities and intentions is the tools in familiarizing services quality in government agencies. An analysis was completed to clarify explanations of collective services and develop a valid description for the government circumstance (Markovic, Loncaric, & Loncaric, 2014). There are some government agencies making services accessible to the public at any time from everywhere without being controlled by agency working hours and distance. The Multimedia Super Corridor the governmental edged in 1996 h proved that the progress towards ICT application in public sector initiatives has impacts on delivery of public services, their overall impact has remained limited due to a plethora of constraints and slow pace of their implementation (Siddiquee, 2008). Quality service delivery improves service delivery systems through a comprehensive set of innovative changes, public governance of the country however continues to receive unfavorable evaluation (Alam Siddiquee, 2008).

This thesis recognizes the key influences that explain the initial victory of the Government Transformation Programme and proposes implications for other developing countries with



similar conditions (Siddiquee, 2014; Namazi and Namazi, 2017). Another service quality model discovered that outcome and measurement of service quality is reliant on a variety of service setting, situation, time need and other factors. Customer expectations towards particular services are also changing from time to time increasing the number of meetings with service and good environment. (Seth, Deshmukh, & Vrat, 2005). In addition, service quality provided by the public sector has a significant relationship with customer satisfaction. Another factor, the environment also has a significant relationship with loyalty (Kamaruddin, Osman, & Che Pei, 2017).

In the 1990's, the Malaysian public administration focuses on achieving vision 2020. Hence, National Development Policy (NDP) was introduced. In this era, Malaysian government focuses to develop Malaysia totally in various aspects. Customer satisfaction and good service performance are central to provide the greatest service quality (Roslan, Wahab, & Abdullah, 2015). Currently quality service has regularly been classified as the worst in terms of e-government progress specifically because e-government expands public values delivery. (Verkijika & De Wet, 2018; Gajdova, 2018)

A Government-Citizen Model is required to deliver successful service quality within a framework of political and social values (Addullah & Kalianan, 2009). A Performance Appraisal System (PAS) is a good strategic that has been implemented and moves faster in the working environment in Malaysia's public sector. Incidences of hiccup in the utilizing of PAS indicate deterioration of fairness and principles when using PAS, which cause increasing demand for integrity-based performance via contributing to higher integrity capability building which often requires HRM practice. (Jamaiudin, Adnan, & Quddus, 2018)

In local government services the customers seem to receive more efficacy in delivery through progression improvements. Some limitations have been found with regard to criticism for misrepresenting poor service where low customer satisfaction has a negative impact on the key indicators of local government quality (Addullah & Kalianan, 2009). However, with the improvement of living standards, public expectations and requirements of public services have also increased. Peoples' sense of fairness, democratic consciousness and willingness to participate in government decision-making are improving, and there is a gap between the level of public service delivery and the expectations of the public. This conflict with government reform has also produced many problems, such as lack of oversight mechanisms, corruption, bureaucracy, and to a certain extent, lack of civil servant capacity which affect the quality of service delivery.



To date, the Malaysian government service delivery has faced some serious problems such as inability to provide good services to their customers; and also lack of understanding of the needs of their customers. Other findings illustrate the exterior situation has huge impact on the service quality obtained from government and the quality approach given to the public. When the front line staff have language, knowledge, skills, courtesy and helpfulness issues which rated a low level standard and quality this leads to poor delivery service. The attitude of these types of officers when on duty can be characterized by lateness, lack of commitment, laziness and no discipline in their overall work, causing problems that lead to inefficient service delivery (Selvanathan, Selladurai, Gill, Kunasekaran, & Jun Tan, 2016). Lack of law implementation leads to poor processes delivery (Andrews, 2018). In addition, service delivery quality in Malaysian government agencies has long been criticized for inadequacy, red tape, lack of flexibility, ineffective accountability and poor performance (Siddiquee, 2006). Frontline workers regularly experience stress when delivering services to citizens (Osman et al., 2014).

Therefore, the goal of this paper is to survey the quality administration conveyance framework (as far as viability, effectiveness, efficiency and validity) and to decide if the authoritative assistance (Organizational duty, Technological Support, Training and Development, and business worker relationship) and representative state of mind (strengthening, responsiveness, accountability and professionalism) influence the quality administration conveyance framework in open administration of government offices. Likewise, the goal is to audit the quality administration conveyance framework in government offices in relation to consumer satisfaction. Lastly, to check whether client fulfilment in accepting administrations at the administration offices has been accomplished or not.

The open government information (OGD) development has quickly extended worldwide with exclusive requirements for generous advantages to society. Be that as it may, latest research has recognized impressive social and specialized hindrances that hinder accomplishing these advantages (Dawes, Vidiasova, & Parkhimovich, 2016). The setting in which benefit is conveyed and experienced has, in numerous regards, generally changed. For example, recent innovation, particularly data innovation, are prompting an expansion of progressive administrations and changing how clients serve themselves previously, amid, and after buy (Ostrom, Parasuraman, Bowen, Patrício, & Voss, 2015).

This paper looks at the legitimacy of the claim that e-government is under-hypothesized and investigates the counter-contention that, rather, a lot of good and profitable hypotheses can be found in the e-government writing. The importance of hypotheses and identification of



respective characteristics is that the investigation of these ramifications is used to evaluate the condition of hypotheses in e-government. The parallels between this discourse and issues related with hypothesis in the more extensive fields of open organization and data frameworks are quickly considered. From this it is assumed that worries with respect to the nonattendance of a reasonable group of hypothetical information in the field of e-government might be exaggerated (Bannister & Connolly, 2015). Few methods have been identified to deal with attending issues of quality and partner difference. In light of the available literature and the frameworks considered therein, it is paramount that joint effort and coordination, and the versatile influential positions of open pioneers and administrators be considered.

This research identified a few difficulties for administration in some useful regions of government such as strategy making, organizational design, people management, and performance measurement. We contend that temporary arrangements can be created, in spite of the troubles of transforming administration procedures to address fiendish issues all the more successfully (Head & Alford, 2015). Turnover inquiry has customarily analyzed turnover instead of real turnover as both an intermediary for and indicator of representatives' real turnover conduct. Managers entrusted with maintenance may have better prescience focusing on their offices' remarkable statistic attributes and particular administration hones, as opposed to on their representatives' self-detailed accumulated turnover goal rate (Cohen, Blake, & Goodman, 2016).

The relationship between enhancement in improving quality and the advantages of execution of e-government associations is a focus here. Service quality is a multi-dimensional measure, it is exceptionally significant to figure out what aspects are basic to associations to help them to devise compelling quality change methodologies. These methodologies are conceivably fit for changing government authoritative structures and business forms (Alenezi, Tarhini, & Sharma, 2015). Administration duty is no less imperative to equitable government than authoritative proficiency; it further supports efficacy over the long haul. Without a doubt, it is enticing to contend that the principal imperative is administration, and if that is appropriately organized, efficacy will ensue (Finer, 2018).

Another issue with estimating authenticity is that it is hard to separate between individuals' help for an officeholder government, or individual pioneers, and the more essential inquiry of whether they acknowledge the state's establishments as right and legitimate (Guerrero, 2011). More longitudinal and verifiable research outlines could better capture how desires and impression of levels and nature of arrangement adjust after some time. More nuanced and more profound comprehension of the connection between benefit conveyance and state authenticity specifically social and financial settings is necessary. Of note is the worth of



considering this motivation on order to comprehend under what conditions benefit conveyance satisfies the double basic of addressing fundamental needs and state-building, and whether help intercessions can ever convincingly claim to do both (McLoughlin, 2015).

With the progression of time and the aggregation of experience, the administration of the New Public Management is no longer known as the overwhelming way to deal with open area change as it seen to have debilitated creating nations (Brinkerhoff & Brinkerhoff, 2015). A further factor is the aging population of labourers who are approaching eligibility for government retirement benefits – initiating an escalating basic concern for human asset experts in elected organizations. While a developing assortment of work gives counsel and procedures that influence how work is made more welcoming for potential Millennial employees, very little thought has been into the turnover expectations of current employees in open administration (Ertas, 2015).

### **Literature Review**

A standout amongst the most vital single elements influencing a specialty unit's execution was observed to be the nature of its items and administrations. Specifically that quality was measured in comparison to that of its rivals, and is one of the principle reasons for this research which aims to characterize simply a quality service delivery system definition, estimation and conveyance.

This term 'nature of administration' might be vague and emotional. Quality resembles excellence and is subjective as dependent on each person's preferences. For a few people, possibly quality is found in satisfying customers' (national customers and friends customers) market desires. Customers saw quality as frequently characterized as the connection between their service desires from the administration and their subsequent impression of the administration. For this, the term quality is multifaceted. As indicated by Edvardsson and Thomasson (2003), "Quality is satisfying desires and needs from the staff and the proprietors. Customer desires depend on their necessities, their prior encounters of the administration being referred to and the notoriety the administration has in the market".

Previous studies have emphasized the critical role of employees in the service process within the organisation. Hooper, Coughlan and Mullen (2013) point out in their study that the employee is one of the most influential factors on service quality. In addition, Musaba, Musaba and Hoabeb (2014) have argued that employees, as internal customers, are always the first to get in contact with the customers and it is them who can build or break the reputation of the organisation. They maintain that understanding employee perceptions of



service quality is relevant because their perception of the work environment determines what kind of service quality the organisation will offer to the customer. In other words, the perception of employees contributes to the delivery of high quality services (Reeves & Hoy, 1993). Thus, this is why it can be argued that exploring how employees perceive the services they deliver is critical.

Moreover, it cannot be denied that in order to achieve service quality, availability of high quality staff within the organisation is paramount. This is in agreement with Day (1999) who declares that delivering service quality is heavily dependent on the employees' competencies and skills. Supported by Elnaga and Imran (2014), employees are the most valuable assets for the organisation as they are invariably a source of knowledge and abilities that cannot be imitated by competitors (Senent-Bailach and Rey-Martí, 2017).

The first objective of this study was to find the relationship between organizational support and quality service delivery systems in government agencies. From this particular research and calculation, it has been shown that if employees' personal development, self-development, creativity organizational development along with technology enhancement increase, the accountability of quality service delivery time will develop. According to Blau (1964), if employees perceive that they are supported by their organization, they contribute more to organizational outcomes as a way to respond to that organizational support. All the previous research shows that if employees found that their organization is supporting them with different organizational support, they are motivated towards best service. Creativity involves producing new and useful ideas (Joo, Yang, & Mclean, 2014) and there is also a strong positive relationship between creativity and innovation (Sarooghi et al., 2015).

Moreover, we found the following facts regarding organizational support and quality service delivery time: organization support sometimes failed to plot quality service delivery time and employees in government organizations are not concentrating on being proactive and even after receiving all types of organizational support such as personal development, technology, enthusiasm, self-development, creativity and organizational development. According to Juran and Gryna (1993), employees do not understand how their job contributes to the main output of the organization. Also they often do not have any internal organizational supports. Unfortunately, employers have focused on the productivity of the organization instead of service and quality. Specialized employees could potentially benefit an organization, but only if integrated within the organization to improve process and service output to the end user.

According to Aselage & Eisenberger (2003), psychological contracts are presented as a similar, yet distinct employee-employer relationship in the organization. Organizational

support focuses more on the specific obligated resources owed to the employee as well as the delivery owed to the organization (Rousseau, 1995; Morrison & Robinson 1997). The failure by the organization to fulfil these obligations to the employee, e.g. lower technological support results in less enthusiasm. However, when these criteria are met, the norm of reciprocity would suggest that the employee would fulfil contractual obligations to the organization accordingly, thus, resulting in positive outcomes for the organization (Aselage & Eisenberger 2003).

Rhoades and Eisenberger (2002) suggest that organizational support be considered as an assurance that the organization will provide all types of financial and emotional support to employees when they face challenges to deliver on the targeted job. Basically it helps to achieve the goal. They also suggest that Organizational support is very important to ensure an employee can fulfil task requirements and delivery while being of the best service to the organization. Thus, employees connect their favourable or unfavourable treatment by employers or managers, the representatives of the organization, as an indication that the organization either favours or disfavors them. As managers act as organizational agents, their favourable treatment to employees, should thus contribute to organizational support (Rhoades & Eisenberger, 2002). Consequently, Allen et al. (2003) suggest that employee perceptions of supportive organizational practices reflect relative investment in employees, appreciation of their contributions, and are discretionary rather than obligated and thus should be positively related to the development of Organizational support. There is some suggestion then that the main factors contributing to Organizational Support are personal development, technology, enthusiasm, self-development, creativity and organizational development.

Tumwesigye (2010) presented that Eisenberger et al. (1986) and Eisenberger, Fasolo and Davis-LaMastro (1990) discussed perceived organizational support by noting that employees who perceive that their organization offers them support and cares for their well-being are less likely to express negative behaviour and in turn are more likely to exert greater effort to achieve organizational goals. Moreover, Eisenberger et al.'s (2010) organizational support theory indicates that 'if employees perceive more support from the organization, they are likely to develop more positive attitudes towards the organization.' On the other hand, Allen et al. (2010) and Wayne et al. (2007) suggested that when employees do not perceive support, they are likely to express withdrawal behaviour, e.g. intentions to leave the organization. These outcomes are possible subjects for further research.

Since customers continually requesting even more fantastic service, associations are today required to contend with the further issues of fewer employees. The much alluded globalization propensity has surprisingly quickly reinvented work life with great effect. This is of note currently because of the high rivalry to secure employees in the present market.



Due to this expanded rivalry, managers or employers are likewise setting expanding requests towards employees to be more profitable, inventive and to continually enhance their abilities. The expansion of work weight and occupied life has prompted circumstance where a lessening supply of workforce is battling with expanding efficiency desires. Therefore, there have been a considerable measure of dialogues, overviews and examinations with respect to advancement of hierarchical prosperity and its outcomes in benefit quality. Sadly, the vast majority of the associations are as yet unfit to manage authoritative prosperity administration in their association and that to poor execution outcomes, low quality, more unsatisfied clients, more pressure, clashes and poor brand improvement (Haseeb et al., 2019).

For delivery quality service, time of service to be successful, organizations need to invest adequate funding for employees to have the necessary tools including effective technology organizational support (phone, fax, computer, etc.). It is possible for the point of contact employees to deliver good quality service when the support peoples and systems provide the effective customer information databases, effective internal support and other services required for handling of potential situation. Alternately, employees can be easily frustrated in their desire to deliver quality service without the necessary technology and equipment (Wilson et al., 2008; Mazaro, 2018).

Organizational support can be defined as an employee's perception that the organization values his /her contribution and cares about employee's wellbeing (Eisenberger, 1986). A better understanding of organizational support may help the organization to reduce stress, conflicts, ultimately increase employee job satisfaction as well as organizational commitment and reduce employee turnover. Many researchers have shown that employees who feel fulfilled and are happy with their jobs tend to perform significantly better in achieving customer satisfaction and customer loyalty (Homburg & Stock 2004).

There are a number of mechanisms through which the organization can help the employee and create a culture where employees can feel a sense of belonging within the organization, for example the organizational manager could help the employee to develop their career, stage meetings to discuss different work-related matters and determine obstacles which could hinder employee performance. Some researchers have shown that the motivation factor can also be used to motivate the employee and create employee commitment thus it follows that the more employee are committed to their job, the more unlikely they will continue in their job (Hamwi, 2008). The organization should help employees to increase their creativity and enthusiasm for better service delivery time through personal development and self-development opportunities.

From the literature review some hypothesises were developed which are presented below:

- H<sup>1</sup> There is a significance relationship between Personal development and job performance
- H<sup>2</sup> There is a significance relationship between technology and job performance
- H<sup>3</sup> There is a significance relationship between enthusiasm and job performance
- H<sup>4</sup> There is a significance relationship between self-development and job performance
- H<sup>5</sup> There is a significance relationship between creativity and job performance
- H<sup>6</sup> There is a significance relationship between organizational development and job performance
  
- H<sup>7</sup> There is a significance relationship between Personal development and proactivity
- H<sup>8</sup> There is a significance relationship between technology and proactivity
- H<sup>9</sup> There is a significance relationship between enthusiasm and proactivity
- H<sup>10</sup> There is a significance relationship between self-development and proactivity
- H<sup>11</sup> There is a significance relationship between creativity and proactivity
- H<sup>12</sup> There is a significance relationship between organizational development and proactivity
- H<sup>13</sup> There is a significance relationship between Personal development and responsibility
- H<sup>14</sup> There is a significance relationship between technology and responsibility
- H<sup>15</sup> There is a significance relationship between enthusiasm and responsibility
- H<sup>16</sup> There is a significance relationship between self-development and responsibility
- H<sup>17</sup> There is a significance relationship between creativity and responsibility
- H<sup>18</sup> There is a significance relationship between organizational development and responsibility
- H<sup>19</sup> There is a significance relationship between Personal development and accountability
- H<sup>20</sup> There is a significance relationship between technology and accountability
- H<sup>21</sup> There is a significance relationship between enthusiasm and accountability
- H<sup>22</sup> There is a significance relationship between self-development and accountability
- H<sup>23</sup> There is a significance relationship between creativity and accountability
- H<sup>24</sup> There is a significance relationship between organizational development and accountability
- H<sup>25</sup> There is a significance relationship between Personal development and innovation
- H<sup>26</sup> There is a significance relationship between technology and innovation
- H<sup>27</sup> There is a significance relationship between enthusiasm and innovation
- H<sup>28</sup> There is a significance relationship between self-development and innovation
- H<sup>29</sup> There is a significance relationship between creativity and innovation
- H<sup>30</sup> There is a significance relationship between Personal development and empathy
- H<sup>31</sup> There is a significance relationship between technology and empathy
- H<sup>32</sup> There is a significance relationship between enthusiasm and empathy
- H<sup>33</sup> There is a significance relationship between self-development and empathy



H<sup>34</sup> There is a significance relationship between creativity and empathy

H<sup>35</sup> There is a significance relationship between organizational development and empathy

## **Material and Method**

In order to design the questionnaire, the first step taken was to create conceptual frameworks for the study, including specifying the research aim, objectives, variables, hypotheses, operational definitions and valid and reliable measures of the variables, intended population, and the plan for data analysis. The second step was to produce the questionnaire. This includes writing the introduction, the information letter, the questions and responses, and designing the overall format of the questionnaire (Masciantonio & Berger 2018).

The questionnaire is adopted from different research model. In this section we describe a procedural model for developing valid and reliable measurement instruments for theoretical constructs. The population of this study are from Royal Malaysian Police, Public Works Department, State Education Department, Immigration Department and State Health Department from three states in Malaysia. The targeted respondents of this study are employees who deal with the customers directly and customers who deal directly with the employees in the respective government agencies. The employees who are directly connected with the customers have been identified and 350 employees are used as respondents to answer the questionnaire for employees (set A) in this study. While the sample size for the customers was determined based on those who obtained services from Royal Malaysian Police (RMP), Public Works Department (PWD), State Education Department (SED), Immigration Department (ID) and State Health Department (SHD) from Selangor, Johor and Pahang. The number of respondents who answered the customer questionnaire (set B) was 843.

A data analysis is a procedure for measuring data of each construct through applying analytical and logical reasoning. For examining the validity and reliability of collected data, there are numerous types of analysis techniques. In this research, the collected data were entered into the database and Statistical Package for the Social Science (SPSS) version 22 was applied for data analysis.

## **Research Findings**

Table 4.1 below shows the factor analysis for the quality of the work that originally had three dimensions. The results show three factors that have "Eigenvalue" (7.76, 1.92 and 1.70) where the value exceeds 1.0. KMO values indicate .878 include "sufficient inter-

correlations", while "Bartlett" s test Sphericity "is significant (Chi square = 14368.195, p <.00). After the factor analysis, the work quality dimension had three dimensions but another two dimensions have been created and renamed. The new dimensions created are, "Job Performance", "Proactive", "Responsible", "Accountable" and "Inovative".

Factor 1 shows 26.68% "common variance after rotation". This factor 1 covers 7 items and all of these items have a "significant loading" that includes .674 up to .859. All of these items are incorporated in a new dimension named "Job Performance". Factor 2 has a "common variance after rotation" of 15.18%. Factor 2 has 7 items and has a "significant loading" value from .582 to .977. All these items are renamed as "Proactive". Factor 3 also has a 13.74% value of "common variance after rotation". This dimension has 6 items that have a "significant loading" value within .620 to .815 and this dimension is renamed as "Responsible". Factor 4 also has a 11.33% value of "common variance after rotation". This dimension has 8 items that have a "significant loading" value within .509 to .815 and this dimension is renamed as "Accountable". Factor 5 also has a 10.32% value of "common variance after rotation". This dimension has 5 items that have a "significant loading" value within .740 to .841 and this dimension is renamed as "Innovative". Factor 6 also has a 5.95% value of "common variance after rotation". This dimension has 3 items that have a "significant loading" value within .671 to .737 and this dimension is renamed as "Empathy".

**Table 4.1:** Factor Analysis Results for employees

	Component					
	1	2	3	4	5	6
<b>Factor 1: Job Performance</b>						
I asked about my work performance from my colleagues.	0.859					
I first introduced myself to the customer when providing services.	0.856					
I usually keep silent if not satisfied with the decision taken by the group I work with.	0.833					
I do not hesitate to accept responsibility.	0.833					
I will speak only to my leader if I have problem in my job	0.813					
I was able to apply the theory in daily work.	0.801					

I am just going to get involved in the office matters only if important decisions need to be taken	0.674					
<b>Factor 2: Proactive</b>						
Within two weeks, how often do you prepare the work within the stipulated time?		0.977				
Within two weeks, how often do you do the work without any errors?		0.920				
I know when, where and how to gather needed information.		0.914				
I am the kind of person you would want to assign to a job where meeting short deadlines is very important.		0.897				
I maintain effective and congenial working relationships with co-workers, superiors and subordinates.		0.892				
I am very effective in thinking of new ideas and solutions.		0.886				
I am quick to understand written and oral instructions.		0.582				
<b>Factor 3: Responsible</b>						
I am very effective in selling ideas and persuading people.			0.960			
I make sound and practical decisions.			0.937			
I anticipate the impact of actions on other organizational units, other people and other organizational programs.			0.932			
Completely reliable, you can depend on what I say.			0.923			
When things go wrong, I work to correct them instead of make excuses.			0.817			
I work independently on problems I should be able to deal with.			0.620			
<b>Factor 4: Accountable</b>						
I know the work that I have to do.				0.815		
My work is accurate, thorough, and				0.758		

nearly always of superior quality.						
I am willing to work with anyone regardless of sex, religion and age.				0.708		
I am willing to take on extra work and do special projects that may not normally be expected of a person in my position				0.675		
I will be fair when executing my duties				0.669		
I always share information proactively with members in my group.				0.595		
I recommend relevant improvements in established practices.				0.512		
I was able to communicate well with customers.				0.509		
<b>Factor 5: Innovative</b>						
I keep my supervisor informed of situations requiring higher level attention.					0.841	
I adjust well to new methods, policies and procedures. I support sound ideas that are not my own.					0.822	
Within two weeks ago, how many times you get work done with all your efforts?					0.763	
Within two weeks ago, how many times health problems prevent you from completing your work?					0.751	
I am creative in solving problems when arise.					0.740	
<b>Factor 6: Empathy</b>						
Within two weeks ago, how many times health problems prevent you from completing your work quickly?						0.737
I provide necessary services to customers efficiently.						0.724
I plan and organize my work to make effective use of my time.						0.671

Eigenvalue	10.828	5.345	3.759	2.597	2.227	1.166
% of variance explained	15.464	15.187	13.745	11.331	10.322	5.957
KMO	0.878					
Barthlett's Test of Sphericity	14368.195					

Table 4.2 below shows the factor analysis for "employee attitudes" which originally had four dimensions namely empowerment, responsiveness, professionalism and accountability. The results shows six factors that have "Eigenvalue" (14.33, 4.70, 3.80, 3.58, 3.20, 3.10, 1.08 and 1.02) where the value exceeds 1.0. KMO values indicate .898 include "sufficient inter-correlations", while "Bartlett" s test Sphericity "is significant (Chi square = 18181.139,  $p < .00$ ). Factor 1 shows 12.18% "common variance after rotation". In the "employee attitudes" dimension which originally had 4 items, 6 items were created after factor analysis was conducted that "Personal Development"; "Technology"; "Enthusiasm"; "Self-development"; "Creativity" and "organizational development".

This factor 1 covers 8 items and all of these items have a "significant loading" which includes values from .723 to .916. All of these items are combined into a new dimension named "Personal development ". Factor 2 has a "common variance after rotation" of 12.09%. Factor 2 has 8 items and has a "significant loading" value from .672 to .851. All of these items are renamed as "Technology". Factor 3 also has a 11.66% value of "common variance after rotation". This dimension has 7 items that have a significant loading value within the .652 to .897 and this dimension is renamed as "Enthusiasm". Factor 4 shows 11.551% "common variance after rotation". This factor 4 consists of 6 items originally being 8 items because the item "Self-Development" is "cross-loaded" (has a high load on two or more factors). According to Hair et. al. (2006), items that are "cross-loaded" (have a burden high on two or more factors) will be abolished. All 8 items in this 4 factor have "significant loading" which includes values from .624 to .872. All of these items are in a new dimension named "Creativity". Factor 5 has a "common variance after rotation" of 11.32 %. Factor 5 has 8 items and has a "significant loading" value from .697 to .877. All these items are renamed as "Organizational Development". Factor 6 also has 10.32% of "common variance after rotation" value. This dimension has 6 items that have a significant loading value within .577 to .890 and this dimension is renamed as "Organizational Support".

**Table 4.2:** Factor Analysis Results for employee Attitudes

	Component							
	1	2	3	4	5	6	7	8



Factor 1: Personal Development								
My employer is a great role model.	0.916							
My employer supports me	0.872							
Quality service delivery has enhanced performance level in my organization.	0.821							
The organization does provide regular opportunities for personal and career development	0.815							
The workshops and seminars organized by the organization are relevant to the needs of the organization	0.776							
The organization embraces both on the job and off the job training	0.76							
After formal training, the organization recognizes employees' efforts	0.753							
My employer is available when needed.	0.723							
Factor 2: Technology								
My organization educates our customers on the need to embrace the use of IT.	0.851							
Investment in IT has continually improved the performance of my organization over the years	0.818							
My organization provides quality service delivery to our customers in order to	0.802							



improve on our performance all the time.								
I want to spend my career within the organization		0.796						
I am committed to the organization		0.774						
Our customers do their major transactions on-line without having physical contact with us		0.758						
My organization attends to the needs of our customers via hi-tech facilities.		0.756						
My organization educates our customers on the need to embrace the use of IT.		0.672						
<b>Factor 3: Enthusiasm</b>								
People are properly oriented and trained upon joining the organization		0.897						
My employer is very competent in doing his/her job		0.859						
The organization has put in place well elaborate development programs aimed at improving employee performance		0.853						
My employer cares about the employees' feelings		0.852						
I am confident in my organization's goals and values		0.792						
My employer is very pleasant		0.753						



There is a budget set aside in the organization to cater for training and development activities			0.652					
<b>Factor 4: Self-Development</b>								
The organization accords equal training opportunities for all cadres of staff.			0.872					
Many staff lack good communication skills due to the absence of IT facilities.			0.856					
IT has not improved service delivery in my organization.			0.849					
We provide on-line services to our customers through the use of IT network.			0.804					
There is an elaborate policy in the organization to guide on training and development activities			0.804					
My organization provides IT training to all staff from time to time			0.718					0.537
My organization usually informs our customer of any transaction on their account via IT network.			0.678					
My organization has detailed database of our customers using a blend of IT facilities.			0.624					
<b>Factor 5: Creativity</b>								
Many staff have					0.877			

disengaged due to the lack of IT integration in our service delivery.								
I find enjoyment in my work					0.834			
Innovation and creativity are encouraged in the organization					0.736			
Most staff in my organization are IT oriented.					0.731			
In general, I like my job					0.722			
I consider my job rather interesting					0.719			
My employer stands up for the employees					0.699			
I like my employer.					0.697			
<b>Factor 6: Organizational development</b>								
The organization conducts workshops both within and outside its premises						0.89		
I feel a strong sense of belonging to my organization						0.866		
Our organization is highly computerized and as such do not restrict interaction with customers via this medium.						0.852		
The organization has set up a committee that reviews and evaluate training needs assessment						0.848		
The organization has career development activities that help employees						0.809		

identify/improve their abilities, goals, strengths and weaknesses								
All departments in my organization are familiar with the use of IT.						0.648		
The use of IT facilities has not helped my organization to respond to customers' complaint timely.						0.577		
I am satisfied with my job.					0.508		0.647	
Eigenvalue	14.339	4.702	3.806	3.584	3.204	3.105	1.088	1.002
% of variance explained	12.183	12.091	11.668	11.551	11.324	10.320	2.786	2.183
KMO	0.898							
Barthlett's Test of Sphericity	18191.139							

Factor analysis caused changes to the analysis framework in this study. Due to changes to variables after factor analysis, the next step is to build a new analytical framework arranged in dimensions. Explanation of the factor analysis shows that items in the dimensions used in this study have been abolished and some indicate that items in these dimensions have been mixed.

Initially the dimensions in the variable of Quality Service Delivery System dependent were effectiveness, efficiency, productivity and credibility. After the analysis factor, the two-dimensional work quality dimension has been added and the dimension has been categorised as, job performance, proactive, responsible, accountable, innovative and empathy.

## Conclusion

The objective of this study was to find the relationship between organizational support and quality service delivery system in government agencies. From this particular research and the



resultant calculation it is apparent shows that if employees' personal development, self-development, creativity organizational development along with technology enhancement increase, the accountability of quality service delivery time will develop. According to Blau (1964), if employees perceive that they are supported by their organization, they contribute more to organizational outcomes as a way to respond to that organizational support. All previous research in this field shows that if employees find that their organization is supporting them with different support mechanisms, they are motivated towards the best service. Creativity involves producing new and useful ideas (Joo, Yang, & Mclean, 2014). There is also a strong positive relationship between creativity and innovation (Sarooghi et al., 2015).

Further, regarding organizational support and quality service delivery time we found that organization support sometimes failed to plot quality service delivery time and employees in government organizations are still not concentrating on being proactive and responsible even after receiving all types of organizational support including personal development, technology capability building, enthusiasm, self-development, creativity and organizational development. According to Juran and Gryna (1993), employees do not understand how their job contributes to the main output of the organization and also often do not have any internal organizational supports. Unfortunately, employers are focused on the productivity of the organization instead of service and quality. Specialized employees could potentially benefit an organization, but only if integrated within the organization to improve process and service output to the end user.

According to Ashelage & Eisenberger (2003), psychological contracts are presented as a similar, yet distinct employee-employer relationship in the organization. Organizational support focuses more on the specific obligated resources owed by the employee as well as the organization to each other (Rousseau, 1995; Morrison & Robinson 1997). The failure by the organization to fulfil these obligations to the employee, e.g. limited technological support is reflected by less enthusiasm in service delivery. It is proposed that if these criteria are fulfilled, the norm of reciprocity would suggest that the employee would deliver on contractual obligations to the organization accordingly, thus resulting in positive outcomes for the organization (Aselage & Eisenberger 2003).

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