

A study of the Citizen Evaluation of Administration Service Satisfaction

– Focus on Public Agencies of Suwon City

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Abstract

This study investigates citizens' satisfaction with public services of affiliated agencies of Suwon, which daily interact with residents. Suwon has taken surveys of citizens' satisfaction with public services provided its affiliated agencies every year and tries to increase citizens' satisfaction by announcing survey results. By discovering factors which encourage or discourage satisfaction of citizens, a survey of citizens' satisfaction is used when governments make improvements and efficiently implement customer-oriented strategies. Also, by examining environmental changes around a government or a public agency, the survey can suggest implications on how to reform internal management system and increase their competency of a government or a public agency. To sum up, the implementation of the survey is able to benefit customers or residents more than before and result in improvement of internal management system. So, this study provides political implications on how to increase citizens' satisfaction of local governments.

Key Words: Public service, Service satisfaction, Citizen evaluation

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I . Introduction

Since 1980s, Western countries have introduced different New Public Management (NPM) policies, which are causing a serious transition in reciprocal roles and responsibilities of a government, market, and citizens. So, following countries have implemented customer-oriented administrative reforms to keep in touch with this paradigm change (Gore, 1993; Wart, 1995; Park, 2009: 229). Korea, as one of the followers, also has reformed the public sector in order to keep step with the global trend. In addition, since 1991 when Korean local governments got out of direct control of the national government and were allowed to exercise autonomy, they have provided various public services to satisfy diverse but localized demands of residents. In particular, some local governments, which pursue customer-oriented services and performance-based administration, have set up goals for performing administrative duties by reflecting citizens' opinions and producing and delivering high-quality public services.

As the Korean local autonomy system has matured and public awareness about the system has increased, demands for public services provided by local governments have become diversified and specialized, and at the same time, residents expect local governments provide more and better public services. In the early 2000s, new principles and strategies of public administration have been introduced as key issues in order to meet increased demands and expectations of citizens for public services(Kim 2002; Kim *et al.*, 2007). Also, the Korean government supported the new trend of customer-oriented public service by establishing the Government Performance Evaluation Act of 2001' (Lee *et al.*, 2006). Besides, central government ministries also have played as a role model by enacting and operating the 'Charter of Public Service' and by providing high level of public services. Thus, in the mid-2000s, public services that local governments provide have been evaluated by the served. This means that public services are should be produced and delivered based on residents' satisfaction, not providers' efficiency(Kim, 2008; Lee *et al.*, 2010:60).

Needs for evaluating public services provided by local governments or public agencies have increased, and local governments and public agencies also recognize the importance of citizen satisfaction with their services. Thus, there have been various debates on citizens' satisfaction with public services. However, previous literature does not success to clearly establish criteria and methods of how to measure satisfaction. Also, previous research mostly analyzed national government or upper-level local governments or metropolitan cities. So, given that public services which residents routinely need are generally produced and delivered by lower-level local governments, it is required to analyze citizens' satisfaction with local public services provided by

lower-level local governments or their affiliated agencies (Kim *et. al.* 2007; Park 230; Lee 2010: 60).

Therefore, this study investigates citizens' satisfaction with public services of affiliated agencies of Suwon, which daily interact with residents. Suwon has taken surveys of citizens' satisfaction with public services provided its affiliated agencies every year and tries to increase citizens' satisfaction by announcing survey results. By discovering factors which encourage or discourage satisfaction of citizens, a survey of citizens' satisfaction is used when governments make improvements and efficiently implement customer-oriented strategies. Also, by examining environmental changes around a government or a public agency, the survey can suggest implications on how to reform internal management system and increase their competency of a government or a public agency. To sum up, the implementation of the survey is able to benefit customers or residents more than before and result in improvement of internal management system. So, this study provides political implications on how to increase citizens' satisfaction of local governments.

II. Theoretical Consideration

1. The Concepts of Public Service and Customers' Satisfaction

The dictionary definition of public service is service provided by governments or public agencies so as to increase public welfare(National Institute of the Korean Language 2010; Lee *et al.* 2010: 61). That is, public service is one of administrative phenomena, which is to allocate social benefits and create a desirable environment, not to resolve each individual's problem (Luch *et al.*, 1977: 687). Also, public service is an effort of a government to achieve social goals or resolve problems (Jones, 1981: 964; Kim, 2004: 68-69). In other words, public service is a government role to solve problems within a society or to allocate social benefits so as to provide more desirable environment. The word of public service has the same meaning with the word of public affair service. However, given that public services are provided by governments or local governments except for public agencies, public services sometimes used as a subordinate category of public affair service.

Public services provided by local governments have somewhat different characteristics from those provided by the central government. That is, public services of the central government are

generally considered as pure public good, and related to key functions of a nation. On other hand, public services produced by local government are properly characterized by naming them non-private or quasi-public good because they are not totally non-exclusive and non-rivalrous(Son, 1994; Kim, 2004: 69). Also, public services of local governments reflect distinctiveness of the region and demands of the served, so local public services are different from public services of the central government in terms of geographical range. In addition, the contents and service regions of local public services vary according to allocation of functions and duties between the central and local governments(Lee *et. al.*, 2006). And, local public services have higher level of contact with citizens and strong regionality. Especially, public services of local governments benefit relatively small regions compared to those of upper-level or metropolitan governments, so they are functioned with the close relationship with customers, i.e., residents. To sum up, public services of local governments are public goods which are to satisfy demands of residents and enhance their welfare. And, local public services have strong regionality and close contact with residents compared to those provided by upper-level or metropolitan governments.

Meanwhile, the concept of public service emphasizes the stance of residents who use the service rather than that of public agencies who provide the services. Satisfaction with a service is an emotional status of a customer caused by outputs of the service. That is, citizen satisfaction is judgment of customers, which is the final stage of provision of service (Lee *et al.*, 2006). Thus, citizen satisfaction places emphasis on evaluation of services by the served, which is based on their experience and perception of the service performance, not their expectation. So, citizen satisfaction with public services is meaning the utility of citizens from their consumption of the service. To sum up, citizen satisfaction is the response to the citizens' belief that public services would be provided to meet residents' needs and demands by a central governments or local governments (Huh *et al.*, 2006; Lee *et al.*, 2010: 62). In addition, citizen satisfaction is conducted as an evaluation of public services by citizens, and provides information about how citizens perceive and evaluate the services, which has been used to as data when service providers devise how to improve the services (Park 2010: 233). Especially, as business management strategy and the concept of service quality have been introduced into the public sector, various studies have been conducted to establish dimensions or criteria of quality of public service and measure it. The quality of a service, which has a close relationship with the quality of a product, is not only a key criteria for evaluating public service but also critical factor for forming a service management strategy. To sum up the above, citizen satisfaction with public services provided by local governments are the response of citizens toward the services based on their own opinions and

value judgment on the services.

2. Survey of Citizen Satisfaction with Public Services

Measuring citizen satisfaction is an indicator of how much public services satisfy citizens' expectation and various demands. That is, the investigation measure the degree of satisfaction felt by customers about public services, and is conducted through two forms: customer satisfaction and citizen evaluation. These two investigations generally ask feeling or satisfaction of citizens toward certain services, so are subject evaluation. Thus, the surveys are generally conducted as citizen survey(Park,2010:232).

Citizen satisfaction with public services dates back the Progressive Era of the US (Williams, 2003). It was focused on non-partisan problems of government operation and service provision in order to reform corrupted local governments. So, technical management strategies such as accounting, municipal statistics, and social survey were emphasized, and satisfaction survey was widely used as a tool for measuring effectiveness of public services and improving them. In 1990s, neo-liberalism, which is customer-oriented, again triggered use of satisfaction survey and many researchers have studied the survey. That is, citizens are treated as customers of a government, and governments have to improve the quality of their products or services so as to meet their customers' demands.

A 'survey of satisfaction with public services' evaluates the quality and effectiveness of services based on citizens' experience. Although, it reflects citizens' subject judgment when evaluating performance of public services and is criticized due to its lack of objectivity and low correlation between output indicators and performance indicators (Swindell & Kelly, 2000; Higgins, 2005), it should be important because it can be used to figure out citizens' demands, reflect the demands, and secure the appropriateness of government actions (Miller & Miller, 1991; Han, 2009). That is, through the survey, the quality and effectiveness of public services are evaluated by citizens, and government can reflect customers' opinions when producing and delivering the services, which results in the improvement so government accountability. Also, by reflecting citizens' evaluation of government performance, they can provide more efficiently and effectively their services to customers, and by providing information on government performance to the public, they can become more accountable. This is because through the survey, governments can find and ameliorate factors causing poor performance and allocate sources more efficiently and secure government accountability. And, conducting the survey it self get citizens' support and

confidence on government actions to provide public services by arranging order so priority based on citizens' demands. As a result, satisfaction survey is a useful performance management tool which is of help to understand citizens' demands and examine effectiveness of a policy (Franklin et al., 2009; Ho & Coates, 2004; Ko, 2013:7).

Therefore, since the implementation of the local autonomy system in Korea, citizens have participated in local public affairs as operators as well as customers. So, citizen participation in local public affairs have been extended to monitor which policies or programs are introduced and how they are implemented and evaluated (Cho, 1998: 27-28). Especially, given that residents' demands for local public services have increased and diversified, evaluation of public services by citizens should be needed in order to realize customer-oriented public services and implement customer-oriented public policies.

3. Literature Review

Citizen satisfaction, which has been a tool for citizens to evaluate public services, provides information about how citizens perceive and evaluate performance of public agencies, which has been used to improve public services. So, previous research has studied citizen satisfaction, especially focused on legal institutions and methods of citizen satisfaction, and survey skills.

To review more specifically previous studies, Kang *et al.* (2001) analyze public services of Gyeonggi-do in terms of civil petition, public health, water supply, transportation, cleanup, and so on. Hwang *et al.* (1997) investigate citizens' satisfaction with public services provided by a public agency in Gyeonggi-do and their assessment of the agency. Park (2009) investigate factors influencing the degree of citizens' satisfaction by measuring residents' perception and satisfaction about water supply provided by local governments. Also, Lee *et al.* (2010) measure residents' satisfaction with local governments which provide public services and contact them, and investigate factors influencing satisfaction.

Meanwhile, Kim (2008) conducts an empirical study by analyzing Daegu and finds that attitudes of public servants toward civil petition have influence on citizens' perception about access to public services, and various ways for civil petition on convenience, and the timeliness and the rapidity of civil petition processing on quickness and accuracy, and amenities in a waiting room on comfortability, and disclosure of administrative information on feedback, and transparency of public servants on impartiality. Also, Kim *et al.* (2007) finds that the quality and characteristics of public service, personal factors influence citizen satisfaction. Meanwhile, Lee *et al.* (2006) examine

citizen satisfaction with local public services by imposing different weights on various variances for the purpose of reflecting different degrees of importance of services, and contribute to improve measurement. Song *et al.* (2005) examines the quality of services in terms of types of local governments, and measures performance of local governments by analyzing the quality. Rhee & Rha (2010) investigate type, trust, response, confidence, and sympathy in the process of delivering public services influence the quality of services and citizen satisfaction. Park (2009) finds that attitudes of public servants and characteristics of public service, and feedback process, and comfort ability are key factors influencing citizen satisfaction.

To sum up, previous research has generally analyzed measurement for citizen satisfaction or institutions, or focused on factors influencing citizens' satisfaction and perception such as charters of public service or administrative information system. And, previous studies have in general analyzed public services provided by central government, upper-level local governments, or metropolitan city governments. That is, few studies have investigated local public services produced by local governments which are mostly closed to residents. In addition, studies on citizens' satisfaction with public services provided by affiliated agencies of local governments have rarely conducted. Thus, compared to previous research, this study analyzes citizens' satisfaction with public services provided by local governments and has contributions to this research stream.

III. Analytical Model and Data Collection

1. Analytical Model

1) Method of Investigation

This study contributes to overcome limitations of previous research which has generally analyzed citizen satisfaction in terms of methods or institutions, and to comprehensively investigate citizen satisfaction with local public services. Especially, as discussed above, this study contributes to analyze public services provided by local governments that has the closest relationship with residents, not those provided by a central government or upper-level local governments. The range of measuring citizens' satisfaction with public services is as follows. First, this study measures satisfactions of residents who are served by the ten affiliated agencies of Suwon in 2012. And, detailed services and programs of the ten agencies, which are subjects of

this study, are examined. Finally, satisfaction of external customers is measured through three levels: access to services, service provision, and performance. On the other hand, satisfaction of internal customers is measured by seven dimensions. In short, as seen from Table 1, the total satisfaction of external customers is measured through three dimensions (Input Process, Output) and 21 items (seven items for each dimension). Satisfaction of internal customers is measured through 40 questions from which it is possible to investigate how they perceive internal management of an agency. More specifically, there are seven dimensions and 34 questions to investigate internal management and other six questions to investigate how they perceive their organizations (see Table 2). The seven dimensions are job process (4 questions), organizational culture (6 questions), working environment (5 questions), personnel management (5 questions), performance evaluation (6 questions), benefit packages (3 questions), and training program (5 questions).

<Table 1> 3 Dimensions and 22 Categories of investigation items for external customers

Dimensions	Categories	Contents	Notes
Input	Accessibility	Guidance system for using public facilities	
	Comfortability	Facility (environment) management	
	Convenience	Amenities for customers	
	Responsiveness	Responsiveness to customer inquiries	
	Kindness	Kindness of employees	
	Consideration	Ease of access to services for the vulnerable members of society (e.g. the elderly, the disabled, and so on)	
	Public relations	Agency awareness of citizens	○
Process	Speed	Prompt handling of customer complaints	
	Creativity	Effort to offer new and differentiated programs	○
	Confidence	Customer confidence	
	Diversity	A variety of services for customers	○
	Communication	Communication with employees	○
	Consistency	Consistent quality of programs	○
	Professionalism	Professionalism of services	○
Output	Satisfaction	Service satisfaction	
	Effectiveness	Effectiveness of self-improvement	○
	Public interest	Contribution to the development of public interest	
	Continuity	Continuity of access to services	
	Recommendation	Customer recommendation to others	
	Improvement	Improvement of services compared to past	
	Customer-centered service	Provision of customer-centered service	
Overall Satisfaction		Overall satisfaction	

* Notes: The investigation items which are newly added in current year(2012).

** The survey questionnaires are designed based on 3 dimensions and 22 categories, and the questionnaires of each agency are slightly different to reflect agencies' opinion.

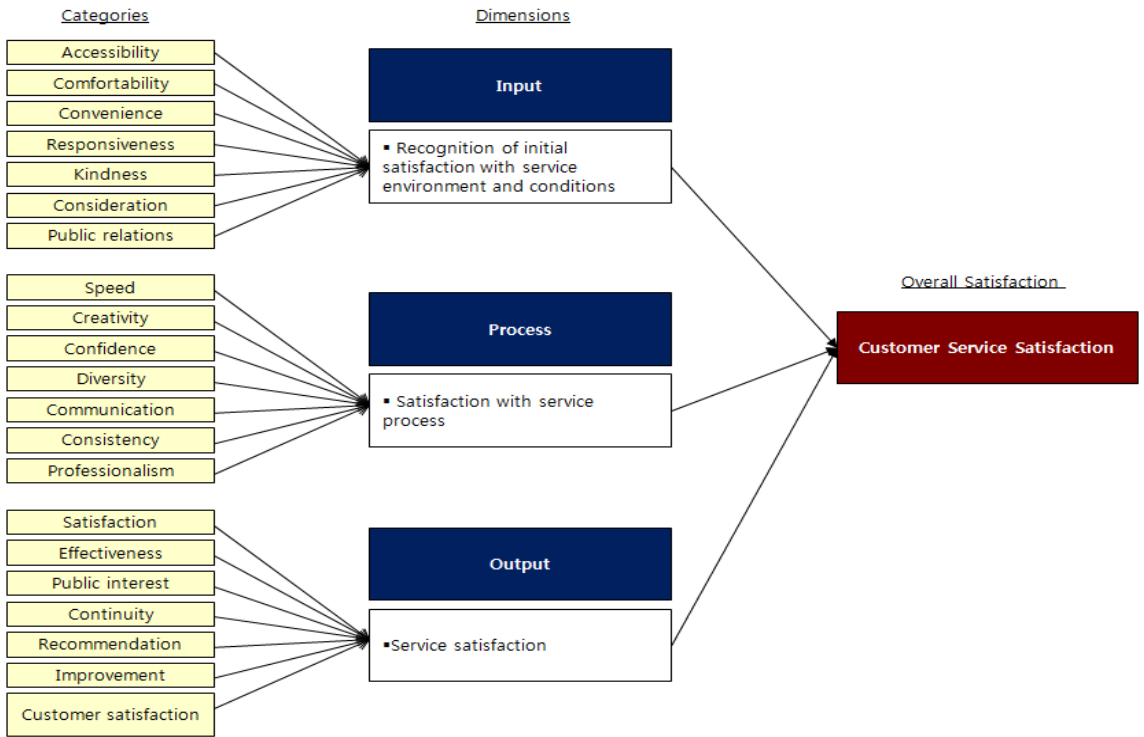
<Table 2> 7 Dimensions and 34 Categories of investigation items for internal customers

Dimensions	Categories	Contents
Job Performance	Satisfaction	Satisfaction with my works
	Aptitude	Correspondence between aptitude and work
	Workload	Adequacy of workload
	Professionalism	Possession of professionalism in work
Organizational Culture	Satisfaction	Satisfaction with organizational culture
	Communication	Encouragement of communication among employees
	Achievement of performance	Emphasis on achievement of performance
	Autonomy	Respect for employee autonomy on performance
	Innovation and creativity	Emphasis on innovation and creativity
	Teamwork	Emphasis on cooperation between employees and teamwork
Work Environment	Satisfaction	Satisfaction with work environment
	Concern for improvement	Agency's will for improving work environment
	Office hours	Adequacy of office hours (overtime, day off, and so on)
	Support for office supplies	Timely supports of office supplies for works
	Adequacy of office arrangement	Adequacy of office area and office arrangement
Personnel Management System	Satisfaction	Satisfaction with human resource management system
	Fairness (transparency)	Attainment of personnel management fairness
	Human resource management	Human resource management which fits for the personality of agency
	Reflection of performance	Reflection of performance in promotion
	Need of system improvement	Need of personnel management system
Performance Evaluation	Satisfaction	Satisfaction of performance evaluation
	Rationality	Rationality of evaluation standards (methods)
	Reliability	Reliability of evaluation results
	Improvement of performance management system	Need of improvement of performance management system
	Fairness of performance-related pay	Fairness of performance-related pay
	Need of improvement of performance-related pay	Need of improvement of performance-related pay system
Benefit Package	Satisfaction	Satisfaction with employee benefits
	Equity	Equity of employee benefit system
	Need of improvement	Need of improvement of employee benefit system
Training Program	Satisfaction	Satisfaction with education and training
	Equity	Equal opportunity of education and training
	Rationality	Rationality of education and training system
	Level of contribution at work	Results of education and training
	Need of improvement	Need of improvement of education and training system

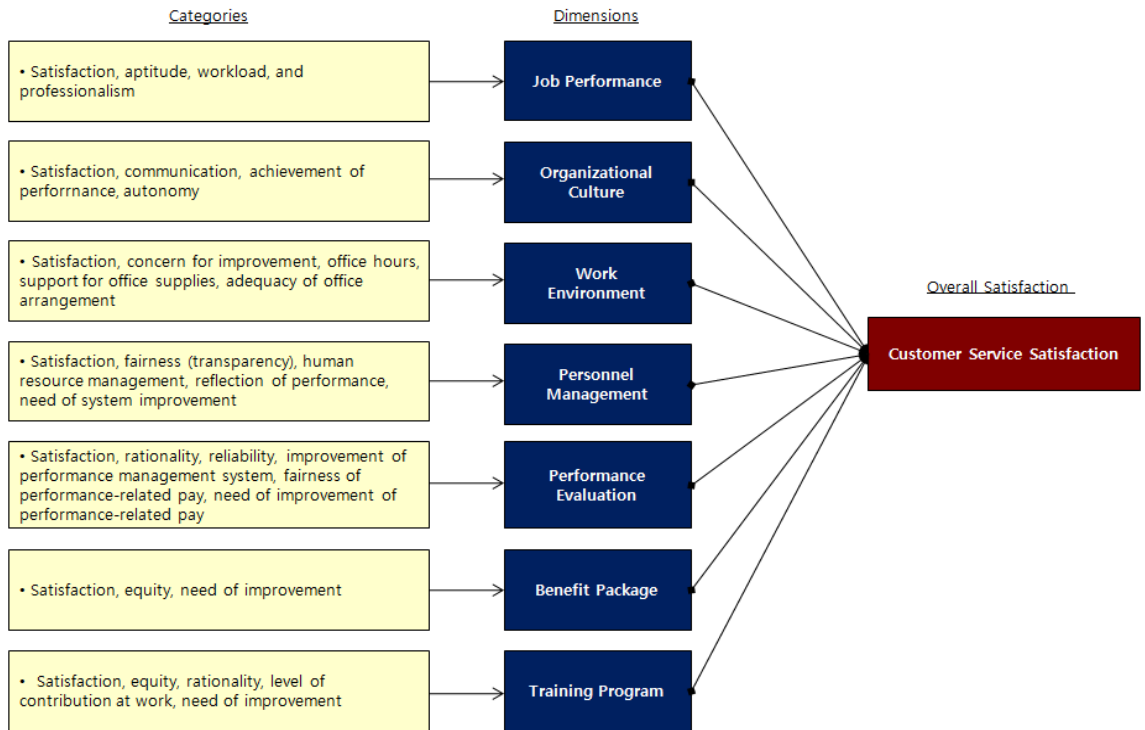
2) Investigation Model

This study employs two investigation models in terms of internal and external customers. The model for external customers are designed based on the IPO model which is to analyze moment of true (MOT) so as to reflect organizational characteristics of each agency and its feedback

process from customers (see Figure 1, 2).



<Figure 1> Survey model for external customers



<Figure 2> Survey model for internal customers

On the other hand, satisfaction of internal customers is measured through seven dimensions in order to systematically reflect opinions of officials in an agency. So, results of the investigation can be of help to draw several management implications and develop improvements.

2. Data Collection and Analysis Method

1) Calculation of Citizen Satisfaction

Satisfaction of internal and external customers is evaluated through a ten-point scale, and scores on a ten-point scale are adjusted on the basis of 100 points (see Table 3).

<Table 3> External and internal customer service satisfaction on a scale of 10

Classifications	Scale of 10	Conversion to a scale of 100	Contents
Agree very strongly (Very satisfied)	10	100.0	$(10-1)/9 \times 100$
	9	88.9	$(9-1)/9 \times 100$
Agree strongly (satisfied)	8	77.8	$(8-1)/9 \times 100$
	7	66.7	$(7-1)/9 \times 100$
Agree (Neither satisfied or dissatisfied)	6	55.6	$(6-1)/9 \times 100$
	5	44.4	$(5-1)/9 \times 100$
Disagree (Somewhat dissatisfied)	4	33.3	$(4-1)/9 \times 100$
	3	22.2	$(3-1)/9 \times 100$
Disagree strongly (Very dissatisfied)	2	11.1	$(2-1)/9 \times 100$
	1	0.0	$(1-1)/9 \times 100$

The comprehensive satisfaction of external customers is measured through three stages (see Table 4).

<Table 4> Calculation of overall satisfaction score

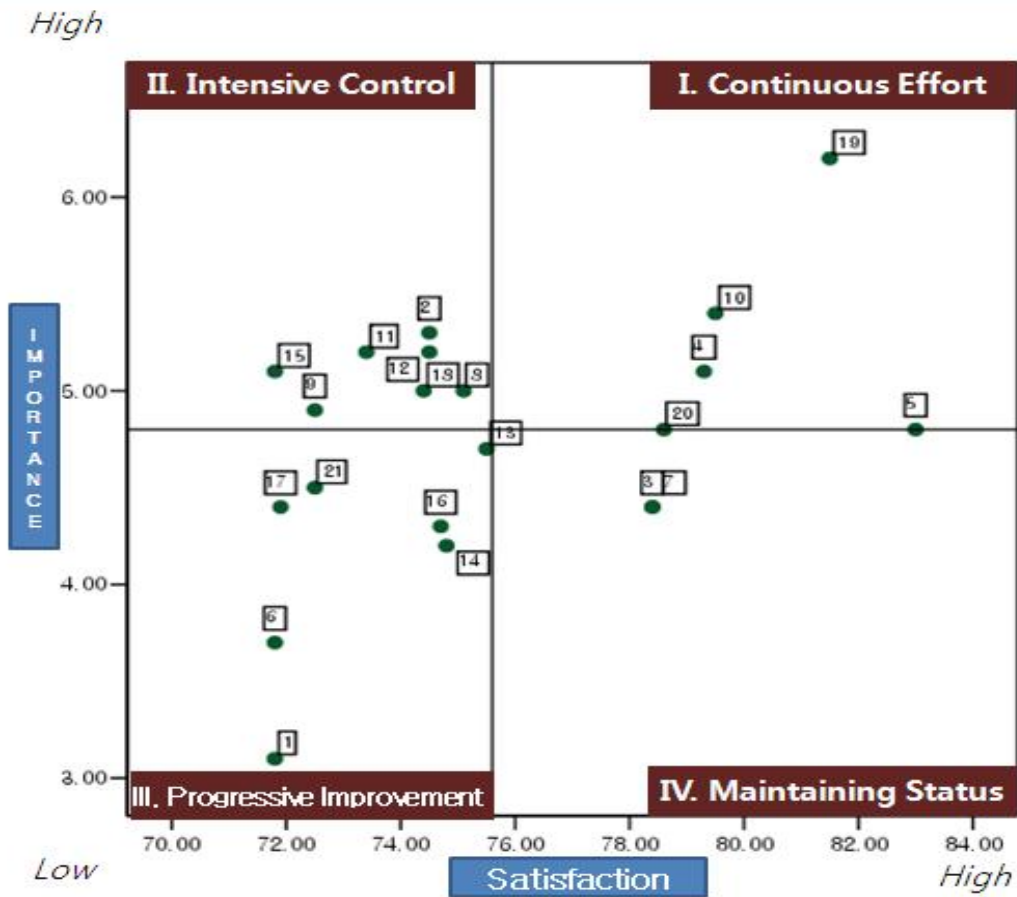
Classifications	Contents
Satisfaction in which categories	Conversion of a scale of 10 to a scale of 100
Satisfaction in which dimensions	Calculation of satisfaction of each dimension after calculating importance through correlation analysis
Overall Satisfaction	Calculation through multiplication of importance and satisfaction of each dimension $(W1 \times \text{Input Satisfaction} + W2 \times \text{Process Satisfaction} + W3 \times \text{Output Satisfaction})$ W : Importance of each dimension

On the other hand, the total satisfaction of internal customers is evaluated by 1) converting scores on a ten-point scale on the basis of 100 points; 2) calculating satisfaction in each dimension; and 3) averaging satisfaction scores in the dimensions. In correlation analysis, internal customers' satisfaction scores in the dimensions can have a negative relationship with others, so its statistical implication can be weakened. This study compares a total satisfaction score, scores in dimensions and questions, and satisfaction scores for each agency by drawing a spidergram, and visualizes strengths and weaknesses for each agency.

2) IPA Analysis

This study employs the IPA (Importance-Performance-Analysis) method to analyze citizen satisfaction. The method is a popular and easily understood way to organize factors influencing

citizen satisfaction through the two axes: importance and performance. And, this study examines the distribution of the factors and devises several improvements in order to efficiently manage restricted personnel and material resources of each agency.



<Figure 3> IPA Analysis Framework

3) Number of Samples

This study divides the total samples into two sub-samples: external (citizens) and internal (employees) customers in order to evaluate satisfaction with public services. First, the number of samples for evaluating external customers' satisfaction is 1,832 in 2012, which is 69 more than the number in the 2011 investigation. Especially, the 2012 investigation started to examine citizen satisfaction with services provided by the Suwon Cultural Foundation (SWCF). In the case of the Suwon Philharmonic Orchestra and Civic Chorale, 210 questionnaires were analyzed; 204 of them

were investigated in the field of providing services, and other 6 were additionally investigated (see Table 5).

<Table 5> The number of samples for evaluating external customers

Agency	Survey methods	2013	2012
Suwon City Facilities Management Construction	Field	239	200
Suwon Cultural Foundation (SWCF)	Field/telephone/e-mail	160	-
Youth Development Foundation	e-mail	123	160
Suwon Sarang Student Aid Foundation	Telephone	178	200
FC Suwon	Field/e-mail	203	111
Suwon Philharmonic Orchestra and Civic Chorale	Field	210	200
Suwon Sports Council	Telephone	166	161
Suwon life Sports Council	Field/e-mail	206	200
A comprehensive resource, and Welfare Center	Field/telephone/e-mail	200	200
Suwon Regional Welfare Association	Field/telephone/e-mail	147	143
Total	-	1,832	1,763

On the other hand, the number of samples for evaluating internal customers' satisfaction is 323, which are 70 more than the sample number in the 2011 investigation. The Suwon Cultural Foundation (SWCF) was added as a new agency in the 2012 investigation. But, it should be noted that there is a serious difference between the numbers of employees among Suwon-affiliated agencies. For example, there are only 3 staffs in the Suwon Sarang Student Aid Foundation, 4 employees in the Suwon Regional Welfare Association, and 7 employees in the FC Suwon, which numbers are in contradiction to the number of employees in the Suwon City Facilities Management Construction.

<Table 6> The number of samples for evaluating internal customers

Agency	Survey methods	2013	2012
Suwon City Facilities Management Construction	Field/e-mail/Telephone	108	115
Suwon Cultural Foundation (SWCF)	Field/e-mail/Telephone	40	-
Youth Development Foundation	Field/e-mail/Telephone	86	58
Suwon Sarang Student Aid Foundation	Field	3	3
FC Suwon	Field	7	8
Suwon Philharmonic Orchestra and Civic Chorale	Field	11	10
Suwon Sports Council	Field/e-mail/Telephone	31	25
Suwon life Sports Council	Field	15	13
A comprehensive resource, and Welfare Center	Field	18	17
Suwon Regional Welfare Association	Field	4	4
Total	-	323	253

IV. Analysis and Discussion

1. Overview

1) Comprehensive citizens' satisfaction

The average score of citizen satisfaction for the ten affiliated agencies of Suwon is 76.11 for external customers and 67.91 for internal customers. And, the comprehensive satisfaction with the Suwon Regional Welfare Association is the highest: 17.2, but the Suwon FC records the lowest satisfaction score: 12.7.

<Table 7> Rankings and Satisfaction Scores of Agencies

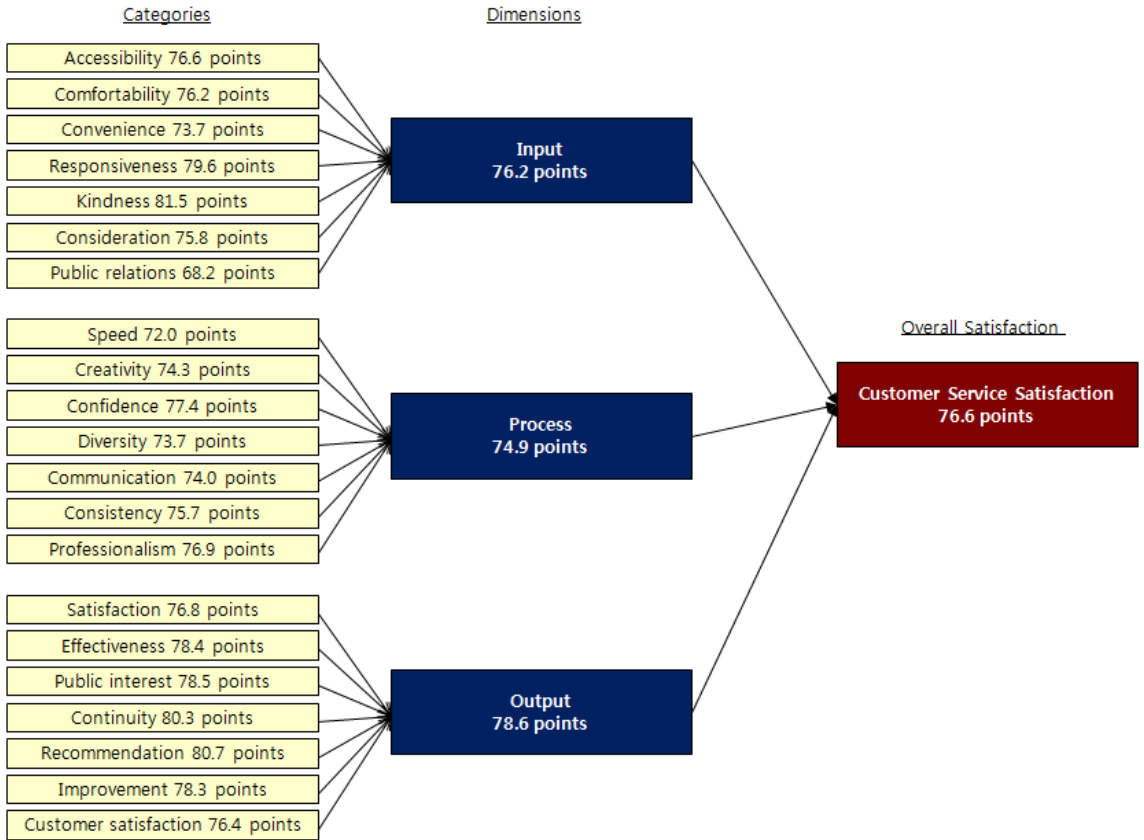
Agency	Score				Total Score*	Total Rank
	External	Rank	Internal	Rank		
Suwon City Facilities Management Construction	74.0	7	67.9	6	14.5	6
Suwon Cultural Foundation (SWCF)	73.8	6	66.7	7	14.4	7
Youth Development Foundation	66.5	10	55.4	9	12.7	10
Suwon Sarang Student Aid Foundation	69.1	8	69.8	5	13.9	8
FC Suwon	68.4	9	70.7	4	13.8	9
Suwon Philharmonic Orchestra and Civic Chorale	80.9	3	50.7	10	14.7	5
Suwon Sports Council	75.1	5	79.3	2	15.2	4
Suwon life Sports Council	78.9	4	75.4	3	15.6	3
A comprehensive resource, and Welfare Center	87.0	2	60.9	8	16.1	2
Suwon Regional Welfare Association	87.4	1	82.3	1	17.2	1

* Note 1: the comprehensive satisfaction is measured on the basis of 20 point scale, which is calculated by 1) multiplying external satisfaction score and 0.15 together; 2) multiplying internal satisfaction score and 0.05 together; and 3) summing the two weighted satisfaction scores.

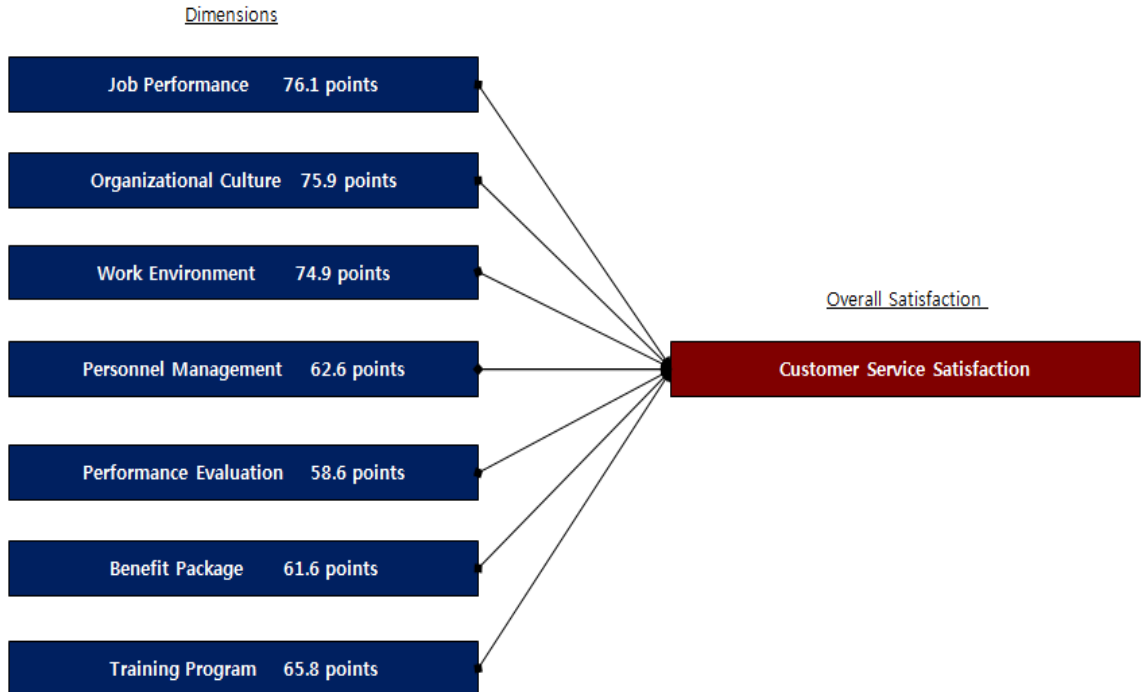
** Note 2: It is impossible to compare satisfaction scores in 2012 to those in 2011 1) because the Suwon development Research Institute was excluded in the 2012 investigation; 2) because the Suwon Cultural Foundation was first added in the 2012 investigation; and 3) because the Suwon Chorus and the Suwon Orchestra were integrated into the Suwon Philharmonic Orchestra and Civic Chorale in 2012.

2) External and Internal Customers' Satisfaction

Figure 4 is the diagram showing the relationships between satisfaction scores in questions and dimensions, and the comprehensive satisfaction score for external customers. Figure 5 is the diagram for internal customers.



<Figure 4> Results of External Customers' Satisfaction



<Figure 5> Results of Internal Customers' Satisfaction

2. Results of Customers' Satisfaction

1) Results of External Customers' Satisfaction

The comparison of the comprehensive satisfaction in 2012 with in 2011 shows that the average satisfaction score of all affiliated agencies decreases by 4.9 from 81.5 in 2011 to 76.6 in 2012. In the 2012 investigation, the Suwon Regional Welfare Association records the highest satisfaction score of 91.5 among the ten agencies, followed by the Suwon Volunteer Work Center with the score of 87.0, and the Suwon Philharmonic Orchestra and Civic Chorale with 80.9 points. Meanwhile, the agency which records the lowest satisfaction score is the Suwon Football Club with 66.5, followed by the Suwon Youth Foundation with 68.4.

Scores of citizens' satisfaction with each agency's services are similar in terms of the three dimensions (Input, Process, and Output). The averages of citizens' satisfaction with public services provided by the affiliated agencies of Suwon 76.2 in the input dimension, 74.9 in the process dimension, and 78.6 in the output dimension. First, in the access level, the Suwon Regional Welfare Association records the highest score of 91.7, but the Suwon Football Club is graded with

the lowest score: 68.0. The scores of other agencies are as follows: 73.1 for the Suwon City Facilities Management Construction, 72.9 for the Suwon Cultural Foundation, 68.4 for the Suwon Sarang Student Aid Foundation, and 69.9 for the Suwon Youth Foundation.

In the service process dimension, the average of satisfaction scores of the ten agencies is 74.9. To put it more specifically, residents give the highest score of 91.6 to the Suwon Regional Welfare Association, but the Suwon Football Club has the lowest score of 64.3. On the other hand, satisfaction scores of the other agencies are as follows: 69.7 for the Suwon City Facilities Management Construction, 71.0 for the Suwon Cultural Foundation, 66.5 for the Suwon Sarang Student Aid Foundation, 67.7 for the Suwon Youth Foundation, and 74.8 for the Suwon is 69.7, the Suwon Amateur Sports Association.

Finally, in the output dimension, the average for all agencies is 78.6. More specifically, the Suwon Regional Welfare Association has the highest satisfaction score of 91.2, but the Suwon Football Club has the lowest of 67.6. Meanwhile, the Suwon Sarang Student Aid Foundation records 72.6, the Suwon Youth Foundation records 67.7, and the Suwon Amateur Sports Association gets 74.6.

2) Results of Internal Customers' Satisfaction

The average comprehensive satisfaction of internal customers in all affiliated agencies is 67.9, which is 3.5 more than that in the previous year. More specifically, the comprehensive scores of internal customers in the Suwon Regional Welfare association records the highest score of 82.3, which is followed by 79.3 in the Suwon Amateur Sports Association and 75.4 in the Suwon Council of Sports for All. Meanwhile, the Suwon Philharmonic Orchestra and Civil Chorale records the lowest score of 50.7, and the Suwon Football Club and the Suwon Volunteer Work Center also show low satisfaction, which record 55.4 and 60.9, respectively.

An average satisfaction score in each dimension is as follows: 76.2 in the job process dimension, 75.9 in the organizational culture dimension, and 74.9 in the working environment dimension. However, satisfaction in the benefit package dimension is very low, recording 61.6, and respondents are least satisfied with performance evaluation, showing the lowest score of 58.6.

To look at internal customers' satisfaction of each agency in the job process dimension, the average in the dimension is 76.1. More specifically, the Suwon Regional Welfare Association has the highest score of 86.3, but internal customers are least satisfied with services of the Suwon Volunteer Work Center, which is proved by the lowest score of 63.0. Meanwhile, internal

customers in the Suwon City Facilities Management Construction, the Suwon Cultural Foundation, the Suwon Football Club, and the Suwon Philharmonic Orchestra and Civic Chorale show less satisfaction with their agencies' services, showing 75.4, 73.5, 63.5, and 71.2, respectively.

Second, the average satisfaction in the organizational culture dimension is 75.9. Especially, internal customers in the Suwon Regional Welfare Association are most satisfied with their agency's services with the score of 92.2, but the Suwon Philharmonic Orchestra and Civic Chorale shows the lowest satisfaction score of 59.5. Other agencies which have satisfaction score below the average are the Suwon Facilities Management Construction (74.6), the Suwon Cultural Foundation (69.5), the Suwon Football Club (69.4), the Suwon Amateur Sports Association (75.2), and the Suwon Volunteer Work Center (69.0).

Third, the average of internal customers' satisfaction in the work environment dimension is 74.9. More specifically, the Suwon Regional Welfare Association has the highest score of 90.4, but the Suwon Football Club the lowest score of 51.0. Also, other four agencies show low satisfaction which is below the average: the Suwon Facilities Management Construction (73.7), the Suwon Cultural Foundation (71.7), the Suwon Philharmonic Orchestra and Civic Chorale (62.1), the Suwon Volunteer Work Center (69.5).

Fourth, the average in the personnel management dimension is 62.6. Of the ten agencies, the Suwon Regional Welfare Association has the highest score of 74.1, but the Suwon Philharmonic Orchestra and Civic Chorale the lowest score of 35.0. Also, internal customers in the Suwon Facilities Management Construction (61.5), the Suwon Football Club (52.3), and the Suwon Volunteer Work Center (57.1) are less satisfied with their agencies' services, having low satisfaction scores below the average.

Fifth, the average in the performance evaluation dimension is relatively lower than other averages, which is 58.6. To look at that of each agency, the Suwon Regional Welfare Association records 78.6, which is the highest scored. However, the Suwon Philharmonic Orchestra and Civic Chorale shows the lowest score of 35.7. And, the Suwon City Facilities Management Construction, the Suwon Football Club, the Suwon Sarang Student Aid Foundation, and the Suwon Volunteer Work Center have low satisfaction scores below the average and records 55.8, 44.9, 50.4, and 52.6, respectively.

Sixth, the average in the benefit package dimension is 61.6. More specifically, the Suwon Amateur Sports Association records the highest satisfaction score of 78.0, but internal customers in the Suwon Philharmonic Orchestra and Civic Chorale are least satisfied with the score of 46.6. The Suwon Football Club (49.5), the Suwon Sarang Student Aid Foundation (55.6), and the

Suwon Volunteer Work Center (52.3) also show low satisfaction of internal customers in this dimension.

Finally, the average in the training program dimension is 65.8. The Suwon Amateur Sports Association gets the highest score of 81.7, but the Suwon Philharmonic Orchestra and Civic Chorale has the lowest score of 44.6. Other agencies, whose satisfaction scores are below than the average, are the Suwon Cultural Foundation (62.1), the Suwon Football Club (57.4), the Suwon Sarang Student Aid Foundation (58.0), and the Suwon Volunteer Work Center (63.0).

V. Summary and Policy Suggestions

1. Summary

The purposes of the study are to investigate citizen satisfaction with public services provided by local government with the case of the quasi government agencies of Suwon and look to ways to improve survey accuracy and efficiency. To achieve the goals, the concept of a public service provided by local government was preferentially defined and the relationship between the public service and the citizen satisfaction was examined by reviewing the pertinent theory and previous research in relation to the study. Also, the results of citizen satisfaction survey on public services provided by quasi government agencies were analyzed through empirical testing. The subjects of the study are the quasi government agencies of Suwon, which have launched the Public Service Charter. The citizen satisfaction survey is intend for both external and internal customers who have ever used public services and was conducted during 30 days from July 1st, 2013 to July 30th, 2013 by mail, telephone, and face-to-face interview. The numbers of valid survey returns are 1,832 for external customers and 323 for internal customers. A frequency analysis and IPA were performed on the data using SPSS 17.0.

The major results of the study are summarized as follows: First, the average citizen satisfaction score on 10 quasi government agencies of Suwon is 76.11 points for external customers and 67.91 points for internals, and local council of social welfare is ranked No.1 with the score of 17.2 points whereas Suwon FC is the last one with the score of 12.7 points.

Second, to compare comprehensive satisfaction of external customers with that in the previous year, the average of all then agencies decreases by 4.9 from 81.5 in 2011 to 76.6 in 2012. According to the 2012 survey, the Suwon Regional Welfare Association records the highest

satisfaction score of 91.5 among the ten agencies, followed by the Suwon Volunteer Work Center with the score of 87.0, and the Suwon Philharmonic Orchestra and Civic Chorale with 80.9 points. Meanwhile, the agency which records the lowest satisfaction score is the Suwon Football Club with 66.5, followed by the Suwon Youth Foundation with 68.4. Scores of citizens' satisfaction with each agency's services are similar in the three dimensions (Input, Process, and Output). The averages of citizens' satisfaction with public services provided by the affiliated agencies of Suwon 76.2 in the input dimension, 74.9 in the process dimension, and 78.6 in the output dimension.

Finally, the average comprehensive satisfaction of internal customers in all affiliated agencies is 67.9, which is 3.5 more than that in the previous year. More specifically, the comprehensive scores of internal customers in the Suwon Regional Welfare association records the highest score of 82.3, which is followed by 79.3 in the Suwon Amateur Sports Association and 75.4 in the Suwon Council of Sports for All. Meanwhile, the Suwon Philharmonic Orchestra and Civil Chorale records the lowest score of 50.7, and the Suwon Football Club and the Suwon Volunteer Work Center also show low satisfaction, which record 55.4 and 60.9, respectively. Internal customers are generally satisfied with their agencies' services in several dimensions: 76.1 in the job process dimension, 75.9 in the organizational culture one, and 74.9 in the work environment one. However, they are less satisfied in the performance evaluation dimension (58.6), the benefit package one (61.6).

2. Policy Proposal

Based on the research results above, policy proposals to improve citizens' satisfaction with public services of local governments are as follows. Since this study is based on a case study of a local government, Suwon, some may criticize that research findings drawn from this study cannot be applied to all other local governments. However, most local governments are similar with each other in terms of personnel, resource, and institution. In addition, they are providing similar public services to their residents. So, findings of this study have policy implications for other local governments as well as Suwon. Especially, it is considered as an upper-level local government in terms of their population, and evaluated to provide high-quality public services. Therefore, this study's findings can be used as data in the process of making improvements for future survey which is to investigate how much citizens are satisfied with local public services.

For future survey to be conducted more efficiently and accurately, this study proposes several improvements. First, selecting respondents, who are considered to represent the whole, and

investigating their opinions minutely are the most important step in survey research. However, several errors are sometimes discovered in each agency's sample group. To resolve this problem, of 20 points which are allocated to internal (15 points) and external (15 points) customers' satisfaction results in order to combine these two results, 3 points should be adjusted to measure how sincerely an agency tries to cooperate the survey (2 points) and how accurately respondents are selected as sample (1 point). This adjustment can save time and resources needed to do a survey and helps manage a group of respondents more systematically. Second, the survey in 2012 started in May, and it was technically impossible to reflect its results in the policy-making process. Thus, a future survey should be conducted at the beginning of a year. Third, some policies and programs conducted by affiliated agencies can be excluded from the investigation, enough time and resources should be given to investigators in order to check all policies and programs. Fourth, it is needed to manage agencies based on their characteristics. For example, the Suwon Cultural Foundation maintains serves to Suwon Hwaseong, which was designated as a World Heritagesite by the UNESCO(United Nations Educational, Scientificand Cultural Organization) in 1997. So, in the case of the Suwon Cultural Foundation, foreign visitors' opinions about and satisfaction with the agency's services should be examined. Finally, in the case of internal customers' responses, by making improvements by oneself or getting education or consulting services, each agency should make up for what it lacks in the process of producing and providing services.

As the Korean local autonomy system has matured and demands for public services provided by local governments increase, citizens' satisfaction will be considered more important than before. Also, because of high attention and expectation of citizens toward public services, government should continuously improve their services. Especially, local governments have provided public services with the close relationship compared to other types of governments, so improving public services of local governments and their affiliated agencies is a more critical issue. Thus, improving public services, especially provided by local governments and their affiliated agencies should be continuously processed.

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<http://likms.assembly.go.kr>(The National Assembly of the Republic of Korea)

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신원부: 연세대학교에서 행정학 박사학위를 받고(논문: 공무원 전문성의 영향요인에 관한 연구. 2012년 12월), 현재 한국안전연구원 원장으로 재직 중이다. 안전정책 및 평가, 안전지수, 조직진단 및 인력산정 등이 주요 관심분야이며, 주요 논문으로는 “범죄검거율 향상에 영향을 미치는 요인에 관한 연구(2014)”, “경찰의 순찰활동과 치안서비스 만족도에 관한 인식분석과 함의(2014)”, “경찰 치안안전지수 개발(2013)” 등이 있다(applaud@hanmail.net).

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