

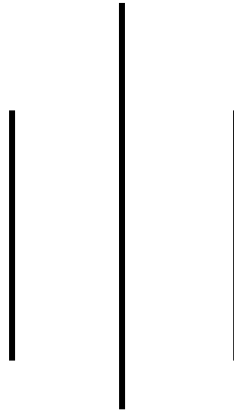
**SERVICE SEEKER'S SATISFACTION OF
SAINAMAINA MUNICIPALITY**

[Small RDI 77 / 78]

Submitted By

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Parroha Multiple Campus



Submitted To

University Grant Commission

Government of Nepal

Kathmandu

Nepal

Dated: Jestha, 2079

PREFACE

It is my pleasure to forward the recently completed paper entitled “service seekers’ satisfaction sainamaina municipality” based on the service quality of sainamaina municipality Rupandehi district Lumbini province. This work is survey based carried out during the year 2078 B.S. The Present work is the outcome of research grant by UGC under Small RDI awarded to Parroha multiple campus. It is the joint effort between the UGC Research division and Parroha multiple campus dedicated to promoting research and extension. Faculty Researcher working on behalf of the parroha multiple campus conducted extensive research and analysis for more than one year, proactively engaging Service receivers within the municipality. This extensive and inclusive analysis concludes that the service provided to the clients by the sainamaina office is satisfactory. I take this opportunity to express my sincere thanks to Dr. Tara Prasad Gautam Campus chief, Parroha Multiple Campus and all the team members RMC. The UGC Research Division for financial grant and their hard work coordinating and guiding this exercise. I also thank all the students for their contributions during data collection. This analysis will be used as resource for designing the Municipal program, as well as for initiating various policy and institutional reforms in the local government to render the quality service. We hope that this analysis will help to promote quality service and create a satisfied citizen that directly benefits the people of Nepal and develop strong foundation of federalism in Nepal.

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परोहा बहुमुखी क्याम्पस

सैनामैना-४, रुपन्देही

Ref. No. 123/2078/079

Date: 2022/06/10

Forward Letter

The issue of quality service has been a topic of public concern since long. The services provided by local government to the citizen impact the satisfaction and happiness of the residents. Such a study holds important part in the context of Sainamaina Municipality.

The report prepared in the context of Rupandehi, Sainamaina Municipality tries to seek an insight for understanding the perception of citizens of Sainamaina. This study will also benefit the public colleges in the field of promoting research.

Therefore, the research report is forwarded to your concern for further study and acceptance.

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LIST OF ABBREVIATION

AD	:	Anno Domini
ASS	:	Assurance
BS	:	Bikram Sambat
CESP	:	Centre of Economic Studies and Planning
CESP	:	Central of Economic Studies and Planning
EMP	:	Empathy
IDASA	:	Institute for Democracy in South Africa
LAPOP	:	Latin American Public Opinion Project
LAPOP	:	Latin American Public Opinion Project
LG	:	Local Government
MGMT	:	Management
NPM	:	New Public Management
PMC	:	Parroha Multiple Campus
REL	:	Reliability
RES	:	Responsive
RMC	:	Research Management Cell
Sq. km	:	Square Kilometer
TAN	:	Tangibility
UGC	:	University Grant Commission
UDC	:	Village Development Committee

ACKNOWLEDGEMENT

The Service seeker satisfaction is outcome of continuous engagement and support of several institutions and individuals. I extend our sincere thanks to all those who extended their invaluable support to make this Project successful. The effort would not have been materialized without the support of UGC Nepal and special thanks goes to Research division UGC, Nepal for their overall guidance and support in the entire process of this work. Appreciate the support of the office of Sainamaina Municipality for providing access to all wards and residents required for sampling. I express my special thanks to the host institution Parroha Multiple campus for facilitating the requirement and providing the administrative support during the process of the completion of the present work.

I sincerely appreciate the support rendered by all the students of PMC for providing inputs in the data collection during field survey and questionnaire distribution and collection. Credits are extended to Krishna Prasad Bhandari, CEO and Keshab Aryal information officer sainamaina municipality. Coordinator and all the RMC Team for taking the lead in sampling design, and the analysis of data. The contribution made during the data entry supported by young mind Miss Priyanka Sharma, Meena Subedi and Madhu Sharma both are indebted and I remain thankful to them. Thanks are due to Ishwor Kafle and Din Prasad for Questionnaire translation in Nepali Language.

I owe gratitude to Homan Chaudhary and Dhan Kumar Kunwar for typing and setting the writing work in procedural format. Similarly, my sincere gratitude to Mr. Chitra KC ex campus chief PMC and Mr. Ashok Rana for creative input into the work for support during writing and editing of the report This survey would not have been possible without the generous support of The UGC Nepal Besides Last, but not least, we are thankful to all respondents, local governments and other individuals at field level who generously provided support to make this study successful.

EXECUTIVE SUMMARY

Quality has come to be recognized as a strategic tool for attaining operational efficiency and improved performance irrespective of public, private and government sector. However, the problem with quality in service is that quality cannot easily be identifiable and measurable due to inherent characteristics of services. Happiness is in satisfaction and satisfaction can be mined through quality service. The present study entitled ‘Service Seeker Satisfaction of Sainamaina Municipality’ is the survey based citizens perception of the local government service based in Sainamaina municipality 2021 A.D. This work is part of the ongoing effort of PMC to work with the UGC Nepal to promote research and extension under SRDIG Government of Nepal to conduct capacity development for Faculty research.

Since its establishment of Sainamaina municipality 27th Falgun 2073 BS (March 10 2017AD) such public opinion survey has not been carried out to know the perception of service receivers and this study is first of its kind. This report represents an important milestone as generated, for the first time. This survey presents the data of Nepali people’s perceptions of the local governance in Sainamaina municipality Nepal. The statistics presented here can be used as evidence for designing and improving services for the good governance and deliver quality service to the citizens. This study is to anticipate whether there is quality public service delivery and determine the level of citizen’s satisfaction. Local institutions are in the frontline for public service and if they are unable to deliver as per the needs of the people, citizens may not express their support with local governments and may also lead to social disruption.

Data are collected from 216 respondents who are all the local residents of Sainamaina from all the 11 wards implementing designed questionnaire approaching the service receivers keeping in mind the ethical safety issues. Both primary and secondary data are the inputs

of the present work, the SERUPERF model is used to measure perception of service quality and uses the same five dimensions i.e. reliability, assurance, responsiveness, empathy and tangibles as independent variables and client satisfaction as the dependent variable. The typical 5 level Likert scale is used to measure the degree of satisfaction (5 as highest) and dissatisfaction (1 as the lowest). The collected data are entered and analyzed using statistical tools and SPSS 25 is used extensively to generate output. The test of normalcy is checked and found within acceptable level and reliability of data is ensured using Cronbach's alpha. Stepwise regression analysis is done to determine the explanatory power of service quality dimensions and found responsiveness as the strongest impact on satisfaction followed by Empathy. However, tangibility dimension in our model does not hold predictive power to explain citizen satisfaction. Pearson correlation is used to recognize the association between the different variables found all the service variables significantly correlated with client satisfaction. The overall client satisfaction mean score is calculated as 3.41 with S.D 0.63 and about 51.4 % responded "Good" and 11.5% indicated as "Very Good" and therefore concluded that most of the service seekers of Sainamaina are found satisfied with the municipal office which fulfilled the core objective of the study. Finally, it was recommended to the concern to improve the service area where problems are detected as such most clients are found having low responses in regards to timely service as promised.

In addition, we further produce supporting evidences of analytic parts in the full text of this report and annexes. We believe that this research will benefit all the concern and such study/ survey should be made time and again in all the municipalities as to check the service quality and create satisfied clients. The practice will also help to create quality awareness and prevail peace of mind for both service providers and receivers. We feel assured of the credibility and validity of the findings.

ABSTRACT

The Citizen Perception Survey was conceived as a means to generate the empirical evidence regarding citizen perceptions of local governance and local service delivery, the services offered by the Municipality can be defined as intangible and totality of systems, activities and benefits which assists to resolve the non-physical problems. Citizens expect similar services from their own municipalities, all the municipalities work for satisfying their beneficiaries via both quality tests and satisfaction surveys. Beneficiaries of the services are also important for the service suppliers. Besides rendering the services, how efficient they are and whether they are positively responded should also be the significant issue. The objective of this research is to measure the level of citizens satisfaction regarding the services given by the municipality. To explore the service delivery and practice of Sainamaina the study has been conducted. The methodology consists of analyzing primary and secondary sources. Primary data have been collected through field survey of service receivers and discussions with the stakeholders. It can be assessed that if the service seeker finds the service as inadequate and service providers should prepare necessary works in order to increase the satisfaction level of the service receivers. While the central governments pursue the goals of economic development, it is the prime responsibility left to local governments to manage the growing urban areas and provide basic services for their residents. We expect that the municipal offices collaborate with citizens and make the services for them transparent and accountable - and make sure that people are accessible to all the information they need. Offices which provide services should do so in a neutral and objective manner and not cause unnecessary problems for people. We believe that employees of a public organization are responsible to the citizens and therefore, the effectiveness and relevance of an organization can be determined from the quality of service they provide. If the services provided by them are not in accordance with the wishes, desires and needs of the people, then the people have the right to raise questions about the operation of such organizations. Municipalities therefore, need to be assessed in the basis of the value of the services they provide.

CHAPTER I

INTRODUCTION

Quality and timely service provision to the citizens by the local government is the essence of decentralization. While the national government pursues the goals of economic development, it is generally left to local government to manage rapidly growing urban areas and provide basic services for their residents as stated in the citizen charters which assured the quality service. Local governments have to meet the challenges of urban growth in partnerships with other stakeholders. Regardless to many constraints in getting allocation and grant by upper level, sometimes local governments failed to manage its service delivery in good manner. To improve with greater experience of the service, municipalities should be well participated with focus groups among municipal manpower.

On September 20, 2015, the people of Nepal embarked a new chapter in their governance history. After years of prolonged negotiation, a political compromise was reached between the major political parties, and the Constituent Assembly of Nepal approved the country's new constitution. The Constitution of Nepal 2015 A.D. establishes a federal government structure with the vision of establishing strong local governments (LGs), which are vested with greater authority. In 2017, after a gap of 15 years, the Nepalese people have finally elected local representatives with high expectations and hopes for the future. During the elections, campaign promises included the popular slogan 'singha darbar ko adhikar gaun-thaunma' (power enjoyed by the central government now devolves to LG). However, many questions arise about how the new governance structure will be shaped and whether the local governments be effective in delivering the services as per the expectation of the citizens.

1.1 Background

Sainamaina is one of the fast-developing municipality of Lumbini province with rapid economic growth and one of the attractive residential destinations for migrants from neighboring districts.

Sainamina Municipality is located in the north-west of Rupandehi district in the Lumbini Province of Nepal. The municipality is about 15 km towards the north eastern of Lumbini the birth place of lord Gautama Buddha, on the foothills of the graceful Chure hill. It is surrounded by Butwal Sub Metropolitan City in east, Badganga Municipality and Kapilvastu Municipality in west, Sitganga Municipality, Argakhanchi, Rainadevi, Chhahara and Tinau Rural Municipality in north and Suddhodhan, Kanchan, Gaidhawaha Rural Municipality in south.

Sainamaina Municipality was formed by combination of Parroha, and Dudhrachya UDCs in 25th Baishak 2071 BS (May 8 2014 AD). After the reconstruction of the government, the former Saljhandi UDC was also merged to form the present Sainamaina Municipality in 27th Falgun 2073 BS (March 10 2017 AD). Sainamaina Municipality consists of 11 wards. The total area of Sainamaina Municipality is 162.18 sq. km, according to census 2078 (2021 AD) official records, it holds 78,477 populations and population density is 436.8 people per square kilometer. There is the mix of all castes, languages and cultures and traditions in this municipality.

Sainamana Municipality carries the historical, religious, cultural and archaeological significance and has also been declared as one out of hundred Tourism destination of Nepal by Nepal Government in 15th Kartik 2075 BS (Nov 1st 2018 AD). Agriculture, tourism, industry and infrastructure, well-cultured is the basis of Sainamaina (website Sainamaina Office)

1.2 Problem Statement

Since after the restructure of administrative division and establishment of municipality citizens seeking services from Sainamaina local government not measured till now. It is rationally accepted concept that citizens should be served effectively by the service provider. Beside citizens pay tax and they deserve the quality service from the local government which is of course one of the ultimate objective of decentralization. it is very important to know and identify what different services are rendered and how these services are being perceived by the citizens in the municipality. The Citizen Perception Survey is conceived as a means to generate the empirical evidence regarding citizen perceptions of local government service delivery.

1.3 Research Questions

After the reconstruction and the local bodies election in 2017, a big question was will local governments be able to facilitate an inclusive environment and meeting their objectives for service delivery and provision of infrastructure to the citizens? And after five years of our local governance practice and experience it's the time enough to raise yet another question i.e. are the local governments progressing along the lines of the citizen expectation to provide insight into the transition to federalism in Nepal? The utter could be verbally articulate only after the in-depth study of local administrations in the national level.

The main issues and problems that the present study tries to explore and attempt to answer are:

- a) How do clients value Sainamaina municipal?
- b) What is the level of the services seeker's satisfaction with local government and its services?
- c) Is immediate improvement really necessary in the service delivery by Sainamaina?

d) Is the Sainamaina progressing along the lines of the citizen expectation to provide insight into the transition to federalism in Nepal?

1.4 Research Objectives

The objective of the Citizen Perception survey is to generate the information that can be used to assess the satisfaction level of citizen who are the residents of the Sainamaina municipality.

The specific objectives of the research are as follow:

- a) To analyze the perception of citizens in regards to the service dimensions as provided by the Sainamaina municipal.**
- b) To measure the service quality as delivered by service provider Sainamaina.**
- c) To analyze how Municipal is being valued by citizen in terms of service satisfaction.**

1.5 Study Design

The study is conducted adopting both quantitative and qualitative research approach. This study measured the service seeker satisfaction based on Sainamaina municipality. The measurement uses five-point Likert-type scale ranging from 1 = Worst to 5 = Very good for all the client's satisfaction items. To develop comprehensive indicators of customer satisfaction, this study used satisfaction survey with the citizens on the services of local government. The citizen satisfaction measurements tested on overall services provided by Sainamaina Municipal to the citizen directly. A set questionnaire is developed to obtain responses from service seekers about the service delivered by Sainamaina office.

The study carried out systematically and effectively keeping in mind to provide a quality output as an important documentary statement and evidences. Generally Accepted research process adopted to address the

research problem and complete the work. It is ensured to conduct the activities in a coherent and logical manner. Both analytical and descriptive techniques used to present and interpret data.

1.6 Relevance of the study

Growing interest and aspiration of people to achieve quality service can be traced from the status of people in social sites . The present study helps to understand the recent local government policies and program and practices that have implication and effectiveness in the service delivery. The present study not only traces the satisfaction level of service receivers but also capture problems encounter by the citizens. The rationality of the study as follows:

- i. Help to address the problems associated with the service delivery and create positive environment
- ii. Help to know the impact of the local government policy in service provisions.
- iii. It supports in the Policy formulation of local administration and good governance.
- iv. Encourage the citizen for active participation and create quality service awareness for better living.
- v. Discourage the inferior service rendering by service providers.

1.7 Limitation and challenges

To understand and measure the client's satisfaction itself is complex task and therefore can have many shortcomings with the current study.

- a) The study includes and takes into consideration only the citizens residing in Sainamaina.
- b) The facts/Finding/Conclusion are drawn based on the truth and information as provided by the respondents.
- c) The sample size is extremely small and therefore the findings may or may not represent the whole aspects.

- d) The general tendency to have report with less accuracy and more then relevance by the respondents may affect our findings.
- e) Limited financial resources pose a big challenge which limited our survey work.

Apart from the above facts, the study definitely holds relevance and therefore would help to know much more about the perception of local residents in the context of Sainamaina municipality.

1.8 Ethical Safety Issues

This study adhere the following ethical values and norms in the process of completing the research work.

- a) The researcher is fully responsible to certify that the manuscript represents valid work.
- b) The researcher intents to produce its own original paper and that plagiarism has no part in the work.
- c) All the information collected will not be used for personal or in any other ways. Information so collected will not be misused.
- d) The Researcher is fully aware of not to mislead/Misinterpretation/Fabrication and Falsification.
- e) Appropriate data analysis is ensured as all the sources and methods used to obtain and analyze data are fully disclosed.
- f) It is ensured that no any Conflicts will be created in the interest of different aspect in connection with the present work.
- g) The protection of the dignity of the respondents, confidentiality and respect for privacy maintained.
- h) Avoid Political/Social-Cultural conflict.

1.9 Fundamental Preliminary Work

So far, such kind of citizen perception survey on municipal is not initiated in any of the municipality in Lumbini province. The present

study itself is the preliminary work. Parroha Multiple Campus had approached the Sainamaina municipality to conduct survey on citizens service perception in joint collaboration. The officials rejected the idea on the ground of budget and therefore refused our initiation orally.

Later, attempt was made by Research Management Cell, PMC to understand the perception of citizens by conducting public survey but due to lack of resources and threat posed by Covid 19, the idea was dropped for time being.

The notice published by UGC inviting proposals for research under SRDIG provided opportunity to forward the idea and the proposal submitted was accepted to carry on the work.

1.10 Research Gap

The researcher preferred the topic of the study because there had not been any research undertaken in the study area especially in the municipalities of Lumbini province on the subject matter before.

This study is to anticipate whether there is quality public service delivery and determine the level of citizens' satisfaction. Local institutions are the front-liners for public service delivery and if they are unable to provide as per the needs, citizens may not express their support with local governments and may also leads to social disruption.

Transparency¹ International Public Opinion Survey, 2020 also made indication the need to survey the perception of citizen on service provision by local governments from the local range. The perception of citizens on the service delivery should be measured time and again as a feedback mechanism to improve the services of our public entities and work as per the public expectation.

¹ Nepal ranks at 117 in transparency international's 2021 Corruption Perception Index.

With the social media exposure globally and growing public awareness in Nepal recently, the level of peoples' expectations has been increased for the fairness and quality in the service delivery mechanism of government sector. It can also be seen in social media public post that Citizens not only voice for the efficiency, effective and economy in service delivery but they also want to be assured of public bodies to be more responsive.

The reference to literature necessitates initiating such investigation in the municipal level and therefore Sainamaina municipal is taken in particular as a case.

1.11 Organization of Study

This Report has been structured in five chapters. The first chapter is the introductory chapter that presents background of the study, statement of the problem, scope of the study, research questions and the objectives as well as significance and the limitation of the study.

The chapter two presents a brief survey of literatures, the theoretical framework and a simple analytical framework that was followed in the study process

The third chapter is the research methodology of the study in detail. It deals with the research process; nature, type and sources of data; sample size and tools and techniques of data generation and method of data analysis.

The forth chapter presents the analysis and interpretation of the data and information that were collected by the researcher.

The last chapter presents a summary of the entire work, scope for the future research and the concluding remarks.

CHAPTER II

LITERATURE REVIEW

This chapter deals with a brief survey of literatures of the previous works that are related with the service satisfaction and the local governments nationally and internationally. Some of the theories and models have been discussed to build the theoretical framework for this study. In the final section, a simple analytical framework has been developed that was followed in the present study.

Some of past works in relation with the present study are reviewed as base foundation which are discussed and summarized.

2.1 Previous Works.

Montalvo, Daniel (2009); if local institutions are unable to satisfy the needs of citizens, they may not express their support with local governments. At the same time, they may also be increasingly dissatisfied with the way local authorities done in their service delivery works in their boundary. *Americas Barometer Insights (2009) carried out citizen satisfaction with municipal services* as it becomes most important to ask Who is more satisfied with the services provided by local governments, and why? This newspapers in the Americas Barometer Insight Series attempts to answer these questions by querying the 2008 data base provided by the Americas Barometer survey carried out by the Latin American Public Opinion Project (LAPOP) in 23 nations in the Western hemisphere. In the survey 33,809 respondents were asked the question: 1. would you say that the services the municipality is providing are: (1) Very good; (2) Good (3); Neither good nor poor (fair); (4) Poor; or (5) Very poor?

The result shows national averages for 22 countries in the sample. The scale to measure the degree of satisfaction with municipal services was recoded in a new continuous scale of 0 which means very poor and 100 means very good. Thus, the average satisfaction with municipal

services in the region was found 50.13 out of 100 possible points. The citizens of Brazil, Dominican Republic and Ecuador manifest the highest degree of satisfaction with municipal services in the region whereas the citizens of Haiti and Jamaica express the lowest degree of satisfaction.

The result also indicates that there were quite a few individual factors that are significantly related to citizen satisfaction with local government services. Individuals who have been victimized by corruption at least once in the last 12 months are more dissatisfied with municipal services than those that have not victimized. The findings clearly suggest that citizens' dissatisfaction with municipal services increases as they perceive that the government is failing to uphold the rule of law.

Transparency International Malaysia Public Opinion Survey, 2001, found that municipal councils were seen as more corrupt than: the land office, judicial office, environment department, health department, police and road transport department. The report recently published by International Transparency Nepal also accounted local government as problem area as perceived by the citizens. The need to measure from local range perspective would help more to understand the perception of citizen from the close range.

Acharya, Susmita (June 2010); *Myth or Reality? Thesis submitted in partial fulfilment for the award of the degree of Master of Philosophy* aims to understand the level of citizens' satisfaction with municipal services and thereby examines their perception regarding the service quality after the implementation of Citizen Charter. The citizen's charter, as one of the quality assurance strategies in the public sector put forward by New Public Management theorists, has been introduced in Nepal with the view of improving the quality of governmental service delivery, increasing the level of citizens' satisfaction and enhancing efficiency of bureaucratic apparatus at the local level. The study is based on nationwide survey conducted in the year 2008 under joint

research project between University of Bergen, Norway and Tribhuvan University, Nepal where the data has been collected from 988 service users of 10 municipalities. The respondents' view on improvement of services is an indication of their level of satisfaction with these services. According to the view of service users it has been found that the service users have positive feelings regarding the delivery of different categories of municipal services. It shows that the majority of the respondents agreed on the statement that there is improvement in distribution of allowances for senior citizens and issuing of relation certification. In addition, the paper emphasis for future research that could be conducted on other issues such as Improving Municipal Services in Nepal.

Diagnostic Study of Local Governance in Federal Nepal 2017

The Diagnostic Study of Local Governance in Federal Nepal was implemented with support from the Australian Government-The Asia Foundation Partnership on Sub-national Governance in Nepal.

Nepal is now divided into seven provinces, and is further sub-divided into 293 urban municipalities and 460 rural municipalities. The newly established municipalities are overall larger in size, vested with greater authority, and shoulder the responsibility to uphold a promise to the people of Nepal. The local level elections were undertaken in three phases from May to September 2017, and provincial elections were held in November and December 2017. Both the constitutional provisions and the newly elected leadership have promised a lot to the people. Public expectations have been raised through campaign promises, and the people believe that they will now receive services that they expect through the local government that resides 'at their doorstep'. As the country embarks on this ambitious project, it is essential to assess the context in which the services are provided to the citizens. Citizens elected 35,041 local officials across the 753 local governments in Nepal between May and September 2017. The newly elected officials must have to learn new skills to operate effectively within the newly

established democratic system. As such, the relevant question is whether they are developing their competency to lead and govern LG within a Federal Nepal. Elected officials require the skills not only to undertake their responsibilities for service provision and project development, but also to enter and contest ideas in the policy arena.

The report result found that Overall, while some of the newly elected officials have experience working in public office and most do not. The report presented, also found that the citizens' perceptions of governance are critical for ongoing support of the restructuring efforts. The survey shows that two-thirds of respondents generally see the local government institutions (civil servants) of sub-metropolis rated as 'uncooperative'.

Albrecht & Zemke, (1990): Quality customer service reflects an organization that is highly concerned about the needs of the customers. Most companies have experienced numerous changes regarding how customers perceive and interact with them. Albrecht & Zemke (1990) emphasize the fact that effective customer service is an issue that private and public companies have to deal with in order to enhance their business performance.

With the social media exposure globally and growing public awareness, the level of peoples' expectations has been increased for the fairness and quality in the service delivery mechanism of public and government sector. Citizens not only voice for the effectiveness and economy in service delivery but they also want to be assured of public bodies to be more responsive.

Ashenafi Gaemi, (2017); As evidence from Jinka Town Municipal's annual report of 2015 and 2016, majority of its customers/inhabitants reflected their complaints directly and indirectly since the office did not meet service needs of its customers and requirements. In addition, the 2017 second quarter's report of the office shows having the same number of households (customers) manifested their dissatisfaction

orally and in written form due to the poor quality of the services given.

Corruption and Local Public Service Delivery:

Pant, Krishna Raj (2015); The revised version paper presented at the Seminar titled- “Black Economy in India, Its Global Dimensions and Impact on Policies” organized by Centre of Economic Studies and Planning (CESP), Jawaharlal Nehru University, New Delhi, 26 June 2015 that Corruption hinders the efficiency of local public services and corruption is the result of situation of higher monopoly and discretionary power and lower accountability of officials, at local level. At the same time, inferior accountability is observed through the lower level of responsiveness of the officials. To complete the process of corruption, nexus of politicians, officials and even users can be observed to form different layers at local level. In the paper presented along with the supportive information from the field survey, the issue of corruption alignment with decentralized service provision was discussed. The local people of sample villages perceived corruption and effect on service delivery.

The role of officials and the political agents are more important for an efficient local governance and local public service delivery. Along with day to day services, it has an impact on resource mobilization, allocation, project implementation and all other for the completion of the local projects. Hence, responsiveness of the officials is an indicator of their accountability to local people that affects the performance in service delivery. From the survey result, it is observed that officials of UDCs having better performance are found more responsive and not being absent in their duties. in contrast less responsiveness of officials have been observed in the UDCs with lower performance. Moreover, officials who deal with the problems of the service seekers even being partly absent in their office face difficulties in access of local service provision.

(IDASA) Institute for Democracy in South Africa Report (2018); The effectiveness of good local governance needs to be judged by the capacity of local government structures to provide an integrated development approach to social and economic development issues and to supply essential services congruent with the needs and desires of the local communities. In this regard, municipalities should be able to *identify* and prioritize local needs, determine adequate levels of services, allocate necessary resources to the public (IDASA, 2018).

Shrestha, Prithiviman (2019) in a news article “Local units suffer” The Kathmandu post, June 16, 2019 writes that ward offices are responsible for various services to be provided by the rural municipalities such as implementing and monitoring development activities, certifying family relationship, making recommendations for citizenship certificates, certifying birth dates, issuing marriage certificates, certifying personal details and making necessary recommendations. Without ward secretaries, service delivery in the wards has been badly affected, Mr. Bhattarai office bearer told the Post over the phone. According to the National Association of Rural Municipalities in Nepal, an umbrella body of the rural municipalities, as many as 1,844 wards out of 3,201 wards of rural municipalities are without secretaries. There is also an acute shortage of other staff, particularly on the technical side, at the offices of both the rural municipalities and their wards, making service delivery difficult, the officer-bearers of the association said.

2.2 SERVQUAL Model

SERVQUAL model is the model that is used for measuring service quality and customer satisfaction. American marketing gurus Valarie Zeithaml, Leonard Berry, and A. Parasuraman suggested this SERVQUAL model in the year 1988 to analyze dimensions of service quality as well as perceptions of service quality. The SERVQUAL scale constitutes an

important landmark in the service quality literature and has been extensively applied in different service settings.

The SERVQUAL model was initially designed for use for service firms and retailers. In reality, while most organizations will provide some form of customer service, it is really only service industries that are interested in understanding and measuring service quality. SERVQUAL takes a broader perspective of service; far beyond simple customer service.

According to the original journal article (Parasuraman, Zeithaml, and Berry 1988)

- **Tangibles** refers to physical facilities, equipment and appearance of personnel
- **Reliability** is the firm's ability to perform the promise service accurately and dependably
- **Responsiveness** is the firm's willingness to help customer and provide prompt service
- **Assurance** is knowledge and courtesy of employees and their ability to inspire trust and confidence
- **Empathy** is caring and individualized attention paid to customers

The impact of SERVQUAL in the domain of service quality measurement is widely accepted, and although few of its claims remain undisputed (Smith 1995), it should be noted that even its major critics acknowledged its popularity. Nevertheless, the conceptual, methodological and interpretative problems that have been summarized suggest that the problems associated with SERVQUAL may be more serious than is generally acknowledged. (Lisa J. Morrison)

Although SERVQUAL measurement has been widely applied in many fields, it has been criticized by different researchers. Buttle (2010) pointed out criticism for SERVQUAL from both theoretical and operational side. Teaa (1993) stated that the concept of "expectation" is loose and open

to many interpretations. Moreover, Ladhari,R.(2008) said that "expectations have been variously defined as desires, want, what a service provider should offer" which means expectation can be interpreted differently by people where it may influence the assessment of service quality.

2.3 The SERUPERF Model

Over time, a few variants of the scale have also been proposed. The 'SERUPERF' scale is one such scale that has been put forward by Cronin and Taylor (1992) in the early nineties. Yet another Model SERUPERF (*Service Performance*) was created on basis of critique of SERUQUAL by J.J. Cronin and S.A. Taylor in 1994. They claimed that Parasuraman's study of relations between expected and experienced quality is not proper approach to quality assessment. The SERUPERF is a modification of SERUQUAL, and thus uses the same categories to assess service quality.

Cronin and Taylor (1992) presented an alternative model to gauge the quality of service, the SERUPERF model, which only measures perception of service quality and uses the same five dimensions and 22 items. However, it does not measure expectation. Thus, SERUPERF only measures the knowledge of actual service that received by the customer. This distinction provides a distinct advantage over SERUQUAL. Moreover, empirical evidence presented by McDougall and Levesque, (2000) showed that measuring the quality of service using customer perceptions was more efficient than using a gap score to measure expectation and perceptions. Cornin and Taylor (1992) emphasized that measuring perception of quality is more accurate to assess the service quality. Cronin and Taylor (1992) stressed that SERUPERF based on measuring the actual performance of service quality, instead of the gap approach. Methodologically, (Sanjay, K. Jain and Garima Gupta) the SERUPERF scale represents marked improvement over the SERUQUAL scale. Not only is the scale more efficient in reducing the number of

items to be measured by 50 per cent, it has also been empirically found superior to the SERVQUAL scale for being able to explain greater variance in the overall service quality measured through the use of single-item scale. This explains the considerable support that has emerged over time in favour of the SERVPERF scale.

A copy of the SERVQUAL questionnaire was derived from the literature and adjusted to meet the context of municipal service. The expectation part therefore excluded as recommended in the SERVPERF model.

2.4 Likert Scale

The scale is named after its inventor, psychologist Rensis Likert. Likert distinguished between a scale proper, which emerges from collective responses to a set of items (usually eight or more). When responding to a Likert item, respondents specify their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements. Thus, the range captures the intensity of their feelings for a given item. As such, Likert scales have found application in psychology and social sciences, statistics, business and marketing. Likert scaling is a bipolar scaling method, measuring either positive or negative response to a statement. The format of a typical five-point Likert items, could be: 1 Strongly disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly agree.

Bhandari, Pritha (2020), A Likert scale is a rating scale used to assess opinions, attitudes, or behaviors. Likert scales are popular in survey research because they allow you to easily operationalize personality traits or perceptions. To collect data, present participants with Likert-type questions or statements possible responses, usually with 5 or 7 items. Each item is given a numerical score so that the data can be analyzed quantitatively.

2.5 Theoretical and Conceptual Framework

The theoretical and conceptual framework explains the path of a research and grounds it firmly in theoretical constructs. In order to make our investigation easy and more meaningful, acceptable to the theoretical constructs in the research field and ensures generalizability a model is framed to assist in stimulating research ensuring the extension of knowledge by providing both direction and impetus to the research inquiry.

Service quality

The earliest attempts to grasp the service quality concept came from the Nordic school (Gummerus, 2015) which viewed the service from two basic dimensions i.e. technical quality (what customer receives) and functional quality (how customer receives). The technical quality is objective and therefore measurable. However functional qualities which are the expressive nature of service delivery are complex and difficult to evaluate.

The term "quality" has a relative meaning. This is expressed by the ISO 9000 definition: "The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs". In simple words, one can say that a product has good quality when it complies with the requirements specified by the client. ISO 9001:2015 specifies requirements for a quality management system when an organization:

- a) needs to demonstrate its ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, and
- b) aims to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

Service quality is a concept that has attracted considerable interest and debate in the marketing literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either (Wisniewski, 2001,). The commonly used defines service quality as the ability of the organization to meet or exceed customer expectations. It is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been rendered (Zeithaml et al. 1990). If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman, Zeithaml & Berry, 1985). Moreover, quality is a perception of service receivers and a host of opinions and reference form a service quality and not a single reference or opinions. Now it has been the accepted fact that Service quality greatly impact the satisfaction of the service receivers and many organizations make quality as a guiding principle to meet competition and prove the worth of organization. Service quality research has really achieved a truly global scope and significance as a result it has drawn the attraction of many disciplines and scholars to work and explore in it.

New Public Management

The New Public Management (NPM) is a new concept in public service delivery which evolved in early 1990s, which seeks to merge the core values of business administration in the domain of public administration. The term 'New Public Management' was used for the first time by Christopher Hood in 1991 in his research paper titled 'A New Public Management for All Seasons' which was published in a journal called 'Public Administration'.

'NPM introduced market type mechanisms, the adoption of private management practices, competition among public services, all of this with the specific goal to manage a better public service for the citizens and to raise efficiency and flexibility in public management

NPM is argued to provide similar services to that delivery by the Welfare State as adopted by private management practices. It seeks the adoption of major principles of business administration in the domain of public sector. The NPM also known as 'Entrepreneurial Government' aims at efficiency, effectiveness and economy in performance of public sector by employing modern managerial tools such as performance appraisal, cost minimize, functional autonomy, financial incentives, output targets, market orientations, responsiveness and accountability. About the nature of government under NPM, Osborne and Gaebler (1992) remark, "we do not need more government; we need better government to be more precise. The basic idea behind the NPM is to devise new tools, techniques and procedure to improve public administration so that it can effectively achieve its goals in the changing environment of globalization, privatization and liberalization. For this purpose, it borrows methods, practices and procedures from business administration and advocates the adoption of the same in public administration.

The analytical framework of the study is shown as in Fig:2.1.

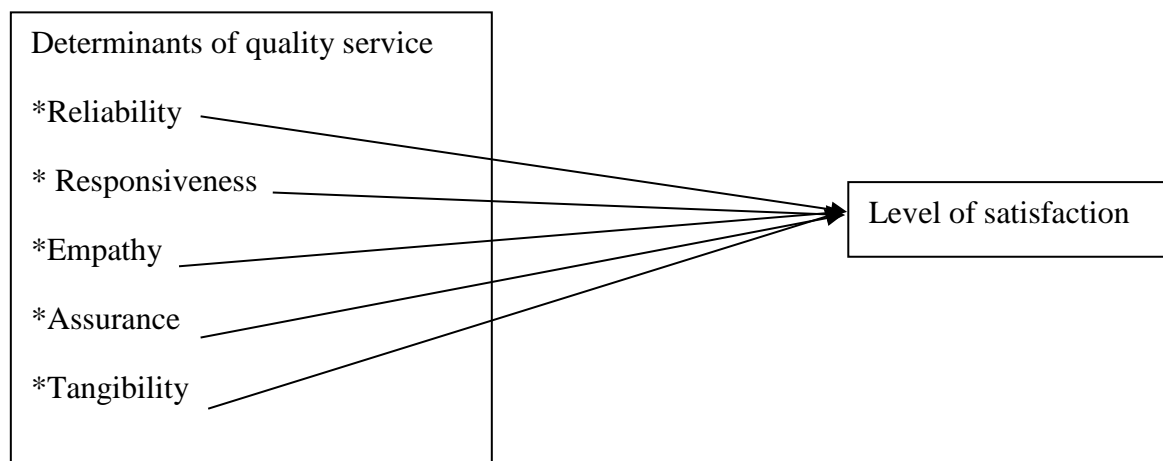


Fig 2.1

Analytical Framework

CHAPTER III

RESEARCH METHODOLOGY

A set of planned and coherent approaches has been followed, and a framework for sampling, acquiring data, analyzing and interpreting data/information to prove or disapprove the basic proposition of the research. The following research methodology has been adopted to carry out this research.

3.1 Research Design

This study primarily focuses on the perception of citizens on the service delivery by Sainamaina municipality as a local government and the citizens' satisfaction with the services. It tries to analyze the service quality dimensions reliability, responsiveness, assurance, empathy and tangibility and level of citizens satisfaction based on the opinions of the service recipients. Thus, an analytical cum descriptive research design is employed in this study. The descriptive research design is used to describe the current practices and events (Aminuzzaman 1991) and furthermore, analytical research design enables us to establish relationship between variables.

3.2 Research Methods

The present research adopted a mixed approach of the qualitative and quantitative methods as both approaches supplement the shortcomings of each other.

3.3 Study Population

The population consists of the entire citizens, who are the residents of Sainamaina municipality. Sainamaina is divided into wards that consist of 11wards. The number of households in the municipality is 12,392 with population of 78,477.

3.4 Sampling, Sample Size and Response Rate.

The respondents were selected on the basis of convenience and random sampling. The questionnaire administered to the valued citizens both in English and also in Nepali language for better understanding.

Sample size

The sample of this research is calculated by using Taro Yamane (Yamane, 1973) formula with 95% confidence level. Population of 78,477 from the data of official report Sainamaina. The calculation formula of Taro Yamane is presented as follows.

$$n = N / 1 + N(e)^2$$

Where :

n= sample size required

N = number of people in the population

e = allowable error (%) = 0.05

The desired sample size is calculated as 397 respondents.

450 respondents from 11 wards are approached and distributed questionnaire and only 250 are received. The respondents were requested by implementing the designed questionnaire by the surveyors. Only the reliable respondents are under the study ensuring that they are genuine and are the frequent visitors of Sainamaina municipal. However, only 216 respondents are accepted and rest were rejected on ground of validity and reliability. Lack of financial resources posed a big challenge as field survey is a costly work.

Generally, 100 samples for most research situations are acceptable. (Ting.et al. 2018). However, selection is important. The “strength of samples comes from selecting samples accurately, rather their sizes” (Mooi et al., 2018,). Therefore, a carefully selected small sample (150 and above) is more meaningful than a blindly selected large sample.

3.5 Nature and Sources of Data

Both qualitative and quantitative information/data are important and necessary. Thus, both qualitative and quantitative data were collected and analyzed to fulfill the study objectives. Data for the study were collected from both primary and secondary sources. Tools employed include survey-questionnaire administered upon service seekers, interviews office records and various publications, etc.

3.5.1 Primary Data

The present study generated primary data by using Questionnaire Survey from Service seekers/recipients are the main source of primary information. The questionnaire personally administered to the valued citizens both in English and also in Nepali language for better understanding. (originally prepared in English, see Annex 1.) This seems simple but Keeping in mind as Miller and Miller (1991) point out: "One of the most common mistakes made in citizen surveys is asking the wrong people the right questions."

The questionnaire had three parts. The first part of the questionnaire included personal and demographic features of the respondents (service seekers/recipients) like gender, age, educational attainment and frequency of visits. The second part includes the guidelines and voluntarily consent declaration made by the respondents. The third part questions that help measure the level of citizens' satisfaction. Questions were made to gather views of the service seekers on different service dimensions. The entire questions are in relation to meet the objectives of the research. Observation and interview was also the part to collect the information as input for the research.

3.5.2 Secondary Data

Documents and compiled data provided from the Information Section of the municipality were the major secondary data. National and

international journal/Articles/ Magazines etc. are reviewed to collect the secondary data, similarly newspaper and other published and unpublished sources taken as basis for secondary data. Relevant Information were also taken from the internet as well.

3.5.3 Methods and Tool of Data Analysis

The collected data have been organized, processed and analyzed ablatively and quantitatively. Qualitative information has been analyzed to explain phenomenal realities, observation, causalities and experiences to draw general conclusions that have significantly affected in the level of satisfaction of the service delivery.

Quantitative information have been organized in tabular forms, frequency distribution, mean score and percentage calculated to describe the degree of service satisfaction. Various diagrams/charts been developed as per required.

Finally, correlation coefficient (Pearson correlation coefficient), analysis used to show the relationship between dependent and independent variables and in addition to check the correlation among the dimensions of service. Normalcy and reliability analysis is done using Q-Q plot and cronbac Alfa. Regression analysis was done to identify the impact of service dimension on client satisfaction. Statistical Package for the Social Sciences (SPSS25) and Microsoft Office Excel Windows are used extensively to analyze the data as they assist to manage data with ease and accuracy.

3.5.4 Testing of Instrument

Test of the instrument was performed to increase the validity of the instrument by identifying problems related to the formulation of questions in the instrument. The test provided an opportunity for finalization of the instrument and data collection method before questionnaire implementation and the process of data collection started.

The questionnaire was tested on a sample of 10 participants who live in the territory of one of the 11 wards of the municipality. They are typical residents of the municipalities and possess a number of attributes similar to those in the survey sample. The participants were suggested to underline the complex words and point out any unclear questions therein if any. Participants did not state any significant difficulties in answering the questions.

3.5.5 Survey Plan and questionnaire implementation

The findings of this survey should be viewed in the context in which it was carried out. The field survey started in August 2021 (kartik, 2078) and was completed in the month of December of the same year. The survey was carried in all the 11 wards of Sainamaina.

In order to ensure the quality of survey and data collection a system is designed. The Draft of questionnaire checked and rechecked. Only reliable questions are included and unreliable questions are excluded. The questionnaire designed to meet the objective of the research in which respondents select (Tick mark) in the desired option/alternative. Enumerators who are the students of PMC are appointed on wage basis for survey work. Altogether 451 printed questionnaires were distributed.

- a) Clusters made on ward basis to identify and collect the responses from all the 11 wards of Sainamaina.
- b) Briefing made to the enumerators to impart the knowledge on how to approach the respondents and request to fill the questionnaire understanding the psychology of the respondents.
- c) Follow- up.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the analysis and interpretation of the data and information that were collected by survey using questionnaire, observation, and content analysis or review of published and unpublished documents of Sainamaina Municipality as well as other related sources.

4.1 Normalcy Test

The normalcy of data is tested using Q-Q plot. The data is found normally distributed. The points in the normal Q-Q plot lie on a straight diagonal line as shown (Fig: 4.1) On a Q-Q plot normally distributed data appears as roughly a straight line. Although the ends of the Q-Q plot often start to deviate from the straight line. As it can be seen that points are close and cling to the straight line and therefore concluded that the data are normally distributed. More over the values of the Skewness and Kurtosis (Refer Appex 6) of all the items in this study are within the acceptable range of < 3 and < 10 respectively based on the literature of Ibrahim et. all (2014).

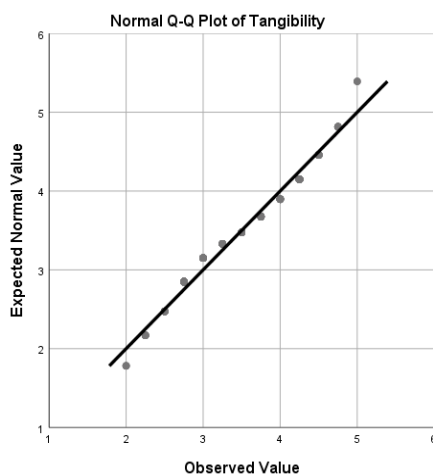


Figure 4.1
Q-Q Plot of Tangibility

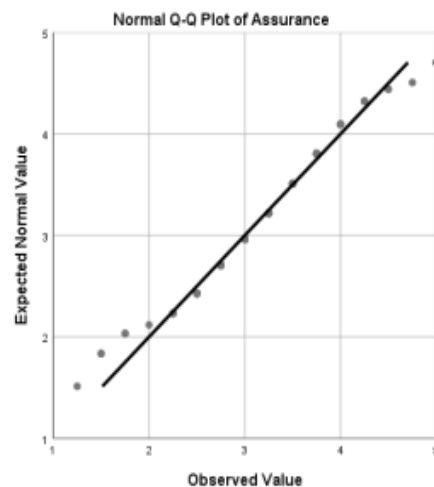


Figure 4.2
Q-Q Plot of Assurance

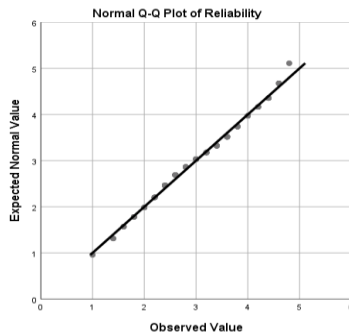


Figure No. 4.3
Q-Q Plot of Reliability

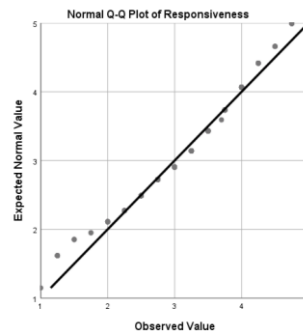


Figure No. 4.4
Q-Q Plot of Responsiveness



Figure No. 4.5
Q-Q Plot of Empathy

4.2 Reliability Test

The cronbach alpha for all 24 items is .901. The Cronbach's alpha values for the six variables ranged from 0.5 to .759, implying high ****internal consistency²** as presented in Table No 4.1 below.

Table 4.1

Cronbach Alfa

	All items	REL	RES	ASS	EMP	TAN	SS
Cronbach alpha	.901	.67	.675	.70	.759	.713	.5
No. of item	24	5	4	4	4	4	3

4.3 Demographic Profile of the Sample

Table 4.2 presents below the frequency distribution of the respondents' demographic profile. The sample consisted of 216 respondents of which approximately more than half were males (56 %) and 44% female, with the largest age group between 31 to 59 years old which represents 69.9% of the total respondents. The variable view generated from SPSS given in Appex 2.

² that a reliability coefficient of .70 or higher is considered "acceptable" in most social science research.

Table 4.2***Demographic Profile***

Characteristics	Category	Frequency	Percent
Gender	Male	121	56%
	Female	95	44%
Age	17 to 30yrs	50	23.1%
	31 to 59 yrs	151	69.9%
	60 and above	15	6.9%

4.4 Education Level and Frequency of Visit

Regarding the level of education, most of the respondents were 12 level standards of education (31%), whereas 29.7% had completed diploma level and above education, and 16.2 % had school level(literate). The majority of respondents 68.9 % were the frequent visitors who received service from the office of the municipality. 28% were reported to have taken services “some times” whereas 2.3% had experienced the service for the first time. See Table No 4.3

Table 4.3***Educational Level and Visit***

Characteristics	Category	Frequency	Percent
Education Level	School education	35	16.2%
	Up to 10	50	23.1%
	Up to 12	67	31%
	Diploma and above	64	29.7%
Frequency visit.	One time	05	2.3 %
	Sometimes	45	28.%
	Frequently	111	68.9%

4.5 Sample Representation of Respondents

The table 4.4 below shows the responses collected from the different wards of the municipality.

Table 4.4

Sample Representation of Respondents

Characteristics	Category	Frequency	Percent
Ward	Ward1	27	12.5 %
	Ward2	31	14.4%
	Ward3	22	10.2%
	Ward4	26	12%
	Ward5	22	10.2%
	Ward6	14	06.5%
	Ward7	13	06%
	Ward8	14	06.5%
	Ward9	16	07.4%
	Ward10	11	05.1%
	Ward11	20	09.3%

4.6 Service Provisions by Sainamaina

The Local Government Act 2073 B.S bill is passed to guide the local government operation and has made numerous service provisions to be granted for the citizens. The Act had made clear and specific functions of local government and assigned responsibilities for service delivery. The services which are apparent in the context of sainamaina municipals are individual citizen services such as registration, recommendation, and approval related work which are routine and regular nature.

The table below present the frequently apparent services of the sainamaina.

Table 4.5

Frequently apparent services

S.No.	Services
1	Routine nature work such as registration, recommendation, social security etc.
2	Local infrastructure such as urban development, Road, drainage, and canal
3	Agriculture and Animal husbandry such as supply of seeds, plant distribution, Provision of Loan and insurance.
4	Judicial services and preliminary conflict resolution.
5	Basic Education.
6	Skill development Training
7	Public awareness and information
8	Organizing sports tournament.
9	Basic Health and sanitation.
10	Local Data collection and management
11	Fire brigade service and disaster management
12	Land management and preventing unauthorized construction
13	Management of local market. (Hut bazaars).
14	Amusement place such as Hill parks and view towers.
15	Promotion of social and cultural values.

Cold storage construction is in progress and establishment of hospital is in preliminary stage.

The facilities such as parking, public transportation, public toilets, slaughter house, elderly citizens clubs, orphanage and rehabilitation services are not yet facilitated.

The responses collected from the respondents on the service dimensions ie reliability, assurance, responsiveness, empathy and tangibility are presented. (The detail data sheet as given in Appex No 3.)

4.6.1 Reliability:

As to examine the reliability of service and that Sainamaina office perform its intended function adequately, we took into consideration the promised service, problem solving, timely service, and error free works. To assess the municipal ability to perform service in a reliable way, 5 questions were included in the questionnaire and represented as REL1, REL2, REL3, REL4, REL5. The table 4.5 below presents the responses made by the respondents.

Table 4.6
Reliability Responses

	Highly dissatisfied%	Dissatisfied %	Neutral %	Satisfied %	Highly satisfied %	Mean	S.D	R
REL1 Service as Promised	10.2	31.5	33.3	19.9	5.1%	2.78	-	-
REL2 Deal Clients Problem	14.4	29.2	19.9	25.5	11.1	2.90	-	-
REL3 Service right First Time	13.9	30.6	10.2	21.3	24.1	3.11	-	--
REL4 Services at promised time	13.9	25.9	24.1	25.0	11.1	2.94	-	-
REL5 Error free work and records	9.3	8.3	31.5	30.6	20.4	3.44	-	-
REL(1+2+3+4+5)/5	-	-	-	-	-	3.03	.81	.453

The mean score in the service dimension of reliability found to be 3.03 with SD .81. only 25% (19.1+5.1) show higher level of satisfaction and claimed to have received service as promised. In the survey of 216 respondents, 31.5% are dissatisfied and 10.5 % found to be highly dissatisfied and feel that municipal is not providing services as promised. 43.6 % of respondents (14.4 +29.2) claim that the problems are not addressed properly by the municipal office. About 44.5% i.e.

(13.9 + 30.6 %) state that they had to go time and again to get the work done whereas 45.4% (21.3 + 24.1) of our respondents reported that they are served well in time by the municipal. 51 % agreed that office maintain good records and are error free. The correlation coefficient (r)between reliability and client satisfaction is .453

4.6.2 Responsiveness

The willingness of municipality to help service seekers, such as service information (RES6) , quick response to service (RES 7), willing to help (RES8) and complaint handling(RES9) to public are referred to as Responsiveness. The responsiveness variables are denoted as RES 6, RES7, RES8 and RES9 and Altogether 4 questions were included in the questionnaire.

Table 4.7

Data of Responsiveness

	Highly dissatisfied	Dissatisfied%	Neutral %	Satisfied %	Highly satisfied %	Mean	SD	R
RES6 Keep client informed about services.	6.5	13.9	31.0	35.2	13.4	3.35	1.08	-
RES7 Promptness in Sevices	5.6	18.5	31.9	32.9	11.1	3.25	1.06	-
RES8 Willingness to Help	3.7	16.7	23.1	50.5	6.0	3.38	.96	-
RES9 Complaints Handling	8.8	39.4	23.6	21.3	6.9	2.78	1.09	-
RES Mean score= (6+7+8+9)/4	-	-	-	-	-	3.19	.74	.615

The table No. 4.6 above shows the frequency distribution of responses of the clients in percentage. The mean score of responsiveness variable found 3.19 with SD .74 in the scale measurement of 1 as highly

dissatisfied and 5 as highly satisfied. When asked whether municipal office releases prior information about the different services, 71 respondents out of 216 ie 35.2 % in the sample are responded that office releases information about when the services will be performed and are found satisfied whereas 13.4 are highly satisfied and accepted that the office provides information to the public about the services. However, 31% of respondents stand neutral and about 20 % (6.5+ 13.9) show dissatisfaction in this regards.

44% of respondents i.e. (11.1 % highly satisfied and 32.9% satisfied) affirm that services are provided promptly by the service providers and 36.6 % remain neutral. 24.1 % (5.6 + 18.5) perceive that services are delayed.

In a statement question asked “to what extent do you agree that municipal office is willing to help the citizens?” 109 respondents that represent 50.5 % of our sample agreed that municipal office is willing to help the citizens.

However, 16.7 % of our sample respondents disagreed and 3.7 % show their strong disagreement that office seems to be interested to help the service recipients.

48.2% (8.8+ 39.4) claimed that complaints of the citizens are not handling properly and therefore service seekers indicated dissatisfaction towards the services provided by the municipality.

One of the respondent states; “Municipal is the place where our works, problems and complaints are to be handled. But they don’t do so, what to say? this is our perception only and not the reality”.

"हाम्रा काम, समस्या र गुनासो सम्बोधन गर्ने ठाउँ भनेकै नगरपालिका हो। तर त्यसो गर्दै नन्, के भनौं? यो हाम्रो बुझाइ मात्र हो, यथार्थ होइन।

Yet another respondent said; “As was prevalent in the past, employees now-a- days do not slow down their client’s service by telling them to

come tomorrow or day after tomorrow, its good thing. But due to the long queue line, the services could not be received sometimes”.

“विगतमा प्रचलनमा रहेझैं अहिले कर्मचारीहरूले भोली वा भोली पल्ट आउनुस भन्दै ग्राहकको सेवा सुस्त गर्दैनु, यो राम्रो कुरा हो। तर लामो लाइनका कारण कहिलेकाहीं सेवा लिन सकिएको छैन।”

4.6.3 Assurance

The assessment of employees' behavior towards clients, confidence, courteous and knowledge of employees of Sainamaina municipality and their ability to inspire trust and instill confidence in public is termed as assurance. To measure the public perception, 4 questions were included in the questionnaire and represented as ASS10, ASS11, ASS12, and ASS13. The mean score is 3.26 with SD of 0 .64. The table No. 4.7 below presents the frequency distribution in percent of 216 as total respondents.

Table 4.8

Assessment of Employees' Behavior

	Highly	Dissatisfied	Neutral	Satisfied	Highly	Mean	SD	R
		%	%	%	satisfied %			
ASS10 How employees Behave	6.0	7.9	48.6	31.5	6.0	3.24	.90	-
ASS11 confidence and trust	3.2	7.4	41.7	37.0	10.6	3.44	.897	-
ASS12 Decent/courteous	9	8.3	50.0	35.6	5.1	3.36	.75	-

ASS13 Knowledge/ Ability to answer	6.5	18.1	43.5	27.8	4.2	3.05	.94	-
ASS Mean = (10+11+12+13)/4	-	-	-	-	-	3.27	.64	.347

37.5% (31.5 +6) of the respondents perceived that the employees at the municipal office are courteous while providing service to the clients. 47.6% (37% + 10.6%) are either satisfied and highly satisfied and that employees are able to convey trust and confidence. 40.7 % (35.6% + 5.1%) respondents agreed that employees behave decently and 32 % ie (27.8 % + 4.2%) claimed that employees in the municipal office have ability to inspire and they are aware of the citizen's problems.

However, 24.6% i.e. (6.5% + 18.1%) perceive that employees and officials are unaware of the citizens' problems. As one of the respondents in his statement said; "Based on the Hearing of speeches made by municipal officers and public representatives in the public gathering, it can be felt that they have finished well everything and now they are moving towards the excellent. But when you experience the reality, you will feel the gap of earth and sky. Words and works do not matched, assurance and action significantly differ.

"नगरपालिकाका पदाधिकारी र जनप्रतिनिधिले गरेको सार्वजनिक भाषणको सुनुवाइका आधारमा सबै कुरा राम्ररी पूरा गरेर अहिले उत्कृष्टतातर्फ उन्मुख भएको महसुस गर्न सकिन्छ। तर जब तिमीले वास्तविकताको अनुभव गर्छौं, तब तिमीले पृथ्वी र आकाशको खाडल महसुस गर्नेछौ। शब्द र काम मिलेको छैन। आश्वासन र कार्य धेरै फरक छ"

4.6.4 Empathy

To what extent the municipal care the service receivers and provide individualized attention is referred to as empathy. in order to assess the empathy as one of the service quality dimension of service seekers satisfaction,4 questions were intended in questionnaire and which

represented indiscriminate service (EMP14), client best interest (EMP15), understand clients need (EMP16), and conveniently available staffs represented as EMP17.

Table 4.9
Empathy Data Response

RESPONSES	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied	Mean	SD	R
EMP14 Equally treated	25.9%	23.6%	15.7%	29.2%	5.6%	2.65	1.30	-
EMP15 Client Best Interest	10.6	35.6	19.4	27.5	6.9	2.84	1.15	-
EMP16 Understand citizens needs	12.0	23.1	15.3	41.7	7.9	3.10	1.20	-
EMP17 Staff availability	5.1	25.5	22.7	39.8	6.9	3.18	1.05	-
EMP Mean score (14+15+16+17)/4	-	-	-	-	-	2.95	.88	.522

The Table No 4.8 above depicts the frequency distribution of the responses made by the sample respondents. The mean score in this dimension is found to be 2.94 with SD of 0.88. This variable strongly correlate with the citizen satisfaction ($r = .521$)

49.5 % (25.9%+ 23.6%) perceived that they are not treated fairly and equally and feel discriminated in service behavior. 34.8% (29.2% + 5.6%) feel that they are treated without any discrimination indicated satisfied and highly satisfied. 34.4% (27.5 +6.9) do agreed that employees serve on the client best interest and care provided by

service provider to the service receiver. However, 46.2% (10.6 + 35.6) responded contradictorily and show dissatisfaction and disagreed that the municipal employees works on the best interest of the clients. 35.1% of our sample respondents strongly claimed that municipal does not understand the needs of the service receivers and in contrast 49.6% (41.7 % + 7.9%) claimed that the office provides services understanding the need of the citizens.

In order to understand the perception of citizens regarding the ease availability of staff, a statement question as “how do you respond to the statement that ward and municipal staff are always at your service?”. Responding to the questionnaire statement it is found that 46.7% (39.8 +6.9) agreed that the staffs are available to serve the service receivers. Similarly 25.5% of the sample responded “available Sometimes” and a mere 5.1% reject the statement and responded as “Not Available”, and 22.7 % of the respondents do not wanted to say anything in support or against the statement and therefore remained neutral.

We had witness an incident during the data collection phase in one of the ward, the incident we had came across was published in the newspaper the very next day. The brief of the incident presented here.

The Sainamina Municipality has reached the Smriti Tool of ward No:7 and vaccinated 70 people against rabies after the incident of a buffalo being bitten by a dog became public. City Chief Chitra Bahadur Karki said that the problem has arisen due to lack of awareness among the poor and needy families about healthy food. Residents had bought and had ate sick buffalo meat unknowingly during the festival time. Following the news, the municipality immediately summoned the Lumbini state government and the Federal Ministry of Health and Population and had vaccinated the victims.

The discrimination can be seen and it has become a culture to serve to an influential person and political cadres. Employees give due care

and performed well even over phone calls for the clients who are well acquainted. if things are well Such practice would have been fine and appreciated if done fairly and equally to all.

4.6.5 Tangibles:

To check the citizens perception towards the appearance of physical facilities and equipment (TAN 18), office building (TAN 19) personnel (TAN 19) and placement of equipment and materials (TAN 21), 4 questions were included in the questionnaire and represented as TAN18, TAN19, TAN20, TAN21.

Table 4.10

Variable Data

	Highly Dissatisfied	Neutral	satisfied	Highly satisfied	Mean	S.D	R	
TAN18 Office Equipment and facilities looks	-	2.8	55.6	31.9	9.7	3.49	.70	-
TAN19 Office Building	-	27.8	12.5	40.7	19.0	3.50	1.09	-
TAN20 How Employees look	2.8	12.5	10.6	45.4	28.7	3.85	1.06	-
TAN21 Placement of office materials	1.4	37.5	18.1	29.6	13.4	3.16	1.11	-
TAN Mean Score = (18+19+20+21)/4	-	-	-	-	-	3.5	.73	.423

The mean score of tangible variable is calculated Table No: 4.9 as 3.50 and SD 0.74 with correlation coefficient (r) = .423. From data presented

in the table above, it can be seen that 31.9% of the respondents are found satisfied and similarly 9.7% are highly satisfied and agreed that municipal office is well equipped. Remarkable numbers of the service seekers i.e. 59.7% (40.7%+ 19%) responded that municipal office is attractive. When asked about the professional appearance of the employees, most of the respondents i.e. 74.1 % (45.4 +28.7) indicated that employees look professional and attractive and in contrast a small portion of respondents i.e. 2.8% remarked that staffs are not professional. Moreover 10.6 % respondents do not care much about as how the employees look.

Not only the visually appearing materials and equipment but how they are placed in the office impact the satisfaction of the service receivers. In our study 43% (29.6+13.4) observed that materials and things are in the right place. However, it is found that 37.5% respondents in the sample are dissatisfied and 1.4% are highly dissatisfied with the way municipal office place its materials and equipment inside the office.

In the tangible aspect of service dimension, one of the respondent in the open ended question provided in the questionnaire has been quoted here "Things are well equipped inside the municipal office. Employees look professional and smart. But I think employees need ethical training in this materialize world rather than technical training. Ethical values will definitely help in the delivery of quality services. Employees today do not work on the basis of ethics. Humanity is declining through formal processes, policies and structures. There is no point in developing tangible infrastructure to serve the people in an inhumane manner".

"नगरपालिका कार्यालय भित्र चीजहरू राम्रोसँग सुसज्जित छन् । कर्मचारीहरू व्यावसायिक र स्मार्ट देखिन्छन्। मलाई लाग्छ कि कर्मचारीहरूलाई यस भौतिक संसारमा नैतिक प्रशिक्षणको सट्टा प्राविधिक प्रशिक्षण चाहिन्छ। नैतिक मूल्यहरूले निश्चित रूपमा गुणस्तरीय सेवाहरूको डेलिभरीमा मद्दत गर्नेछ। आज कर्मचारी नैतिकताको आधारमा काम गर्दैनन्। औपचारिक प्रक्रिया, नीति र संरचनाबाट मानवता घट्दै गएको छ। अमानवीय ढंगले जनताको सेवा गर्ने मूर्त पूर्वाधार विकास गर्नुको कुनै अर्थ छैन।"

This hold true in our study as it is found that tangible Statistics on variables that entered in the regression equation model that, collectively explained the portions of the variance in the dependent variable. The explanatory power of the model, as reported by the adjusted R2 value variability in the overall satisfaction was predicted by the tangibility dimension has no impact on satisfaction as tangibles is found salient and does not predicted any impact on service seekers satisfaction.

The results indicate that it does not necessarily follow that service satisfaction will be high just with the provisions of tangibility as this dimension in our model does not hold predictive power to explain citizen satisfaction.

The correlation coefficient between tangibles and client satisfaction is found positive .401 and this variable has less impact in the service satisfaction of citizens in Sainamaina municipality. The results indicate that it does not necessarily follow that service satisfaction will be high just with the provisions of tangibility as this dimension in our model does not hold predictive power to explain citizen satisfaction.

4.6.6 Overall Seekers' Satisfaction

To determine the overall client satisfaction, we check 3 questions and collected the responses as represented by SSS 22, SSS 23 and SSS24. The table 4.11 below presents the frequency of responses made by the 216 respondents.

Table 4.11***Data on Client Satisfaction***

	Disatisfied %	Dissatisfied	Neutral %	Satisfied %	H.Satisfied %	Mean	S.D	R
SSS 22 Overall measurement	1.9	5.6	29.6	51.4	11.5	3.65	.82	-
SSS 23 Are You Satisfied?	1.9	19.4	39.4	35.6	03.7	3.19	.85	-
SSS 24 Feel not to go Again?	4.6	22.2	11.1	52.3	09.8	3.4	.78	-
SSS	-	-	-	-	-	3.41	.63	1

When asked as what opinion they hold about and how they ranked Sainamaina overall, about 51.4 % responded “Good” and 11.5% indicated as “Very Good”. Very small portion of 7.5% (1.9+5.6) ranked Sainamaina as below Average. When service seekers were asked whether they are satisfied with the municipal office 35.6 % react as “satisfied” and 3.7% as “highly satisfied” and 39.4% responded “OK”. However 19.4% are found dissatisfied and 1.9% as very dissatisfied.

Respondents were asked if they ever feel like never to go back to Sainamaina office and 52.3 % of respondents are found not to have such feeling and 9.8% responded “Never feel so” and are highly satisfied. Similarly, 11.1 % marked as “Don’t know” and remain neutral. It is also found that 22.2% of respondents in the sample do feel “Sometimes” and only 4.6 % respondents feel like never to go back again which can be taken as highly dissatisfied citizens.

The Mean score of this variable is 3.41 with S.D .63 and significantly correlated with all the service quality dimensions.

4.7 Correlation of Perceived Quality Dimension

A Pearson correlation analysis was carried out to determine the amount of association between the studied variables as shown in Table No It

was observed that all Service quality variables correlated in a positive and significant manner with satisfaction significantly ($p < .001$). The analysis indicated a high correlation between satisfaction and responsiveness ($r = .615$), followed by empathy ($r = .522$), reliability ($r = .453$), tangibility ($r = .423$) and assurance ($r = .347$). The correlation data SPSS as shown in Appex No 4.

4.8 Service Quality Dimension and its Impact

As the sample size used for the study is not large, it is considered to use regression analysis to test the impacting service factors on client satisfaction. The adjusted R square is .393 which depicts that independent variable define dependent variable by 39.3%. There is no case of Multi-collinearity as VIF (shown in Appex. 5) is less than 10. The table 4.12 shows the stepwise regression.

Table 4.12

Stepwise Regression

Model	Predictor	B coefficient	Beta(β)	t-value ³	p-value	F-ratio	Adjusted R2
1)	(constant)	2.347		15.724	.000	55.26	.202
	Reliability	.353	.453	7.434	.000		
2)	(constant)	1.627		10.289	.000	68.81	.384
	Reliability, Responsiveness	.115 .453	.147 .530	2.249 8.104	.026 .000		
3)	(constant)	1.589		8.306	.000	45.73	.387
	Reliability, Responsiveness,	.110 .446	.141 .522	2.076 7.575	.039 .000		
	Assurance	.23	.230	.358	.721		
4)	(constant)	1.643		8.608	.000	36.28	.396
	Reliability, Responsiveness,	.082 .381	.105 .446	1.515 5.879	.000 .000		
	Assurance, Empathy	.019 .127	.19 .177	.288 2.283	.001 .003		

³ t-value > 1.64, $p < 0.1$; t-value > 1.96,

5)	(constant)	1.643		8.104	.000	28.890	.393
	Reliability,	.082	.105	1.435	.007		
	Responsiveness,	.381	.446	5.750	.000		
	Assurance,	-.019	-.19	.285	.776		
	Empathy,	.127	.177	2.226	.002		
	Tangibility	0	.000	.001	1.000		

Statistics on variables that entered the regression equation and that, collectively explained the portions of the variance in the dependent variable are summarized in Table above. The overall F-test for the final regression model was significant ($F = 28.89$, $p < .001$), with five service quality dimensions entered the resulting equation: Reliability ($\beta = .105$, $p < .001$), Responsiveness ($\beta = .441$, $p < .001$), Empathy ($\beta = .127$) and assurance ($\beta = -.019$, $p < .001$). The explanatory power of this model, as reported by the adjusted R^2 value was .393, suggesting that 39.3 percent of the variability in the subjects' overall satisfaction was predicted by the service quality dimensions. This effect size can be considered as significant.

The relative importance of the service quality dimensions was indicated by their Standardized Beta Coefficients. As is evidence from Table 4, the strongest impact on satisfaction was by Responsiveness ($\beta = .44$; $p < .001$) and then Empathy ($\beta = .177$; $p < .001$) and Reliability ($\beta = .105$; $p < .001$).

(Note: The F-test sums the predictive power of all independent variables and determines that it is unlikely that all of the coefficients equal zero. However, it's possible that each variable isn't predictive enough on its own to be statistically significant.)

The coefficients value shows that Responsiveness with 38.1% and Empathy with 12.7% and reliability with 8.2% are the better predictors of citizens satisfaction. Responsiveness with p-value 0.000 less than 0.005 suggests that Sainamaina municipal inform about the services,

willing to help and respond to the citizens enquiries. Responsiveness and Empathy are significantly correlated to service seeker satisfaction.

However, Reliability, Assurance and tangibility are the least predicting variable for satisfaction. It have p-value more than 0.005 suggest, don't have significant relationship with satisfaction, whereas Assurance with coefficient value of -0.19 is a negative predictor of satisfaction.

Therefore, based on above result, the following equation can be formulated:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + \dots + b_n X_n$$

$$S = 1.643 + 0.381(\text{RES}) + 0.127 (\text{EMP})$$

Where, S= Satisfaction, RES= Responsiveness, EMP= Empathy

To test for the possible presence of multi-collinearity problem, a correlation matrix was run among the five independent variables. As shown in (Appex. 4) The inter-correlations among the five independent variables ranging from 0.317 to 0.665. Thus, it was concluded that there were no reasons to be concerned as no high inter correlations existed among these variables. However, the absence of high correlation does not imply lack of co-linearity because the correlation matrix may not reveal co-linear relationships involving more than two variables. Therefore, the tolerance values of the independent variables were assessed further while the regression analysis was run using the conventional tolerance value of 0.1 as the cut-off point for high multi co-linearity. The analysis showed that all independent variables in the regression equation had high tolerance values ranging from 0.448 to 0.639.

4.9 Major Findings

1. In the service dimension of reliability, the mean score is 3.03 with S.D 0.81 and $r = 0.453$ suggest that municipal service delivery is reliable. However, problems can be detected as some citizens felt that municipal is not providing services as promised and moreover Service seekers also state that they had to go time and again to get the work done. Citizens claimed that the problems are not addressed properly by the municipal office.
2. The Municipal employees are found responsive towards the provision of service information. The mean score is 3.05 with S.D 0.74 and correlation coefficient (r) =0.615. The relative importance of this dimension as indicated by Standardized Beta Coefficients ($\beta=.44$; $p<.001$) and is evident that it has the strongest impact on satisfaction.
3. Significant portion in our study sample i.e. 52.2% of the respondents perceived that the employees at the municipal office are courteous while providing service to the clients. Citizens perceived that employees in the municipal are able to convey trust and instill confidence. It was found that employees had ability to inspire and they are aware of the citizen's problems. The mean score of Assurance dimension is found 3.26 with S.D. 0.37 and Correlation coefficient (r)= 0.37. This factor is found having no impact in the service seeker satisfaction.
4. The empathy dimension of service analysis it is found that service receivers perceived that they are not treated fairly and equally and feel discriminated in the service provision of the municipality. Significant number of people ie 55.3% do not agree that individual attention and care provided by service provider to the clients. Citizens feel that municipal does not understand the needs of the service receivers. The mean score of this dimension is 2.94 which

is the lowest among the five variables. Empathy is found to have high association with client satisfaction i.e. $r = 0.52$. The coefficients value shows Empathy with 12.7% as the better predictors of citizen's satisfaction.

5. The mean score of tangible variable is calculated as 3.50 and SD 0.74 with correlation coefficient (r) = .423. It is found that municipal is well equipped and employees look attractive and professional. Most of the respondents agreed that things are well placed in the office. The results indicate that it does not necessarily follow that service satisfaction will be high just with the provisions of tangibility as this dimension in our model does not hold predictive power to explain citizen satisfaction.
6. The overall client satisfaction Mean score is calculated as 3.41 with S.D. 0.63 and significantly correlated with all the service quality dimensions. When asked as what opinion they hold about and how they ranked Sainamaina overall, about 51.4 % responded "Good" and 11.5% indicated as "Very Good". Most of the service seekers are found satisfied with the municipal office.
7. The overall F-test for the final regression model was significant ($F = 28.89$, $p < .001$), with five service quality dimensions entered the resulting equation: Reliability ($\beta = .105$, $p < .001$), Responsiveness ($\beta = .441$, $p < .001$), Empathy ($\beta = .127$) and assurance ($\beta = .019$, $p < .001$). The explanatory power of this model, as reported by the adjusted R^2 value was .393, suggesting that 39.3 percent of the variability in the subjects' overall satisfaction was predicted by the service quality dimensions. The relative importance of the service quality dimensions was indicated by their Standardized Beta Coefficients. The strongest impact on satisfaction was by two service dimension i.e. Responsiveness ($\beta = .44$; $p < .001$) and then Empathy ($\beta = .177$; $p < .001$)

CHAPTER V

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The present study entitled “service seeker satisfaction of Sainamaina municipality is the survey of citizens’ perception of the local government service based in Sainamaina municipality 2021 A.D.

Since its establishment of Sainamaina municipality 27th Falgun 2073 BS (March 10 2017 A.D.) such public opinion survey has not been carried out to know the perception of service receivers and this study is first of its kind. This report represents an important milestone as generate, for the first time. This survey presents the data of people’s perceptions of the local governance in Sainamaina municipality Nepal. The statistics presented here can be used as evidence for designing and improving services for the good governance and deliver quality service to the citizens. This study is to anticipate whether there is quality public service delivery and determine the level of citizen’s satisfaction. Local institutions are in the frontline for public service and if they are unable to deliver as per the needs of the people, citizens may not express their support with local governments and may also leads to social disruption.

Data are collected from 216 respondents who are the local residents of Sainamaina from all the 11 wards implementing designed questionnaire approaching the service receivers. Both primary and secondary data are the inputs of the present work, the improved SERUQUAL the SERUPERF model is used to measures perception of service quality and uses the same five dimensions ie reliability, assurance, responsiveness, empathy and tangibles as independents variables and

client satisfaction as the dependent variable. The typical 5 level likert rating scale is used to measure the degree of satisfaction (5 as highest) and dissatisfaction (1 as the lowest). The collected data are entered and analyzed using statistical tools and SPSS 25 is used extensively to generate output. The test of normalcy is checked and found normal and reliability of data is ensured using cronbac alfa. Stepwise regression analysis is done to determine the explanatory power of service quality dimensions and found responsiveness as the strongest impact on satisfaction followed by Empathy. However tangibility dimension in our model does not hold predictive power to explain citizen satisfaction. Pearson correction is used to recognize the association between the different variables and found all the service variables significantly correlated with client satisfaction. The overall client satisfaction mean score is calculated as 3.41 with S.D. 0.63 and about 51.4 % responded "Good" and 11.5% indicated as "Very Good" and therefore concluded that most of the service seekers of Sainamaina are found satisfied with the municipal office which fulfilled the core objective of the study. Finally it was recommended to the concern to improve the service area where problems are detected as such most clients are found having low response rate concerning timely service as promised, equal behavior and complaints handling. This research will benefit all the concern and study/ survey should be made time and again in all the municipals as to check the service quality and create satisfied clients. The practice will also help to create quality awareness and prevail peace of mind for both service providers and receivers. We feel assured of the credibility and validity of the findings.

5.2 Scope for Future Research

This research was conducted with limited scope, time and resources. The sample size is also very small to draw the result from public opinion and therefore findings may not be near to reality. In this research citizens' satisfaction has been drawn and evaluated against

five service dimensions only and did not consider socio-demographic factors and institutional performance with regard to information mechanism, cost of the services and service providers' attitude. The research could not address legal and administrative factors, administrative culture, and political factors and therefore could be the further probable research area in the same subject matter. In addition, Such mechanism of quality survey can also designed by the municipals to continuously monitor the public perception

5.3 Conclusion

This research attempted to evaluate the citizens' satisfaction relating it with different service dimension using in Sainamaina municipality. The most influencing factors in the higher level of satisfaction is the responsiveness and empathy. The satisfaction level of citizens in all the variables is found above the average. In this study, all these factors were present in tables shows above the neutral point, thus citizens' satisfaction with municipal services delivered in Sainamaina Municipality is high nor low. Thus, above confirm that the level of citizens' satisfaction with municipal services delivered by Sainamaina municipality was high and citizens are satisfied with the municipal service. In addition, such mechanism of quality survey can also be designed by the municipals to continuously monitor the public perception as happy and satisfied clients are the foundation of effective administration and successful management.

5.4 Recommendation

1. The service receivers are not satisfied with the way Municipal deals the problems and therefore it should focus on timely service delivery and solve the clients problems in an effective manner. Complaints handling by municipal to be made proper and improved as most respondents indicated dissatisfaction.

- 2. The right of service to all without discrimination should be followed and treat all the valuable citizens equally and fairly and avoid nepotism and favoritism in service delivery. The service provider works on the best interest of the clients and avoids dissatisfaction. The practice will help to create quality awareness and prevail peace of mind for both service providers and receivers.**

- 3. The proper placement of the available materials and equipment in the office impact the satisfaction of the service receivers and staffs should ensure that things are well placed and avoid sloppy (spread all around) in the work place.**

- 4. The relative importance of the service quality dimensions was indicated as evidenced, the strongest impact on satisfaction was by Responsiveness ($\beta=.44$; $p<.001$) and then Empathy ($\beta = .177$; $p<.001$) and Reliability ($\beta= .105$; $p< .001$).**

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[https://www.mrs.org.uk/QuestionnaireDesign Guidelines.p](https://www.mrs.org.uk/QuestionnaireDesign%20Guidelines.p)

Research Article <https://doi.org/10.1177/002224299405800110>

Appendices

Appex. 1 Sample Questionnaire

Part 1

Name:

Age

Sex

Phone number

Address: Sainamaina

Ward

1. What is your educational status?
 - (a) School education
 - (b) 10th pass
 - (c) up to +2
 - (d) Graduation and above

2. How many times have you received services from the municipal office this year?
 - (a) Only 1 time
 - (b) Sometimes
 - (c) Repeatedly

Part 2

Your participation in this survey is completely voluntary. Your participation helps a lot in this study.

- (a) Please provide your response to the questionnaire based on 1 to 5 alternatives
- (b) In the questionnaire below, Alternative Responses (1 to 5) represents satisfaction level
- (c) Please provide your response honestly based on your experience and perception
- (d) Your information remain confidential.

Qno.1 Is the municipality providing services as promised?

- a. Absolutely not
- b. No
- c. To some extend
- d. Of course
- e. Absolutely provided

Q.no. 2 Has the municipality solved your problem correctly?

- (a.) No (b). A little (C) ok (d.) Has done (e) Done well.

W

Q.no 3. How many times have you been to a municipality for a single work?

- a. Over the time
- b. A few times
- c. Don't Know
- d. 2 times
- e. once only

Q.no 4. Has your municipality delivered services on time as promised?

- a. Not done
- b. Ok
- c. May have done
- d. Delivered well
- e. Delivered very well

Q.no 5 . Does your municipality keep records accurately?

- A Does not
- B Sometimes
- C Don't know
- D Yes of course
- E They keep very well

Qno 6. Is your municipality issue prior notice to citizens about various services?

- A Never do
- B Do they?
- C sometimes
- D yes they provide
- E of course Every time

Qno.7.Does your municipality provide prompt services to citizens?

- A Never
- B No
- C sometimes
- D Yes they do
- E immediate service given.

Qno.8 To what extent do you agree with the statement that,"The municipal office is willing to help the citizens?"

- A Highly disagree
- B Disagree
- C Don't know
- D Agree
- E Highly agreed

Qno.9. How much attention do you think the municipality has given to the complaints of the services recipients?

- A Never care
highly concern about complaints.
- B seems to be
- c sometimes
- d Give attention
- e

Qno.10. How do you feel about the behavior of the employees of the municipal office?

- A very unwell
- B Not well
- C ok
- D good behaviour
- E Very good behaviour

Qno11. Are Municipal office employees trustworthy?

- A absolutely not
- B I don't think so
- C They should be
- D Trust worthy
- E Very trustworthy

Qno12. Are the employees of the municipal office polite and courteous?

- A Very rude
- B impolite
- C to some extend
- D They are polite
- E Highly polite

Qno13. Are the employees of the municipal office aware of the problems of the service recipients and able to answer the questions?

- A Not at all
- B Very little
- C seems to be.
- D They are aware and able
- E They are Highly aware and able

Qno14. Do municipal office staff treat everyone equally while providing services or do they treat person differently?

- A highly discriminate
- B Discrimination
- c No idea (e) No any discrimination
- d satisfactory

Qno.15 Do you agree that your municipal staff provides services in the best interests of the citizen?

- A Highly disagree
- B Disagree
- C Neutral
- D agree
- E Highly agreed

Qno.16 Do municipal employees understand the needs of citizens ?

- A They never care about
- B A little bit/ sometimes
- C I have no any idea
- D They understand
- E Highly care about the citizen's needs

Qno.17 "Wards and Municipal staff are always at your service". Do you agree with this statement?

- A They are never available
- B Sometimes
- C I don't want to say anything about it.
- D Available
- E Always available.

Qno.18 How are the equipments, resource and infrastructure of your municipality?

- A Very poor
- B Poor
- C Its ok
- D Good
- E Excellent

Qno.19 Is the Municipal office attractive?

- a) Unattractive
- b) Not so
- c) looks ok
- d) Attractive
- e) Very attractive

Qno.20 Are Municipal employees found to be clean, attractive and professional?

- a) Absolutely not
- b) Sometimes
- c) I don't care how they look
- d) looks good and professional
- e) very attractive and professional.

Qno21. Can you see the municipal materials and equipments in the right place?

- a) Not well placed
- b) looks ok
- c) I don't care much
- d) things are in right place
- e) Things are placed in an attractive way

22 How do you measure the sainamaina municipal ?

- a) Very Good
- b) Good
- c) Average
- d) below average
- e) need immediate improvement

23. Are you satisfied with your municipal office?

- (a) Highly satisfied
- (b) satisfied
- (c) Its ok
- (d) Dissatisfied
- (e) Highly dissatisfied

24 Do you ever feel that you should never visit the municipal office again?

- (a) Never felt so
- (b) No
- (c) no idea
- (d) sometimes
- (e) absolutely Yes

APPEX No. 2 Variable view from SPSS

Nager Bai 8.sav [DataSet1] - IBM SPSS Statistics Data Editor

File Edit View Data Transform Analyze Graphs Utilities Extensions Window Help

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	Name	String	41	0		None	None	18	Left	Nominal	Input
2	AGE	Numeric	8	2	Age of Respondent	{1.00, 17 to 30 yrs}...	None	8	Right	Nominal	Input
3	SEX	Numeric	8	2	Sex of Respondents	{1.00, MALE}...	None	8	Right	Nominal	Input
4	TOLE	String	21	0	Location of Respondent	None	None	8	Left	Nominal	Input
5	PHONE	Numeric	8	2	contact of Respondents	None	None	8	Right	Nominal	Input
6	WARD	Numeric	8	0	Ward Number	{1, WN 1}...	None	8	Right	Nominal	Input
7	EDUCATION	Numeric	8	2	Educational status	{1.00, SCHOOL EDUCATION}...	None	8	Right	Ordinal	Input
8	FREQUENCY	Numeric	8	2	Number of times visited	{1.00, ONE TIME}...	None	8	Right	Ordinal	Input
9	REL1	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
10	REL2	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
11	REL3	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
12	REL4	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
13	REL5	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
14	RES6	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
15	RES7	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
16	RES8	Numeric	8	2		{1.00, Highly disagreed}...	None	8	Right	Ordinal	Input
17	RES9	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
18	ASS10	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
19	ASS11	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
20	ASS12	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
21	ASS13	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
22	EMP14	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
23	EMP15	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
24	EMP16	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
25	EMP17	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
26	TAN18	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
27	TAN19	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
28	TAN20	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
29	TAN21	Numeric	8	2		{1.00, HIGHLY DISSATISFIED}...	None	8	Right	Ordinal	Input
30	SSS22	Numeric	8	2		{1.00, Very bad}...	None	8	Right	Ordinal	Input
31	SSS23	Numeric	8	2		{1.00, highly dissatisfied}...	None	8	Right	Ordinal	Input
32	SSS24	Numeric	8	2		{1.00, Highly Feel}...	None	8	Right	Ordinal	Input
33	SAS1	Numeric	8	2		None	None	8	Right	Ordinal	Input
34	Reliability	Numeric	8	2		None	None	13	Right	Scale	Input
35	Responsive...	Numeric	8	2		None	None	16	Right	Scale	Input
36	Assurance	Numeric	8	2		None	None	11	Right	Scale	Input
37	Empathy	Numeric	8	2		None	None	10	Right	Scale	Input
38	Tangibility	Numeric	8	2		None	None	13	Right	Scale	Input
39	Satisfaction	Numeric	8	2		None	None	14	Right	Nominal	Input
40											
41											
42											
43											
44											
45											
46											
47											

Data View Variable View

APPEX NO 3 Data View

*Nagar Bai 8.sav [DataSet1] - IBM SPSS Statistics Data Editor

	Name	AGE	SEX	TOLE	PHONE	WARD	EDUCATI ON
1	Sujal regmi	1.00	1.00	Rambasti	9847037425	3	3.00
2	Narayan	3.00	1.00	Bagartol	9841148529	4	2.00
3	Manoj Ghimire	2.00	1.00	Hatbajar	9847301075	3	3.00
4	Tilab Kc	2.00	1.00	Murgiya	9857032269	3	4.00
5	Hari Prasad Pokhrel	2.00	1.00	Murgiya	9857032297	4	4.00
6	Dinesh Acharya	2.00	1.00	Sisaudadha	9847058485	4	4.00
7	Binod Kumar Poudel	2.00	1.00	Shivamandir	9867997971	4	1.00
8	Krishna Aryal	2.00	1.00	Radhekrishna tol	9810037496	4	2.00
9	Purna Bhandari	2.00	1.00	Nayabajar	9847042752	4	2.00
10	Anju Bhusal	2.00	2.00	Sisaudadha	9821919594	4	3.00
11	Gokarna Raj Gautam	2.00	1.00	Radhakrishna Tol	9847243165	4	2.00
12	Rishiram Sharma	3.00	1.00	Haatbajar tol	9847097802	3	2.00
13	Manowar Ali Bhat	2.00	1.00	Pragati Tol	9803302508	4	1.00
14	Bhawaram sharma	3.00	1.00	Haatbajar Tol	9840881247	3	3.00
15	Sunita Malla	2.00	2.00	Buddha Tol	9814454116	1	2.00
16	Ambika Dhakal	2.00	2.00	Durga Bhawani	9804463470	1	4.00
17	Lal bahadur pun	3.00	1.00	Durga bhawani	9847585752	1	1.00
18	Om bahadur sunar	2.00	1.00	Rani kuwa	9810306592	1	3.00
19	Goma bhandari	2.00	2.00	Brahama chowk	986710865.0	1	1.00
20	Samaj kumar shahi	2.00	1.00	Durga bhawani	9742347707	1	2.00
21	Sushila Bhandari	2.00	2.00	Durga bhawani	9844766370	2	3.00
22	Dhurba Aryal	2.00	1.00	Nawa Jagriti path	9806959630	4	2.00

23	Surya Prasad acharya	2.00	1.00	Jharbaira	9861678908	4	3.00
24	Gita Bhandari	2.00	2.00	Babari	9849106099	2	2.00
25	Bimala Thapa	2.00	2.00	babari	9867288814	2	1.00
26	Champakala panthi	2.00	2.00	jharbaira	9847189414	4	4.00
27	Bhagawati Rana	2.00	2.00	Rambasti	9847343402	3	2.00
28	Dadiram Gaire	2.00	1.00	Parsawol	9857057376	3	4.00
29	Tilak Bahadur poudel	2.00	1.00	Rambasti	9847070244	3	1.00
30	Bindu Khadka	2.00	2.00	Rambasti	9868139355	3	1.00
31	Basanta Regmi Chhetr	2.00	1.00	Rambasti	9867182373	3	2.00
32	Ganga Suryebanshi	2.00	2.00	Rambasti	9847068404	3	1.00
33	Kalpana Tharu	2.00	2.00	Bankuwa	9806958750	11	4.00
34	Kalpana Ghimire	2.00	2.00	Durga Tol	9847090142	11	4.00
35	Purna bahadur Kunwar	3.00	1.00	Bankuwa	9867216124	11	2.00
36	Mumlal Chalise	2.00	1.00	Taali	9814416321	11	2.00
37	Nemlal Joshi	2.00	1.00	Bankuwa	9847195637	11	1.00
38	kalpana Karki	2.00	2.00	Janjyoti	9869041135	11	2.00
39	Maya BK	2.00	2.00	Janjyoti	9816451261	11	1.00
40	Shiva Chaudhary	2.00	1.00	Namuna tol	9860197807	1	3.00
41	Tulsi Ram Neupane	2.00	1.00	Parmeshwor Tol	9847046948	1	3.00
42	Saraswati Tharu	2.00	2.00	Sanka	9824426749	1	1.00
43	Dhana Kumari aryal	2.00	2.00	Janahit	9847244651	1	1.00

44	Tanka Gc	2.00	1.00	Kalika chowk	9861822455	2	3.00
45	Gangaram Ghimire	3.00	1.00	Asnedadha	9847277228	4	1.00
46	Nisha Khatri Kunwar	2.00	2.00	Pragati bajar tol	9800799875	4	3.00
47	Aashma Bhusal	2.00	2.00	Chautari	9869783887	5	4.00
48	Janardhan khalal	2.00	1.00	Asnedadha	9857059089	4	4.00
49	Nandalal Pun	3.00	1.00	Bhachkaiya	9867858015	10	2.00
50	Jhak bahadur suryebanshi	2.00	1.00	Katani	9866186133	10	2.00
51	Lekhnath Bhusal	2.00	1.00	Jhimjhimiya	9840371499	10	3.00
52	Man kumar gurung	2.00	1.00	Jhimpur	9869136180	10	2.00
53	Gobinda pandey	2.00	1.00	Samabesi	9875549900	10	2.00
54	Mina Rayamajhi	2.00	2.00	Samabesi Tol	9815775304	10	2.00
55	Narayan Ghimire	2.00	1.00	Samabesi	9840158367	10	2.00
56	Soniya Sunar	2.00	2.00	Jhimjhime	9819472590	2	2.00
57	Shanti	2.00	2.00	Sangam Tol	9847122628	9	1.00
58	Purna Bahadur pun	3.00	1.00	Barpatan	.	10	1.00
59	Gopal BK Sunar	2.00	1.00	Jhimpur	9814415813	10	1.00
60	Krishna Neupane	2.00	1.00	Kalauni	9847130616	6	2.00
61	Sandip Bhandari	2.00	1.00	Kalauni	.	6	4.00
62	Radhika Balal	2.00	2.00	Shivalaya Tol	9857044604	6	2.00
63	Sushmita Luitel	2.00	2.00	Lumbini road	.	6	3.00
64	Rupa sunar	2.00	2.00	Kailash Tol	9827533497	6	2.00
65	Aasha Bhattarai Pandey	2.00	2.00	Kailash Tol	9811419497	6	2.00

66	Manish Dhakal	2.00	1.00	Shivalaya Tol	9817435520	6	4.00
67	Dilaram Ban	2.00	1.00	Sivalaye	9816482730	6	2.00
68	Prakash Sunar	2.00	1.00	Rambasti	9867760026	7	3.00
69	Mina Gharti	2.00	2.00	Gadwal	9821541102	7	1.00
70	Khumananda Gaire	2.00	1.00	Guras path	9811452093	7	2.00
71	Keshoram Chaudhary	2.00	1.00	Shivasakti	9811587650	7	1.00
72	Babita Thapa	2.00	2.00	Pragati Bajar Tol	9867844352	4	4.00
73	Sushma Pun	2.00	2.00	Sangam Tol	9844704704	4	1.00
74	Shree Bahadur Thapa	2.00	1.00	ShantiTol	9844759732	4	2.00
75	Bimala Pariyar	2.00	2.00	RadhaKrishna Tol	9842747408	4	3.00
76	Nistha Kc Shrestha	2.00	2.00	Shristi path	9860405417	4	3.00
77	Bhagawati Sunar	2.00	2.00	Shanti Tol	9748701887	4	2.00
78	Dinprasad Ghimire	2.00	1.00	Radhakrishna Tol	9847201261	4	4.00
79	RamKrishna Sharma Ghim...	3.00	1.00	Parsawol	9847110657	3	2.00
80	Harilal Padhya	3.00	1.00	Pushpanagar	9869588901	3	1.00
81	Mina Karki	2.00	2.00	Pushpanagar	9847008585	3	1.00
82	Binita BK	2.00	2.00	Brahma	9843875929	1	4.00
83	Gita Khaws	2.00	2.00	Prameshwor	9847301655	1	4.00
84	Manish Bhattarai	2.00	1.00	Prameshwor	9821566156	1	3.00
85	Meghraj Aryal	2.00	1.00	Seruwa	9806925225	5	4.00
86	Bishwanath Chaudhary	2.00	1.00	Seruwa	9841576700	5	2.00

87	Binod Gautam	2.00	1.00	Pragati Tol	9861464072	5	4.00
88	Mausam Somare	2.00	1.00	Dogara	9847557907	5	3.00
89	Bimal Chaudhary	2.00	1.00	Seruwa	9868257165	5	4.00
90	Ekraj pokhrel	2.00	1.00	Shivashakti Tol	9867696050	7	3.00
91	Radha Ghimire	2.00	2.00	DeviTol	9869104005	7	4.00
92	Bhojraj Aacharya	2.00	1.00	Eakata Tol	9866614122	7	4.00
93	Basanta Pandey	2.00	1.00	Hariyali Tol	9869425501	7	1.00
94	Jaggu Prasad Tharu	2.00	1.00	Deopar	9804462538	7	1.00
95	Khem bahadur Tharu	2.00	1.00	Devi Tol	9817469547	7	3.00
96	Ramlal Neupane	2.00	1.00	Rambasti Tol	9864453601	7	2.00
97	Min Bahadur Thapa	2.00	1.00	Sorauli	9819449683	2	1.00
98	Durga Bahadur Thapa	3.00	1.00	Bhupu Sainik	9806922645	2	1.00
99	TaraDevi Raut	2.00	2.00	Sorauli	9847127678	2	1.00
100	Mina Tharu	2.00	2.00	Kalika	9804439335	2	1.00
101	Yagya Prasad Bhusal	3.00	1.00	Kalika	9847296316	2	1.00
102	Mangal Prasad Belbase	2.00	1.00	Kalika	9847164157	2	2.00
103	Mahendra Chaudhary	2.00	1.00	Khakanpur	9807456750	2	2.00
104	Rita marashini	2.00	2.00	Sangam Tol	9843150870	2	4.00
105	Saugat Gautam	2.00	1.00	ShantiTol	9851217216	4	3.00
106	Sushil Thapa	2.00	1.00	BayarKatti	9847253037	7	3.00
107	Rohit Bhandari	2.00	1.00	Sorauli	9804488022	2	4.00
108	Kamala Neupane	2.00	2.00	Sorauli	9842861109	2	2.00

APPEX 4

Correlations of the Perceived Quality Dimensions and Satisfaction SPSS

		Relia	Res	Assurance	Emp	Tan	Satis
Reliability	Pearson Correlation	1	*		*	.	.
	Sig. (2-tailed)						
	N	216					
Responsiveness	Pearson Correlation	.577**	1				
	Sig. (2-tailed)	.000					
Assurance	Pearson Correlation	.469**	.495**	1			
	Sig. (2-tailed)	.000	.000				
Empathy	Pearson Correlation	.564**	.665**	.545**	1		
	Sig. (2-tailed)	.000	.000	.000			
Tangibility	Pearson Correlation	.606**	.590**	.487**	.599**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
Satisfaction	Pearson Correlation	.453**	.615**	.347**	.522**	.423**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	216	216	216	216	216	216

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

APPEX 5 Collinearity SPSS

		Coefficients^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.643	.202		8.140	.000		
	Reliability	.082	.057	.105	1.435	.153	.531	1.882
	Responsiveness	.381	.066	.446	5.750	.000	.468	2.137
	Assurance	-.019	.066	-.019	-.285	.776	.639	1.566
	Empathy	.127	.057	.177	2.226	.027	.448	2.232
	Tangibility	-4.000E-5	.064	.000	-.001	1.000	.501	1.995

a. Dependent Variable: Satisfaction

Appex 6 Anova

Satisfaction and gender					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.069	1	.069	.185	.668
Within Groups	59.58	159	.375		
Total	59.65	160			

There is no sig diff in service satisfaction between male and female respondents since $p > .005$

Satisfaction and Education					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.198	3	.066	.174	.914
Within Groups	59.45	157	.379		
Total	59.65	160			

No sig diff Since p is $.635 > 0.05$ and concluded that there is no sig difference in the satisfaction between the age group of respondents

Appex 7 Skewness and Kurtosis

Descriptive Statistics								
	N	Maximum	Mean	Std.	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Reliability	216	4.80	3.0343	.81024	-.006	.166	-.607	.330
Responsiveness	216	4.75	3.1919	.74036	-.585	.166	.251	.330
Assurance	216	5.00	3.2697	.63650	-.118	.166	1.113	.330
Empathy	216	4.50	2.9468	.88004	-.277	.166	-.663	.330
Tangibility	216	5.00	3.5023	.73729	.001	.166	-1.015	.330
Satisfaction	216	4.67	3.4199	.63212	-.809	.166	.455	.330
Valid N (listwise)	216							

Kurtosis is **a measure of the combined weight of a distribution's tails relative to the center of the distribution**. A set of approximately normal data is showing a bell peak and most data within (plus or minus) of the mean.

Skewness is the measure of how much the probability distribution of a random variable deviates from the normal distribution. Acceptable values of skewness fall **between - 3 and + 3**.

Appex 8 Normal Distribution

