

**PUBLIC COMPLAINTS : AN INSTRUMENT TO IMPROVE SERVICES IN
PUBLIC INSTITUTION OF HIGHER LEARNING IN POST MODERN ERA.
CASE STUDY : STUDENT AFFAIRS DEPARTMENT IN UNIVERSITI UTARA
MALAYSIA**

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Jurgen Habermas dan Anthony Giddens are among other postmodern thinkers have proposed the theory of public sphere and social reflexivity. Because postmodernism has undermined the structure and function of the society and gives extra power to the periphery and individuals, the rise for individual participation in voicing out their need and wants is seen as important so that decision made at the top rung of the society reflect the masses. According to Habermas, in post modern era where tradition is lacking, people are losing trust and confidence in an abstract system – the system governing them beyond their immediate surrounding. To encounter it, citizen should be given power to participate in decision making. Habermas idea is supported by Giddens with his social reflexivity concept that suggests inputting public trust back into social institution. In coherence with this argument, the paper will discuss on the public complaint in public institution which is seen as a way to improve public services. The study is carried out in Student Affairs department in Universiti Utara Malaysia in 2003. The objectives of the study is to measure the level of awareness of the services offered at the Complaint Unit HEP and complaints by the students of the university. The paper will then discuss the findings and suggests *ways to improve existing systems so that the quality of service is further enhanced.*

Introduction

Post modern society is characterized by the collapsed of grand narratives or metanarratives. Whatever used to be right and truth in the Modern era is regarded as totally useless, naïve and due to rejection in whatsoever form by the Postmodernists. The notion of truth, reason, morality, god and tradition which used to guide and gives meaning to human understanding is totally obsolete. Postmodernism emerged from western critical movement in art and architecture.

The ideology reacted modernity, instrumental rationality, perpetual linear dimension of progress and Western elitist culture. In short it rebelled against European Enlightenment thinkers which has shaped and grounded modern thoughts and behavior. It collapses the idea of reason and scientific objectivity and all ideas constructed since the rise of Modern European civilization. As a protest to Modernity, it seeks to dethrone the Big Ideas or Metanarratives and attempts to deconstruct them to its sublimous layer. Thus, Postmodernism claim themselves to champion plurality and diversity, non European

culture and thoughts, representative of all races and classes and brave enough to question Truth and Scientific Reasoning.

Postmodernist theories on knowledge and power in a postmodern society

Many postmodernist theorists claimed that knowledge will energize power in the individuals. Foucault has theorized the role of knowledge as a force of control in discourse. With public discourse, experts who hold the authority in the field will be competing with another experts in the similar field. Thus, whoever hold more knowledge and higher level of skill and expertise will control the thinking and speaking in the discourse.

Habermas, another postmodernist theorist agrees that some of Marx's ideas are obsolete but still sustains Marx's basic principle. He supported the idea of capitalism that enable the accumulation of wealth but still he recognizes the ills in capitalistic economy which has the tendency to cause economic depression and crises. Thus, to counter check capitalism, according to Habermas is for individual to re-establish control over economic processes which in the postmodern era it has come to control over individuals.

Ways of achieving control is by reviving public sphere. In an orthodox democracy, parliaments and parties are not sufficient to provide sound decision making for all. Thus, by reforming democratic procedures, the public may participate more. With the public power being enhanced, there will be a higher level of involvement of community agencies, local groups and individuals. Communication media such as television, internet and radio may open possibilities for dialogues, discussion and complaints from the public. Thus voice of the public may be well heard and well represented. This is another furtherance of democracy.

Ulrich Beck calls postmodernism as Second Modernity which he refers to the globalization of modern institutions, and everyday life free from customs and tradition. Post industrial society is a risk society where there is lack of pattern in social, economic and political lives which involves risk or uncertainty. According to Beck, risks has become a central focus due to the advancement in science and technology, uncertainties in relationship between sexes and the society's social development. Thus the management of these risks become paramount important. Beck calls for all individuals – everybody in the system-be it politician, economists, ecologists, consumers and human rights groups- to get involve in managing the risks. This involvement calls for public participation to improve and support the system so it may not negatively affect the public. The public has the right to voice, to correct and to complaint if the system seems not to be working right.

Beck's idea of risks and uncertainties further supported and added by Anthony Giddens who calls the postmodern world as a 'run away world' because the world that is being created is full with risks and uncertainties. He suggested to counter balance the risks involved, one must have trust and confidence within each individuals and institutions. Living in a globalized world, human lives are influenced by people they never see or

meet or hear thus, it dissolves the sense of trust and confidence once existed in traditional community. How would one trust in food regulation agencies, purification of water systems and the effectiveness of banking system and the likes? Lives would be jeopardized if these systems are mismanaged. In order to give trust and confidence back to the systems, the public should be given leeways and opportunity to voice their dissatisfaction over the abstract system that control their lives.

The power of the people within the framework of democracy should be given a chance to think, reflect and decide on the circumstances and the abstract systems that surround their lives. Giddens used the concept of 'social reflexivity' that refers to 'the fact that we have constantly to think about, or reflect upon, the circumstances in which we live our lives'. Public involvement in decision making in voicing out their dissatisfaction and opinions put back the public support for democracy.

Tradition geared society has established ways of doing things in unreflective mode but in post modern era, many aspects of life is opened for scrutiny and questions. Questions conjures up in postmodern era need to be answered satisfactorily so that the government and its house of representatives maintains power. Individuals, according to Giddens, should assert and reassert their ideas, opinions, and voice within the framework of democracy so as to influence "the run away world". As opposed to Habermas, Giddens asserts that power of democracy should not be limited to the public sphere only but extended to family life (personal and intimate sphere). In short the right to voice, to give opinion and to state dissatisfaction is looked as a furtherance of democracy not only in the public sphere but also in personal and intimate sphere.

Public's rights to complaint in postmodern society

Complaints are defined as the voicing of a grievances about public sector organization. In the socio-legal literature grievances or feeling of injustice are seen as existing prior to complaints and are capable of continuing after they receive a formal response and the case has been closed for bureaucratic purposes. The term complaint is not ideal. Many people use complaints procedures in order to make comments or to give or receive information rather than to express a grievances or obtain a financial remedy and all of those working in the field have struggled with distinctions between grumbles, moans, complaints and grievances in an attempt to distinguished between more or less serious cases. (Michael Harris, 2003)

Public rights to complaint under the constitution is ordain in Article 10 of Malaysian Federal Constitution. It stands at the centre of the democratic process as it codifies basic rights common in all democracies. One could even say that without these rights it is difficult or even impossible to have a functioning and healthy democracy. Such rights are indispensable if we are to have an accountable and transparent government. Be that as it may, the rights under art 10 are only available to citizens and that the rights have been put under some limitations. (Aziz Bari, 2003). The limitations among others implore that one should not defame others. Freedom of speech may be restricted if it may give rise to racial disharmony and conflict. The law on this issue is not entirely in line with

democratic spirit but the court has justified the strict approach by saying that Malaysia was unique as far as local conditions and peculiarities were concerned. In the public complaint context, the underlying theme of freedom of expression is reflected in public participation.

The way we make governmental decision has changed. It is no longer acceptable for such decisions to be made by a few powerful leaders who purport to act on behalf of the many but who refuse to involve the many in their thought. As the spread of information through education has been supported by new technologies, more people have come to feel capable of speaking out about decisions that will affect their lives and consequently, they have been demanding a say in those decisions. Unless the public's demands for involvement are heeded, decision can prove meaningless in the face of the public's apathy and the notion of responsible and accountable government would be far from reach. (John Clayton Thomas, 1995)

It is therefore imperative to emphasis on the reforms of Malaysian public sector and addressing the fundamental issue like independence and accountability, accessibility and efficiency. Because in the end, the ability of a system to solve these issues will be judged in part by the use that consumer of this services make of the system.

There is a downward trend in the number of complaint at Public Complaint Bureau (PCB) or year 2002-2003, in part reflect the capacity of agencies to resolve a high proportion of complaints in the first instance. But does this pattern continue to decrease or increase? (BPA Annual Reports 2002/2003) Rightly the central role of BPA is to look at the impact of government on individuals. Government decisions are driven by many imperatives – political and budgetary objectives, historical considerations, and workplace constraints and so on.

Many Government policies and systems are acknowledged as having a potentially harsh impact on people. Across the spectrum of government, there is power to detain for indefinite periods, to search premises and to seize property, to appropriate for one purpose money owing to a person under the different scheme, to deny or withhold benefits and to impose penalties and other detriments. It is well understood within government that powers of a coercive and detrimental nature must be exercised in strict compliance with the legislative rules. But that alone is not a satisfactory approach to the exercise of such power: it is equally necessary to appreciate the context in which the power is exercised and the differing perspectives – the outside values as it were, should bear upon its exercise. (John Mc Millan, 2003)

Issues keep increasing in an ever-changing government climate. Many of the issues are of broader relevance to how government relates to the community and how it should discharged its function. They are to that extent, issues that concern us all and on which restructuring is necessary. Unless and until there is a paradigm shift among the public sectors, public complaint will remain to be no more than just a fuss and a pain in a back.

Past research

The early 1980s were a period of expansions of government activities both in welfare and the regulatory. Concurrently there was growing realization that the traditional method of calling governments to account through the court was, in practical term, beyond the reach of all but the very wealthy. Even the mechanisms for doing so were cumbersome and slow. Finally, the move for reduced public expenditure that had come to dominate public administration and review of public decision-making was not a factor of relevance. (Dennis Pierce, 2003)

In the recent years however we have seen a worldwide movement towards better accountability in public sector. Past research done by Shranjit Kaur Johl (1993) studied the financial accountability undertaken by Malaysia government. Significant variations were found in the level of disclosure reflecting accountability by government entities. From the regression test undertaken, long term debt and form of government in terms of level of government were found to be significantly associated with the level of disclosure reflecting accountability. Noor Azizah Zainal Abidin (2004) too in her thesis corporate governance in Malaysia have highlighted lack of government financial accountability.

Bowen (1974) concurs and observed that accountability is closely related to concepts of public budgeting and cost benefit analysis. He stated that many public officials as well as general public felt that the increasing sums paid for public services ought to be justified by reliable estimates of outcome. Kerr (1980) listed two purpose of being accountable. Firstly, a systematic approach to evaluation allows administrators and staff to develop evidence of effectiveness and to demonstrate a commitment to self –assessment in anticipation of external pressure rather than merely to react to each criticism, question or cutbacks as it occurs. Secondly, another reason for systematic evaluation is simply to improve programs or increase effectiveness. A systematic evaluation is basically good management. Data obtain through this process can be useful in planning, allocating resources, staffing and updating programs to assure the greatest impact.

According to Ombudsman of News South Wales (1995), effective complaint management benefits an organization in four important ways: it identifies areas that need changing and allows clients to provide input to services improvement, it gives the organization a second chance to serve and satisfy dissatisfied clients, it provides an opportunity to strengthen public support for the organization and it helps reduce an organization workload

Thus, all these boils down to the importance of having an effective complaint management system as been exemplified by ACT Ombudsman that good relation between government agency and the public are best fostered when agency itself has established an effective system of internal complaint handling. The formalization and implementation of agency complaint handling policies and procedures should be the main focus. Equally important is ensuring agency promulgates their complaint handling

policies sufficiently because the fact that many complaint still contact BPA first suggest that there is room for improvement in agency practice.

Problem statement

This research is carried out for the purpose of knowing the problems faced by students in their dealings with the complain unit at the HEP and their level of awareness on the services of the complaint unit. Information obtain from the students is important because necessary recommendation is needed to improve the quality of services which can be made. Pursuant to these findings it is hoped that recommendation made to reform public sector in complaint management context and regulatory practices, where necessary, are noted and acted upon for betterment of overall Malaysian public service. It is found that the students rarely use 'suggestion box' or 'online complaint' to address their dissatisfaction except otherwise for complaint about maintenance.

Research Design

This research is a descriptive analysis through questionnaires distributed among the students in Bachelor of Public Management (BPM), Bachelor of Development Management (BDM), Bachelor of International Affairs Management (Intaff) and Bachelor in Social Work Management (BSWMgt) programs. Independent variables in this research comprises of demographic factor i.e. age, gender, ethnic background, program of studies and educational background. While the dependant variables were student awareness of the services provided under the several units namely counseling, religious development, training, discipline & special task, extra curriculum activities, financial aid, health service, placement/hostels, sports and recreation, arts and custom, student relation and complaint unit. The research conducted is qualitative and quantitative research.

Research Location

Universiti Utara Malaysia (UUM), Sintok was chosen as a study location considering the studied samples were from programs offered by School of Social Development, UUM.

Research Sampling

Selection of sample was drawn by Stratified Convenient Sampling techniques which consist of student from various programs, which are Bachelor of Public Management (BPM), Bachelor of Development Management (BDM), Bachelor of International Affairs Management (Intaff) and Bachelor in Social Work Management (BSWMgt). The population for this study consisted of 3986 School of Social Development (SPS) students. Questionnaires were distributed approximately among 351 male and female students of the above said programs (Sekaran, 2003).

For the purpose of data collection, questionnaires adapted from Humprey (1983), Dissertation Abstracts International on Evaluation of Student Knowledge of Services at

Shelton State College were employed. These questionnaires were translated, modified and designed accordingly to match the services provided under the complaint unit in HEP.

The research instrument in this research has been analyzed via reliability test Cronbach Alpha and its Alpha score is at 0.896. 41 items were used to measure students but the focus of the study on complaints thus, seven items were used to measure complaint unit only. 4-lickert scales on awareness were used to measure the items.

Data Analysis

Data was analyzed on the Statistical Package for the Social Services (SPSS). SPSS was used to compute and develop tables containing simple frequencies and percentages to allow compilation of data collected from the questionnaires. Descriptive analysis and inferences analysis such as t-test, ANOVA and chi-square were applied to answer the hypothesis stated.

Research findings

Demographic characteristics

According to Table 1, majority (73.4%) of the respondents were female, Malays (71.9%) and aged between 21 to 30 years old (97.5%). The results also showed that most (93.2%) of the respondents were STPM holders. Meanwhile, the distribution of the study samples according to their program of studies indicated that the majority (34.9%) of them were from BPM program, about 22.6% were from BDM and Intaff programs and 19.8% were Social Work students.

Table 1: Demographic Characteristics of Studied Sample

	Frequency	Percentage (%)
<u>SEX</u>		
Male	106	26.6
Female	292	73.4
<u>RACE</u>		
Malays	286	71.9
Chinese	67	16.8
Indians	19	4.8
Others	26	6.5
<u>AGE</u>		
Less than 20 years old	8	2.0
21-30 years old	388	97.5
31-40 years old	1	0.3
More than 40 years old	1	0.3

<u>EDUCATION LEVEL</u>		
STPM	371	93.2
Matriculation	15	3.8
Diploma	10	2.5
Others	2	0.5
<u>PROGRAM OF STUDIES</u>		
BPM	139	34.9
BDM	90	22.6
Intaff	90	22.6
Social Work	79	19.8

Table 2 showed that more than half (77.1%) of the respondents were more aware about the services provided by the HEP, UUM. While 22.9% were categories as having less awareness about the services provided. On the whole these students have higher degree of awareness on the services provided under the units

Table.2: Categories of Students' Awareness of Services Provided By HEP

Category	Frequency	Percentage (%)
Less Aware	91	22.9
More Aware	307	77.1

Summary of Students' Awareness on Complaint Unit

The 4-scaled instrument was recoded into 2-scaled instrument in order to have clear results of the answer for each item. The mean of 1.5 was used as a cut-off point to divide the awareness, whereby for items with the mean of less than 1.50 was considered as having lesser awareness and items with the mean of more than 1.51 were considered as more aware of the services provided.

Table 3 demonstrated that student perceived HEP as tolerable in handling student complaint. Nevertheless item 6 of table 4.3 indicated that the staffs dealing with the student complaints were less effective and student friendly. On this item the mean score was low at 1.35.

It looked doubtful in both questions of items 3 & 5 was that the students would go straight to complain channel such as complaint box and online complaint, if they were dissatisfied with the services by the HEP. This assertion appeared contradictory with the version by HEP that the students seldom use complaint box, there was higher score showed for these items which were 1.69 and 1.68 respectively. In other words the complaint box and online complaint were seldom used by the students making it practically empty. HEP staffs have also affirmed this.

For item 1 , if the assertion that students were well versed with the complaint procedures were true, why didn't they complaint if they were dissatisfied with the service by HEP? The mean score for item 6 was 1.35 whereas the mean score for item 1 was 1.78. This contradictory signal can be an indicator that though online complaint and suggestion boxes were readily available but it had been minimally used.

Table 3 Summary Table of Students' Complaint Unit

Item	Disagreed (%)	Agreed (%)	Mean	s.d
1. student are well verse with complaint procedures	87(21.9)	311(78.1)	1.78	0.41
2. each unit under HEP can handle student complaint	165(41.5)	233(58.5)	1.59	0.49
3. student assume that HEP will act immediately upon complaint made to complaint box and online complaint	125(31.4)	273(68.6)	1.69	0.46
4. HEP assist the students in making complaint	154(38.7)	244(61.3)	1.61	0.49
5. student will straight go to complaint box or online complaint if dissatisfied with the service	126(31.7)	272(68.3)	1.68	0.47
6. students are satisfied with how HEP's staff deal with their complaint	259(65.1)	139(34.9)	1.35	0.48
7. there is reasonable hearing for student subjected to disciplinary action	95(23.9)	303(76.1)	1.76	0.43

Discussion on the findings

Many complaints arise because the organization has not clearly communicated its regulations, programs, policies and services to its clients. If public make these types of complaints frequently, administrators should make systematic changes. When public understand what they have, a right to expect from the organization, they will have more accurate expectations of services levels and any complaints they do make will be more focused.

Complaints are not always made for the purpose of pointing out who is right and who is wrong. To resolve a complaint, you may simply need to give more information, provide an explanation, suggest a solution or in situations where no solution is possible express understanding and empathy. Where appropriate, you should apologize; be careful, however, in cases of potential liability for possible loss.

To help improve existing systems and develop new ones, the following section offers some advice on different elements of a well managed complaint resolution system as have been practiced by Ombudsman of New South Wales, Australia (1993). However, the design of the system must meet the specific needs of HEP as well as all government departments.

Suggestions to develop effective complaint management

1. Develop a process for lodging complaints

This process should address the basic questions of how, where, when and to whom complaints should be made. It is important to let the students/public know whom they should approach if they wish to complain in person and where they should write if they wish to be more formal. It is very helpful to provide phone numbers. Some large organizations provide a central complaints officer or a toll free number to help clients get a speedy resolution to their complaints.

2. Priorities complaints

Not all complaints are of the same importance to an organization. When an organization cannot immediately handle all the complaints it receives, it should prioritize them. For instance, it may consider complaints related to health, counseling, career, neither students nor staff misbehavior and misconduct issues to be high priorities.

3. Establish procedures for special cases

You may need to treat some types of complaints in special ways. For example departmental staff will generally be required to notify their superior if a complaint

concerns bad practices, cheating, drugs, rapes, assault, excessive ragging etc where complaint of such matter may be related criminal action to the police. There must be special arrangements for keeping such complaints confidential.

Some complaints should simply be referred to certain sections of organization, for instance, complaint of financial impropriety may be referred to treasury section.

4. Clearly define responsibility for dealing with complaints

The complaint management system must be clearly define who is responsible for dealing with complaints at each stage. It may be the responsibility of all staff to deal with first stage complaints or it may be more practical to designate a special officer in each section or branch. Wherever the responsibility lies, those people must be clear about what their role is in dealing with a complaint. More senior staff should deal with complaint that cannot be resolved immediately.

5. Provide remedies

As well as defining responsibilities, the complaint management system should specify the authority that employees have to take remedial action. The system should include a checking mechanism so that the department can ensure that staffs have provided remedies, where appropriate. As far as possible, you should ensure that, at the end of the process, complainants are in the position they would have been in if nothing had gone wrong. To do this, you may simply need to provide the desired services. Sometimes you cannot completely fix the mistake, so you should consider providing some alternative remedy. The organization's approach to remedies should be consistent.

You will not be able to remedy or redress some complaints. In those cases, explain the situation clearly to the complainant, so that the lack of redress does not cause the complaint to escalate.

6. Develop service standards

Research shows that clients are more likely to be satisfied and to view the organization positively if the organization resolves their complaints quickly. Time limits for each step in the complaint management procedure - including initial acknowledgment, response to internal requests for information, and final response to the complainant - will encourage employees to resolve complaints quickly. Response time will depend on the complexity and seriousness of the complaint. If some form of investigation is necessary, staff should tell the complainant and keep him or her informed at regular intervals

7. Control and monitor the complaints system

Large departments may assign overall responsibility for managing the complaints system to one person or group, This person or group ensures that the system works-, produces

regular management reports on the frequency and nature of complaints and provides useful information derived from complaints to relevant sections of the organization to prevent the recurrence of problems, Some successful organizations have conducted follow-up surveys to find out if complainants were satisfied with the organization's response to their problem.

Small organizations may not be able to hire a full-time person to manage the complaint system. They should base their decision on the volume and nature of complaints they receive. Small organizations may want to use existing centers like Public Complaint Bureau to process complaints initially.

8. Report outcomes

Always consider who needs to know about the information coming from complaints. As well as reporting these results to higher levels of authority, you may wish to provide them to other people who may encounter similar situations. Do not forget confidentiality and the legal provisions for access to information.

9. Training for empowerment

Training should help employees to put themselves in the customer/students' shoes. Employees are encouraged to reflect on their experience as a dissatisfied customer. Ask these questions;

A complainant dislike to put forward complaints because of the ill treatment given below:

- to be ignored
- to be made guilty for complaining
- to have a fight to get heard
- excesses or justification
- to be passed from one person to another
- to have to wait a long time for their complaint to be resolved

Unless the underlying causes of complaint are tackled, complaints will keep reoccurring. This can have a demoralizing effect on the organization as well as ultimately causing customers to go elsewhere. There is a need therefore to dig deep to tackle the underlying causes of problems. This often involves making improvements in organizational processes. Approach in this fashion helps prevent disappointment in front line staff as they and their colleagues know they are empowered to eliminate problems.

For empowerment to be applied successfully, it must be promoted within a framework which includes: encouraging organization to take a positive and proactive approach to complaints; developing service providers' skills in handling complaints ; being explicit about the level of authority employees have in complaint management; providing support and encouragement to employee in taking responsibility; taking action to overcome the causes of complaints and generating ownership of the improvement opportunities that complaints bring. Once this framework is in place an empowered approach to customer

services adds value not only to the customer but also to organizational performance. Cook, Sarah, Macaulay (1997)

Internal and External Reporting Mechanism

Complaints should be resolved internally before proceeding into the next step which is external reporting . Internal reporting on complaints should have these criterias:

- clearly identify the problem that arose
- identify causes
- estimate the likelihood of recurrences
- propose strategies to prevent or limit recurrence,
- include a benefit-cost analysis of any system change; and
- make recommendations for any necessary system changes.

External reporting can be a powerful tool of public accountability. By publishing generalized complaints - and the results of those complaints - in a public report, you can tell the public about the effectiveness of your organization's complaint management system and show how it compares to those of other organizations.

Such a report should briefly describe the complaint management system and include some basic data. The complaints could be broken down into the following categories which are firstly, service delivery, which includes such matters as rudeness , delay ,failure to take action , incorrect or inappropriate action, mistakes ,inefficiency ,failure to reply to correspondence and failure to give reasons. Secondly, misconduct of a serious nature, such as unreasonable, unjust, oppressive or corrupt in nature, improperly discriminatory, based on improper motives, irrelevant grounds or irrelevant considerations or based on mistakes of law, inaccurate facts or contrary to law. Thirdly, the number of complaints and actions taken to resolve the complaints and to prevent similar complaints from happening in the future. Fourthly, a carry-over figure for matters unresolved at report date. Finally, a breakdown by the methods used to resolve complaints, such as conciliation, investigation, external means, mediation or court.

Conclusion

There should therefore be an attempt in setting regulation to look at both “carrot and sticks”. Obviously the system needs the existence of ‘sticks’ for people who will not comply with the rules of the community, equally, regulation should fundamentally be aimed at achieving best practice outcomes in the community. Thus regulatory reform is no longer a matter of mere deregulation, but must now focus on improving the quality of regulations by reducing their legal and technical complexity and enhancing their effectiveness by increasing their flexibility and transparency. This is the real challenge before parliament: not simply to regulate in a way that will stop people from killing or harming other people but to do things in a way that encourages all enterprises to adopt best practice outcome. (Victorian Law Reform Committee’s (Dec 1997). Successful resolution to complaints can only be achieved if the ongoing contact and discussion are

nurtured between government agencies and the public. Public input regarding administrative practices if welcomed and considered appropriately will present the best practice outcome throughout the whole of public sector in Malaysia. Undeniably effective complaint management system can be seen as one of the potential systems, able to bring about positive culture in the administration of the public sector and ultimately produce best practice outcome.

Having regards to the above, regulating an effective complaint management system is just the beginning, realizing it, is yet another challenge that lies before the government of today. Unless these and other issues of accountability and the likes are valued at heart and acted upon, principle of good government as purportedly encouraged and highlighted all along, will merely be of little relevance.

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