

ความพึงพอใจของประชาชนต่อการปฏิรูปการกระจายอำนาจ  
เพื่อการปรับโครงสร้างองค์กร เมืองเสียมเรียบ ประเทศกัมพูชา  
Citizen's Satisfaction Examining on Decentralization  
Reform for Organizational Restructuring in Siem Reap,  
Cambodia

ซุกเฮียง แมน<sup>1</sup>, สุกัญญา เอมอิมธรรม<sup>2</sup>, วิยูทธ์ จำรัสพันธ์<sup>3</sup>,  
อาห์มัด นูร์มานดี<sup>4</sup> และ สุวิทย์ เลหาศิริวงศ์<sup>5</sup>  
Sokheang Men<sup>1</sup>, Sukanya Aimimtham<sup>2</sup>,  
Viyouth Chamruspanth<sup>3</sup>, Achmad Nurmandi<sup>4</sup>  
and Suwit Laohasiriwong<sup>5</sup>

<sup>1,2,3</sup>Department of Public Administration,

<sup>1,2,3</sup>Faculty of Humanities and Social Science,

<sup>1,2,3</sup>Khon Kaen University, KhonKaen, Thailand.

<sup>4</sup>Department of Government Affairs and Administration,

<sup>4</sup>University of Muhammadiyah, Yogyakarta, Indonesia.

<sup>5</sup>Independent Scholar, Khon Kaen, Thailand

\*Correspondence: sukaim@kku.ac.th

### Abstract

Organizational restructuring is the key contribution of decentralization reform. This research article was part of research which emphasizes on reality of decentralization reform to enhance public service delivery to citizens in Cambodia. Two objectives of this research were (1) To study the citizen satisfaction on organizational restructuring to enable public service to citizens.

(2) To recommend guideline about crucial organizational structure framework which is suitable Cambodia. Quantitative methods approach was employed to find out the various theoretical of decentralization reform, organizational restructuring, public service and Cambodia's context. Questionnaires survey of 400 samples of Siem Reap province's citizens satisfactions and needs on public service delivery were carried out. This study introduces the DAMCAFC framework, emphasizing Decentralization, Adaptation, Mechanisms, Collaboration, Accountability, Finance, and Citizenship for effective organizational restructuring. This framework aims to modernize public service delivery, enhance citizen participation, and foster community development in Siem Reap, Cambodia. It aims for modernization, citizen advancement, and accountability, while fostering collaboration among stakeholders. The financial assessment and citizenship engagement for successful reform implementation is also emphasized. Assessment of the current structural management system reveals significant value in terms of increasing organizational capacity and empowering citizen participation, with a rating of value 1.00. Furthermore, the study examines citizens' satisfaction levels in alignment with Cambodia's vision for community development, with a significant value of 0.99 indicating the correlation between citizen participation and satisfaction in fostering community development.

**Keywords:** Citizen's satisfactions, Decentralization reform, Organizational restructuring, Siem Reap, Cambodia

## บทคัดย่อ

การปรับโครงสร้างองค์กรเป็นส่วนสำคัญของการปฏิรูปการกระจายอำนาจ การศึกษานี้ทำในจังหวัดเสียมเรียบ ประเทศกัมพูชา เป็นส่วนหนึ่งของการวิจัยเพื่อสำรวจ ความพึงพอใจของประชาชนที่เน้นความสำคัญของการกระจายอำนาจด้านการปฏิรูป การกระจายอำนาจในการปรับโครงสร้างองค์กรเพื่อยกระดับการให้ บริการสาธารณะ ในประเทศกัมพูชา โดยมีวัตถุประสงค์ 2 ประการ คือ (1) เพื่อศึกษาความพึงพอใจ ของประชาชนต่อการปรับโครงสร้างองค์กรในปัจจุบันเพื่อส่งเสริมการให้บริการ สาธารณะ (2) เพื่อเป็นแนวทางให้มีกรอบโครงสร้างสำคัญขององค์กรที่เหมาะสม กับประเทศกัมพูชา โดยใช้วิธีการเชิงปริมาณในการค้นหาทฤษฎีต่าง ๆ ของการปฏิรูป การกระจายอำนาจ การปรับโครงสร้างองค์กร การบริการสาธารณะ และบริบท ของกัมพูชา ดำเนินการสำรวจด้วยแบบสอบถามเรื่องความพึงพอใจและความต้องการ ของประชาชนในจังหวัดเสียมเรียบ จำนวน 400 ตัวอย่าง ผลการศึกษาสามารถสรุป ใช้คำย่อว่า “DAMCAFC” ที่เน้นการกระจายอำนาจ การปรับตัว กลไก การทำงาน ร่วมกัน ความรับผิดชอบ การเงิน และความเป็นพลเมืองสำหรับโครงสร้างองค์กร ที่มีประสิทธิภาพ โดยมีจุดมุ่งหมายเพื่อความทันสมัย ความก้าวหน้าของพลเมือง และความรับผิดชอบต่อ ขณะเดียวกันก็ส่งเสริมความร่วมมือระหว่างผู้มีส่วนได้ส่วนเสีย การประเมินทางการเงินและการมีส่วนร่วมของพลเมืองเพื่อให้การดำเนินการปฏิรูป ประสบความสำเร็จก็ถูกเน้นย้ำเช่นกัน การประเมินระบบโครงสร้างการจัดการในปัจจุบัน ทำให้เห็นคุณค่าที่สำคัญในด้านการเพิ่มขีดความสามารถขององค์กรและการเสริม ศักยภาพการมีส่วนร่วมของประชาชน ด้วยค่า 1.00 นอกจากนี้ การศึกษายังตรวจสอบ ระดับความพึงพอใจของประชาชนซึ่งสอดคล้องกับวิสัยทัศน์ของประเทศกัมพูชา อย่างมีนัยสำคัญที่ค่า 0.99 ซึ่งบ่งชี้ถึงความสัมพันธ์ระหว่างการมีส่วนร่วมของประชาชน กับความพึงพอใจด้านการพัฒนาชุมชน

**คำสำคัญ:** ความพึงพอใจของพลเมือง, การปฏิรูปการกระจายอำนาจ, การปรับโครงสร้าง องค์กร, เสียมเรียบ และกัมพูชา

## Introduction

The dynamics of organizational restructuring and decentralization reform have taken center stage in changing the global landscape of local governance structures in the fields of governance and public administration in democracy system. These procedures have been particularly helpful in fulfilling the constantly shifting needs and expectations of citizens. On change management in public organizations highlights complexity, with governments globally promoting reforms to enhance flexibility and adaptability to socioeconomic challenges (Kuipers et al., 2014). An approach for designing and implementing policies known as problem-oriented governance places a strong emphasis on the necessity for organizations to modify their structure and operations in order to better respond to public problems (Mayne et al., 2020). This study sets out to investigate the complex relationship between organizational restructuring driven by decentralization reform and its significant effects on citizen aspires to and satisfaction in the Cambodian province of Siem Reap. In the meantime, Cambodia has recently hold national election successfully to establish a new government with new strategy namely the Pentagonal strategy, established on August 24, 2023, focuses on five mottos: growth, employment, equity, efficiency, and sustainability. The strategic goals include ensuring economic growth, creating employment, reducing poverty, improving governance, and ensuring sustainable socioeconomic development to achieve Cambodia's 2050 high-income goal (Royal Government of Cambodia, 2023) This study has two objectives served as the guide for examining the organizational structure: (1) To study the citizen satisfaction on organizational restructuring currently to enable public service to citizens. (2) To give guideline about crucial organizational structure framework which may suit Cambodia. Although there were literature covers the effects of centralization and decentralization on

organizational efficiency available in great details, there is still a sizable knowledge gap on how the caliber of human resources affects this dynamic. An organization's effectiveness is crucial to its ability to accomplish its goals. Lower-level administrators are given the independence to make their own decisions within the framework of a decentralized organizational structure (Away et al., 2021). This study therefore examines how centralization affects the adoption of four organizational changes: reorganization, service contracting, technology adoption, and performance information utilization in multi-unit organizations, contrasting with decentralized structures. Case in Siem Reap province is a Cambodian unique city, is committed to decentralization, fostering good governance, local economy, and tourism. The Angkor Temple, a UNESCO World Heritage Site, is a significant provincial icon and a key tourist destination (Tea Seiha, 2022).

Decentralization is still a common global occurrence (Hooghe et al., 2016). Cambodia aims to transform a bureaucratic to a decentralized management style, by integrating key elements into policies and legislation. However, progress has been slow, with most progress seen at the provincial level, resulting in a more robust organizational structure within a subnational government (SNG) with official financial authority. (Bhatti & McDonald, 2020).

The framework of examines Cambodia's democratic development, decentralization, and organizational restructuring in Siem Reap province, focusing on citizens' satisfaction and needs, and the new highest management leader's core objectives. (OCM, 2023).

This study investigates the impact of decentralization reform and organizational restructuring in Cambodia, focusing on citizens' satisfaction levels. Questionnaires were used to collect data from selected communes to examine policy implementation at the sub-national level. The study aims to bridge the

gap between policymakers' intentions and citizens' satisfaction, emphasizing the importance of effective decentralization efforts for local development and socio-economic outcomes. The research hope to provide insights for organizations seeking adaptation and long-term strategic objectives.

### **Decentralization Reform**

Decentralization, an organizational structure granting more power to lower-level managers and employees, requires careful planning, communication, teamwork, and swift decision-making to ensure effective problem-solving and competitive strategies (Darvishmotevali, 2019) To explores the deconcentration and devolution processes in culture, analyzing national reforms and regional occurrences. It reveals that decentralization in developed countries is influenced by these processes, and their effectiveness is linked to central state management and policy formulation (Santagati et al., 2020). Administrative decentralization also involves concentrating governmental functions at the lowest levels of a geographically dispersed bureaucracy, altering law enforcement operations and increasing communication expenditures (Cui, 2015). In the democratic decentralization normally benefits will show when externalities are presents and parties are integrated, with primary participation rules impacting anticipated benefits in countries with non-integrated parties. This is supported by the strong decentralization theorem (Ponce-Rodríguez et al., 2020). The restructuring organizational innovation can support decentralization reform by implementing civic education, citizen participation, and monitoring practices. Central government can introduce transparency, citizen report cards, and participatory planning (Smoke, 2015). The review looks at the three primary concerns that limit the post-decentralization extension of essential services: policy homogeneity, incentive problems, and insufficient

monitoring caused by a lack of territorial and functional organizations (Efriandi et al., 2019). Depending on the environmental vertical management reform, implementation and impact on local policy execution, but reveals a new phenomenon called selective implementation (Xu, 2022).

A crucial organizational structure called decentralization offers officer as well as managers at lower levels the ability to make decisions. In developed countries, central state management and policy have an impact on it. Administrative decentralization narrows the focus of government functions, changing the way law enforcement operates and raising the expenditure of communication. Strategic planning, teamwork, and flexibility are necessary for successful execution in order to provide competitive advantages and efficient governance.

### Organizational Restructuring Initiative

Current organizational structures prioritize effectiveness over efficiency, focusing on strategic design considerations. Centralization or decentralization is chosen based on agency aims and duties, improving cost-efficiency and responsiveness (Rosenbloom et al., 2022). In contrast, restructuring after a crisis can lead to an organization losing credibility due to increased accountability, performance gaps, and government intervention, with the relationship moderated by proximity to urban centers (Mano & Rosenberg, 2014). The examines the impact of change assessment on officer' work-related well-being post-restructuring, emphasizing the importance of employee participation in positive change assessment planning (PAHKIN et al., 2014)

Organizational decision-making as a ladder, with a highly centralized approach at one end where the chief executive is primarily responsible for all significant choices and a highly decentralized approach at the other end where

lower-level employees are actively involved in defining strategic choices (Altamimi et al., 2022). And the leaders' decision-making is significantly influenced by the organizational environment and restructuring, with frequent change, increased scope, less autonomy, and decisional inertia being significant factors (Spiers et al., 2016).

The Cambodian government has launched the national program for sub-national democratic development phase 2 (NP2), aiming to modernize and enhance local governance structures for national development, ensuring citizen responsibility and accountability, and ensuring efficient service delivery (Hun Sen, 2020). After initiative in 2001, Cambodia restructured its centralized administration system, leading to democratic development in 2002 by commune election. The RGC implemented the strategic framework on decentralization & deconcentration in 2005 to improve local government management. The national program of administrative reform and public financial management reform program were established to promote democratic development (Royal Krom, 2001). In 2008, the Cambodia was established the National Committee for Democratic Development at subnational level (NCDD) to coordinate and lead the implementation of these laws (Norodom Sihamoni, 2008). In the following time the Pentagonal strategy of new government was established with the principal three parts of the Pentagonal strategy phase 1 are: (1) institutional reform and strengthening, (2) a general environment favorable to the implementation of the overall plan, and (3) strategic pentagons to promote social and economic advancement (Royal Government of Cambodia, 2023)

In organizational systems, emphasis is placed on effectiveness over efficiency, with the decision to centralize or decentralize being based on specific objectives. In times of crisis, restructuring often leads to increased government intervention and accountability. To drive social and economic

advancement, the Cambodian government adopts a Pentagonal approach that integrates institutional change with strategic pentagons. The government's strategy is influenced by research in public administration, particularly in economic management, which contributes to enhanced responsiveness and cost-effectiveness by finding a balance between efficacy and efficiency.

## Citizenship

Citizenship is the legal status of being a member of a nation, involving rights and responsibilities. Active participation in civic affairs is crucial in a democratic society. The recently, 2023, Cambodia after national election on July, 23 (The national election committee, 2022), citizenship is characterized by shared obligations and rights, involving participation in the political life of a community. However, forms of democratic citizenship in weaker institutionalized states have received less attention (Berenschot et al., 2017). To understand the citizenship attitudes will helps seeing the potential for democratic transformation and beyond. Citizenship moods organize, transform, and boost the relationship between the state and its citizens (Ssentongo & Alava, 2023).

Being a citizen covers variety of actions like voting, participating in the community, and pushing for social and political change. It is essential for democratic societies since it affects how government functions and how the nation-state interacts with its people. To comprehend citizenship attitudes and behaviors in order to transform democracy and address systemic weaknesses is necessary direct efforts toward sustainable global citizenship, a holistic strategy including governance, status, socio-ecological systems, social conscience, and involvement are recommended to emphasize the dynamic interaction between citizens, organizations, and society; the significance of social innovation; and the distinction between government and governance.

## Methodology

This study focuses on the theories, frameworks, organizational restructuring, citizenship, and documents of the Cambodian government (Sugiyono, 2014), to examine the findings by a questionnaire on citizen satisfaction and needs in Siem Reap, Cambodia on service delivery. The research examines actual outcomes using surveys, theories, and observation, utilizing numerical data to quantify relationships, patterns, and phenomena (Bryman, 2012).

The quantitative phase was designed by involving civil servant officer attitude, service delivery system at commune/Sangkat, facilitation, peace, justice, transparency, mechanism, inclusion, and perception and needs of the citizens. The procedures for the questionnaire which sampling from population are 341.679 citizens and get sample size are 400 samples of citizens who are living in Siem Reap province, for 2 districts and 1 municipality in total 29 commune for 3 domains at the villages close to the commune administration by giving QR codes and hard paper at their homes. The collected data were analyzed by the statistical technique of path analysis.

The questionnaires were approved by the Ethics Committee in Human Research of Khon Kaen University to ensure privacy and confidentiality of volunteers.

In total 9 variables i.e. civil servant attitude, service delivery system at communes/Sangkats, facilitation, peace of mind, justice, transparency, mechanism, inclusive, and perception and needs were collected

## Results

The citizens satisfactions and needs are referred to citizens participation in the activities of public sectors for making decision on community development plans. The measurement on citizens participation and citizens satisfaction affection on community development in the personal data of respondents are gender, age, and education are showed by table 1 below:

Table 1: Socio demography of samples

Socio demography	Frequency	Percentage
<b>Gender</b>		
Male	148	37.0
Female	252	63.0
Total	400	100.0
<b>Age</b>		
18-30	120	30.0
31-50	229	57.3
51-60	51	12.8
Total	400	100.0
<b>Education</b>		
Primary school	54	13.5
Secondary school	132	33.0
Vocational school	52	13.0
Bachelor degree	139	34.8
Higher than bachelor degree	23	5.8
Total	400	100.0

Overview of socio demography shown that gender distribution on female to responds the question in 63% more than male is 37% in frequency male is 148 respondents and female is 252 respondents, in total 400 respondents. The period of age distribution of respondents the most is during of age 31 to 50 have 229 respondents equal to 57.3% and the less is during of age 51-60 have 51 respondents equal to 12.8%. The education level of respondents who are in bachelor degree is highest (39 respondents equal to 34.8%) and the lowest (23 respondents equal to 5.8%) are higher than bachelor degree. In summary, the citizens who responded the questionnaires are female from 31 to 51 years old (252 respondents equal to 63%) and get education at bachelor degree followed by secondary school level, (132 respondents equal to 33%). As continue to see the main criteria of citizen satisfaction was analyzed for find out the correlation of latent variable and each observed variable as well.

After examining on conceptual model of citizens satisfaction, citizens participation, and community development to structural equation modeling (SEM) as illustrate in table 2:

**Table 2** Result of testing conceptual model of citizen participation to citizen satisfaction for community development using structural equation modeling (SEM)

VARIABLEs	Citizen Satisfaction			Community development		
	Total Effect (TE)	Direct Effect (DE)	Indirect Effect (IE)	Total Effect (TE)	Direct Effect (DE)	Indirect Effect (IE)
Citizen Participation	1.00 ( $p<0.05$ )	1.00 ( $p<0.05$ )	-	0.99 ( $p<0.05$ )	-	0.99 ( $p<0.05$ )
Citizen Satisfaction	-	-	-	0.99 ( $p<0.05$ )	0.99 ( $p<0.05$ )	-

According to table 2, shown that total effect (TE) of citizen participation in value 1.00 ( $p<0.05$ ), direct effect (DE) in value 1.00 ( $p<0.05$ ) also is resulted in effecting directly to citizen satisfaction. And citizen participation, total effect in value 0.99 ( $p<0.05$ ), Indirect effect (IE) 0.99 ( $p<0.05$ ) is mean citizen participation is not direct effect to communication, in contrast the citizen satisfaction is directly affect to community development in value 0.99 ( $p<0.05$ ) in significantly.

To create the figure 1 shown the model below:

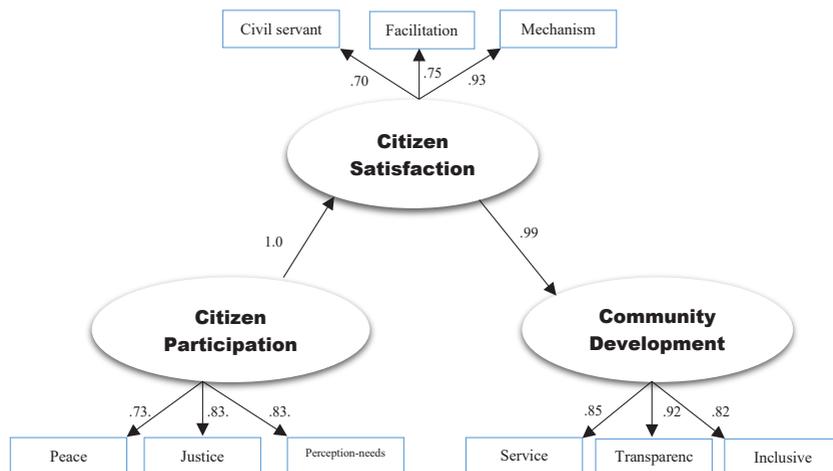


Figure 1: Model on citizen satisfaction of citizen participation to community development

Depend on observed variables has matching with model such as citizens participation involving with peace of mind, justice, and perception-needs is following values .73, .83, .83 is significant to make a value in 1.00 to effect citizen satisfaction with civil servant attitude, facilitation, and mechanism in values as following .70, .75, .93 is significant of citizens satisfaction in value 0.99 to effected community development with service delivery, transparency, and inclusive in values as following .85, .92, .82 is significant. In overall, the values of citizen participation, citizen satisfaction, and community development highly values to demonstrated citizen satisfaction are significant important keys to community development by citizen participation.

The finding on correlation between observed variables in the model was illustrated that coefficient values of correlation of the observed variables of the citizens satisfaction and citizens participation had significant correlation at .01 level.

The correlation coefficient between observed variables for measuring the citizens participation and citizens satisfaction affect to community development showed that the lowest value for three value was equal to .56 is (facilitation-peace), follow by .58 (facilitation-civil servant officer attitude), and .59 (civil servant officer attitude-justice). By the values of variables look out to variable as civil servant officer involved with attitude: politely; friendly; simply; reliable; and helpfully, service: fast; attentively; attentively; and timely, direction: introduce; response answer; and guide sign, solving problem: suitable; clear; and reasonable. The facilitation involved with convenience on: parking lot; room for operation work; seat; and water. The peace involved with people being more responsible and families being more responsible. The justice involved with giving citizens more control and participatory; giving citizens more opportunities; and rule right and decision-making of citizens.

In matching the lowest values variable as facilitation and peace of mind are interconnected, with facilitative elements like parking and workspace fostering peace of mind. Peace of mind is enhanced by increased responsibility, leading to more effective utilization of resources. Prioritizing initiatives that promote both aspects can lead to more peaceful environment, reduced stress, culture of responsibility, promoting harmony and positive contributions to communities. As facilitation and civil servant officer as facilitation factors like parking and workspace create an environment for civil servant officers to demonstrate their positive attributes. Positive attitudes, efficient service, clear direction, and problem-solving skills enhance the facilitation process.

Recognizing these interconnected factors can lead to strategies for improving service delivery and the overall experience for individuals interacting with governmental agencies. Investments in infrastructure and training programs can enhance these environments. Civil servant Officer and justice indicated civil servant officers with positive attributes like politeness, friendliness, reliability, helpfulness, efficiency, attentiveness, clarity, and reasonableness contribute to a justice-oriented environment. These officers ensure citizens are treated with respect, their needs are addressed promptly, and their rights are upheld in decision-making processes. Recognizing these attributes can lead to strategies for improving service delivery, citizen participation, and promoting fairness and transparency in governance.

The satisfaction on high value for three level as the highest value was .85 (transparency-mechanism), follow by .84 (inclusive-perception and needs), and .79 (inclusive-mechanism). The transparency involved with accountable and inclusive in commune, increasing on discussion of investment in the commune, increasing service. And the mechanism involved with quality of information, accessibility, taking care of service users, good governance and identified principle, and feedback and complaint. structures including good information, accessibility, caring for service users, good governance principles, feedback and complaint systems, and investment debates and service development assist governance's transparency, responsibility, and inclusion. Collectively, they support the commune's responsive and efficient government and service delivery. The inclusive involved with re-establishing indigenous authority, attend local council meetings, use a local resource indigenous fairly.

The perception and needs involved with receive a service in equity, listening need of citizens in commune, prioritize of demands to support living, action in best interests, and open to communicating. The inclusive approach

calls for the restoration of indigenous authority, participation in local council proceedings, equitable use of available resources, and attention to the needs and perceptions of commune residents. This entails treating residents fairly, paying attention to their needs, setting priorities for requests, operating in the community's best interests, and maintaining lines of communication. All members of the community, especially indigenous people, benefit from these initiatives by feeling more represented, included, and involved, which eventually results in more responsive and inclusive governance. The inclusive involved with re-establishing indigenous authority, attend local council meetings, use a local resource indigenous fairly. And the mechanism involved with quality of information, accessibility, taking care of service users, good governance and identified principle, and feedback and complaint. Restoring indigenous authority, participating in local council meetings, and equitably utilizing local resources all require an inclusive approach that includes strong systems of high-quality information, accessibility, caring for service users, good governance and established principles, as well as feedback and complaint procedures. These systems are necessary to guarantee that rights are upheld, needs are fairly met, and indigenous populations participate actively in governance processes.

The satisfaction with governance is influenced by transparency, inclusive, and mechanisms. These elements foster trust and engagement among community members. Initiatives like investment discussions and service improvements contribute to responsive governance. Inclusive approaches prioritize the needs of all members, including indigenous communities. Robust mechanisms ensure high-quality information, accessibility to services, and effective feedback systems. These collective efforts lead to more responsive, efficient, and inclusive governance.

The result of structural equation modeling (SEM) show the model fit of citizen satisfaction by citizen participation effect to community development in Siem Reap Cambodia showed the goodness of fit indices as following: Chi-Square in model fit criteria (MFC) is  $p > .05$  in result to  $p > 7.83$ , chi-square equal ( $\chi^2$ ) to 7.194, degree of freedom ( $df$ ) equal to 11 is mean passed. Relative chi-square ( $\chi^2/df$ ) ( $< 2$  of (MFC) equal to .654, Root mean square error of approximation (RMSEA)  $< .05$  of (MFC) equal to .000 is mean passed. Comparative fit index (CFI) of (MFC) is  $> .95$  then equal to 1.00 is mean passed. Standardized root mean squared residual (SRMR) of (MFC) is  $< .05$  then equal to .002 is mean passed. Norm fit index (NFI) of (MFC) is  $> .95$  then equal to .998 is mean passed. Goodness of fit indices (GFI)  $> .95$  then equal to .996 is mean passed and Tucker Lewis Index (TLI) equal to 1.004. The relative Chi-square was less than 2; RMSEA and SRMR were less than .05; CFI and NFI were more than .95. These criterions indicated that the model had a good model fit to empirical data of citizen satisfaction (Schmacker & Lomax, 2016)2016.

In summary, the citizen satisfaction of citizen participation to community development on decentralization reform for organizational restructuring in Siem Reap, Cambodia, model which consisted of citizen satisfaction behaviors, squared multiple correlation of citizen satisfaction 1.00 and community development .98, moreover, inclusive, transparency, service delivery, civil-servant, facilitation, mechanism, peace, justice, and perception needs are values as following: .67, .83, .68, .49, .56, .86, .54, .69, .69. Investigated that the civil- servant attitude is lowest value to interpreted that need to improve for enhancing public service delivery.

## Discussion

Decentralization reform is highly involved with citizen participation to be enhance at community development with justice and peace of mind of citizen and public service delivery organization. To achieve a high level of citizen satisfaction, governments should give priority to sustainable development through democratic engagement and consideration of residents' perceived experiences (Bhuiyan & Islam, 2023) specifically in the context of Pabna municipality in Bangladesh. A qualitative and quantitative research approach was employed, utilizing survey data from 120 structured questionnaires and 20 interviews. The study results show that a significant proportion of municipality residents (56%). Citizen participation is an activation for decentralization reform to adaptation, collaboration, and accountability in local government the positive and substantial connections are found between all independent and dependent variables, suggesting that effective governance has a positive and significant impact on satisfaction values. Therefore, it is critical that political leaders work toward good governance in order to foster a robust and functional democracy and increase confidence and trust among citizens (Muhamad et al., 2023).

Citizen satisfaction is significant with civil servant, facilitation, and mechanism to effect on decentralization reform and citizenship so demonstrated to citizen satisfaction is highly involve with policy of government, in gap at value lowest on civil servant need to improve in to practice on service delivery for citizen, all of that is crucial for the creation of public policies that will enhance satisfaction, well-being, and sense of belonging of people in the area (Ochoa et al., 2024).

Community development includes; service delivery system, transparency, and inclusion to adaptation on policy, collaboration, accountability, and finance to build local economic development from citizen participation and necessary

of citizen satisfaction. Have a research design reveals that six factors competence, professional credentials, occupation, sense of accountability and task coordination, ethical traits, working style, sense of organization and discipline, citizen service attitude, progress, and task performance outcomes affect citizens' satisfaction with the quality of the services they receive. For public policy management to increase citizen satisfaction with the quality of services (Tuan et al., 2023).

The satisfaction of citizens with municipal administration's rural public services is influenced by perceived quality, and areas for improvement are identified, enabling local administrators to maintain citizen loyalty and address information gaps (Romero-Subia et al., 2022) and improvements in the provision of public services affect citizen satisfaction and loyalty. This research is to evaluate citizens' loyalty to municipal officials on the quality of public services provided by the municipality. The measurement is made through a household-level survey, with a sample of 428 valid questionnaires, in a rural parish of Tengel in Guayaquil, following the American Customer Satisfaction Index (ACSI). As Cambodia is a member of the United Nations (UN), it is necessary to support an extensive and long needed overhaul of the global financial system. The UN Sustainable Development Solutions Network (SDSN) has identified six priorities for this reform for the halfway point of the SDGs in 2023, but the first of these is a reform of the current institutional frameworks and the development of new and innovative mechanisms to improve the quality and speed of deployment of international cooperation and the monitoring of progress in an open and timely manner (Jeffrey D. et al., 2023).

Strong citizen satisfaction and participation are crucial for community development, justice, and peace of mind in Cambodia's decentralization reform. Governments must prioritize sustainable development, responsive governance,

and democratic involvement. Effective government fosters positive relationships with citizens, and good governance relies on political leaders and civil servant performance. Community development, competence, accountability, and ethical qualities are essential for policy adaptation and accountability.

The discusses the concept of decentralization in organizational structures, its impact on central state management, and its implications for efficient governance. It highlights the importance of strategic planning, collaboration, and adaptability in implementing decentralization. The Cambodian government's Pentagonal strategy aims to improve local governance systems and citizen accountability. The guideline gave crucial organizational structure framework to suit Cambodia situations depending on mechanism of strategy plan of government, collaboration with stakeholder/citizens, adaptability in reality action on decentralization, accountability, and transparency for citizens.

A set of guidelines or principle that are considered essential for establishing an organizational structure, as abbreviate "DAMCAFC" which can be explained:

a) **Decentralization** reform: Is an organizational structure that grants decision-making power to lower-level, administrative decentralization involves concentrating governmental functions at lower levels, which can impact law enforcement operations and communication expenditures. Successful implementation of decentralization requires strategic planning, collaboration, and adaptability. It requires careful planning, communication, teamwork, and swift decision-making for effective problem-solving and competitive strategies. It also could be influenced by central state management and policy formulation,

b) **Adaptation**: The framework must be adaptable and flexible, being practical and responsive to change circumstances in the real-world implementation of decentralization efforts.

c) **Mechanism** of policy framework: The Pentagonal strategy of Cambodia, 2023 focused on modernization of organizational structure for advancement to citizens. Hence, the effectiveness of this framework depends on how it aligns with real phenomena to promote socio-economic, ensure citizen responsibility, and promote accountability, include technology to delivery of public. service.

d) **Collaboration**: Democratic decentralization and political party integration are interconnected, and creating alliances and partnerships among many stakeholders, including governmental agencies, civic society, and local communities, might make it easier to fulfill reform goals. Organizational structures place a higher priority on effectiveness than efficiency, and they decide whether to centralize or decentralize based on the objectives and tasks of each agency. After a crisis, restructuring may result in greater accountability, performance gaps, and government intervention.

e) **Accountability**: The accountability systems of the public management system must be enhanced in order to encourage transparency and responsible governance. Citizens' access to transparency accountability and transparency in the framework's operations should be given priority, especially in regard to citizens. This means that information on how choices are made and how resources are allocated should be available to the public.

f) **Finance**: To successfully assist the implementation of reform measures, it is essential to assess financial structures and resource allocation.

g) **Citizenship**: Improving democracy and correcting systemic flaws requires an understanding of citizenship attitudes and behaviors, voting, being involved in the community, and speaking up for political and social change. For democratic societies to function properly and communicate with their citizens, citizenship is crucial. Cambodia's decentralization program aims to concentrate governmental operations at lower-level entities, requiring

collaboration, strategic planning, and flexibility. The 2023 Pentagonal strategy focuses on socioeconomic development, citizen accountability, and responsibility, prioritizing effectiveness over efficiency.

Applying DAMCAFC would need better understanding at the national level through the understanding of the objectives of decentralization and the benefits of the citizen.

The findings suggest that enhancing citizen participation through decentralized governance can significantly improve citizen satisfaction. Policymakers should focus on mechanisms that promote transparency, inclusivity, and accountability.

## Conclusion

The significance of decentralization reform in Cambodia depends on citizen satisfaction and participation, which in turn is crucial for community development. The Royal Cambodian Government should clearly inform and prioritize sustainable development, democratic engagement, and accountability to the local level. Political leaders promote good governance, while civil servant performance and policy implementation significantly impact citizen satisfaction. Community development, including transparency and inclusivity, should be essential for policy adaptation and accountability. Factors like competence, professional credentials, accountability, and ethical traits influence citizen satisfaction with service quality. Cambodia should follow global financial system overhaul, aligning with UN Sustainable Development Solutions Network priorities, and strengthen organizational restructuring by listening to citizen satisfaction and needs. This study highlights the critical role of decentralization in improving public service delivery in Siem Reap province. Future research should explore the long-term impacts of these reforms and the potential for scalability to other regions.

## Recommendations

Based on the results and conclusion these recommendations for organizational restructuring by decentralization reform with citizen satisfaction are as below:

1. Prioritize citizen satisfaction and participation in decentralization reform in Cambodia to foster community development, justice, and peace of mind.
2. Emphasize sustainable development, increase democratic engagement, and accountability at the local level to ensure effective governance.
3. Political leaders should promote good governance, while encouraging civil servant performance and policy implementation to enhance citizen satisfaction.
4. Focus on community development, including transparency and inclusivity, for effective policy implementation and accountability.
5. Consider factors such as competence, professional credentials, accountability, and ethical traits to improve citizen satisfaction with service quality.
6. Support a global financial system overhaul aligned with UN Sustainable Development Solutions Network priorities.
7. Strengthen organizational restructuring by actively listening to citizen satisfaction and needs.

## Acknowledgment

The first author would sincerely like to express his gratitude to the Royal Scholarship under Her Royal Highness Princess Maha Chakri Sirindhorn Education Project to the Kingdom of Cambodia for providing him with full scholarship to pursue a Doctor of Philosophy in Public Administration.

## Bibliography

- Altamimi, H., Liu, Q., & Jimenez, B. (2022). Not Too Much, Not Too Little: Centralization, Decentralization, and Organizational Change. *Journal of Public Administration Research and Theory*, 33. <https://doi.org/10.1093/jopart/muac016>
- Away, F. A. N., Simamora, B., Nadeak, S. I., Safw, M., Nugraha, Y., Prasetia, I., & Hendriarto, P. (2021). Decentralization, Centralization and Quality of Organizational Performance of Human Resources. *Academy of Strategic Management Journal*, 20(3), 1–770.
- Berenschot, W., Nordholt, H. S., & Bakker, L. (2017). *Citizenship and Democratization in Southeast Asia*. Brill. <https://www.jstor.org/stable/10.1163/j.ctt1w76ws5>
- Bhatti, Z. K., & McDonald, L. (2020). *Deepening Decentralization within Centrally Led States*. World Bank. <https://doi.org/10.1596/35005>.
- Bhuiyan, Md. A.-F., & Islam, Md. A. (2023). Assessing Citizen Satisfaction of Urban Local Government Service and Infrastructure in Bangladesh: A Case Study of Pabna Municipality. *Environment and Social Psychology*, 8(3). <https://www.scopus.com/record/display.uri?>
- Bryman, A. (2012). *Social Research Methods (4th edition)*. OXFORD University Press.
- Cui, W. (2015). Administrative Decentralization and Tax Compliance: A Transactional Cost Perspective. *University of Toronto Law Journal*, 65, 186–238. <https://doi.org/10.3138/UTLJ.2605>
- Darvishmotevali, M. (2019). Decentralization and Innovative Behavior: The Moderating Role of Supervisor Support. *International Journal of Organizational Leadership*, 8(1), 31–45. <https://doi.org/10.33844/ijol.2019.60204>

- Efriandi, T., Couwenberg, O., & Holzhacker, R. L. (2019). Decentralization and Public Service Provision: A Case Study of the Education Sector in Jayawijaya District, Papua, Indonesia. *Contemporary Southeast Asia*, 41(3), 364–389.
- Geddes, A. (2015). Citizenship and the Practice of Governance in South-East Europe. *European Politics and Society*, 16(3), 447–454. <https://doi.org/10.1080/23745118.2015.1061806>
- Granados-Sánchez, J. (2023). Sustainable Global Citizenship: A Critical Realist Approach. *Social Sciences*, 12(3). Scopus. <https://doi.org/10.3390/socsci12030171>
- Hooghe, L., Marks, G., Schakel, A. H., Chapman Osterkat, S., Niedzwiecki, S., & Shair-Rosenfeld, S. (2016). Measuring Regional Authority: A Post Functionalist Theory of Governance, *Volume I*. Oxford University Press. <https://cadmus.eui.eu/handle/1814/44965>
- Hun Sen, S. A. M. S. P. T. (2020). *Concept Note for the Design of the Second Phase of the National Program on Sub-national Democratic Development (2021-2030)*. NCDD.
- Jeffrey D., S., Guillaume, L., Grayson, F., & Eamon, D. (2023). *Sustainable Development Report 2023*. <https://www.sustainabledevelopment.report>
- Kuipers, B., Higgs, M., Kickert, W., Tummers, L., Grandia, J., & Voet, J. (2014). The Management of Change in Public Organisations: A Literature Review. *Public Administration*, 20, 1–20. <https://doi.org/10.1111/padm.12040>
- Mano, R., & Rosenberg, D. (2014). Organizational Restructuring, Government Control and Loss of Legitimacy Following an Organizational Crisis: The Case of Israel's Nonprofit Human Services. *Journal of Health and Human Services Administration*, 36, 460–497.

- Mayne, Q., de Jong, J., & Fernandez-Monge, F. (2020). State Capabilities for Problem-Oriented Governance. *Perspectives on Public Management and Governance*, 3(1), 33–44. <https://doi.org/10.1093/ppmgov/gvz023>
- Muhamad, R., Abdullah, Z., Abdul Latip, A. R., Saat, S. A., & Bakar, N. (2023). Community Satisfaction Toward Political Representatives: Explaining the Role of Good Government Practice. *Planning Malaysia*, 21(6), 440–455.
- Norodom Sihamoni. (2008). *Royal Decree to establish a “National Committee for Democratic Development at Subnational Level.”* Kingdom of Cambodia.
- Ochoa, R., María Salomé, Río, J. A. J., Romero-Subia, J. F., & Vergara-Romero, A. (2024). Study of Citizen Satisfaction in Rural Versus Urban Areas in Public Service: Perspective of a Munti-group Analysis. *2024*, 171 (January 2024), 87–110. <https://doi.org/10.1007/s11205-023-03242-2>
- OCM, O. of the C. of M. (2023). *The Royal Government Presents the First Phase of the Pentagon Strategic Plan for Employment Growth, Equity, Efficiency and Sustainability, Building the Foundation for Achieving Cambodia’s Vision 2050.* <https://www.ocm.gov.kh/pentagonal-strategy/>
- Osborne, D., & Plastrik, P. (1997). *Banishing Bureaucracy: The Five Strategies for Reinventing Government.* Addison-Wesley Publishing Company, Inc.
- PAHKIN, K., NIELSEN, K., VÄÄNÄNEN, A., MATTILA-HOLAPPA, P., LEPPÄNEN, A., & KOSKINEN, A. (2014). Importance of Change Appraisal for Employee Well-being during Organizational Restructuring: Findings from the Finnish Paper Industry’s Extensive Transition. *Industrial Health*, 52(5), 445–455. <https://doi.org/10.2486/indhealth.2014-0044>

- Ponce-Rodríguez, R. A., Hankla, C. R., Martínez-Vázquez, J., & Heredia-Ortiz, E. (2020). The Politics of Fiscal Federalism: Building a Stronger Decentralization Theorem. *Journal of Theoretical Politics*, 32(4), 605–639.
- Romero-Subia, J. F., Jimber-del Rio, J. A., Ochoa-Rico, M. S., & Vergara-Romero, A. (2022). Analysis of Citizen Satisfaction in Municipal Services. *Economics*, 10(9). <https://www.scopus.com/record/display.uri?>
- Rosenbloom, D. H., Kravchuk, R. S., & Clerkin, R. M. (2022). Public Administration: Understanding Management, Politics, and Law in the Public Sector (9th ed.). Routledge. <https://doi.org/10.4324/9781003198116>
- Royal Government of Cambodia. (2023). Pentagonal Strategy-phase I for Growth, Employment, Equity, Efficiency, and Sustainability: Building the Foundation Towards Realizing the Cambodia vision 2050. *Pentagonal strategy-phase I - OD Mekong Datahub*.[https://data.thailand.opendevelopmentmekong.net/library\\_record/pentagonal-strategy-phase-i-for-growth-employment-equity-efficiency-and-sustainability-building-the/resource/](https://data.thailand.opendevelopmentmekong.net/library_record/pentagonal-strategy-phase-i-for-growth-employment-equity-efficiency-and-sustainability-building-the/resource/)
- Royal Krom. (2001). Law on the Election of Commune/Sangkat Council. *National Committee for subnational Democratic Development, NCDD*.
- Santagati, M. E., Bonini Baraldi, S., & Zan, L. (2020). Understanding Decentralisation: Deconcentration and Devolution Processes in the French and Italian Cultural Sectors. (SSRN Scholarly Paper 3516716). <https://doi.org/10.2139/ssrn.3516716>
- Schmacker, E., & Lomax, G. (2016). *A Beginner's Guide to Structural Equation Modeling*. 4<sup>th</sup> edition. [https://scholar.google.co.th/scholar?q=schumacker+%26+lomax+2016&hl=th&assdt=0&as\\_vis=1&oi=scholar](https://scholar.google.co.th/scholar?q=schumacker+%26+lomax+2016&hl=th&assdt=0&as_vis=1&oi=scholar)

- Smoke, P. (2015). Managing Public Sector Decentralization in Developing Countries: Moving Beyond Conventional Recipes: Decentralized Public Management: Moving Beyond Conventional Recipes. *Public Administration and Development*, 35(4), 250–262. <https://doi.org/10.1002/pad.1736>
- Spiers, J., Lo, E., Hofmeyer, A., Rn, & Cummings, G. (2016). Nurse Leaders' Perceptions of Influence of Organizational Restructuring on Evidence-Informed Decision-Making. *Nursing Leadership (Toronto, Ont.)*, 29. <https://doi.org/10.12927/cjnl.2016.24805>
- Ssentongo, J. S., & Alava, H. (2023). Citizenship Moods in the Late Museveni era: A Cartoon-Powered Analysis. *Journal of Eastern African Studies*, 17(1–2), 301–324. Scopus. <https://doi.org/10.1080/17531055.2023.2238376>
- Sugiyono. (2014). Metode Penelitian Kuantitatif, kualitatif dan R & D / Sugiyono | *OPAC Perpustakaan Nasional RI*. <https://opac.perpusnas.go.id/DetailOpac.aspx?id=911046#>
- Tea Seiha. (2022). *Investment in Siem Reap Book*. Siem Reap Provincial Administration.
- The national election committee, N. (2022). Press Release On The Polling Day for the Election of Members of the National Assembly, 7th Legislature 2023 | *The National Election Committee (NEC)*. <https://www.nec.gov.kh/english/content/press-release-polling-day-election-members-national-assembly-7th-legislature-2023>
- Tuan, P. V., Le, V. T. P., Ly, N. K., Hai, N. C., & Ngan, N. T. K. (2023). Citizens' Satisfaction with the Service Quality of Khmer Civil Servants in the Mekong Delta. *Geo journal of Tourism and Geosites*, 50(4), 1318–1329.

Xu, T. (2022). The Selective Centralization in Decentralization: China's Environmental Vertical Management Reform with a Case Study in Hebei Province. *International Journal of Water Resources Development*, 38(4), 634–657. <https://doi.org/10.1080/07900627.2021.1909542>