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Master's Thesis of Public Administration

**Determinants of Citizen's
Satisfaction to the Quality of
Public Administrative Services:
A Case Study of One-stop-shop Model at District
Level in Vietnam**

August 2016

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Abstract

Determinants of Citizen's Satisfaction to the Quality of Public Administrative Services: A Case Study of One-stop-shop Model at District Level in Vietnam

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The objective of this study is to study exploring factors that affect the level of citizen's satisfaction toward the quality of public administrative services under One Stop shop model in two District People's Committees (DPC) in Thai Nguyen Province, Vietnam. By looking at many reference model studies and other research results about determinants of level of citizen's satisfaction from both domestic researchers in the country and other foreign researchers, the study has identified the three factors that affect people's satisfaction with quality of public administration services, which are "Accessibility", "Administrative Procedures" and "Staff's Capacity". The three factors are analyzed between two different regions in the province, and among three different services. DPCs of two different regions are Thai Nguyen and Pho Yen. The three different services studied in the research are "Issuing ID card", "Certificate of Land-use right" and "Business Registration".

The study is a quantitative analysis. Using a survey data from Department of Home Affairs of Thai Nguyen, with the support of SPSS 16.0 software for running multiple linear regression model, a sample of 442 respondents collected at two sub-district levels of the province are divided into three groups for deeper analysis and comparison. Hence, some findings have been

found. Among three factors proposed in the research model, factor “Staff’s Capacity” is found to have the most impact on the satisfaction level of the citizen in most of regions and services, which again emphasizes the role of human capacity in handling and bringing the quality of service. Following is “Administrative Procedures”, this factor also influences significantly on the satisfaction level of citizens in both districts and in “Certificate of Land-use right” service.

“Accessibility”, however, is proved to be not a significant determinant of the satisfaction level. The reason can be explained by looking at the sources people in the province usually access to get the information of services, people consistently do not care about how convenient or easy of the service’s accessibility, going to the administrative office or asking others has become a habit of the citizen for years

The differences of relative influence of each factor on satisfaction level are explained based on the characteristic of each region and of each service. Hence, it can be said that the component of determinants of citizen satisfaction level are different depending on the service implementation in each location and in each type of services.

At the end, the research proposes some policy implications to improve the quality and better deliver the services to citizens. To be specific, a more effective allocation of human resources along with training and retraining programs for the civil servants are two main recommendations made to increase the efficiency of staff’s capacity. For administrative procedures, simplifying and removing unnecessary procedures is suggested to make it easier and clearer for the citizens to follow and understand, and more effective for the administrative agencies to deal with while resolving citizen’s requests.

Key words: citizen’s satisfaction, public administrative service quality, one-stop shop;

Student ID: 2014-23757

TABLE OF CONTENTS

| | |
|---|-----------|
| Abstract | 1 |
| List of Abbreviations | v |
| List of Figures and Tables | vi |
| CHAPTER 1: INTRODUCTION | vi |
| 1.1 Backgrounds and Problem Statement..... | 1 |
| 1.2 Purpose of the study | 5 |
| 1.3 Scope of the study | 8 |
| 1.4 Research questions | 8 |
| 1.5 Organization of the study..... | 10 |
| CHAPTER 2: REVIEW OF LITERATURE | 12 |
| 2.1. Concept of Service | 12 |
| 2.1.1 Service | 12 |
| 2.1.2 Public Service and Public Administrative Service | 13 |
| 2.1.3 One-stop-shop Model and One-stop shop model in Vietnam . | 14 |
| 2.2 Concept of Service Quality | 17 |
| 2.2.1 Service Quality | 17 |
| 2.2.2 Public Service Quality | 18 |
| 2.2.3 Service Quality Assessing models..... | 19 |
| 2.3 Concept of Satisfaction..... | 23 |
| 2.3.1 Satisfaction..... | 23 |
| 2.3.2 Citizen satisfaction toward Public Service Quality | 24 |
| 2.3.3 Precedent studies of Determinants of Citizen’s Satisfaction level toward Public Service Quality..... | 26 |
| CHAPTER 3: RESEARCH APPROACH AND METHODOLOGY .. | 28 |
| 3.1 Research Model..... | 28 |
| 3.2 Research Hypothesis | 32 |
| 3.3 Instrumentation | 35 |
| 3.4 Statistical Analysis | 39 |
| CHAPTER 4: DATA ANALYSIS | 42 |
| 4.1 Background of Thai Nguyen Province and Public Administrative Services provided under OSS agencies at the two districts | 42 |
| 4.2 Demographics Characteristic of Respondents | 49 |
| 4.3 Regression analysis and Hypothesis Testing | 51 |
| 4.3.1 Determinants of level of citizen satisfaction in the whole region..... | 52 |
| 4.3.2 Determinants of level of citizen satisfaction in each of district..... | 55 |
| 4.3.3 Determinants of level of citizen satisfaction across the three services | 60 |

| | |
|---|-----------|
| CHAPTER 5: DISCUSSION OF RESULTS | 66 |
| 5.1 General results | 66 |
| 5.2 Answering Research Questions..... | 68 |
| CHAPTER 6: CONCLUSION | 78 |
| 6.1 Summary of the study..... | 78 |
| 6.2 Limitations of the study..... | 79 |
| 6.3 Directions for next researches..... | 80 |
| CONCLUSION | 81 |
| Bibliography | 83 |
| Appendix A: Survey Questionnaires | 88 |
| Appendix B: Control Variables Summary Statistics | 91 |
| Abstract in Korean (국문초록)..... | 95 |

List of Abbreviations

| | |
|----------|--|
| DPC | District's People's Committee |
| DOHA | Department of Home Affairs |
| ID | Identity (card) |
| NPM | New Public Management |
| MOHA | Ministry of Home Affairs |
| MP | Master Program |
| OSS | One-stop-shop |
| PAR | Public Administration Reform |
| PMD181 | Prime Minister Decision No.181 |
| PSD | Public Service Delivery |
| SERVQUAL | Service Quality (Model) |
| SERVPERF | Service Performance (Model) |
| SPSS | Statistical Package for the Social Science |

List of Figures and Tables

| | |
|---|----|
| Figure 1: SERVQUAL Model (Parasuraman, Zeithaml & Berry, 1988)..... | 21 |
| Figure 2: The proposed research model | 30 |
| Figure 3: “Issuing Certificate of Land-use right” Procedures | 47 |
| Figure 4: “Business Registration” Procedures..... | 48 |
| Table 3.1: Research model with indicators and sub-indicators | 31 |
| Table 3.2: Hypothesis testing groups | 34 |
| Table 4.1: Number of respondents by District..... | 49 |
| Table 4.2: R-squared coefficients of exploring determinants of level of citizen satisfaction in 6 regression models | 51 |
| Table 4.3: Standardized Coefficient of exploring determinants of level of citizen satisfaction in the whole region model | 53 |
| Table 4.4: Standardized coefficient of exploring determinants of level of citizen satisfaction in Thai Nguyen | 56 |
| Table 4.5: Standardized coefficient of exploring determinants of level of citizen satisfaction in Pho Yen | 58 |
| Table 4.6: Standardized coefficient of exploring determinants of level of citizen satisfaction in “Issuing ID card” service | 61 |
| Table 4.7: Standardized coefficient of exploring determinants of level of citizen satisfaction in “Issuing Certificate of Land-use right” service | 63 |
| Table 4.8: Standardized coefficient of exploring determinants of level of citizen satisfaction in “Business Registration” service | 64 |
| Table 5.1: Hypothesis Testing Results..... | 66 |
| Table 5.2: Sources using to access service's information..... | 67 |
| Table 5.3: Comparing mean values of Administrative Procedure indicators between two districts | 71 |
| Table 5.4: Comparing mean values of Staff’s Capacity indicators between two districts | 74 |

CHAPTER 1: INTRODUCTION

1.1 Backgrounds and Problem Statement

Vietnam is a developing country in the world in which there are many developed countries with dynamic economy, flexible and competitive public administration. Vietnam has changed in economy as well as public administration in order to take part in the process of globalization. It has been more than 10 years since Vietnam started its Public Administration Reform (PAR). Pursuing PAR, the Government has made variety of the administrative reforms and always determined that it is an important step in the innovation and development of the country. The administration initially achieved important results, contributing to the overall success of the country itself. Institutional system, the legislative system continues to be innovative, complete, and gradually establish institution for a market economy with socialist-orientation.

However, public administration in Vietnam still exists many limitations and shortcomings. Functions and duties of certain agencies in the administrative system is still unclear, overlap. Capacity of public servants is failing to meet the development requirements of the country; administrative procedures are still complicated, unnecessary and cumbersome nuisance to people and businesses. Recognizing the urgent issues needed to be changed in management of the state apparatus, dated 17/09/2001, the Prime Minister signed Decision No. 136/2001 / QĐ-TTg approving PAR Master program (MP)

in the phase 2001 to 2010 with 4 focuses on four pillars: (i) institutional reform; (ii) government organizational structures; (iii) human resource development; and (iv) public finance management.

One of important issues of institutional reforms and also be the focus of this research is the administrative procedure reform which is to improve the quality of public service delivery. Administrative procedures are the basis and necessary conditions for the state agencies to effectively handle the affairs of citizens, organizations and legal institutions. It guarantees the legitimate rights and interests of citizens and public agencies. However, public administration in Vietnam so far still remains many limitations and weaknesses. The problems can be named as the asynchronous legal system. Law enforcement in the country is not strictly enforced; discipline is lax with the existence of bureaucracy and serious corruption. Also, the apparatus of government is bloated with many hierarchies. A part of cadres and civil is degenerated and metamorphic.

Recognizing the shortcomings of administrative procedures are major defects in the state administration, since 1992 the Prime Minister issued directive 220 / CTT-TTg regulating some points in relations work in the department. Following in May, 1994, government issued Resolution 38/NQ-CP on reforming some administrative steps in resolving work of citizens and organizations. The aim is to accelerate the reform process to more than half of administrative procedures. The content of the Resolution, on one hand, requires state administrative agencies continue to implement the above

directive. On the other hand, it requires state agencies from the central to local levels under its jurisdiction to review the whole of the administrative procedures that are applicable to handling the affairs of citizens and organizations. Goals and requirements of further reform of administrative procedures are to achieve a fundamental shift in the relationship of handling affairs of citizens and organizations, namely to detect and remove the obvious administrative one which is inconsistencies, overlapping and cumbersome, complex hindered in receiving and handling affairs between state agencies and citizens. It is then expected to create a more simple, consistent, and transparent environment and favorable conditions for citizens and organizations that require handling affairs. The reform also has its goals to preventing arrogance, harassment and corruption of public officials; while ensuring the responsible management of the State, maintaining law and discipline.

The assessment of State's capacity is not only measured by the effectiveness of management which result mainly from the material welfare, culture and the spirit in which the State gives to people. The process of democratization, qualifications and understanding of people has recently expanded increasingly. It requires the State increasingly to be "close to people", "dear people" rather than "ruling people". In particular, the issue of state provision of public services serving citizens holds a very important position. This can only be done when the State is the State that serves the people, must be true servants of the people, as the one that can provide essential services to the citizen. However, public services are specific commodity so to satisfy the needs of people, it is extremely complex and

difficult. In fact, in developed countries, it shows that if the state retains a dominant role in providing public services, the effectiveness will not be high, but without the state it will still fail eventually. Therefore, the authorities must always think about how to innovate and improve service quality to better serve the people.

Firstly, in order to implement administrative reform, administrative procedures should be simplified to the maximum extent, avoiding as much redundancies as possible. To meet that demand, the Prime Minister signed Decision 181/2003 / QD-TTg 09/04/2003 (PMD181) promulgating the Regulation on the implementation of the "One stop shop" policy at the State administrative agencies at local level. "One stop shop" mechanism is made for solving the task of organizations and citizens under the authority of state administrative agencies, from receiving requests, administrative documents to returning results, only through one gate, which is called "Division of receiving request and returning result". In the past, individuals and organizations had to make several visits to local administrative departments and to several sections as well. From now on, with the introduction of the One stop shop model, it is expected to be less time-consuming and more efficient for citizens. Local residents and enterprises can submit and receive their information, administrative papers in ONE place. The administrations are responsible for evaluating their forms and then sending them to the relevant sections and experts for further proceeding. Feedback and problems will be resolved after a fixed time. This policy is expected to not only save residents' time and energy but also to effectively reduce bribery.

The implementation has obtained positive achievements that delight the public, people and business sector. However, many activities were left undone or did not achieve the desired result. The general observation was that the implementation of PAR MP was slow and less efficient than required. The remaining weaknesses are due to low acceptance, awareness. In some localities, the implementation is still far from good. More importantly, there have been lacks of objective evaluation and availability of evaluation indicators to assess the quality of the model's performance and the level of customer satisfaction toward the quality of Public Service Delivery at OSS agencies.

1.2 Purpose of the study

In Vietnam, there are four administrative levels which are Central Government, Province Authority level, District Level and Communes. In recent years, especially the implementing of renovation, for ensuring the state administration role in the new economic circumstance, the functions, responsibilities and powers of local authority at all levels have been adjusted; the powers of district government have been strengthened. The district government level in Vietnam has more concentrations on implementing the decisions of upper level government and controlling and instructing the lower level government.

In recent years, with the goal of providing better administrative services to citizens and organizations, some agencies were applying quality management system processes at work, creating conditions for head control settlement process work in the agency. These efforts have contributed significantly to

improve service quality for citizens. That has also made a preliminary review and evaluation of the initial results of this renewal process. Some provinces such as Ho Chi Minh, Da Nang have organized the survey, consultation and citizen organizations to assess the service quality of these authorities.

Among many provinces in Vietnam, Thai Nguyen is seen as an upbeat economic emerged in the last decade. The People's Committees of districts of Thai Nguyen Province with its different socio areas, especially in the field of land, business registration, etc., there are many types of administrative procedures growing in increasing number. Along with economic growth, as the requirements of addressing issues related to the administrative procedures of the people and business are now on rise, there is a need for a new process for resolving administrative procedures to meet the practical requirements set out. Therefore, the implementation phase of the "One stop shop" policy in the province is believed to play an important role and has also brought about significant changes in the process of reforming institutional arrangement.

In Thai Nguyen, reports on the application of quality management system in the city annually have always stated the results of the application as "has achieved some encouraging results." However, the annual summary report shows the evaluation results based primarily on the volume of work achieved, the percentage of records on time and late, influential factors, etc. It can be seen that the evaluations are only assessed under the perspective of service providers. On the other hand, the other side, which is seen to be more important, is the people who directly experience the delivery of services; their

evaluations on how the services delivery performed were not evaluated and fully understood. In this context, this study was undertaken to supplement the knowledge related to this issue. Specifically, the study aims at determining by what factors the quality of public administration services is constituted and how those factors affect the level of satisfaction of the people using the service, hoping to widen the reach and interest of such issue in the current time as well as to provide feedback effectively for the administrative authorities of Thai Nguyen..

a. Overall objectives

This study aims to explore the factors that affect people's satisfaction toward the quality of public administration services and to evaluate the level of satisfaction of the people towards the quality of public services under the OSS at People's Committee at district level in order to offer solutions to improve and enhance the quality of public administration services in the two districts in Thai Nguyen province and to eventually better serve the people.

b. Specific objectives

From the general objectives above, the thesis made the following specific objectives:

- Identify the determinants that affect people's satisfaction with the service quality of public administration under the OSS in People's Committee at district level in Thai Nguyen;
- Identify the relative importance of the determinant factors on the level of

citizen satisfaction towards services quality in different districts.

- Identify the relative importance of the determinant factors on the level of citizen satisfaction towards services quality in different services.

- Propose recommendations for the improvement in quality of the local government's public administrative services

1.3 Scope of the study

a. Objects of the study

The satisfaction of citizens towards the quality of public administrative services under OSS at the People's Committee at two districts in Thai Nguyen province.

b. Scope of the study

- About the content: The study of the determinant factors affecting the level of satisfaction of the people participating and having their requests done under OSS of public administration services.

- About space: The study was conducted at two OSSs of People's Committee at District level of Thai Nguyen Province.

1.4 Research questions

Within this context, this research aims to assess and identify the determinants that affect the satisfaction level of customers on the quality of

OSS, one of models that have been implemented to improve the quality of public service delivery (PSD) in Vietnam. Also, by comparing results of different districts where the data will be collected, the authors expects to find if there are any significant differences in impact of these determinants on the level of customer satisfaction between observations. If yes, what makes the different? What could be improved to increase quality of OSS model and also customer satisfaction? Hence, the research would like to imply policy by which local authority can make positive changes for the quality of PSD.

In short, the dissertation will focus on answering the following research questions:

1. What are determinants of the satisfaction level of citizens towards the quality of public administrative services provided at local government?

2. Does those determinants differently influence the level of citizen's satisfaction in different regions?

3. Does those determinants differently influence the level of citizen's satisfaction in different services?

4. What recommendations can be made to improve the level of satisfaction of the citizens towards public service delivery quality?

1.5 Organization of the study

Chapter 2 presents the theoretical basis for the research foundation. The contents of the chapter introduce clearly and scientifically some statements about the concepts of public service, service quality, and satisfaction. This chapter also presents a model of service quality of some famous authors as Parasuraman, Zeithaml, Berry, Bitner, etc., Moreover, some related researches about theory of satisfaction, satisfaction model and the determinants awarded to the satisfaction of the people for public service are assessed to further explore, determine and build the model for this study.

Chapter 3 focuses presented research methods to achieve its objectives. First, based on the review of literature using precedent studies and given concepts, the chapter starts by proposing a research model along with its assumptions and the establishment of Hypothesis. Also, to achieve its objectives, survey methods, sampling procedures and statistical methods are explained carefully hereafter. The study uses survey data from Department of Home Affairs of Thai Nguyen province researching on residents satisfaction toward three services at two District People' Committees (DPC). SPSS 16.0 software then was used to support quantitative analysis.

Chapter 4 presents a background of OSS implementation in the two DPC, along with results of data analysis and Hypothesis testing. The survey was conducted in two districts in Thai Nguyen province, namely: Thai Nguyen and Pho Yen, exploring the satisfaction of the citizen over three services, which are "Issuing ID Card", "Issuing certificate of Land-use right" and "Business

Registration”. After cleaning and sorting out unqualified responses using SPSS, there are totally 442 questionnaires that are used for further analysis using Frequency Analysis, Descriptive Analysis and Multiple Linear Regression. Hypothesis is then tested and results are interpreted hereafter.

Chapter 5 continues with findings and discussion of results. Research questions are also answered and presented in this chapter.

Chapter 6 is the last chapter, which points out limitations of the study along with some directions for further research in the future. Last but not least, conclusion is made after shortly summarizing the whole study.

CHAPTER 2: REVIEW OF LITERATURE

2.1. Concept of Service

2.1.1 Service

Service is defined as a process of interaction between service providers and customers. The purpose of this is to satisfy the needs and demands of customers toward their expectation (Zeithaml & Bitner, 2000). To be differentiated from goods, services have four basic characteristics, which are intangibility, inseparability, heterogeneity and perishability. According to the concept of Zeithaml & Britner (2000), they suggested that services are behaviors, processes and the way a task is performed such as providing support and solving the difficulties and problems of customers in order to satisfy needs and expectations of customers. However, these characteristics make the service becomes difficult to quantify and cannot be identified with the naked eye. Service can be described more specifically through its four main characteristics as below:

- **Intangibility:** The service is not like the physical product. They are not visible and have no taste, no smell, no sound and cannot be served before people purchase them.
- **Heterogeneity:** There are no uniform quality for service stems from differences in psychological characteristics and qualifications of staff. Also, services are subject to the assessment of customer perception.
- **Inseparability:** Services are typically created and used simultaneously. This

is not true for material goods as to be produced, stored or distributed through many intermediary purchasing steps, and then consumed. For commodity products, customers use the product only in the final stage while for service; customer can be a partner during part of the service's creation process.

- **Perishability:** Service cannot be stored and sold like other commodities. When demand is stable, not kept count of the service will not matter.

In short, service is defined a non-material goods. As it has no shape, the quality is neither consistent nor quantifiable and that is the difference of service with the other normal goods.

2.1.2 Public Service and Public Administrative Service

Public service is an activity of serving the essential common needs, basic rights and duties of citizens within the scope of the functions and duties of the state administrative apparatus. It is a kind of service implemented directly by administrative agencies (or authorized to perform under the supervision of government) to meet the needs of society and the people (Nguyen Huu Hai & Le Van Hoa , 2010). According to World Bank (1997), public services are the services that are not pure and can be provided by either the State or the other organizations, such as private, or social organizations and the community. The provision of these services is flexible, depending on the needs of consumers, no proprietary and may be charged or paid free. Do Dinh Nam (2010) suggests that public services is the type of service associated with the function of State's administration to meet the requirements of the people. Citizens enjoying these services are not in relation to the supply and demand

mechanism, the price level on the market, but through fees for the state administrative bodies. As for public administrative services, they are defined as services relates to the activities of law enforcement, not for profit purposes, performed by state agencies (or authorized to perform by non-profit organisations or enterprises). These services provide competent organizations and individuals the form of valuable papers in areas, which are under the management and administration of the state's regulatory agencies. OSS is a work-settlement mechanism designed for organizations and citizens under the jurisdiction of the state agencies from receiving the request, document records to returning results only through one door in administration agencies.

2.1.3 One-stop-shop Model and One-stop shop model in Vietnam

OSS is often viewed as one important feature of New Public Management (NPM) reforms (Schedler and Proeller, 2002). Along with the advent of the theory of public management as well as NPM, PAR and innovation of models of government in providing public services is believed to have a more favorable condition in terms of both theory and practice. The necessity of the OSS set out here is the easy accessibility, reliability and efficiency of administrative transactions, public services that people or organizations require state agencies to deliver. The phrase "One Stop Shop" is emerged since at least 1920s as the private sector, the commercial hub desire to improve the way their business to facilitate customers can easily access the goods purchased. Until recent years, this term continues to appear with the

development of e-commerce and business on the Internet. In the 80s of the 20th century, many governments around the world have begun to approach this method to improve the quality of services and as citizens and organizations as its customer service (Sader, 2000). De Araujo (2001) has shown that the emergence of OSS is seen as a new way to improve relations between public authorities and citizens' organizations in reducing bureaucracy, improving the practicality and efficiency of administrative system and is important to the modernization of the public administration in order to better serve citizens. Poddighe (2011) states that the ideas and concepts of OSS comes from many different approaches, but all aims towards a general method as a means of transportation to overcome barriers faced in administrative process of providing public services, the barriers include access to information, access to administrative procedures and access to the relevant authorities to provide public services. Also, there are several ways concepts provided by scholars and governments about how to justify an improvement in public service's quality.

In Vietnam, the initiative at hand concerns the implementation of OSS structures, whose objective is to change formal institutional arrangements in the domain of PA services delivery through the enhancement of pro-good governance mechanisms.

The underlying concept of OSS “is to put the reception and delivery of various public administration services (...) that were previously provided by agencies in separate offices together under one roof” (SDC, 2004). OSS agencies are new administrative structures that interface on one hand domestic

and foreign, physical and moral persons seeking administrative services, and on the other hand bureaucratic bureaus responsible for the delivery of these services.

Within the scope of this research focuses only on the district level, only district level service delivery is considered. According to MOHA guidelines with PMD181, districts authorities are responsible to provide via OSS the following services:

- Business registration and licensing (for domestic and foreign investors)
- Land administration (land trading issues)
- Construction (permit and certifications issues)
- Notarization (formalization procedures)
- Basic social services

OSS aims at helping public administration client with a specific need to answer to the following questions:

- Where do I have to go in order to dialogue with the competent civil servant?
- Whom do I have to meet?
- When will this official be available?
- What are the documents to submit?
- How long will the procedure take?

- How much are the service fees?¹

In general, OSS is an administrative structure that aims at providing in an effective, efficient, accessible and transparent way for resolving administrative services through one single office. The five services mentioned above were selected because they are considered as low complex administrative delivery process and high value added services for clients².

2.2 Concept of Service Quality

2.2.1 Service Quality

Service quality has been the topic of many authors in the world. According to Wismiewski, M & Donnelly (2001) quality of service is defined by many different ways depending on the object of study. It shows the extent to which a service that meets the needs and expectations of customers. According to Zeithaml (1996), the quality of service is the customer's appreciation for the greatness and superior of whole of the service. It is a kind of attitude and the result from the comparison between what they was expected to what they actually get in the end from using the service.

Quality of service is often seen as a critical and crucial factor in competition of creating and maintaining relationships with customers. Concerned about the quality of services will make an organization different from other organizations and gain competitive advantage in the long run (Moore, 1987). Lehtinen (1982) suggests that service quality must be assessed

¹ One Stop Shop in Viet Nam, For improved delivery of administration services, p. 2, SDC, July 2003

² Information collected during the meeting with Luu Phong Dung, OSS Program Officer, Urban Support Unit, , 2.10.2003

on two aspects: (1) The process of providing the service and (2) the results of the service. But according to (Gronross, 1984), the technical quality related to what is served, and the quality of their oral skills on how to serve. Therefore, through many related analysis, quality of service can be seen in the following basic characteristics: (1) It is more difficult to assess the quality of service than the quality of tangible goods; (2) Awareness of the quality of service is the result of the comparison between the customer expectations about service quality that bring concrete to meet those expectations; and (3) Customers are not only evaluate the results brought about by a certain type of services, but also to evaluate its supplying processes. For the services rendered by the state administrative bodies provided directly to people, implementing state management agencies function to meet the expectations of an individual, interest groups and organizations. Hence, this kind of service quality is evaluated based on strict law enforcement and liability rules, the service attitude of civil servants, ensuring the rights and legitimate interests of citizens and maintain order insecurity and social development. Literature review suggests that service procedures and staff's capacity while delivering service are seen as important factors to measure the service's quality

2.2.2 Public Service Quality

Service quality is determined based on perception of customer related to their individual needs (Bui & Nguyen, 2004). Thus, quality has its intangible nature and is difficult to recognize as well as to evaluate. Because of its diversity and abstract nature, in the period from 1984 to 2003, 19 models using to assess service quality have been published (Seth et al, 2004). Researchers

have split these models into two schools: the school of Northern Europe (Nordic) represented Gronroos and the school of America (Parasuraman et al.). In general, most models are built to explain service quality through customer perception throughout all the procedures from accessing to execution, processing and finally to the result as final service product. However, according to these researchers, each model when applied to different types of services in different countries are required to be adjusted to make it suitable and compatible for each specific study (Carrillat et al., 2007).

2.2.3 Service Quality Assessing models

2.2.4.1 SERVQUAL

In 1985, Parasuraman et al. suggested model of quality distance service called "SERVQUAL Model", in which quality of service is defined as the satisfaction of needs or the satisfaction of customer's expectations. Accordingly, the quality of service is seen as the difference between the expectations of the customer service and value from service beneficiaries; if the service value is greater benefit expected value, it implies the high service quality and vice versa if the service is worth less than the value beneficiary, it is expected as the low quality of service. Therefore, customer satisfaction is related to quality of service. If there is high service quality, satisfaction levels would exceed expectations, customers will be satisfied; vice versa if there is low quality of service, satisfaction levels is lower than expected value, customers will be disappointed. The objective of assessing the quality of service is to compare the change in value between the value expected from

service and value of beneficiaries provided and also to identifies factors related to the gaps (Parasuraman and et al, 1985)

Gap 1: The difference between customer expectations and perceptions of service providers about that expectation. The interpretation of customer expectations while not understanding the service's features, customer's characteristic creates this difference.

Gap 2: It is created when providers meet the difficulties, obstacles both objectively and subjectively while turning expectations is felt to specific quality criteria and transfer them as expected. These criteria become the marketing information to customers.

Gap 3: It is formed when staff transfer services in an improperly way compared with defined criteria. The role of staff when delivering services is very important in creating quality services.

Gap 4: the difference between delivered services and the information that customer receives. This information can raise expectations but may reduce the quality of service when the customer feels not exactly what was promised.

Gap 5: It is formed from the difference between perceived quality and expected quality when customer consumes services. Parasuraman et al (1985) suggested that quality service is the fifth distance. Also, this distance depends on four previous distances.

SERVQUAL model has launched five components to measure service quality and is perceived through observed variables as follows (see Figure 1):

(1) Tangibles: expressing through looks and appearances, attire of service personnel and equipment to perform the service.

(2) Reliability: demonstrating the ability to perform appropriate service and punctuality.

(3) Responsiveness: expressing the willingness of service personnel to provide timely service to customers.

(4) Assurance: demonstrating expertise and offering a polite, affable with customers.

(5) Empathy: showing care to each individual customer.

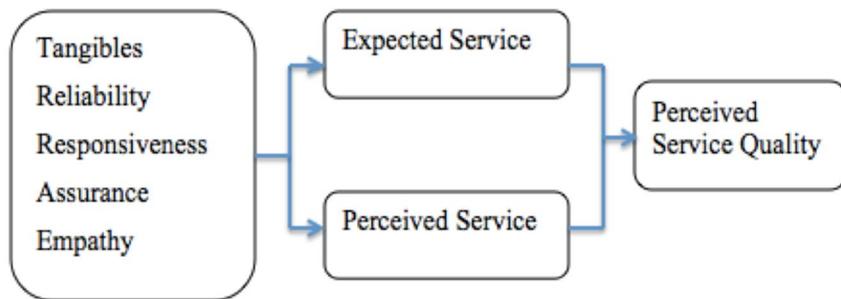


Figure 1: SERVQUAL Model (Parasuraman, Zeithaml & Berry, 1988)

In fact, the measure of SERVQUAL has three segments. The first two segments, each segment is 22 observed variables measuring the quality of service that customers expect and the quality of service that customers have real experience. The variables uses Likert scale of 7. The difference (minus the expected value) indicates the quality assessment services. Measurement model is called “disconfirmation model”. Third segment customer is required to assess the importance of the 5 components. Specifically, the model SERVQUAL, service quality is defined as follows: Quality of Service = Perceived Service Quality - Expected Service Quality.

Parasuraman et al (1988, 1993) confirms that SERVQUAL is a reliable measuring instrument to precisely evaluate service quality and this scale has

been widely used in many other studies as well. After many studies and application from expertise, SERVQUAL is recognized as a valuable scale theory as well as a practical one. However, the use of model quality and distance as a basis for assessing the quality of services has been stirring many debates (Cronin & Taylor, 1992; 1994, Teas, R.K. 1993) and measurement procedures of this model is quite complex and lengthy.

2.2.4.2 SERVPERF

In 1992, Cronin and Taylor introduced SERVPERF model (variant of SERVQUAL) define service quality by only *measuring the perceived level of quality customer service*. According to these authors, the quality of service is reflected best by the perception of the customer; in other words: Quality of Service = Perceived Service Quality. This conclusion has also received much support and been applied in many subsequent studies.

Cronin and colleagues (1994) continues the debate over the effectiveness of the two models SERVQUAL and SERVPERF in evaluating service quality. The authors remain skeptical about both models is that the factors include the expected value of the customer to measure the quality of service remains the support point, while the ladder SERVPERF measurement model is still a useful tool to measure overall service quality. Furthermore, the results of quantitative research by Lee and colleagues (2000) was conducted to compare the two models showed SERVPERF model shows many advantages than the SERVQUAL model. However, the application of SERVQUAL model of service quality assessment is quite common in some services as services providing fast food, aviation, long-distance telephone (Gupta and Chen, 1995),

banks (Newman, 2001; Cui et al, 2003), health-care (Wong, 2002; Kilbourne and colleagues, 2004). Meanwhile, some other studies have used models to assess the quality SERVPERF some services such as utilities (Bigne et al, 2003) and hotel services (Nadiri and Hussain, 2005). In addition, the study results showed that it is hard to conclude which model is inappropriate or which model is more accurate.

2.3 Concept of Satisfaction

2.3.1 Satisfaction

There are many different definitions of satisfaction for services. According to Webster's Dictionary, satisfaction with service is emotions, reactions, and attitudes of a person for service. Definition of Smith (1969) suggests that satisfaction with services is emotions that an individual has in respect of services. According to Kotler (2003), satisfaction is the feeling of pleasure or disappointment stems from a comparison with the expected comments about the quality of a product or a certain service. Kotler & Keller (2006) suggests that the degree of satisfaction of the state of feeling of a person derived from the comparative perception of a product than was expected of them, namely the satisfaction of three levels the following:

(1) If the perception of client towards the product/service is smaller than that expectation of him, he would feel dissatisfied;

(2) If the perception of client towards the product/service equal to that expectation of him for the product/service, he would feel satisfied;

(3) If the perception of client towards the product/service equal to that expectation of him for the product/service, he would feel greater satisfaction or enjoyment.

Although there are many different definitions of satisfaction for the service, in general, we can get the idea of the satisfaction as positive emotional reactions of people toward the service.

Applying the concept to the field of public administration, the satisfaction of the people for this kind of service is the satisfaction of what service providers can meet the above or below their expectation level. When referring to aspects of quality of service or the satisfaction of the people, the requirement imposed on administrative bodies is how to bridge the gap between people's expectations and the ability to meet these expectations in reality of administrative offices. On the other hand, satisfaction of the people is not quantified and is a subjective state. The measurement, hence, requires sampling and statistical analysis so that it can be assessed and measured more correctly.

2.3.2 Citizen satisfaction toward Public Service Quality

In the public sector, according to Tony Bovaird & Löffler (1996), the high quality in Public Governance not only increases customer satisfaction with public services but also builds honesty in governance through its transparency and accountability. In order to maintain stable operation and development, an organization that deals with customers have to take care and pay attention to them, explore and seek for the needs of new customers while maintain existing customers. To reach that goal, the organization must make customer feel

satisfied. Almost all activities, programs and policies of the organization need to be assessed in terms of customer satisfaction. The measurement of customer satisfaction helps to understand the level of satisfaction of the people to decide on activities to improve satisfaction. If the result is not achieved or below, the cause can be investigated and corrective action can be taken.

Assessing the public sector in providing public administration services must be understood by the responsible catalyst of dynamic civil society, through the activities of citizens and other interest groups. Therefore, the importance of improving people's satisfaction with the administrative service of an agency or institution of government is the foundation and the driving force for public sector to conduct their regular activities and improve the effective and efficient operation of the apparatus of state management. Because of the nature, there are a number of cases when the agencies take advantage of that power and does not provide the services with best quality or arise with bureaucracy and corruption. Hence, measuring the satisfaction of the people is seen as a solution to clean up and improve the efficiency of the organizational activities, guaranteed to provide better administrative services to date, promoting administrative reform, modernization the apparatus of the state, strengthening maintain stability and development of society. In order to do that, there is a need of identifying important determinants that affect the level of satisfaction towards the quality service of the people.

2.3.3 Precedent studies of Determinants of Citizen's Satisfaction level toward Public Service Quality

Héctor Oscar Nigro (2012) used model synthesizing from two previous studies: the index of consumer satisfaction in Europe (ESCI) and ECSI amended by Chenn (Chenn, 2009). Survey selects citizens over 18 years of Tandil region (Argentine) in 123,000 inhabitants. Research sampling method is quota distribution. The city was divided into regions based on the socio-economic characteristics. The model explained 65% of citizen satisfaction and 55% loyalty with local leaders. Results received groups of factors: (1) Perception of quality of social services, (2) Feedbacks on the process of urban development, (3) Perception of the development of industry and enterprise, (4) Perception on the quality of the City Preventive Health Department, (5) Maintaining public space, (6) Organizing cultural sport events. The study also found the appearance of seven latent variables which are: perception of urban development and public space; comments on the quality of social services, employment and health; loyal to local leaders; image of local leaders; satisfaction of citizens; sense of control and compliance with the rules.

Safiek Mokhlis, Yeulakho Aleesa, Ibrahim Mat (Journal of Public Administration and Governance vol. 1 No. 1, 2011), entitled "Municipal service quality and citizen satisfaction Southern Thailand print". The objective of the study is to: (1) check the quality of city services are provided by local authority in Southern Thailand and (2) determine aspects of service quality is most important to determine citizen satisfaction. 234 questionnaires were answered in Tambon Khok Pho, a provincial region Khok Pho Pattani,

Southern Thailand. Description statistics, exploratory factor analysis, correlation and multiple linear regressions were taken to analyze the data. The results indicate that (1) SERVQUAL is a valid tool to measure the quality of service in Thailand, and (2) 4 aspects of service quality, namely Tangible, Assurance, Empathy, Delivering Service are those that are found to be significant predictors of citizen satisfaction.

In general, concepts of quality service and customer satisfaction were different, but closely linked to each other as the quality of service is the cause for customer satisfaction (Parasuraman et.al, 1988). Zeithaml & Bitner (2000) showed that the quality of services focused on specific components of the service, and customer satisfaction is the emotional state forming just after using the service. Models of these scholars reflect customer awareness of service quality through the specific determinants including reliability, responsiveness, assurance, empathy and tangible. Meanwhile, the satisfaction of the citizens is not only affected by the perception of customers, but also affected by the price, personal factors and situational factors. Thus, the quality of service is one of the reasons that lead to the satisfaction of the people and the composition of the public service quality relationship covariates.

CHAPTER 3: RESEARCH APPROACH AND METHODOLOGY

3.1 Research Model

In most of the previous research, assessing service quality models are based on SERVQUAL including five components: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Parasuraman (1991, 1993) assures that SERVQUAL is the complete model for assessing service quality, confirming its value and reliability, and can be applied to all other types of different services. However, each specific service sectors have their own characteristics. Many other researchers have also tested this scale for various types of services as well as in many other countries. Results have shown that the components of service quality are not consistent with each other in each service and each different market. In specifically, Bojanic (1991) tested SERVQUAL with audit services; Cronin & Taylor (1992) with dry cleaning services; Dabholkar et al (1996) with retail services; Lassar (2000) and Mehta (2000) with banking services; Tho et al (2003) with outdoor leisure services, etc.

In Vietnam, however, citizen satisfaction assessment model for administrative services quality should be adjusted. Also, research results have to answer these questions: how different of influence in satisfaction of citizens of every factor, every type of service, each region; there are differences in satisfaction levels between individuals, social groups, and each service.

Thus, the model evaluated the level of satisfaction of administrative service in the current conditions must include the following aspects: staff's attitude, capacity and responsibility; accessibility to information and facilities supporting services; the transparency of contents of public duties; administrative procedures and processes; official fees; the general level of satisfaction. SERVQUAL model, however, cannot meet the requirements is a comprehensive evaluation of the factors above.

Among many researches conducted to identify determinants of level of citizen satisfaction on public administrative service of citizens, the model proposed by Le Dan (2009) with following factors: Civil servants' capacity; Physical facilities; Accessibility, Content of all regulations about working time, procedures; Fees and charges. The authors found that this model is quite complete and meet the required comprehensive evaluation administrative services at present. From discussion and the exchanging ideas with the officials in charge of the administrative reform process and the authorities at the local, the author found that the proposed research model quality public administration services of Dr. Le Dan is the most suitable for this study. However, seeing some components can be related and regrouped, the research model assessing people's satisfaction with public administration services under the one-stop shop at the DPCs of Thai Nguyen will include three components as follow: Accessibility, Administrative Procedure, and Staff's Capacity.



Figure 2: The proposed research model (by the author)

(1) **Accessibility** includes the convenient level of accessing information of the service, the sufficiency level of accessing the information of the services, facilities and equipment provided at the office.

(2) **Administrative Procedures** includes the publicity and transparency of the procedures, the favourable level of the regulations in its requirements, conditions, and time resolving, the level of charges and fees.

(3) **Staff's capacity** includes polite attitude and enthusiasm of the public employees, the ability to meet service's needs, skills, professional competence, and the sufficiency level of number of staffs serving to resolve services.

| No. | Determinant Variable | Coresponding Items | Indicator |
|-----|-----------------------|---|-----------|
| 1 | Accessibility (F_ACC) | Convenient level of accessing the information | ACC_1 |
| | | Level of providing information to citizen's request about the services | ACC_2 |
| | | Level of providing good facilities, equipments in the office to better serve individuals and organization while requesting for service. | ACC_3 |

| | | | |
|---|---|---|-------|
| 2 | Administrative procedures (F_PRO) | The publicity and transparency of administrative procedures | PRO_1 |
| | | The simpleness, easy-to-understand of regulations in its requirements, conditions, time resolving | PRO_2 |
| | | Official fee charges | PRO_3 |
| 3 | Staff's Capacity and Serving (F_STA) | Serving attitude | STA_1 |
| | | Staff's Capacity of handling work | STA_2 |
| | | Adequate Number of staffs to serve | STA_3 |
| 4 | Citizen's Satisfaction (SAT) | Level of satisfaction of administrative services in overall | SAT |

Table 3.1: Research model with indicators and sub-indicators

With the three factors, the research aims to find the influence of each toward level of satisfactions of citizen toward OSS model operating in DPC in the province, between two different DPC and among three different services. The general model to identify determinants of level of citizen satisfaction in this research is as follow:

$$SAT = b_0 + b_1 * F_ACC + b_2 * F_PRO + b_3 * F_STA + b_4 * D_GENDER + b_5 * D_AGE + \dots + \xi$$

Where:

- Dependent Variable is:

SAT = Level of satisfaction toward the service provided at OSS agency

- Independent Variables are:

F_ACC = Mean value of Accessibility variables (ACC_1, ACC_2, ACC_3)

F_PRO = Mean value of Administrative Procedures and Regulations variables (PRO_1, PRO_2, PRO_3)

F_STA = Mean value of Staff's Capacity variables (STA_1, STA_2, STA_3)

- Dummy Variables are: D_GENDER (Gender), D_AGE (Age), D_JOB (Job), D_EDU (Education level) as demographic factors and control variables for the model.

- ξ : Error term

3.2 Research Hypothesis

3.2.1 Accessibility

Providing sufficient information in many convenient ways creates favourable conditions for the citizen to access to the services. People due to restrictions on education levels, ability and information, it is difficult to access the information sources to know in detail the processes and administrative procedures. Thus they may face many difficulties in resolving administrative procedures. Providing an easy, convenient with all needed information will help the people to easily grasp the specific work of what they need to do, the necessary papers required for the implementation of the transaction, thereby increasingly improving their satisfaction toward the service quality and the providers. The higher convenience level of accessing information of the service, the more sufficiency level of accessing the information of the services, the better satisfaction of the citizen it becomes. Also, facilities are the tangible

factors, the direct impact on the perception of the people as they begin the process of resolving administrative procedures. Thus, the perception of the more modern and relevant infrastructures, the more convenient and comfortable people feel when requesting for services in OSS agencies, hence, it increases the satisfaction of the people.

Therefore, the hypothesis here is as follow:

H1: The higher level of accessibility, the better in the level of satisfaction of the citizen it becomes.

3.2.2 Administrative Procedures

In the process of administrative reform in Vietnam, the administrative reform is the first task. The administrative procedures are being reformed towards simplicity and efficiency. Hence, the publicity and transparency of administrative procedure and the simpliness, easy-to-understand of regulations in its requirements, conditions, time resolving are the two core factors. Besides, the disclosure of fees and charging process to ensure transparency, no cheating, no external charging regulations will increase the confidence of the people. Therefore, the second hypothesis is as follow:

H2: The more simple and transparent people feel about the procedures and processes work, including the regulation of the fee charge at the district level, the higher level of satisfaction of the people for quality of service.

3.2.3 Staff's Capacity

Civil servants are the one who implement administrative procedures as well as have the direct contact and communicate with people. Therefore, a sense of attitude, the capacity of the staff and the sufficient number of staff to meet the need of people' demand are seen to positively make the level of people satisfaction higher. The hypothesis for this indicator is as follow

H3: The higher rated for level of staff's capacity, the higher level of satisfaction of the citizen it becomes

With the first three questions that aim to explore the different level of determinants influence on the level of citizen satisfaction, the research is studied on the implementation of OSS model at DPC at Thai Nguyen Province. Two OSS agencies of the two districts chosen to study are Thai Nguyen and Pho Yen. Also, the three services will be examined at the two districts are (1) Issuing ID card, (2) Certificating land-use right, and (3) Business Registration. Hypothesises are developed to tested as below:

| 3 Groups | 1. In whole region | 2. Between 2 Regions | | 3. Among 3 services | | |
|------------|--------------------------------------|----------------------|---------|---------------------|------------------------------|-----------------------|
| | | Thai Nguyen | Pho Yen | Issuing ID card | Certificating land-use right | Business registration |
| Models | 1 | 2a | 2b | 3a | 3b | 3c |
| Hypothesis | H1: Accessibility => Satisfaction | | | | | |
| | H2: Procedures => Satisfaction | | | | | |
| | H3: Staff's Capacity => Satisfaction | | | | | |

Table 3.2: Hypothesis testing groups

3.3 Instrumentation

a. Source of Data

The study relies on survey data from a statewide survey of Thai Nguyen province residents in the two districts and across the three services with the permission for using from Thai Nguyen's Department of Home Affair (DOHA).

Implementing Letter No. 1159 / BNV-CCHC April 10, 2014 of the Ministry of Home Affair on guiding for measuring the satisfaction of the people and organizations for the services of the administrative bodies in the country, on September 4, 2014 the People's Committee of Thai Nguyen province issued the Plan to design measurement methodology to assess satisfaction level of the people and organizations for the administrative services provided in the province at different levels.

Accordingly, the implementation of assessing the satisfaction of the people and organizations for the services of state administrative agencies in the province aims at exploring the scientific and objective quality service delivery public administration and competence, ethics of civil servants working in OSS agencies at "Division of receiving request and returning result". Provincial People's Committee requested the deployment of measures to guarantee the truthfulness, objectivity, democracy and transparency; to reflect the actual operation and to clarify the advantages and limits of the provision of administrative services. At the same time, the survey questions were designed with matching system of evaluation criteria, which is easy to understand, easy to answer and in accordance with educational level.

Measured results are expected to help the state administrative agencies at all levels to identify needs and aspirations of people and organizations and to have complete solutions for improving the quality of public services.

Started by choosing the right service to the survey, these services are the one that many people and organizations were involved in the implementation. In 2014 and subsequent years, the following services were selected to the survey:

- At district level: certificate of business registration; certificates of land use rights; issuing ID card;
- At commune level: authentication; issuing birth certificates; granting of marriage registration.

Subjects to perform investigations are the people and organizations who have addressed the administrative procedures and got completed results according to the above services.

Questions measuring the satisfaction of citizens for the services of state administration bodies are built into three forms of survey for 3 administrative services are: (1) issuing ID card, (2) granting certification of business registration and (3) granting certificate of land use rights. Each questionnaire consists of two parts: (A) General information which is the introduction to the survey's purposes, guiding the way to answer the question, the personal information of the respondents, and (B) The questions. The questionnaire sociological surveys of each service associated with the criteria and criteria elements which, with the question of assessing the quality of service provided by each element; the question of the satisfaction of the people for each factor and general questions to assess the satisfaction of the entire service. The

question was built in Linkert5 scale (**very dissatisfied, dissatisfied; normal; satisfied, very satisfied**). There is also a question for the people stating their opinions on issues of improving and raising the quality of service provided by the state administrative bodies.

Based on the proposed research model with three indicators (“Accessibility”, “Administrative Procedure”, and “Staff’s Capacity”), questions are extracted from the survey as sub-indicators to explore influence of each indicator on the satisfaction level, to build the model and test Hypothesis using other statistical analysis. (Questions will be included in the Appendix).

b. Sampling Procedures and Data Collection

Sampling investigation for the three administrative services are implemented at the district level (certificate of business registration, certificate of land use rights; licensing build housing) including 02 stages:

Stage 1 - Select districts, towns and cities of the province:

- Conduct a district grouping into categories I, II according to the criteria in Decree No. 15/2007 / ND-CP, then randomly selected 30% respondents of the units at district level for each group, as follows:
 - Type I: Thai Nguyen (Thai Nguyen is a provincial city but its administrative level is at Type I district level)
 - Type II: Pho Yen

Stage 2 - Select the people and organizations that have used the service to investigate:

- Step 1: Determine the total number of service transactions to investigate and the list of people and organizations who have used the services of each district-level administrative unit selected in stage 1.
- Step 2: Determine the sample size for each district-level administrative unit selected in Stage 1
- Step 3: Synthesis of a sample of each district will be selected in the total size of the service survey.
- Step 4: Select the people or organizations to investigate the manner in each commune randomly selected, ensuring total sample of each commune and the total sample of service was calculated in step 2 and step 3.

Sociological survey conducted in the form of questionnaires for people and organizations to answer, may apply one of two methods of investigation following:

(1) Face-to-face meeting with citizens and organizations in the area: the investigating teams met each citizen directly at where they went to for administrative services. Small notes were distributed to the citizens guiding them on how to fill in the questionnaire and to have it collected by the team as soon as all answers were finished;

(2) Contacting and gathering people (or representative of the organization) to a location to answer questionnaires. Investigating Authority selected a locally suitable place for people (or representative organizations) to record responses.

c. Sample size

Determining the sample size is fairly a complex job because there are currently too many different views. Many studies require large sample sizes because it is based on large sample distribution theory (Raykov & Widaman, 1995). However, the idea of how large a sample size should be has not yet clearly defined. Furthermore, the sample size will depend on what estimation method is used. If using the estimation method, the sample size minimum of 100 to 150 samples (Hair et al., 1983), or at least 200 samples (Hoetler). Bollen (1989) suggested that the minimum sample size is 5 acres for a parameter estimation.

For multiple linear regression analysis: the minimum sample size to be achieved is calculated by the formula: $n = 50 + 8 * m$ (m: number of independent variables) (Tabachnick and Fidell, 1996). Note that m is the number of independent factors, rather than the question of independence. Hence, in this study, minimum sample size needed for research is 68 (= 50 + 8*3). Having permission from the director of Thai Nguyen's DAF, the study has got the survey data of 442 respondents in two the districts. The sample size is expected to be good enough for analysis.

3.4 Statistical Analysis

After coding, data is analyzed statistically using SPSS 16. To resolve research's questions, the study used the following methods to analyze:

- Frequency Analysis for statistical and demographic factors and behaviors such as sex, age, educational level, etc.;

- Descriptive statistics for synthesizing information on the respondents, the average calculation Mean values, maximum value (Max), the minimum value (Min), etc.

- Multiple linear regression for testing hypothesis and explore determinants of dependent variable.

Multiple Linear Regressions

In a simple linear regression model, a simple response measurement Y is related to a single predictor (covariate, regressor) X for each observation. The critical assumption of the model is that the conditional mean function is linear: $E(Y|X) = \alpha + \beta X$.

In most problems, more than one predictor variable will be available. This leads to the following “multiple regression” mean function: $Y = \alpha + \beta_1 X_{1i} + \beta_2 X_{2i} + \dots + \varepsilon_i$, in which showing relation between the dependent variable Y and the independent variable X ,

where α is a intercept, or a cut on the vertical axis, and β are called the slopes, or coefficients and ε is the residual.

In the analysis of multiple linear regressions, we need to know the level of influence of each factor on the dependent variable Y . In this study, for the degree of influence, the following values should be noted: The Adjusted R-squared: What factors have greater R^2 the stronger and closer the relationship between factors and variables; Regression coefficient β : the higher β value, the more influential on the dependent variable it has, but if the elements have different units (year-mmol / L, mmHg) it should not be compared with the influence of other factors; P-value (sig.): The smaller the value of sig., the

stronger influence of the indicator it has. When analyzing the linear regression model, it is also necessary pay attention to the pattern of violations as autocorrelation, multi-collinearity, error variance change.

In the following chapters, there presents statistical results using all the methods mentioned above. More specifically, by divided data set into different groups, 06 regressions are run to find the determinants of citizen satisfaction toward administrative service quality and how they differently influence in different districts and services.

CHAPTER 4: DATA ANALYSIS

4.1 Background of Thai Nguyen Province and Public Administrative Services provided under OSS agencies at the two districts

Thai Nguyen is a province in the Northeast region of Vietnam. It is a mountainous, midland province with a natural land area of 3534.45 square kilometers and a population of 1,149,100 as of 2008. Its multi-ethnic society is composed of eight ethnic groups. With its rich mineral resources and salubrious climate, the province offers significant opportunities for industrial development for both domestic and foreign investors. It is also known as an educational center and ranks 3rd in nationwide, having 21 universities and colleges.

Thai Nguyen's administrative division is subdivided into 9 district-level sub-divisions, which are composed of 2 cities, 1 town and 6 rural districts. Thai Nguyen is one of the two cities and Pho Yen is one of the 6 rural districts in the province.

Functions and duties of the OSS agencies at district level in the province

a. Function

“Division of receiving and returning results” has functions to guide, receive and transfer citizen's dossiers to professional division and return the results of administrative resolving for individual and organizations under the OSS, inter-OSS, e-OSS under the responsibility and jurisdiction of the DPCs.

b. Duty

(1) Operate the process of receiving, transferring, returning results, collecting charges and fees:

- Make transparent administrative procedures in the areas to be resolved at “Division of Reception and returns results” by under OSS agencies; the contents should be notified by the administrative agency for organizations and individuals;

- Guide and receive dossiers, evaluate the legality and validity of the documents requested settlement procedures of organizations and individuals in accordance with applicable law;

- Transfer administrative records of organizations and individuals to the professional division, specialized agencies involved solving competence;

- Get the results of the settlement procedures from the professional division, specialized agencies after having reviewed and resolved under the authority supervision; Return results to organizations and individuals; collect charges and fees (if any) as prescribed in regulations and laws;

- Archive records, documents and information prescribed by law using information technology.

(2) Monitor and supervise the settlement procedures; study and propose to the heads of agencies and units and make recommendations to the superior authorities about the implementation of initiatives and measures to reform administrative procedures.

(3) Submit periodic statistical reports weekly, monthly, quarterly, annually with the heads of agencies or units perform OSS, OSS prescribed.

(4) Manage and archive data using some form of books, records and statistics form.

4.1.1 Background of Thai Nguyen city's OSS operation at its DPC

a. Geography information of Thai Nguyen city

Thai Nguyen is provincial city in Vietnam. It is the capital and largest city of Thai Nguyen province. The city is located on the Cau River. Its area is approximately 189,705 km² and its population was 330,000 in 2010.

b. OSS division in Thai Nguyen DPC

OSS agency of Thai Nguyen City is now having 7 officials working in receiving and solving administrative records in 5 areas including: Authentication; Business Registration; Land Administration; Social Policy and Housing Construction Permits. Currently, OSS of the City has coordinated with relevant agencies to receive and resolve over 22,000 records; significantly reduced the overdue settlements for the citizen.

4.1.2 Background of Pho Yen's OSS operation at its DPC

a. Geography information of Pho Yen district

Pho Yen is a rural district of Thai Nguyen Province. As of 2015, the district had a population of 158,619. The district covers an area of 257 km².

b. OSS division in Pho Yen DPC

Pho Yen's DPC has 12 specialized divisions include: Office of the People's Council and People's Committee, Department of Inspection,

Department of Urban Management, Department of Education and Training, Department of Labor - Invalids and Social Affairs, Department of Justice, Department of Finance - Planning, Department of Economics, Department of Natural Resources and Environment, Department of Home Affairs, Department of Culture and Information, Department of Health. All the divisions coordinate with OSS agency located in the office of DPC to resolve administrative services for citizens and organization in the districts.

4.1.3 Description of the three services

Below are descriptions of the three services, including the implementer and a detail procedure for each service. All the information is available in both district's website, in "Public Administrative Service" section.

a. Issuing ID card

- Implementer: District Police Team of Administrative Management

- Procedures:

Step 1. Preparation of documents Prescribed by law

Step 2. Submitting the application at the police headquarters of districts, Provincial Towns and cities

* Officials then check the legality of the dossiers and content of the records:

(1) If the dossier is complete and valid, citizens will be guided to do the followings and get a receipt given by the officials,:

+ Issuing ID form;

+ Print 10 fingerprints, Declarations (form is available at the agency) or collect 10 fingerprints Agencies police through automatic machines to record and print ID cards Into.

(2) In case of missing records or submitting invalid paper, citizen will guided to supplement in a timely manner.

Step 3. Receive ID card

Recipients included receipts, officers pay inspection results and required to sign a receipt, pay for People to get ID card results.

b. Issuing Certificate of Land-use right

- Description: review, approval and granting land use right certificates for individuals living in the district.
- Scope of application: This process is applied to consider the issue of certificates of land use within its jurisdiction to the subjects specified in Clauses 1.2 and 5, Article 50; Clause 2.3 of article 80; Paragraph 2 of Article 83; Clause 5 of Article 84; Clauses 2.3 and article 87 of the Land Law issued by Vietnamese Government in 2003.
- Implementers: Department of Natural Resources and Environment in DPCs

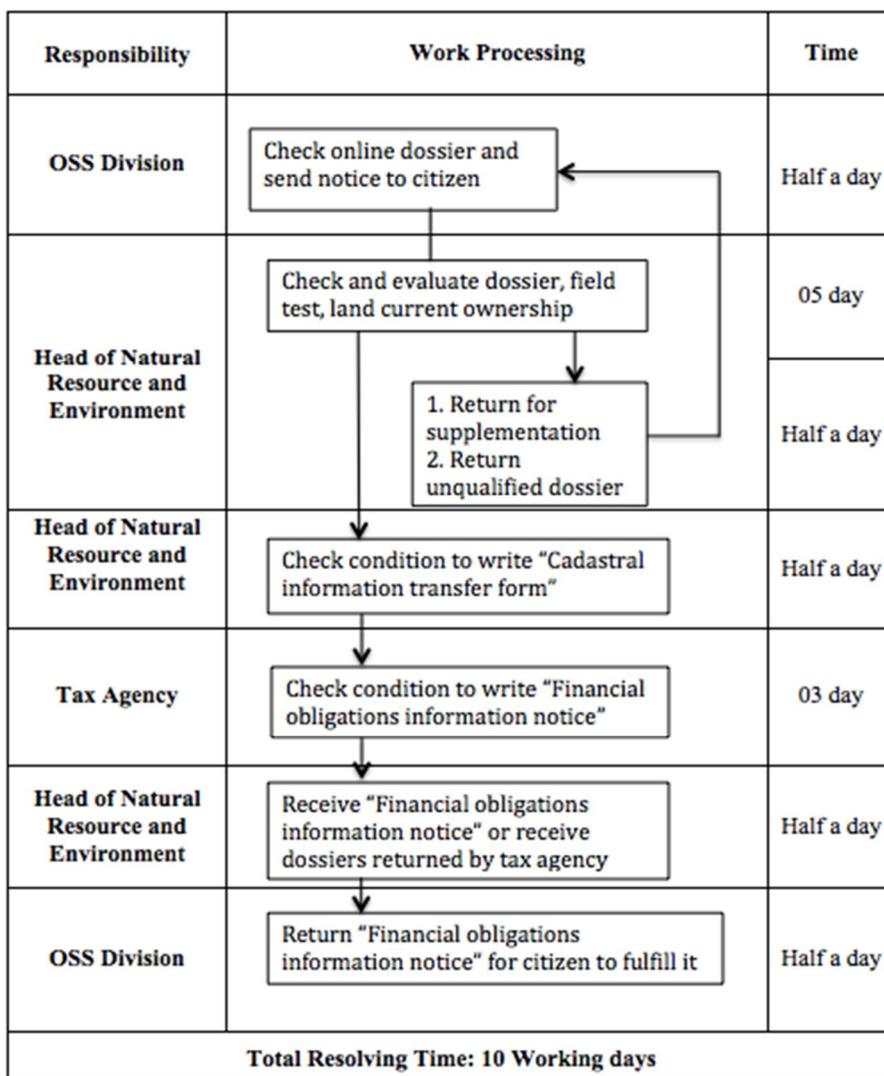


Figure 3: “Issuing Certificate of Land-use right” Procedures

c. Business Registration

- Description of service: to certificate business registration for business organizations under the provisions of Decree No. 43/2010 / ND-CP dated 15/4/2010 stated Government and Economic Organizations operating under the Cooperative Law.

- Scope of Application: This process applies to the objects of business households, economic entities operating under the Cooperative Law who request for the registration certificate in the district.

- Implementers: Department of Finance and Planning is responsible for assisting DPC in implementation process. The process is described as the diagram below:

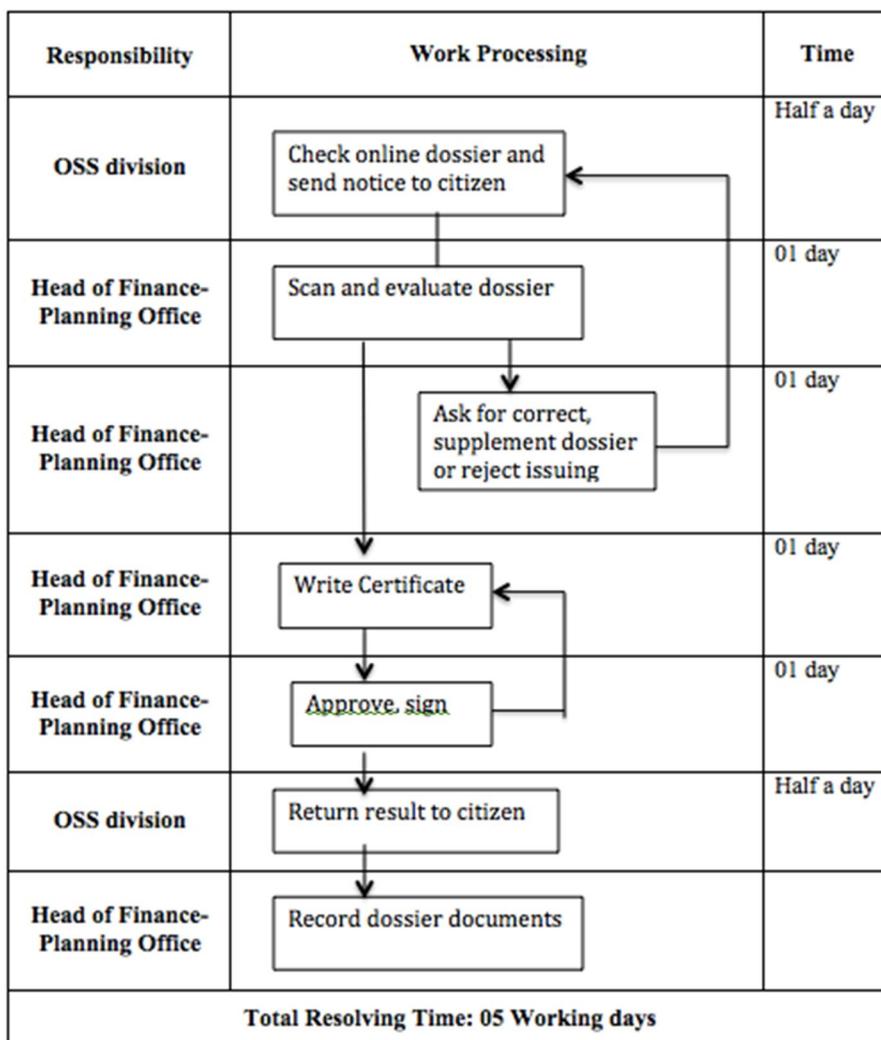


Figure 4: “Business Registration” Procedures

4.2 Demographics Characteristic of Respondents

| Variable | Classification | Frequency | Percentage (%) |
|--------------------------|---------------------------------------|-----------|----------------|
| District | Thai Nguyen | 206 | 46.6 |
| | Pho Yen | 236 | 53.4 |
| Total | | 442 | 100 |
| Types of Services | Issuing ID card | 163 | 36.9 |
| | Issuing certificate of land-use right | 130 | 29.4 |
| | Business Registration | 149 | 33.7 |
| Total | | 442 | 100 |
| Gender | Male | 231 | 52.3 |
| | Female | 211 | 47.7 |
| Total | | 442 | 100 |
| Age group | Less than 25 | 49 | 11.1 |
| | 25-34 years | 112 | 25.3 |
| | 35-49 years | 177 | 40.0 |
| | 50-60 years | 65 | 14.7 |
| | 60 and above | 39 | 8.8 |
| Total | | 442 | 100 |
| Education Level | Can read and write | 5 | 1.1 |
| | Primary/secondary school | 134 | 30.3 |
| | High school | 108 | 24.4 |
| | College/Undergraduate | 82 | 18.6 |
| | Vocational school | 103 | 23.3 |
| | Post Graduate | 9 | 2.0 |
| Total | | 442 | 100 |
| Job | College student | 26 | 5.9 |
| | House-worker/Freelance | 159 | 36.0 |
| | Staff | 49 | 11.1 |
| | Officer/saler | 106 | 24.0 |
| | Manager | 7 | 1.6 |
| | Expert | 52 | 11.8 |
| | Retiree | 43 | 9.7 |
| Total | | 442 | 100 |

Table 4.1: Demographics Characteristic of Respondents

a. In two districts

The data shows that of total 442 respondents, 206 observations are from Thai Nguyen, which account for 46.6% of the total. In Pho Yen, there are 236 observations included, which has 53.4% of the total.

b. Across three services

In the study of 442 samples, 163 people have done “issuing ID card”, accounting for 36,9%; 130 people are related to the field of administrative procedure in “Issuing certificate of land-use right”, representing 29.4% and 149 people with administrative procedures related to the field of “Business Registration”, accounting for 49.60%. Observations from three kinds of services are equally distributed in the sample.

c. Gender

For gender, 231 people are male, occupy 64.80% and 211 are female, account for 35.20% of 442 people who have done the survey.

d. Age group

In terms of age, the data shows that respondents mainly come from two age groups from 25 to 34 and from 35 to under 49 years old, accounting for 25.30% respectively and 40.0%. Hence, by looking at sample studies, it shows that people often dealing with OSS in the province mostly are from middle-age group.

e. Education Level

The sample shows that of 442 observations, citizens who go for administrative procedures are equally coming from all different level of education.

f. Jobs

In the sample for job, most people who request for service are house-worker or Freelancer, account for 36.0%. Second are officers and salers with 24.0%. Staffs, experts and retirees share quite a similar proportion, which are 11.1%, 11.8%, and 9.7% relatively. Managers and college students' are the least.

4.3 Regression analysis and Hypothesis Testing

Multiple linear regression analysis is applied to identify the influence of independent variables on the dependent variable. In order to answer research questions and test the hypothesis, multiple linear regressions is applied to identify the influence of each determinant on the level of citizen satisfaction putting in three different groupings, such as in the whole region, between each of the two districts and across the three services. To conduct the analysis, the study use multiple linear regression with the variables included in the model using Enter the method. Results of each group then are shown and discussed. The research uses the Adjusted R Square to assess the relevance of the research model. Table 4.2 shows the results of R-squared coefficients of exploring determinants of level of citizen satisfaction in 6 regression models which will be discussed in each subunit relatively below:

| Model | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-----------------|--------------------------|-----------------------------------|
| 1 | .278 | .240 | .672 |
| 2a | .275 | .192 | .698 |
| 2b | .343 | .278 | .612 |
| 3a | .081 | -.048 | .511 |
| 3b | .395 | .284 | .598 |
| 3c | .386 | .290 | .808 |

Table 4.2: R-squared coefficients of exploring determinants of level of citizen satisfaction in 6 regression models

4.3.1 Determinants of level of citizen satisfaction in the whole region

The factors include: 3 independent variables (Accessibility, Administrative Procedure, and Staff's Capacity), 19 demographic control variables (District, Services, Age, Gender, Educational level, Job) and 1 dependent variable (Citizen's satisfaction) are included in the regression analysis. General equation is built as follows:

$$\begin{aligned} \text{SAT} = & \mathbf{b_0} + \mathbf{b_1 * F_ACC} + \mathbf{b_2 * F_PRO} + \mathbf{b_3 * F_STA} + \mathbf{b_4 * D_GENDER} \\ & + \mathbf{b_5 * D_DISTRICT} + \mathbf{b_6 * D_ID} + \mathbf{b_7 * D_LAND} + \mathbf{b_8 * D_AGE1} + \\ & \mathbf{b_9 * D_AGE2} + \mathbf{b_{10} * D_AGE3} + \mathbf{b_{11} * D_AGE4} + \mathbf{b_{12} * D_EDU1} + \\ & \mathbf{b_{13} * D_EDU2} + \mathbf{b_{14} * D_EDU3} + \mathbf{b_{15} * D_EDU4} + \mathbf{b_{16} * D_EDU5} + \\ & \mathbf{b_{17} * D_JOB1} + \mathbf{b_{18} * D_JOB2} + \mathbf{b_{19} * D_JOB3} + \mathbf{b_{20} * D_JOB4} + \\ & \mathbf{b_{21} * D_JOB5} + \mathbf{b_{22} * D_JOB6} + \xi \end{aligned}$$

Based on the theoretical basis and the model above, all independent variables are put in regression models and adjusted simultaneously using method Enter. A criterion to select variables is those have significance level below 0.05 (sig. < 0.05)

Results of the Adjusted R square in this model is 0.240 (Table 4.2), which means the regression model constructed has 24% fit to the data set and quite acceptable.

Looking at the Standardized coefficients column, it can be seen that all Beta values do not equal to 0. In order to determine the degree of importance

of the elements involved in the satisfaction level of the citizen, two groups can be selectively divided as:

(1) The Beta values other than 0 has statistical significance (tested two sides, $p < 0.05$). The results have been recorded 2 elements respectively with the standardized coefficient (β) according to the table 4.3 below. Two elements collected here are “Staff’s Capacity” with coefficient value equals 0.256 and “Administrative Procedures” with coefficient value equal 0.196.

| Independent Variable N=442 | Standardized Coefficients | Sig. | Collinearity Statistics | |
|---|---------------------------|------|-------------------------|-------|
| | | | Tolerance | VIF |
| Accessibility | -.068 | .196 | .628 | 1.594 |
| Administrative Procedure | .196 | .002 | .434 | 2.302 |
| Staff’s Capacity | .256 | .000 | .538 | 1.860 |
| - Dependent Variable: Level of satisfaction for the service in general - District, Service, Gender, Age, Job, and Education level variables are all controlled in the model. | | | | |

Table 4.3: Standardized Coefficient of exploring determinants of level of citizen satisfaction in the whole region model

(2) The Beta value is other than 0 and has no statistical significance (tested two sides, $p > 0.05$). Here is the “Accessibility” factor. Also, all other dummy control variables are also given with no statistical significance. These variables are hence, understood that they made no significant influence on the level of citizen satisfaction.

Interpretation: "Staff's Capacity" is one factor has the greatest influence to the satisfaction of people for administrative services at OSS agencies at DCPs of Thai Nguyen province (as having the biggest regression coefficient). Positive sign of significant beta coefficient implies the "same direction" relationship between the element "Staff's Capacity" and "Satisfaction". This means that the higher the professional quality, capacity and attitude when serving the people of the civil servants, the higher the satisfaction level of the people it becomes. Result of regression coefficient was 0.256 (standardized coefficient) means if increasing the satisfaction level of "Staff's Capacity" on the first unit of the standard deviation, the satisfaction level of people increases 0.256 units of standard deviation, therefore hypothesis H3 is accepted.

"Administrative Procedure" is the second factor has influence to the level of citizen satisfaction for administrative services. Positive sign of significant beta coefficient also implies the same direction relationship between the factor and the "Satisfaction" variable. Therefore, when citizen feel that the administrative procedures under OSS is improved towards more simplified and convenient, the satisfaction level of the people is increasing. Results of regression coefficient was 0.196 means while increasing the satisfaction level of "Administrative Procedures" factors by one unit of the standard deviation, satisfaction level of people increases 0.196 units of standard deviation, therefore hypothesis H2 is accepted.

"Accessibility", in the other hand, shows no significant influence on the level of citizen satisfaction. Therefore, H1 is not supported.

- *Hypothesis testing results: H1 is rejected; H2 and H3 are both accepted.*

4.3.2 Determinants of level of citizen satisfaction in each of district

The group of determinants of level of citizen satisfaction in each district is also tested in this section. Two regression models are run relatively to identify the elements of satisfaction in each region and to see if there is any different in term of influence level of the determinant between these two.

The factors include: 3 independent variables (Accessibility, Administrative Procedure, and Staff's Capacity), 18 demographic control variables (Services, Age, Gender, Educational level, Job) and 1 dependent variable (Citizen's satisfaction) are included in the regression analysis. General equation is built as follows:

$$\begin{aligned} \text{SAT} = & \mathbf{b_0} + \mathbf{b_1 * F_ACC} + \mathbf{b_2 * F_PRO} + \mathbf{b_3 * F_STA} + \mathbf{b_4 * D_GENDER} + + \\ & \mathbf{b_5 * D_ID} + \mathbf{b_6 * D_LAND} + \mathbf{b_7 * D_AGE1} + \mathbf{b_8 * D_AGE2} + \mathbf{b_9 * D_AGE3} \\ & + \mathbf{b_{10} * D_AGE4} + \mathbf{b_{11} * D_EDU1} + \mathbf{b_{12} * D_EDU2} + \mathbf{b_{13} * D_EDU3} + \\ & \mathbf{b_{14} * D_EDU4} + \mathbf{b_{15} * D_EDU5} + \mathbf{b_{16} * D_JOB1} + \mathbf{b_{17} * D_JOB2} + \\ & \mathbf{b_{18} * D_JOB3} + \mathbf{b_{19} * D_JOB4} + \mathbf{b_{20} * D_JOB5} + \mathbf{b_{21} * D_JOB6} + \xi \end{aligned}$$

a. In Thai Nguyen

Using data set of Thai Nguyen district only (with N = 206), the results of this multiple linear regression analysis for the variables shows that the Adjusted R square in this model is 0.192, which means the regression model constructed has 19,2% fit to the data set, which is smaller than the first model

but still quite acceptable (Table 4.2).

Standardized coefficients of each determinant of Model 2a is presented in the Table 4.4 below. It can be seen clearly that all Beta values do not equal to 0. In order to determine the degree of importance of the elements involved in the satisfaction level of the citizen, two groups can be selectively divided as: (1) The Beta values other than 0 has statistical significance (tested two sides, sig. <0.05). The results have been recorded 2 elements respectively with the standardized coefficient (β) according to the table 4.4 below. Only one variable can be collected here is the “Staff’s Capacity” (sig.=0.002 < 0.05) with coefficient value = 0.272.

| Independent Variable N=206 | Standardized Coefficients | Sig. | Collinearity Statistics | |
|---|---------------------------|------|-------------------------|-------|
| | | | Tolerance | VIF |
| Accessibility | -.017 | .844 | .509 | 1.965 |
| Administrative Procedure | .134 | .168 | .422 | 2.369 |
| Staff’s Capacity | .272 | .002 | .533 | 1.874 |
| - Dependent Variable: Level of satisfaction for the service in general - Service, Gender, Age, Job, and Education level variables are all controlled in the model. | | | | |

Table 4.4: Standardized coefficient of exploring determinants of level of citizen satisfaction in Thai Nguyen

(2) The Beta value other than 0 with no statistical significance (tested two sides, $p > 0.05$) are Accessibility variable and Administrative Procedure variable.

Interpretation: "Staff's Capacity" is the one and only factor has the influence to the satisfaction of people for administrative services at OSS agencies at DCPs of Thai Nguyen province. Positive sign of significant beta coefficient implies the "same direction" relationship between the element "Staff's Capacity" and "Satisfaction". That means, when people feel that the capacity and attitude of the staffs serving under OSS at DPC of districts in Thai Nguyen province is improved towards a more professional and supportive way, the satisfaction level of the people is also increasing. Result of standardized regression coefficient was 0.272 means if increasing the satisfaction level of "Staff's Capacity" on the first unit of the standard deviation, the satisfaction level of people increases 0.272 units of standard deviation, therefore hypothesis H3 is accepted.

"Accessibility" and "Administrative Procedures", in this case, have shown no significant influence on the level of citizen satisfaction. Therefore, both H1 and H2 are not supported.

- *Hypothesis testing result: H1 and H2 are rejected; H3 is accepted*

b. In Pho Yen

The Adjusted R square in Model 2b is 0.278, which means the regression model constructed has 27,8% fit to the data set and quite acceptable (Table 4.2). Data set of Pho Yen district includes 236 observations. The results of this

multiple linear regression analysis for the variables are shown through the following tables:

| Independent Variable N=236 | Standardized Coefficients | Sig. | Collinearity Statistics | |
|--|---------------------------|------|-------------------------|-------|
| | | | Tolerance | VIF |
| Accessibility | -.052 | .416 | .754 | 1.326 |
| Administrative Procedure | .207 | .005 | .582 | 1.719 |
| Staff's Capacity | .212 | .003 | .625 | 1.599 |
| <p>- Dependent Variable: Level of satisfaction for the service in general</p> <p>- Service, Gender, Age, Job, and Education level variables are all controlled in the model.</p> | | | | |

Table 4.5: Standardized coefficient of exploring determinants of level of citizen satisfaction in Pho Yen

Looking at the Standardized coefficients column, it can be seen that all Beta values do not equal to 0. In order to determine the degree of importance of the elements involved in the satisfaction level of the citizen, two groups can be selectively divided as:

(1) The Beta values other than 0 has statistical significance (tested two sides, sig. <0.05). The results have been recorded 2 elements respectively with the standardized coefficient (β) according to the table 4.5 below. Two variables can be collected here is the “Staff’s Capacity” (sig.=0.003 < 0.05) and the “Administrative Procedures” (sig.=0.05 < 0.005).

(2) The “Accessibility” again, shows that it has no statistical significance

and is rejected.

Interpretation: Two determinants of citizen satisfaction are found here, which are "Staff's Capacity" and "Administrative Procedures". As their standardized coefficients are quite similar in size, both of the factors are seen to share same influence on the satisfaction level. "Staff's Capacity" has slightly higher influence on the satisfaction of people for administrative services at OSS agencies at DCPs of Thai Nguyen province (as having the bigger regression coefficient). Positive sign of significant beta coefficient implies the "same direction" relationship between the element "Staff's Capacity" and "Satisfaction". That means, when people feel that the capacity and attitude of the staffs serving under OSS at DPC of districts in Thai Nguyen province is improved towards a more professional and supportive way, the satisfaction level of the people is also increasing. Result of regression coefficient was 0.212 (standardized coefficient) means if increasing the satisfaction level of "Staff's Capacity" on the first unit of the standard deviation, the satisfaction level of people increases 0.212 units of standard deviation, therefore hypothesis H3 is accepted. It works exactly the same to "Administrative Procedure" factor. Therefore hypothesis H2 is also accepted.

"Accessibility", in this case, shows no significant influence on the level of citizen satisfaction. Therefore, H1 is not supported.

- *Hypothesis testing result: H1 is rejected. H2 and H3 are both accepted.*

4.3.3 Determinants of level of citizen satisfaction across the three services

The data set is now divided into three groups as three types of services (regarded as Model 3a, 3b, 3c respectively). The group of determinants of level of citizen satisfaction in each service is also tested and explored in this section. Three regression models are run relatively to identify the elements of satisfaction in each service and to see if there is any different in term of influence level of the determinant to the level of citizen satisfaction among these three.

The factors include: 3 independent variables (Accessibility, Administrative Procedure, and Staff's Capacity), 17 demographic control variables (District, Age, Gender, Educational level, Job) and 1 dependent variable (Citizen's satisfaction) are included in the regression analysis. General equation is built as follows:

$$\begin{aligned} \text{SAT} = & \mathbf{b_0 + b_1 * F_ACC + b_2 * F_PRO + b_3 * F_STA + b_4 * D_GENDER} \\ & + \mathbf{b_5 * D_AGE1 + b_6 * D_AGE2 + b_7 * D_AGE3 + b_8 * D_AGE4 +} \\ & \mathbf{b_9 * D_EDU1 + b_{10} * D_EDU2 + b_{11} * D_EDU3 + b_{12} * D_EDU4 +} \\ & \mathbf{b_{13} * D_EDU5 + b_{14} * D_JOB1 + b_{15} * D_JOB2 + b_{16} * D_JOB3 +} \\ & \mathbf{b_{17} * D_JOB4 + b_{18} * D_JOB5 + b_{19} * D_JOB6 + b_{20} * D_DISTRICT + \xi} \end{aligned}$$

a. Issuing ID card

The Adjusted R Square is used to assess the relevance of the research model. However, in Model 3a, it is negative with the value of -0.048 (Table 4.2), which means the regression model constructed is weak and not relevant

with the data set.

Using data set of “Issuing ID card” respondents only (with N = 163), the results of this multiple linear regression analysis for the variables are shown through the following table:

| Independent Variable N=163 | Standardized Coefficients | Sig. | Collinearity Statistics | |
|--|---------------------------|------|-------------------------|-------|
| | | | Tolerance | VIF |
| Accessibility | .064 | .491 | .750 | 1.333 |
| Administrative Procedure | -.010 | .910 | .887 | 1.127 |
| Staff's Capacity | .109 | .230 | .786 | 1.273 |
| - Dependent Variable: Level of satisfaction for the service in general - District, Gender, Age, Job, and Education level variables are all controlled in the model. | | | | |

Table 4.6: Standardized coefficient of exploring determinants of level of citizen satisfaction in “Issuing ID card” service

Looking at the Standardized coefficients column of table 4.6, it can be seen that though all Beta values do not equal to 0 but no value of these is shown statistically significant. Hence, in this service, no determinant is collected as being influenced on the level of citizen satisfaction.

Interpretation: All three exploring independent variables show no statistical significant, therefore none of them is taken as determinant of level of the citizen satisfaction in this service.

- *Hypothesis testing result: H1, H2 and H3 are all rejected.*

b. Issuing Certificate of Land-use right

Using data set of “Issuing Certificate of Land-use right” respondents only (with N = 130), the result in table 4.2 has shown that the Adjusted R square of this Model 3b is 0.284, which means the regression model constructed has 28,4% fit to the data set and quite acceptable.

In the other hand, as the Standardized coefficients column presented in table 4.7 below show that all Beta values do not equal to 0, hence, to determine the degree of importance of the elements involved in the satisfaction level of the citizen, two groups are selectively divided as:

(1) The Beta values other than 0 has statistical significance (tested two sides, sig. <0.05). The results have been recorded 2 elements respectively with the standardized coefficient (β) according to the table 4.7. Only one variable can be collected here is the Administrative Procedures (sig.=0.04 < 0.005).

(2) The Beta values other than 0 has no statistical significance (tested two sides, sig. >0.05). In this service, the Accessibility variable and Staff’s Capacity variable both show that these two have no statistical significance.

| Independent Variable N=130 | Standardized Coefficients | Sig. | Collinearity Statistics | |
|-------------------------------|---------------------------|------|-------------------------|-------|
| | | | Tolerance | VIF |
| Accessibility | .180 | .174 | .320 | 3.121 |
| Administrative Procedure | .397 | .004 | .308 | 3.249 |

| | | | | |
|---|------|------|------|-------|
| Staff's Capacity | .091 | .472 | .348 | 2.870 |
| <p>- Dependent Variable: Level of satisfaction for the service in general</p> <p>- District, Gender, Age, Job, and Education level variables are all controlled in the model.</p> | | | | |

Table 4.7: Standardized coefficient of exploring determinants of level of citizen satisfaction in “Issuing Certificate of Land-use right” service

Interpretation: For “Issuing Certificate of Land-use right” service, "Administrative Procedure” is the one and only factor that are found to be influential on the level of citizen satisfaction. Positive sign of significant beta coefficient also implies the same direction relationship between the factor and the "Satisfaction" variable. Therefore, when citizen feel that the administrative procedures under OSS is improved towards more simplified and convenient, the satisfaction level of the people is increasing. Results of regression coefficient was 0.394 means while increasing the satisfaction level of “Administrative Procedures” factors by one unit of the standard deviation, satisfaction level of people increases 0.394 units of standard deviation, therefore hypothesis H2 is accepted.

- *Hypothesis testing result: H1 and H3 are rejected; H2 is accepted.*

c. Business Registration

In Table 4.2, the Adjusted R square of this model is 0.290, which means the regression model constructed has 29,0% fit to the data set and quite acceptable.

Using data set of “Business Registration” respondents only (with N = 149),

it can be seen that all Beta values do not equal to 0 (Table 4.8). With the Beta coefficients, which have value other than 0 and statistical significance (tested two sides, sig. <0.05), the result has recorded only 1 element to be significant, which is the Staff's Capacity (sig.=0.001 < 0.005).

| Independent Variable N=149 | Standardized Coefficients | Sig. | Collinearity Statistics | |
|--|---------------------------|------|-------------------------|-------|
| | | | Tolerance | VIF |
| Accessibility | -.142 | .087 | .712 | 1.404 |
| Administrative Procedure | .032 | .771 | .403 | 2.482 |
| Staff's Capacity | .414 | .001 | .351 | 2.849 |
| - Dependent Variable: Level of satisfaction for the service in general - District, Gender, Age, Job, and Education level variables are all controlled in the model. | | | | |

Table 4.8: Standardized coefficient of exploring determinants of level of citizen satisfaction in “Business Registration” service

In this service, the variables, which have Beta values other than 0 and are not statistical significance (tested two sides, sig. >0.05), are Accessibility variable and Administrative Procedure variable.

Interpretation: "Staff's Capacity" is the one and only factor has the influence to the satisfaction of people for administrative services at OSS agencies at DCPs of Thai Nguyen province. Positive sign of significant beta coefficient implies the “same direction” relationship between the element "Staff's Capacity" and "Satisfaction". That means, when people feel that the

capacity and attitude of the staffs serving under OSS at DPC of districts in Thai Nguyen province is improved towards a more professional, responsible and supportive way, the satisfaction level of the people is also increasing significantly. Result of standardized regression coefficient was 0.414 means if increasing the satisfaction level of “Staff’s Capacity” on the first unit of the standard deviation, the satisfaction level of people increases 0.414 units of standard deviation, therefore hypothesis H3 is accepted.

“Accessibility” and “Administrative Procedures”, in this case, have shown no significant influence on the level of citizen satisfaction. Therefore, both H1 and H2 are not supported.

- *Hypothesis testing result: H1 and H2 are rejected; H3 is accepted.*

CHAPTER 5: DISCUSSION OF RESULTS

5.1 General results

By dividing data set into groups and running multiple linear regressions, the study are able to gather the results and record the general results of hypothesis testing as presented in table 5.1 below.

| Model | 1 | 2a | 2b | 3a | 3b | 3c |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| H1: Accessibility => Satisfaction | | | | | | |
| Testing results | <i>rejected</i> | <i>rejected</i> | <i>rejected</i> | <i>rejected</i> | <i>rejected</i> | <i>rejected</i> |
| H2: Procedures => Satisfaction | | | | | | |
| Testing results | accepted | <i>rejected</i> | accepted | <i>rejected</i> | accepted | <i>rejected</i> |
| H3: Staff's Capacity => Satisfaction | | | | | | |
| Testing results | accepted | accepted | accepted | <i>rejected</i> | <i>rejected</i> | accepted |

Table 5.1: Hypothesis Testing Results

One similar thing can be noticed in the table result is that while “Procedures” and “Staff’s Capacity” were proved to be significant determinants of satisfaction variables in one or other districts or services, all hypothesis of “Accessibility” factor was rejected. It means the “Accessibility” does not significantly influence the level of citizen satisfaction and therefore, did not play as a determinant of the level of citizen satisfaction of any group.

Reason for this can be explained by looking at the sources people in the province usually access to get the information of services. When they need to have their work done, the citizens normally go to the OSS agencies to see the information board or ask their other people or friends, whom already did it, to

get the information and then prepare for the dossiers and procedures required, rather than using other types of sources, such as Internet, to get the information that they want. Therefore, though in both districts, information of three types of service are available on the website of DPCs to access, the citizens does not seem to actively use it and also, this means of accessing itself are not widely spread and introduced by the authority to the citizens to use. About 72.4% of the respondents answered to obtain the information at the agencies despite the fact that they can get the information more easily and sufficiently from other different sources. This result show that the people consistently do not care about how convenient or easy of the service's accessibility, going to the administrative office or asking others have become a habit of the citizen for years. Hence, this factor does not necessarily influence their satisfaction on the service quality.

| Sources | Frequency | Percent (%) |
|--|------------------|--------------------|
| By information providing by other people | 48 | 10.9 |
| At the licensing office | 321 | 72.6 |
| From the mass media | 19 | 4.3 |
| From the internet | 11 | 2.5 |
| Other forms | 43 | 9.7 |
| Total | 442 | 100.0 |

Table 5.2: Sources using to access service's information

In short, this study starts from the basis theory of satisfaction, customer satisfaction with the quality of service in general as well as the satisfaction of citizens with quality of public services in particular; of many research models from the world and from Vietnam. Hence, this study inherited a lot of knowledge from theory and prior studies and the general results showing were not much different as in the literature review, all studies indicate that the

“Procedures” and “Staff’s Capacity” are the two factors that have the most impact on satisfaction level of citizen toward the quality of public administrative services.

5.2 Answering Research Questions

a. Determinants of level of citizen satisfaction in the whole region at district level

The first research question can be answered as “Staff’s Capacity” and “Administrative Procedure” are the two determinants that influence the level of citizen’s satisfaction toward the quality of public administrative services

The result has found two determinants that affect the level of citizen satisfaction toward service’s quality, which are “Staff’s Capacity” and “Administrative Procedure” with the value of Beta coefficients 0.256 and 0.196 relatively. The capacity of staff serving in the agencies shows a higher impact on the satisfaction level comparing to administrative procedures and regulations of these administrative services. Hence, during the process of serving citizens, the attitude, capacity, level of assistance and support of the staffs showing are significantly important and directly influence on how the people rate the quality of services. The more professional, supportive and caring of the staff, the higher satisfaction the citizen feel about the service quality.

b. Determinants of level of citizen satisfaction in each of the two districts

The second research can be answered as the determinants differently influence the level of citizen’s satisfaction in different region.

In Pho Yen, the result has suggested two determinants, which are “Staff’s Capacity” and “Administrative Procedures”. Meanwhile in Thai Nguyen, only one determinant collected is “Staff’s Capacity”. The “Staff’s Capacity” once again takes the most influence factor in both case and as in the first result explained above. The difference in the satisfaction components here is the significance of “Administrative Procedure” in Pho Yen and its insignificance in Thai Nguyen. What can be explained here is that as in Thai Nguyen, at the DPC where modern OSS model has been operated and applied for-use for seven years (since 2008), the citizens there have already been used to the procedures and regulations of the services in general. Therefore, there is no significant impact of the “procedures” factor on level of satisfaction in Thai Nguyen. Only the “staff’s capacity” matters.

While in Pho Yen, a type II district, OSS has only been started to operate in early 2014. The citizens in the district may find the new OSS model with the help of information technology at the agencies, though may create a more efficient way to process service, still new and not yet be adapted to it. And as the model has already been taken place here in the OSS agency of Pho Yen’s DPC, the procedures now matter and along with the support and capacity of the staffs serving there, both factors are significantly contribute to the level of satisfaction of the people when they come for the services here.

c. Determinants of level of citizen satisfaction among the three services

The third research question can be answered as the determinants differently influence the level of citizen’s satisfaction in different service.

In this section, the results have been showing some interesting results. Exploration in the first service “Issuing ID card”, no determinant has been found to be relevant to the satisfaction level. Explanation for this can be made here is that as the service itself has long been a very familiar service to citizen, the perception of the citizen when doing this kind of service has been quite stable and not easy to be influenced.

However, in the other two services, it has shown two different results. For “Issuing Certificate of Land-use right” service, “Administrative Procedures” is found to be the only determinant of citizen satisfaction level. In the other hand, for “Business Registration” service, the only determinant found is “Staff’s Capacity”. The difference can be explained by looking at different nature of the two services as well as at the objectives people who often go for each service.

Since “Issuing Certificate of Land-use right” is the type of service that provides people the ownership over land, any citizen can have demand to acquire it. Also, in most of the case, individuals rather than organizations are the main objectives that request for this. Hence, a simple and easy-to-understand system of regulations, with a reasonable time resolving and fees is needed for every people coming from different level of education to easily prepare and follow. Also, by comparing mean values of each indicator of this factor between two services (this service versus Business Registration service), it can be seen that most of the value of this service is having lower satisfaction level from citizen compared to the other service (Table 5.3).

| Group Statistics | | | | | |
|--|------------------------------------|--|------------------------------------|----------------|------|
| Indicators | Service type | N | Mean | Std. Deviation | S E |
| | | Publicity and transparency of the procedures | Issuing land-use right certificate | 130 | 3.66 |
| Business Registration | 149 | | 3.77 | .586 | .048 |
| Favorable level of regulations in its requirements, conditions, time resolving | Issuing land-use right certificate | 130 | 3.44 | .659 | .058 |
| | Business Registration | 149 | 3.76 | .577 | .047 |
| Official fee charges | Issuing land-use right certificate | 130 | 3.55 | .529 | .046 |
| | Business Registration | 149 | 3.88 | .544 | .045 |

Table 5.3: Comparing mean values of Administrative Procedure indicators between two districts

It might be understandable as among three types of services, “Issuing Certificate of Land-use right” has always been the most complicated services. Having a simple, favorable and easy-to-follow regulations and procedures might become the most concern of the citizen while requesting for this service. It would be the reason why in this service, only the procedure is the main determinant that make impact on their satisfaction for the services.

“Business Registration”, in another hand, is a type of the service that serves for the needs of business organizations. These groups of people, in a way, can be seen as having a higher educational level comparing to those who go for the issuance of land-use right. Also, based on the nature of their works, they might have more than one experience with the registration procedures. Therefore, procedure might not be their concern while doing the service. However, staff’s attitude and capacity along with sufficient number of them

serving in the office may be influence factor for their satisfaction. One of the reasons is about “time-resolving”. The faster the business-owners can have their registration done, the better and more efficient for them to start with the business. Therefore, they would rely more on how well the staffs understand their request and how sufficient number of staffs to serve is in order to see how fast their work can be preceded. Another reason can be used to explain the result here is that the attitude of staffs. This can be one factor that subjectively affects the feeling of people when they go for the service. As mentioned above, people who go for this type of service may stand chance to have more experience of having done it before than other services and also, they may request it at different the districts, cities of the province or, of the country. With not many differences in the regulations and procedures among regions, the feeling of how the staffs support and fulfill their request at the office, the attitude and their skills they perform might make significant influence on their satisfaction over the service.

d. Recommendations

In general, both factors which are “Staff Capacity” and “Administrative Procedure” are important in determining satisfaction of citizen in the province at OSS agencies at district level. Take that into consideration, recommendations are then suggested in below as to answer to the fourth research question.

(1) Staff’s Capacity

As the Staff’s Capacity factor significantly influences people satisfaction in 4 out of 6 testing groups, this result confirms the important role of the

human factor in all operations to achieve service's quality and public administrative service's quality in particular. Hence, there is a need of having a high quality and professional staffs who directly interact, support and assist citizens when they go to the agency to request any service. Some suggestions for the authorities and leaders of the districts and province to take into considerations are:

- Encouraging civil servants to self-improve as well as promoting training, retraining over time to improve their skills, and especially to form a habit of using and applying information technology software and facilities while resolving works.

- Improving the efficiency of monitoring and feedback mechanisms citizens. Designing an Evaluation and Feedback system online for the citizens to access and leave their rating and comments. The system should be very specific on what kinds of services that the citizens have done and on how they feel about the public servants who serve them at the OSS agencies. The system will help the administrators to constantly keep track with how the people feel about the quality of service and also about quality of the service's providers. Even though there already have the mail-box for citizens to send feedbacks physically located at the OSS agency in both DPC, it will be more convenient and less sensitive for the citizen to leave comments anonymously and to express what they really perceive after using one particular service.

- More specifically, as the results of exploring the determinants of satisfactions in "Business Registration" showed that "Staff's Capacity" does have significant influence on the satisfaction level, the leaders in this district

may want to shift the staff with high professional skill and well experience to serve the citizen and handle expertise affairs of this service, while the ones with lower capacity should handle the simpler tasks or serve for a simpler administrative services.

| Group Statistics | | | | | |
|------------------------------------|-------------|-----|------|----------------|-----------------|
| | District | N | Mean | Std. Deviation | Std. Error Mean |
| Staff's serving attitude | Thai Nguyen | 206 | 3.62 | .650 | .045 |
| | Pho Yen | 236 | 4.13 | .615 | .040 |
| Staff's capacity | Thai Nguyen | 206 | 3.88 | .752 | .052 |
| | Pho Yen | 236 | 4.33 | .667 | .043 |
| Adequate Number of staffs to serve | Thai Nguyen | 206 | 3.35 | .799 | .056 |
| | Pho Yen | 236 | 3.61 | .761 | .050 |

Table 5.4: Comparing mean values of Staff's Capacity indicators

between two districts

- Arranging appropriate number of staffs to handle requests from citizens can also be another solution, especially in Thai Nguyen DPC, where the demand for resolving administrative services is high as the region is a provincial city with densely population and a number of socio-economic activities that require doing administrative services. By comparing mean values of each indicator to determine satisfaction level of citizen for “Staff’s Capacity” factor (Table 5.4), one thing can be noticed is that people in Thai Nguyen are not very satisfied with “Adequate number of staff to serve” in the office. It implies that there is a demand for addition staffs to assist in order to handle and serve the people in a timely manner when they come for the service. It reduces the time they have to wait to be in turn and help to increase

the satisfaction of the people.

In general, all recommendations above are aiming at ensuring the efficiency of the staffs with higher skills and profession in handling expertise affairs. It is also needed to improve accountability and sense of discipline of public employees and officials on their duty performances.

(2) Administrative Procedures

Procedures should be simplified to make it easier for the citizen to follow and especially, more transparent to avoid corruption to happen. Information on administrative procedures, forms have to be updated regularly as well as be ensured about its accuracy in order to avoid the situation when the process and procedure have been changed but there is no public announcement to the people.

Another important thing that needs to be done is reviewing all administrative procedures, which are cumbersome and unnecessary to remove, along with the classification system of administrative procedures divided by sector.

On the other hand, there is a need to study and consult with provincial leadership and the relevant departments to solve the difficulties and problems of people for the paperwork and to eventually better serve the needs of citizens. In “Certificating of Land-use right” service analysis, the procedure is a one and only factor that make influence on citizen satisfaction. One of the reasons is because the procedures and regulations in this service are quite complex and takes quite a long time to resolve. Hence, the authority should be aware about this to further coordinate with other involving departments (Department of

Natural Resource and Environment, Tax Agency) to simplify and remove unnecessary procedures, and to create a more effective coordination mechanisms to handle and resolve citizen's affairs regarding land administration problems.

(3) Accessibility

Another thing should be to enhance is the Accessibility.

Upgrading infrastructure, providing modern equipment is necessary. This issue should be paid more attention by PC at all levels. In the future, the operation of OSS towards modernization should be expanded to grassroots level.

Besides, though this factor did not significantly influence the satisfaction level, all the systems that have been invested but been used inefficiently by the citizen are considered as an unsuccessful implementation of the authority with the aim of upgrading OSS into modernized OSS with the assisting of information technology. Those radical lookup system fitted is now a waste. People should know how to access to Internet and process their own request. Therefore, the authority should implement a program to instruct the citizen to use and to exploit the utility to the fullest. For example, holding propaganda and disseminate the legislation about public services in various fields of public administration using all means of forms. Several ways can be done such as publishing newly contents of legal documents on the website, web portal of the agency; publicly posting in the information board at the headquarters of the agency, or handing out leaflets to citizens while they go to the office for service, or announcing either through the radio system or local TV to bring

timely information to the people in the province.

CHAPTER 6: CONCLUSION

6.1 Summary of the study

The purpose of this study is to measure the factors that affect the level of citizen's satisfaction with the quality of public administrative service under the OSS at district level in Thai Nguyen province, Vietnam. From the reference model studies of the level of satisfaction of the people and the research results from both domestic researchers in the country as well as from other foreign researchers, the study has pointed out the factors that affect people's satisfaction with quality of public administration services at two different regions in the province, and among three different services.

Among three exploring factors proposed in the initial research model, which are “Accessibility”, “Administrative Procedures” and “Staff’s Capacity”, factor “Staff’s Capacity” are found to have the most impact on the satisfaction level of the citizen in most of regions and services, which again emphasize the role of human capacity in handling and bringing the quality of service. Following is “Administrative Procedures”, this factor also influences significantly on the satisfaction level of citizens in both districts and in “Certificate of Land-use right” service. “Accessibility”, however, is proved to be not a significant determinant of the satisfaction level. The differences of relative influence of each factor on satisfaction level are then explained based on the characteristic of each region and of each service. Hence, it can be said that the component of determinants of citizen satisfaction level are different depending on the service implementation in each location and in each type of

services.

At the end of the study, based on the findings along the analysis, the author has made some policy implications to improve the quality of OSS agency at the local for the authority in the province, the leaders of the DPC in both districts.

6.2 Limitations of the study

Firstly, this research thesis focused research is a narrow range of administrative services in the areas of only two districts, with limitations in terms of administrative boundaries, and differences in perception, education level, characteristics of each locality. Therefore, it will be different in the perception and evaluation of the people. There is a need for more research in order to be able to better compare with other localities in regions and there is also an open direction for further research.

Second, the factors that impact on people's satisfaction often change frequently, constantly to suit the reality while this research is suitable only in the short term, but long-term need for research improve to serve the long-term strategy. Besides, there may be underlying factors not be detected in this study. This is a direction for further research in order to adjust and add new elements to the model studies.

Third, research groups aiming in the thesis focuses primarily on individuals, organizations using public administration services. It did not take into consideration for research other groups such as disabilities and other

ethnicity groups in the region.

Fourth, Adjusted R - squared coefficient in all testing models of the study were low (<40%), partly due to the survey data was not good enough as the respondents. In another hand, there may still have other factors affecting the satisfaction of the people for the service quality of public administration under the OSS that the author has not discovered, this is the direction for the next study search and included in the model.

Fifth, as the respondents had to reveal their identity in the questionnaires, there might exist concerns about the honesty, truthfulness and reliability of the survey quality.

6.3 Directions for next researches

Based on the limited presence achieved and of the subject, the study recommended further research next instruction as follows:

First, prior research conducted by interviewing people, authors should better prepare qualitative research step, to clarify the research objectives with the people so that they respond more comfortably and from that the results will be more accurate.

Second, the subsequent studies need larger sample size. The larger the sample size, the more accurate of the study is. Also, using better survey methods, data collection, and data processing method to ensure the reliability, validity of measurement scales as well as the accuracy of the research results.

Third, to further explore and to fully understand the factors that affect people's satisfaction toward the quality of administrative services, later research should be conducted on a larger scale, with multiple unit types at many levels and in much different geography.

CONCLUSION

The Government of Vietnam has been continuously piloting a number of remedies to enhance the reputation of the state apparatus to the people with the hope of creating a new operational mechanism, in which the accountability of apparatus governments at all levels is expected to be strengthened. It is also important to realize that the success of leaders of governments basically depends on the trust of people towards the governors, on how well they evaluate policy-making and the management system, rather than depend on the power of the state agencies that has long been abused. Therefore, amendment of the apparatus mechanisms to achieve higher prestige to the citizen is obviously a very good step to do in the reform process of state administration.

The satisfaction of the people for the service quality of public administration is both objective and motivation to accelerate the process of administrative reform, and thereby to assess the satisfaction and trust of the citizens with public authorities, reinforcing confidence of people in the Party and State of Vietnam. As OSS model has been designed to implement the administrative modernization started in the 1980s inspired by the main principles of New Public Management, it aims to be citizen-focused and expected to breaking with the traditional slow and bureaucratic delivery, following a principle of concentration, accessibility, simplification and speed

of response, in order to deliver better service quality and improve the relationship between administrations and citizens. In a time of increasing budgetary constraints and demands from society – citizens and organizations – in relation to Public Administration, one of its major challenges is the creation of more value. This implies satisfying citizens' demands with greater effectiveness, minimizing costs on the basis of an increased efficiency, and eventually, creating more value to society.

As the country is now focusing on building a socialist State ruled by law “of the people, by the people and for the people”, this thesis dissertation as assessing and studying the “Determinants of citizen’s satisfaction to the quality of public administration services – A case study of OSS model at district level in Vietnam”, hopefully has contributed as an useful and valuable analysis for the evaluation and policy-making process to promote administrative reform in the two districts in the research in particular and in Thai Nguyen province in general.

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| | | |
|---|--|-----------------------------------|
| | 3. Ok/so so | |
| 4. How do you find the infrastructure, equipment at the office? | 1. Very poorly equipped 2. Poorly equipped 3. Ok/so-so | 4. Satisfied 5. Very satisfied |
| 5. Please rate your level of satisfaction for the accessibility of the service? | 1. Very dissatisfied 2. Dissatisfied 3. Ok/so-so | 4. Satisfied 5. Very satisfied |

| II. Procedures | | |
|--|---|---|
| Questions | Options for Answer | |
| 6. Are the regulations about the procedures fully and clearly provided? | 1. Very lacking and very unclear 2. Lacking and unclear 3. Ok/so-so | 4. Quite fully and clearly provided 5. Very fully and clearly provided |
| 7. How convenient and reasonable do you find about regulations of required documents, requirements, conditions, time to resolve? | 1. Very complicated and trouble-some 2. Complicated, unreasonable 3. Ok/so-so | 4. Easy 5. Very easy and convenient |
| 8. Is the level of fee charging of the service reasonable? | 1. Very unreasonable 2. Unreasonable 3. Ok/so-so | 4. Reasonable 5. Very reasonable |
| 9. Please rate level of satisfaction for service's procedure? | 1. Very dissatisfied 2. Dissatisfied 3. Ok/so-so | 4. Satisfied 5. Very satisfied |

| III. Staff's Capacity and Serving | | |
|---|---|--|
| Questions | Options for Answer | |
| 10. How do you find staff's attitude and enthusiasm while resolving the service? | 1. Bossy, trouble-some 2. Lack of enthusiasm 3. So-so | 4. Enthusiastic, caring 5. Very enthusiastic, caring, considerate |
| 11. How do you find about capacity of the staffs? | 1. Very weak 2. Weak 3. Ok/so-so | 4. Good 5. Excellent |
| 12. Do you think the number of staffs in the office is sufficient to resolve the service? | 1. Very insufficient and unable to serve well 2. Insufficient 3. Ok/so-so | 3. Sufficient 4. Very sufficient and well-served |
| 13. Please rate your level of satisfaction about staff's capacity and serving for the | 1. Very dissatisfied 2. Dissatisfied 3. Ok/so-so | 4. Satisfied 5. Very satisfied |

| | | |
|----------|--|--|
| service? | | |
|----------|--|--|

| IV. Result of resolved services | | |
|---|---|---|
| Questions | Options for Answer | |
| 14. During the time while service is processed, have you been required to supplement other documents, which are not listed in the regulation? | 1. Many times 2. Quite a number of times | 3. Sometimes 4. Never |
| 15. How do you find about the time of resolving service? | 1. Very slow 2. Slow | 3. On-time 4. Early on-time |
| 16. Out of the official fees, do you pay for any unofficial extra fee? | 1. Yes 2. No | 3. If possible, please specify the amount?..... - voluntarily given - suggested by staffs?..... |
| 17. How do you find about complaints and feedback mechanism? | 1. No processing at all 2. Lack of responsibility 3. Ok/so-so | 4. Responsible 5. Very responsible and informative 6. No feedback or complaint |
| 18. Please rate your level of satisfaction over the service's result? | 1. Very dissatisfied 2. Dissatisfied 3. Ok/so-so | 4. Satisfied 5. Very satisfied |

| V. General Evaluation | | |
|--|--|-----------------------------------|
| 19. Level of Satisfaction for the service's quality for the whole procedure? | 1. Very dissatisfied 2. Dissatisfied 3. Ok/so-so | 4. Satisfied 5. Very satisfied |

Appendix B: Control Variables Summary Statistics

Table B.1: Standard Coefficients of Control Variables in Model 1

| Coefficients ^a | | | | |
|---------------------------|---------------------------|------|-------------------------|--------|
| Model 1 | Standardized Coefficients | Sig. | Collinearity Statistics | |
| | Beta | | Tolerance | VIF |
| (Constant) | | .010 | | |
| GENDER DUMMY | .062 | .149 | .926 | 1.080 |
| DISTRICT DUMMY | -.114 | .076 | .666 | 1.501 |
| ID DUMMY | -.047 | .411 | .529 | 1.891 |
| LAND DUMMY | -.254 | .160 | .510 | 1.962 |
| AGE < 25 | -.102 | .232 | .238 | 4.199 |
| AGE 25-34 | -.071 | .446 | .200 | 5.000 |
| AGE 35-49 | .026 | .793 | .182 | 5.495 |
| AGE 50-60 | .039 | .574 | .360 | 2.776 |
| READ AND WRITE | .034 | .521 | .618 | 1.618 |
| PRIMARY/SECOND | .104 | .449 | .092 | 10.878 |
| HIGHSCH | .134 | .301 | .103 | 9.693 |
| COLLEGE | .129 | .271 | .125 | 7.988 |
| VOCATIONAL | .196 | .120 | .109 | 9.170 |
| STUDENT | .084 | .263 | .303 | 3.295 |
| HOUSEWORKER | .068 | .468 | .196 | 5.104 |
| STAFF | .063 | .371 | .346 | 2.893 |
| OFFICER | .073 | .417 | .215 | 4.655 |
| MANAGER | .039 | .415 | .759 | 1.317 |
| EXPERT | .052 | .473 | .332 | 3.011 |

a. Dependent Variable: Level of satisfaction for the service in general

Table B.2: Standard Coefficients of Control Variables in Model 2a

| Coefficients ^a | | | | |
|---------------------------|---------------------------|------|-------------------------|-------|
| Model 2a | Standardized Coefficients | Sig. | Collinearity Statistics | |
| | Beta | | Tolerance | VIF |
| (Constant) | | .186 | | |
| GENDER DUMMY | .147 | .093 | .875 | 1.142 |
| ID DUMMY | .149 | .080 | .549 | 1.821 |
| LAND DUMMY | -.119 | .170 | .532 | 1.880 |
| AGE < 25 | .044 | .786 | .151 | 6.612 |
| AGE 25-34 | .077 | .647 | .141 | 7.093 |
| AGE 35-49 | .252 | .156 | .126 | 7.949 |
| AGE 50-60 | .165 | .171 | .274 | 3.655 |
| READ AND WRITE | .018 | .810 | .723 | 1.384 |
| PRIMARY/SECOND | -.030 | .858 | .137 | 7.295 |
| HIGHSCH | .179 | .295 | .136 | 7.363 |

| | | | | |
|---|-------|------|------|-------|
| COLLEGE | -.004 | .981 | .123 | 8.135 |
| VOCATIONAL | .172 | .358 | .113 | 8.886 |
| STUDENT | .014 | .913 | .232 | 4.301 |
| HOUSEWORKER | .127 | .373 | .196 | 5.096 |
| STAFF | .046 | .668 | .344 | 2.905 |
| OFFICER | .019 | .892 | .196 | 5.092 |
| MANAGER | .019 | .808 | .623 | 1.605 |
| EXPERT | .027 | .825 | .257 | 3.897 |
| a. Dependent Variable: Level of satisfaction for the service in general | | | | |

Table B.3: Standard Coefficients of Control Variables in Model 2b

| Coefficients ^a | | | | |
|---|---------------------------|------|-------------------------|--------|
| Model | Standardized Coefficients | Sig. | Collinearity Statistics | |
| | Beta | | Tolerance | VIF |
| (Constant) | | .191 | | |
| GENDER DUMMY | -.022 | .711 | .861 | 1.162 |
| ID DUMMY | -.260 | .003 | .419 | 2.386 |
| LAND DUMMY | -.360 | .000 | .389 | 2.574 |
| AGE < 25 | -.054 | .581 | .318 | 3.146 |
| AGE 25-34 | -.088 | .452 | .228 | 4.391 |
| AGE 35-49 | -.052 | .664 | .213 | 4.702 |
| AGE 50-60 | .029 | .742 | .387 | 2.583 |
| READ AND WRITE | .044 | .592 | .456 | 2.193 |
| PRIMARY/SECOND | .187 | .397 | .063 | 15.896 |
| HIGHSCH | .063 | .761 | .073 | 13.772 |
| COLLEGE | .177 | .285 | .113 | 8.881 |
| VOCATIONAL | .106 | .540 | .102 | 9.801 |
| STUDENT | .056 | .542 | .371 | 2.698 |
| HOUSEWORKER | -.032 | .806 | .182 | 5.503 |
| STAFF | .067 | .498 | .316 | 3.161 |
| OFFICER | .023 | .852 | .200 | 5.002 |
| MANAGER | .032 | .604 | .809 | 1.237 |
| EXPERT | .033 | .709 | .393 | 2.546 |
| a. Dependent Variable: Level of satisfaction for the service in general | | | | |

Table B.4: Standard Coefficients of Control Variables in Model 3a

| Coefficients ^a | | | | |
|---------------------------|---------------------------|------|-------------------------|-------|
| Model | Standardized Coefficients | Sig. | Collinearity Statistics | |
| | Beta | | Tolerance | VIF |
| (Constant) | | .121 | | |
| GENDER DUMMY | .161 | .074 | .806 | 1.241 |

| | | | | |
|---|-------|------|------|--------|
| AGE < 25 | -.061 | .778 | .137 | 7.274 |
| AGE 25-34 | -.024 | .914 | .137 | 7.318 |
| AGE 35-49 | -.131 | .510 | .163 | 6.128 |
| AGE 50-60 | .064 | .638 | .352 | 2.840 |
| READ AND WRITE | .054 | .623 | .539 | 1.854 |
| PRIMARY/SECOND | .297 | .261 | .094 | 10.693 |
| HIGHSCH | .202 | .367 | .129 | 7.728 |
| COLLEGE | .101 | .550 | .228 | 4.377 |
| VOCATIONAL | .147 | .500 | .138 | 7.269 |
| STUDENT | .175 | .379 | .165 | 6.068 |
| HOUSEWORKER | .143 | .498 | .146 | 6.861 |
| STAFF | .198 | .237 | .233 | 4.300 |
| OFFICER | .217 | .102 | .372 | 2.691 |
| MANAGER | .132 | .197 | .621 | 1.609 |
| EXPERT | .126 | .301 | .438 | 2.284 |
| District | -.022 | .814 | .750 | 1.332 |
| a. Dependent Variable: Level of satisfaction for the service in general | | | | |

Table B.5: Standard Coefficients of Control Variables in Model 3b

| Coefficients ^a | | | | |
|---|---------------------------|------|-------------------------|--------|
| Model | Standardized Coefficients | Sig. | Collinearity Statistics | |
| | Beta | | Tolerance | VIF |
| (Constant) | | .105 | | |
| GENDER DUMMY | .006 | .945 | .812 | 1.231 |
| AGE < 25 | -.119 | .343 | .354 | 2.823 |
| AGE 25-34 | .003 | .983 | .344 | 2.905 |
| AGE 35-49 | -.003 | .983 | .222 | 4.506 |
| AGE 50-60 | .140 | .282 | .331 | 3.025 |
| READ AND WRITE | .070 | .432 | .710 | 1.409 |
| PRIMARY/SECOND | .086 | .695 | .115 | 8.679 |
| HIGHSCH | .113 | .647 | .092 | 10.894 |
| COLLEGE | .138 | .515 | .124 | 8.079 |
| VOCATIONAL | .291 | .243 | .090 | 11.084 |
| STUDENT | -.145 | .251 | .350 | 2.859 |
| HOUSEWORKER | .099 | .567 | .187 | 5.340 |
| STAFF | .025 | .840 | .362 | 2.760 |
| OFFICER | -.193 | .160 | .298 | 3.358 |
| MANAGER | .022 | .789 | .797 | 1.254 |
| EXPERT | -.055 | .716 | .240 | 4.173 |
| District | -.176 | .130 | .419 | 2.388 |
| a. Dependent Variable: Level of satisfaction for the service in general | | | | |

Table B.6: Standard Coefficients of Control Variables in Model 3c

| Coefficients ^a | | | | |
|---------------------------|---------------------------|------|-------------------------|--------|
| Model | Standardized Coefficients | Sig. | Collinearity Statistics | |
| | Beta | | Tolerance | VIF |
| (Constant) | | .029 | | |
| GENDER DUMMY | .060 | .438 | .819 | 1.221 |
| AGE < 25 | -.081 | .598 | .206 | 4.851 |
| AGE 25-34 | -.069 | .766 | .089 | 11.217 |
| AGE 35-49 | .091 | .715 | .077 | 12.981 |
| AGE 50-60 | .020 | .912 | .154 | 6.486 |
| READ AND WRITE | .064 | .563 | .395 | 2.530 |
| PRIMARY/SECOND | .206 | .516 | .048 | 20.749 |
| HIGHSCH | .320 | .292 | .052 | 19.108 |
| COLLEGE | .248 | .448 | .045 | 22.030 |
| VOCATIONAL | .333 | .214 | .067 | 14.836 |
| STUDENT | -.003 | .978 | .559 | 1.788 |
| HOUSEWORKER | -.023 | .903 | .137 | 7.313 |
| STAFF | .000 | .997 | .308 | 3.250 |
| OFFICER | -.009 | .966 | .100 | 10.013 |
| MANAGER | .037 | .690 | .549 | 1.822 |
| EXPERT | .006 | .970 | .183 | 5.471 |
| District | .230 | .019 | .513 | 1.948 |

a. Dependent Variable: Level of satisfaction for the service in general

행정서비스의 질에 대한 시민만족도의 결정요인에 관한 연구: 베트남 지역 차원의 원스톱 모델 사례를 중심으로

Phan Diem Hang Nga

글로벌행정전공

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본 연구는 베트남 Thai Nguyen 지역 내 두 구 행정위원회 (District People's Committees)의 원스톱 모델이 제공하는 행정서비스의 품질에 대한 시민 만족도에 영향을 미치는 요인을 탐색하고자 한다. 국내외 학자의 시민만족도 결정요인에 대한 기존 모델과 연구 결과를 검토한 결과 본 연구는 '접근성', '행정절차', '공무원 역량'의 세 요소가 행정서비스에 대한 시민 만족도에 영향을 미치는 것으로 파악하였다. 따라서, 본 연구는 Thai Nguyen과 Pho Yen 지역 내 '신분증 발급', '토지사용권 인증', 그리고 '사업자 등록'의 세 행정 서비스를 대상으로 상기 세 요소의 시민 만족도에 대한 영향을 분석하였다.

이 연구는 양적 연구방법론을 채택하였으며 Thai Nguyen 내무과의 설문조사 자료를 SPSS 16.0을 이용하여 다중회귀분석하였다. 총 표본은 442개이며 심층 분석과 비교를 위해 세 집단으로 나누어 분석하였다. 그 결과 '공무원 역량'이 대부분의 지역과 서비스에 대하여 가장 큰 영향력을 가지는 것으로 나타났다. 이는 서비스 품질

향상에 있어 인적 역량의 역할이 가장 크게 작용함을 의미한다. 두 번째로 ‘행정 절차’는 두 지역 내 ‘토지 사용권 인증’에 통계적으로 유의미한 영향을 가지는 것으로 분석되었다. 셋째, ‘접근성’의 경우 시민만족도에 있어 통계적으로 유의미한 영향요인이 아닌 것으로 분석되었다. 이는 시민들이 서비스 정보를 얻기 위해 활용하는 자원들을 분석함으로써 설명할 수 있다. 오랫동안 시민들은 행정서비스에 대한 접근이 얼마나 용이한지에 대해 무관심했으며 행정기관에 직접 문의하거나 주변 사람들에게 물어보는 것이 행정서비스 정보를 얻기 위한 일반적 관행으로 자리잡아 온 것으로 보인다.

행정서비스에 대한 시민만족도에 대한 각 요소의 상대적 영향의 차이는 각 지역과 행정서비스의 특성에 근거하여 설명이 가능하다. 따라서 시민만족도의 결정요인의 구성요소는 각 지역 내 서비스 집행과 서비스의 형태에 따라 달라진다고 볼 수 있다.

본 연구는 시민에게 제공하는 서비스의 질 향상과 전달체계 개선을 위하여 다음과 같은 정책적 시사점을 제안한다. 우선 공무원 역량 향상을 위하여 훈련 및 재훈련 프로그램과 효과적인 인적 자원 배분이 필요하다. 둘째로 행정기관의 시민 요구에 대한 효과적 대응과 행정절차에 대한 시민의 이해와 준수를 보다 편리하고 투명하게 하기 위하여 불필요한 절차의 제거 및 간소화가 필요하다.

키워드: 시민 만족도, 행정 서비스 품질, 원스톱서비스

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