# Assessing people's satisfaction with administrative procedures in Hai Duong City

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### Abstract:

This study aims to evaluate the level of citizen satisfaction with administrative procedures in Hai Duong City. A total of 273 valid responses were collected and analyzed using quantitative methods in SPSS 26, including reliability testing, exploratory factor analysis (EFA), correlation analysis, and multiple linear regression. The findings reveal that six factors—administrative procedures, public officials and servants, feedback and communication, processing time, physical facilities, and service cost—positively influence citizens' satisfaction with administrative procedures. Based on the results, several policy recommendations are proposed to improve public satisfaction, enabling local government agencies to better identify strengths and weaknesses in the delivery of public administrative services. These insights are expected to support the development of more effective administrative reform strategies, thereby contributing to improved public governance and service quality in the future.

Keywords: Citizen satisfaction; Administrative procedures; Hai Duong City.

#### 1. Introduction

In the development process of a modern country, administrative reform plays a key role in building a democratic, public, transparent and professional administration. Especially in the context of globalization and digital transformation taking place strongly, people have increasingly higher demands on the quality of public services, service attitude as well as the efficiency of state administrative agencies in handling work. This places an objective requirement that local governments not only stop at completing procedures according to regulations, but also aim for people's satisfaction and positive experiences in the process of implementing administrative procedures. Administrative procedure reform, a key content in the Comprehensive Program of State Administrative Reform for the 2021-2030 period, has been widely implemented across the country, to shorten time, simplify processes, increase transparency and enhance the responsibility of cadres and civil servants. However, the reform will only be truly effective when people recognize, positively evaluate and feel the practical benefits from that change. Currently, Vietnam is promoting digital transformation and building a digital government, so the simplification, transparency and modernization of administrative procedures are becoming more urgent. In particular, people's satisfaction is an important measure reflecting the quality of public administrative services provided by state agencies, thereby contributing to strengthening people's trust in the government apparatus.

Hai Duong City, the administrative, economic and cultural center of Hai Duong province, has made many efforts in administrative reform, especially in applying information technology,

shortening the time to process documents, and improving the ethics of public servants. However, in reality, there are still many complaints from people related to delays in processing procedures, unprofessional service attitudes, as well as a lack of transparency in the process of receiving and returning results. These issues require specific and objective assessments from the people, the direct users of public administrative services, to determine the level of satisfaction, thereby proposing appropriate solutions to improve the quality of service of the local government apparatus. Although there have been a number of domestic and foreign studies approaching the topic of administrative reform and people's satisfaction, in Hai Duong City, in-depth studies in this direction are still relatively limited, especially systematic studies using quantitative survey methods to assess specific aspects of satisfaction with each type of administrative procedure. Therefore, assessing the level of people's satisfaction with administrative procedures in Hai Duong City is necessary and has high practical significance. The study not only helps local state management agencies identify strengths and weaknesses in the process of providing public administrative services but also serves as a basis for building more effective reform policies, contributing to improving the quality of public administration and serving the people in the coming period.

#### 2. Theoretical framework and research model

According to the research of Spreng, MacKenzie and Olshavsky (1996), customer satisfaction is a core element in modern marketing theory, defined as the level of satisfaction of customers' needs and expectations after experiencing a product or service. The core of this concept is the gap between initial expectations and actual feelings after using the service; if the feeling exceeds expectations, customers will be satisfied, otherwise it will lead to disappointment or dissatisfaction. This model has been widely applied in many fields, especially in measuring service quality. In which the value of satisfaction is the gap between expectations and feelings. Also from the above point of view, Bejou, Ennew and Palmer (1998) also acknowledged that in both modern and traditional marketing, customer satisfaction is the key, especially in the service sector. Satisfaction is a strategic factor and can determine loyalty, return behavior, as well as spread a positive image of the service. This is especially true in the field of non-profit and public services, where the "customers" are the people, and the "service providers" are the state administrative agencies. On that basis, satisfaction with the quality of public administrative services is the response of the services of the state administrative agencies to the needs and desires of all people.

Public services today are impure public goods and services that can only be provided by the State or other organizations such as private individuals, social organizations or communities authorized by the State. This provision is very flexible, depending on the needs of the people, is not exclusive and may be paid or free (World Bank, 1997). In Vietnam, research by Do Dinh Nam (2010) shows that public administrative services are a type of service closely linked to the management function of the State to serve the interests of the people. All people can enjoy this type of service, not based on supply and demand, equal price in the market, but only pay a certain fee or charge to the State administrative agency. The one-stop mechanism was created to focus on solving the work of organizations and people under the decentralized management authority of the State administrative agency, from receiving requests and documents to returning results, with only one contact point, which is the first department of the State administrative procedure settlement agency. Van de Walle and Bouckaert (2003) studied the relationship between people's satisfaction with public services of the State and the results showed that there is a positive correlation between people's satisfaction with the public services provided by the State. Or the public services provided by the State have largely brought satisfaction to the beneficiaries. Kenneth (2005) found 5 main factors in the process of providing public services that affect people's satisfaction, including: implementation results, transaction time, qualifications of civil servants, fairness, and thoughtfulness. According to Rodriguez (2009), the quality factor in the process of providing public services has a relatively strong and direct impact on people's satisfaction. According to Le Dan (2011), the model for assessing people's satisfaction in the process of receiving public administrative services must be considered through the factors mentioned first as attitude, then responsibility, style of civil servants, facilities and support conditions, public service disclosure contents, administrative procedures and processing procedures, time to process procedures, fees, monitoring mechanism and finally comments.

From the above studies, the author synthesized 6 factors that directly affect people's satisfaction with administrative procedures in Hai Duong City, including: Public officials and servants; Administrative procedures; Processing time; Service cost; Feedback and communication; Physical facilities, with the following hypotheses and proposed research models :

H1: Public officials and servants have a positive impact on citizen satisfaction with administrative procedures

H2: Administrative procedures have a positive impact on citizen satisfaction with administrative procedures

H3: Processing time has a positive impact on c itizen satisfaction with administrative procedures

H4: Service cost has a positive impact on citizen satisfaction with administrative procedures

H5: Feedback and communication have a positive impact on citizen satisfaction with administrative procedures

*H6: Physical facilities have a positive impact on citizen satisfaction with administrative procedures* 





(Source: Author's proposal)

Synthesizing the research hypotheses and proposed model, the general research equation is shown as follows :

## $SAP = \beta_0 + \beta_1 * PS + \beta_2 * AP + \beta_3 * PT + \beta_4 * SC + \beta_5 * FC + \beta_6 * PF + \epsilon$

In there:

SAP (Dependent Factor): Citizen satisfaction with administrative procedures

The independent variables include  $(X_i)$ : Public officials and servants (PS); Administrative procedures (AP); Processing time (PT); Service cost (SC); Feedback and communication (FC); Physical facilities (PF).

 $\beta$ k: Regression coefficient (k = 0, 1, 2,..., 6).

#### 3. Research methods

The preliminary scale was inherited from domestic and foreign research by Kenneth (2005), Le Dan (2011), with a total of 26 observed variables corresponding to 6 independent factors and 1 dependent factor. In order for the preliminary scale to be suitable for the actual conditions at the survey site, before conducting the official survey, the author collected opinions from 03 experts in the field of public management and 10 random people who came to receive public administrative services at a connecting door in Hai Duong City. The results showed that the independent factors and observed variables in the preliminary scale were all highly accepted. The official scale is shown in Table 1 as follows:

Encryption	Elements in the formal model	Source								
	Public officials and servants									
PS1	Civil servants have appropriate attitudes and working styles.	Kenneth								
PS2	Civil servants have the full skills to handle their work.	(2005), Le								
PS3	Civil servants have a sense of responsibility towards their	Dan (2011)								
	work.									
PS4	Civil servants express themselves simply, clearly and easily									
	understood during work.									
PS5	Civil servants ensure that people's requests are properly									
	implemented.									
	Administrative procedures									
AP1	Simple and easy to understand procedures	Kenneth								
AP2	Fast and streamlined process	(2005), Le								
AP3	Democratic and fair procedures	Dan (2011)								
AP4	Open and transparent procedures									
	Processing time									
PT1	Fast processing time	Kenneth								
PT2	Fewer trips to complete paperwork	(2005), Le								
PT3	Reasonable waiting time for results	Dan (2011)								
PT4	Work schedule by State regulations									
	Service cost	•								
SC1	Fees and related charges are publicly listed.									

Table 1: Scale of observed variables in the official model

SC2	Fees are set by State regulations.	Kenneth				
SC3	Fees are suitable for the income of the majority of people.	(2005), Le				
		Dan (2011)				
FC1	People have the opportunity to give opinions, feedback, or	Kenneth				
	recommendations.	(2005), Le				
FC2	The head of the agency always accepts people's feedback and	Dan (2011)				
	suggestions.					
FC3	The head of the agency always responds to people's feedback					
	and suggestions.					
	Physical facilities					
PF1	Clean and beautiful facilities, modern equipment serving	Kenneth				
	people	(2005), Le				
PF2	The parking lot is reasonably arranged and convenient.	Dan (2011)				
PF3	Waiting room, full and airy waiting chairs to welcome people					
PF 4	The diagram showing the departments is arranged for the					
	convenience of the people.					
Citizen satisfaction with administrative procedures						
SAP1	People's satisfaction with the service attitude of civil servants	Kenneth				
SAP2	The level of people's satisfaction with the agency's facilities	(2005), Le				
SAP3	People's satisfaction with the work process	Dan (2011)				

(Source: Synthesis of the author group)

The questionnaire was measured based on a 5-level Likert scale from 1- Completely Disagree to 5 - Completely Agree. Based on the sample size calculation formula of Nguyen Dinh Tho (2011), we have a ratio of 5:1 for the minimum sample size and 10:1 for the best sample size. In this study, the authors applied a ratio of 10:1, meaning that the number of samples needed would be: 26\*10 = 260 samples. To avoid the case of collecting invalid ballots, the authors increased the number of samples to 300 to achieve the expected results. Data was collected using a convenient non-probability method during the period from January 2025 to February 2025 using a convenient non-probability method The survey forms were distributed directly to people when they came to carry out administrative procedures in Hai Duong City. At the end of the process, 273 valid survey questionnaires were collected, eligible for analysis using reliability tests, exploratory factor analysis, correlation and linear regression on SPSS 26 software.

#### 4. Research results

After coding and screening, the data were analyzed as follows: assessing the reliability of the scale through two tools: Cronbach's alpha coefficient and factor analysis. Cronbach's alpha coefficient is used to eliminate invalid variables, variables with a total correlation coefficient of less than 0.3 will be eliminated and the scale will be selected when the Cronbach's alpha coefficient is greater than 0.6 (Hoang Trong and Chu Nguyen Mong Ngoc, 2008). Exploratory factor analysis considers observed variables with a transmission coefficient of less

than 0.5 and extracted into two factors with a difference of less than 0.3 will be eliminated. The Eigenvalue (representing the variation explained by each factor) is greater than 1 and the total extracted variance is greater than 50%. In addition, KMO (Kaiser - Mayer - Olkin) and Bartlett tests are used to assess the reasonableness of the data. Use the F test in the analysis of variance table to test the hypothesis about the suitability of the overall linear regression model. When Sig. is less than 0.05, the regression model fits the data set and can be used. Use the VIF (Variance Inflation Factor) to check for multicollinearity (VIF is less than 10).

Observation variable	Encryption	Corrected Item –	Cronbach's alpha				
		<b>Total correlation</b>					
Public officials and servants	PS	[0,543-0,612]	0,791				
Administrative procedures	AP	[0,606 - 0,658]	0,815				
Processing time	PT	[0,529 - 0,574]	0,838				
Service cost	SC	[0,505 - 0,586]	0,802				
Feedback and communication	FC	[0,638 - 0,672]	0,787				
Physical facilities	PF	[0,517 - 0,583]	0,824				
Citizen satisfaction with administrative procedures	SAP	[0,534 – 0,595]	0,810				

Table 2. Assessment of scale renability	Table 2:	Assessment	of scale	reliability
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(Source: Data processing)

The results of the reliability assessment of the research model's scale show that the lowest Cronbach's alpha coefficient is 0.787 and the highest is 0.838. Compared to the standard of 0,6, all observed variables of the scale meet the requirements. The variable-total correlation coefficients all have results greater than 0,3. The Cronbach's alpha coefficient if all 26 observed variables are eliminated is smaller than the total Cronbach's alpha coefficient, so no variable is eliminated. All scales achieve two values of reliability and discriminant validity. Therefore, the scale is assessed as good and qualified for inclusion in the EFA exploratory factor analysis.

Observation	Factor						
variable	1	2	3	4	5	6	
PT1	0,816						
PT2	0,802						
PT3	0,774						
PT4	0,751						
PS1		0,825					
PS2		0,811					
PS3		0,793					
PS4		0,772					
PS5		0,750					
FC1			0,809				
FC2			0,789				
FC3			0,767				

Table 3: Results of EFA analysis of independent factors

AP1				0,795			
AP2				0,778			
AP3				0,751			
AP4				0,740			
PF1					0,818		
PF2					0,809		
PF3					0,794		
PF4					0,776		
SC1						0,801	
SC2						0,786	
SC3						0,783	
KMO = 0,812							
		Approximate Chi-square value			10859,226		
Bartlett's test		df			357		
		Sig.			0,000		
Total variance extracted (%)					78,3	69%	

(Source: Processed data)

The results of exploratory factor analysis of independent factors show that the KMO coefficient gives the result of 0,812 (0,5 < KMO < 1) and the Chi-square statistic of the Bartlett Test reaches the value of 10859,226 with a significance level of 0,000. At the Eigenvalue coefficient greater than 1, the observed variables converge into 6 factor groups with a total extracted variance of 78,369 %, meaning that these 6 factors explain 78,369% of the variation in the data. At the same time, the loading factors of the observed variables are all greater than 0.5, thereby showing that exploratory factor analysis is appropriate.

Factor				
1				
<b>SAP1</b> 0,813				
0,804				
0,796				
KMO = 0,827				
Approximate Chi-square value	316,987			
df	3			
Sig.	0.000			
Total variance extracted (%)				
	Factor           1           0,813           0,804           0,796           KMO = 0,827           Approximate Chi-square value           df           Sig.           ariance extracted (%)			

Table 4: Results of EFA analysis of dependent factors

(Source: Processed data)

The results of the factor analysis to explore the dependent factor also showed that the requirements were met when the KMO coefficient reached 0,827, with the Sig coefficient of Bartlett's test reaching 0,000, proving that the data had statistical significance in the analysis. At the Eigenvalue value greater than 1, the three observed variables converged into a single

factor group with a total extracted variance of 80,123%. Thus, the analysis results all met the requirements and were eligible to continue with the next analysis.

Table 5. 1 carson correlation coefficient results									
	SAP	PS	AP	PT	SC	FC	PF		
SAP	1								
PS	0,489**	1							
AP	0,588**	0,497**	1						
РТ	0,545**	0,551**	0,449**	1					
SC	0,502**	0,573**	0,501**	0,529**	1				
FC	0,464**	0,489**	0,441**	0,545**	0,490**	1			
PF	0,611**	0,552**	0,488**	0,532**	0,512**	0,469**	1		
*,**. Correlations are significant at the 0,05 and 0,01 levels.									

 Table 5: Pearson correlation coefficient results

(Source: Processed data)

The results of the correlation coefficient analysis show that there is a close correlation between the independent factors and the dependent factors when the correlation coefficient is greater than 0.4 and the Sig value reaches the statistical significance level of 0,01, so these independent factors are eligible to be included in the model to explain the dependent factor of people's satisfaction. At the same time, after the Pearson test between the independent factors, there is no suspicion of multicollinearity, so the conditions for inclusion in the regression analysis are satisfied.

Six independent factors: Public officials and servants; Administrative procedures; Processing time; Service cost; Feedback and communication; Physical facilities and the dependent factor Citizen satisfaction with administrative procedures were entered together to perform the analysis using the Enter method.

Analysis results The analysis shows that the research model is suitable with a significance level of Sig. < 0.05. The system R square number is 0,786 and the coefficient R the adjusted mean of 0,767, shows that 76,7 % of the variation is explained by the six factors affecting people's satisfaction.

	Tuble of Hissessinent of the surtubility of the research model									
Model	R	R Square	Adjusted R	Std. Error of the Estimate	Durbin- Watson					
1	0,793 <sup>a</sup>	0,786	0,767	0,348	1,810					
	,	,		, (C						

Table 6: Assessment of the suitability of the research model

(Source: Processed data)

The results of ANOVA analysis and F test show that the statistical value calculated from R square has a Sig. value = 0.000 and the regression sum of squares (69,817) is greater than the residual sum of squares (21,836), indicating that the model explains most of the variance of the dependent variable. This shows that the linear regression model is suitable for the research data set. Thus, all six independent variables are related to the dependent variable and the linear regression model is suitable and can be used for the research.

Model		Unstandardized Coefficients		Standardized		Sig.	Collinearity Statistics	
				Coefficients	t			
		Beta	Std.Error	Beta			Tolerance	Beta
	(Constant)	0,423	0,031		2,245	0004		
	PS	0,364	0,028	0,378	3,435	0,015	0,746	1,851
1	AP	0,375	0,029	0,391	5,679	0,000	0,724	1,612
	РТ	0,299	0,028	0,307	5,134	0,002	0,621	1,734
	SC	0,247	0,031	0,243	2,994	0,000	0,643	1,887
	FC	0,326	0,031	0,351	4,001	0,009	0,733	1,848
	PF	0,272	0,028	0,284	2,903	0,000	0,664	1,708
a. I	Dependent Vari	iable: SAI	2					

_	D 14	C	•	
1:	Results	0Ť	regression	analysis
 •••		<u> </u>		

(Source: Processed data)

Regression model testing shows that the Sig. coefficients all meet the requirement of being less than 0,05. VIF values are both greater than 1 and less than 2, indicating that there is no multicollinearity. In addition, regression diagnostic tests such as Scatterplot, Histogram, and PP plot show that the residuals are randomly distributed, approximately normal, and do not violate the assumptions of the multivariate linear regression model. Thus, the hypotheses are all accepted. The regression model reflects the influence of factors on people's satisfaction with administrative procedures according to the standardized Beta coefficient as follows:

#### SAP = 0,391\*AP + 0,378\*PS + 0,351\*FC + 0,307\*FC + 0,284\*PF + 0,243\*SC + ε

Through the equation, all 6 factors have a positive influence on the dependent factor in decreasing order: Administrative procedures; Public officials and servants; Feedback and communication; Processing time; Physical facilities; Service cost. The limitation of the study is that the survey sample mainly focuses on people in Hai Duong city, so it does not reflect the general situation in other localities. The study also uses a non-probability convenience sampling method and a legacy research model. These limitations will be suggestions for future studies to expand the scope, re-verify the model in different contexts and add more factors to complete the theoretical model more comprehensively.

#### 5. Some recommendations

From the above research results, the authors propose some recommendations to improve people's satisfaction with administrative procedures in Hai Duong province as follows:

Firstly, it is necessary to promote the propaganda of administrative reform and the onestop mechanism so that people can better understand the mechanism and the benefits it brings through many rich, diverse and effective forms, bringing information about the one-stop mechanism to all classes of people.

Second, ensure that the working process is implemented by regulations. Regularly review and find solutions to simplify administrative procedures in all areas. Ensure that all areas are strictly controlled by legal regulations and are publicly listed, transparent and accurate. Clear decentralization and authorization between administrative management levels will reduce the number of overdue files.

*Third*, strengthen inspection work, regularly organize and evaluate people's satisfaction with the one-stop-shop department, from which we can see existing problems within the department to promptly adjust, helping to improve work efficiency and improve people's satisfaction.

*Fourth,* build a team of civil servants with professional competence, especially administrative communication skills. Regularly organize training courses on communication skills and office culture for civil servants at the one-stop shop. At the same time, it is necessary to strengthen professional training and development, ensuring that all civil servants meet the standards for each civil servant title prescribed by the Ministry of Home Affairs.

*Fifth,* it is necessary to focus on upgrading infrastructure and service equipment. The operation of the one-stop-shop mechanism needs to be expanded to grassroots one-stop-shop departments. In addition, in addition to the suggestion box, the one-stop-shop department needs to organize a reception room or a reception desk managed by the department head to facilitate direct exchange and capture feedback from the people.

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