CITIZENS' SATISFACTION WITH PUBLIC ADMINISTRATIVE SERVICES AT CHUONG MY DISTRICT, HANOI CITY, VIETNAM

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Abstract: This study was conducted to evaluate the citizens' satisfaction with the public administrative services at People's Committees of Chuong My district. Data were gathered from 460 respondents who used the public administrative services at One-Shop-Stop (OSS) part. The perceived satisfaction of the respondents of the public administrative services of Chuong My district is considered as high. The majority of the respondents at Chuong My district used public administrative services of Certification of house ownership and land use rights and there is no significant difference in the satisfaction of respondents by sectors of public administrative services. Some components of public administrative services quality including Tangibility, Assurance, Empathy and Emotional Value were significant determinants of satisfaction.

Keywords: public administrative service, citizens' satisfaction, service quality

1. Introduction

Public administrative service is a form of public service provided by the state to serve the citizens' specific requirements basing on the legal regulations. It expresses the relationship between the state and citizens in which the citizens performing this service do not have choices but to receive the obligatory services regulated by the state. The final result of this service is normally in the form of documents that citizens demand [13]. Public administrative services are made by the public administrative agencies through two basic functions: managing all areas of eco-society and providing the services for citizens. In other words, public administrative services are activities for public administrative agencies to serve the basic rights and obligations of organizations and citizens. This is very important for state agencies to know their perceptions of services offered. Up to now, the studies in the country on the topic of citizens' satisfaction with public administrative services have been applied including both theoretical and practical concerns. As there is an increasing demand to measure the performance quality in public administrative agencies, surveys on the citizens' satisfaction of public administrative services has been done in previous studies and done by State agencies which have the participation of social-political organizations.

On December 28, 2012, Ministry of Home Affairs issued the Decision No. 1383/2012/QD-BNV approving the Theme, *"Building the method of measuring the satisfaction of citizens and organizations with the service of public administrative agencies".* The overall aim of the theme is to build up the measuring methods to evaluate the delivery quality of public administrative services at public administrative agencies objectively. Four factors to measure the citizens' satisfaction shown include: service access, administrative procedure, public servants' serve and work solving result of public administrative agency [14]. Thirteen elemental criteria of these four factors have been pointed out by the theme to be the bases of identifying the set of questions for sociological investigation suitable for the public administrative services, as well as identify the satisfaction index of the citizens and organizations on public administrative services provided by public administrative organizations (abbreviated as SIPAS).

The Ministry of Home Affairs, Central Committee of the Vietnam Fatherland Front (VFF) and the Central Office of the Veterans Association of Vietnam (VAVN) have together implemented the framework of the Collaborative Program in SIPAS 2015. Accordingly, the SIPAS identification will be jointly executed by the Ministry of Home Affairs, VFF Central Committee and the VAVN Central Office across six fields, of which three fields were vested in the district level, which were Identity card granting; Land use right certification and House building licensing, and the other three fields were vested in the communal level, which were Marriage certification, Birth certification and Notarization [28]. In the local and field scope; up to the December of 2016, there have been four ministries, fields and thirty-two provinces, cities belonging to the central authority which have actively carried out and claimed the results of measuring the organizations' and citizens' satisfaction. The results have also shown that many ministries, fields and region governments have had relatively equal according to the results of SIPAS 2015. However, the measurement results in 2016 have shown that the inequality in the solving quality as well as the serving of administrative agencies has still existed among regions.

Chuong My district is a North West district of Hanoi capital, with a population size of 330,000 citizens. Public administration reform over the past years have resulted in significant improvements and step-by-step change in the organization and operation of the public administration apparatus, which have promoted reform and renovation in every walk of life and significantly contributed to social - economic development. Innovating public administrative service delivery and improving quality service delivery in the public sector are extremely important. The evaluation of the quality of public services that government agencies provide is still an important concern. Thus, this paper assesses the quality of the public administrative services, emotion and level of satisfaction of citizens with these services at Chuong My district, Hanoi city is deemed necessary. In this study, the authors considered satisfaction as a part of overall citizens' attitudes towards the public administrative service provider that makes up a number of measures. In this way, service quality could be assessed and thereby evaluating customer satisfaction. This study will examine the factors affecting the citizens' satisfaction with public administrative services. The time, procedure and complication level of public

administrative services at district level are different. The field relating to the issue of land using rights and house ownership certificates are more complicated than others. Therefore, this study will also examine the differences in the citizens' satisfaction according to sectors of public administrative services at the People's Committee of Chuong My district.

2. Literature review and hypotheses

Citizen satisfaction with public services has arisen as a focus of research and as a major subject of governmental interest in recent years (Callahan & Gilbert, 2005; Roch & Poister, 2006; Van Ryzin, 2004, 2006; Van Ryzin, Immerwahr, & Altman, 2008; James, 2009; Morgeson, 2011; Jianchuan Zhang, 2013) [3; 11; 12; 15; 23; 29-31], corresponding roughly to the increased focus on government providing "citizen-centric" public services. These studies have been heavily based on some well-developed models or frameworks in the precedent marketing research (Parasuraman et al., 1988; Westbrook & Reilly, 1983; Anderson & Sullivan, 1993; Johnson et al., 1996) [1; 20; 33]. Since customer satisfaction with private goods and services was the dominant concept in marketing research, it was not surprising to some degree that most of the public service studies tended to equate citizens with customers or used them interchangeably. In fact, equating citizens in the public sphere with customers in the marketplace had even deeper intellectual roots in the contemporary public administration or public management thinking. The customer-citizens divergence also made a difference in terms of the satisfaction measurement. With public administrative services, citizens are interested in the process of delivery, the documents required when taking part in the process of settlement and how they waited for settling. However, the study of citizen satisfaction with public administrative services could learn from the theoretical models that have been developed in the market research [8].

Customer satisfaction is a general concept of expressing satisfaction when consuming a service, and when regarding the service quality, it means the specific elements of service [35]. Service quality can have an influence on the level of customer satisfaction [18]. It means that service quality is identified by many different factors and is a part of factors determining satisfaction. Therefore, to improve the customer satisfaction, the service supplier has to enhance the service quality. In other words, service quality and customer satisfaction have a close correlative relation, in which service quality is first created and then determining customer satisfaction. The cause - effect relation between these two factors is the main issue in most of the researches on the customer satisfaction. Besides, according to Bachelet, the customer satisfaction is an emotional reaction of customers to their experience of a service or product [2].

Defining an evaluation standard independent of any specific service context has resulted in several methodologies. A vast array of literature provides insight to the service quality evaluation methodologies typically used in practice. Several models have been developed, and it seems that no one model has been adjudged superior and applicability is determined after final data analysis. Of the models most recommended, a process of analyses and elimination was duly followed and resulted in a choice between the SERVQUAL (Parasuraman et al., 1988) and

SERVPERF (Cronin & Taylor, 1992) models.

The concept of SERVQUAL model is generally based on gap theory of Parasuraman, Zeithaml and Berry (1985), which suggests that the difference between customers assessment of the actual performance of a specific firm within a general class of service providers and their expectation about the performance of that class (P-E gap) drives the perception of service quality [19]. In 1988, Parasuraman at al., [20] developed SERVQUAL instrument consists of 22 attributes, which can be classified into 5 dimensions: assurance, tangibility, reliability, responsiveness, and empathy. The bases was on capturing the gap between customers' expectations and experience which could be negative or positive if the expectation is higher than experience or expectation is less than or equal to experience, respectively. Cronin and Taylor (1992) after their research on SERVQUAL scale showed that it is better to discard E component and let P component alone be used. According to the authors, whenever a customer rates their satisfaction/dissatisfaction level (P), he or she implies a comparison with expectation of service attributes. As mentioned above, since the expectation component is discarded in SERVPERF model, the questionnaire includes 22 questions designed to capture the perception of customers about service attributes. It has half of the number of questions in the SERVQUAL model. That is, it only measures the perceived service process performance and disregards expected service process level. The performance-based scale developed (SERVPERF) is efficient in comparison with the SERVQUAL scale [4].

According to the theory and empirical results of the previous authors, the author hypothesizes service quality of public administrative services and citizens' satisfaction has relationship. The hypotheses compatible with five dimensions of public administrative service quality by SERVPERF model as follows: H1. There is a significant and positive relationship between Reliability and the citizens' satisfaction; H2. There is a significant and positive relationship between Tangibility and the citizens' satisfaction; H3. There is a significant and positive relationship between Responsiveness and the citizens' satisfaction; H4. There is a significant and positive relationship between Assurance and the citizens' satisfaction; H5. There is a significant and positive relationship between Empathy and the citizens' satisfaction

The general concept of perceived value that can be understood is that perceived value involves the relationship between customer and the product [9] which is strongly related to the utility or benefits the customer get in return for the money or any other cost they spend [34] including both cognitive and affective aspect [10]. Although value concept becomes an important one, a few empirical surveys to improve throughout knowledge of the perceived value is recommended. Especially, in public environment, there is no investigation about perceived value. Sweeney and Soutar (2001) and Sanchez et al. (2007) [24, 26] consider perceived value as a collection of functional, social and emotional parts. On the other hand, Gronroos (1997) [5] separate perceived value into two sections: emotional and cognitive. All of the mentioned researches consider emotional section as a single construct.

Jillian C. Sweeney and Geoffrey N. Soutar (2001) [26] described the development of a 19-item measure, PERVAL, that can be used to assess customers' perceptions of the value of a

consumer durable good at a brand level. All four value dimensions were found to help significantly in explaining attitudes and behavior. They are: emotional, social value, quality and price. The scales of their study were also tested in a postpurchase situation and found to be both reliable and valid in this context as well. The scale demonstrates that consumers assess products, not just in functional terms of expected performance, value for money and versatility; but also in terms of the enjoyment or pleasure derived from the product (emotional value). Additionally, the scale was found to be reliable and valid in a post purchase situation, as well as in a prepurchase situation. According to them, emotional is the utility derived from the feelings or affective states that a product generates. As presented above, the customer satisfaction is an emotional reaction of customers to their experience of a service. Therefore, the sixth hypothesis is developed as follows: H6. There is a significant and positive relationship between Emotional Value and the citizens' satisfaction. The research framework and initial hypotheses in this study are stated as finger 1.
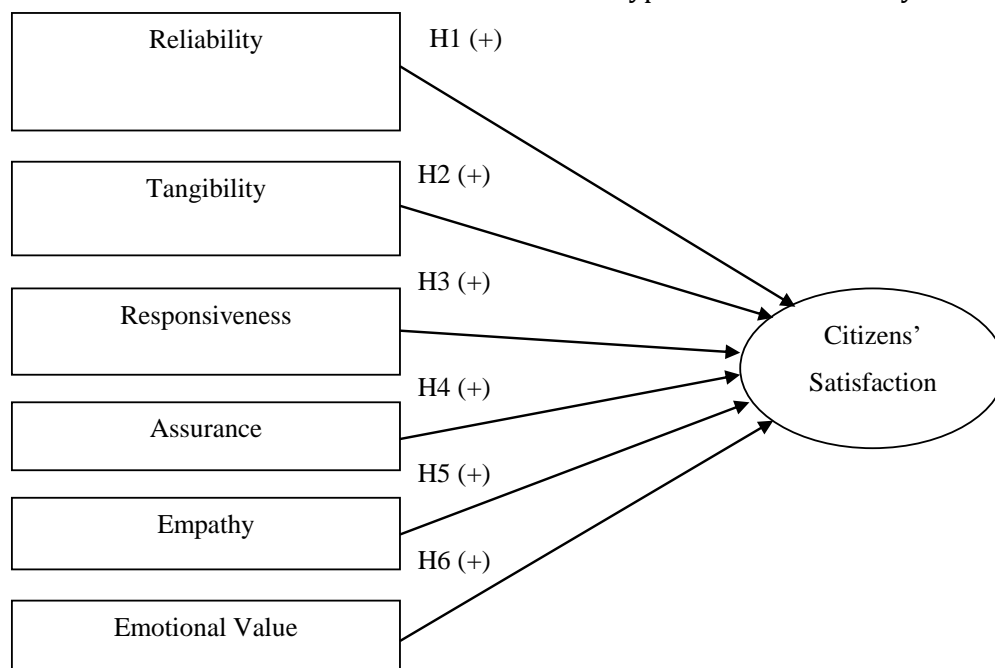

Figure 1. Research framework and hypotheses

3. Methodology

Quantitative analysis is the main method which was used to determine the factors related to citizens' satisfaction with public administrative services. The information was collected directly through the use of a survey instrument.

To collect the necessary data for this study, a survey instrument about quality of public administrative services, emotional value, citizens' satisfaction and general information of respondents was developed and used. In the questionnaire, the respondents answered questions about public administrative services and their emotions when they use public administrative services at People's Committee of Chuong My district. The study used the SERVPERF 5 dimensions (Tangibles, Reliability, Responsiveness, Assurance, and Empathy) which included 22 statements which measure service quality and 5 statements which measure emotional value (Emotion

Dimension of Jillian C. Sweeney and Geoffrey N. Soutar's Study). The questionnaire was designed to ensure sufficient content requirements but simple to fit with the level of citizens, organizations and administrative services in Chuong My district.   The scales in the study were based on the theory and through qualitative research and were adjusted to suit with the context of the quality of public administrative services. The respondents were asked to respond to the different items on quality of public administrative services and their emotion using a five-point Likert scale, ie.:(1) = Strongly disagree, (2) = Disagree, (3) = Neutral, (4) = Agree, (5) = Strongly agree.

It also included questions on satisfaction which are also answerable using a five-point Likert scale: (1) = Highly dissatisfied, (2) = Dissatisfied, (3) = Neutral, (4) = Satisfied, (5) = Highly satisfied. There were three questions about satisfaction with public administrative services which the respondents expressed their perception (Table 1).

Table 1. Three Items of Citizens' Satisfaction

Citizens' Satisfaction	You are satisfied with procedures of delivery public administrative services
	You are satisfied with the working method
	Overall, you are satisfied with the public administrative services

The author of this study conducted the survey among the citizens using the public administrative services at the main offices of the People's Committees of Chuong My district (OSS part). The respondents were selected randomly after they had completed their transactions at OSS part to answer the questionnaire (if they were willing to answer the questions). The questionnaire was directly delivered to the respondents and there was a area to implement this to maintain the privacy without the presence of public servants at Chuong My district. After all the filled up instruments had been gathered, the quality of the responses were evaluated. A total of 460 respondents were included in the final analysis.

Descriptive statistical analyses were used to describe the citizen-respondents in terms of their demographic characteristics; information related to using public administrative services. Besides, descriptive statistical analyses were useful to determine the citizens' satisfaction of the public administrative services at this district. One way analysis of variance (One-Way ANOVA test) were used to examine the differences in the citizens' satisfaction according to sectors of public administrative services. The quantitative method used is the confirmatory factor analysis (CFA), Structural equation modelling (SEM) evaluates observed variables and hypothetical constructs which fits the obtained data [25]. Therefore, it has been decided that the collected data were processed and analyzed using SPSS with the Analysis of Moment Structures (SPSS AMOS) version 22 software.

4.   Data analysis

4.1. Sample Characteristics

The data in Table 2 describes the characteristics of the 460 public administrative services users, specifically their gender, age, education and occupation.

Table 2. Distribution of Respondents as to Demographics Characteristics

Characteristics	Number	Percent
Gender		
Male	258	56.1
Female	202	43.9
Age		
Under 30	152	33.0
30-39	164	35.7
40-49	76	16.5
50-59	44	9.6
60 and above	24	5.2
Education		
High school and under	132	28.7
Intermediate education & College	142	30.9
University and Post - Graduate	186	40.4
Occupation		
Civil Servant, Official	98	21.3
Business, Employee in enterprises	148	32.2
Freelance	124	27.0
Pensioner	28	6.1
Others	62	13.5
Total	**460**	**100.0**

Sectors of public administrative services. Among the 460 public administrative services users at People's Committees of Chuong My district, most of them (47.8%) used the services of Certification of house ownership and land use rights. This is the area that people have the most demand. In fact, land is the most fluctuant and complicated area. The service of certification of house ownership and land use rights is the field related to citizens' immense value. This was followed by 17% of the respondents who used the public administrative services related to justice and 13.5% of respondents used the public administrative services related to economic activities. The public administrative services related to construction and urban issues and labor, invalids and society were both availed by 5.2% of the respondents. The rest (11.3%) of the respondents use public administrative services belonging to other sectors.

Table 3.   Distribution of Respondents as to Sector of Public Administrative Services

Sectors of public administrative services	Number	Percent
Construction and urban issues	24	5.2
Justice	78	17.0
Economic issues	62	13.5
Labor, invalids and society	24	5.2
Certification of house ownership and land use rights	220	47.8
Others	52	11.3
Total	**460**	**100.0**

4.2. Reliability Test of Scales

Cronbach's Alpha coefficient was calculated to see how the items explain the research concepts. Cronbach's alpha coefficient is a statistical test to see whether items in a scale are inter-correlated. The acceptable level of Cronbach's Alpha ranges from 0.6 to 1 [7]. In each scale, corrected item - total correlation would show how one item is inter-correlated with all the other items. Therefore, the higher this value is, the closer the relationship between the item and others in the scale. According to Nunnally and Burnstein [17], if the corrected item - total correlation is lower than 0.3, the item should be removed from the scale.

Table 4. Results of Reliability Test of Scales

Factors	Cronbach's Alpha	Number of Items
Reliability	0.755	4
Tangibility	0.880	5
Responsiveness	0.839	4
Assurance	0.872	5
Empathy	0.869	4
Emotion Value	0.899	5
Citizens' Satisfaction	0.917	3
Total		**30**

Table 4 showed the Cronbach's Alpha coefficient of the scales. All scales have the Cronbach's Alpha coefficient which is greater than 0.6. The highest one is "Citizens' Satisfaction" with the coefficient of 0.917, and the lowest one is "Reliability" with the coefficient of 0.755. All 30 items have Corrected Item-Total Correlation greater than 0.3. So, all scales meet the reliable requirement for further analysis.

4.3. Factors Analysis

Confirmatory Factor Analysis. Data Analysis presents the result of the confirmatory factor

analysis with a multiple-indicator measurement to assess unidimensionality. If model stituation is with number of observed varibles equivalent to 30 or more and number of observations equivalent to 50 or more, then the results must meet the condition that the root mean square error of approximation (RMSEA) is lower than 0.07 with the Comparative fit index (CFI) of 0.90 or higher; Chi-Square test has significant p-value (expected) [6]. RMSEA is quivalent to 0.08 or lower proves that the model fits with the data [16]. In this analysis, p-value reached significant, RMSEA of 0.068 (<0.08) and CFI of 0.916 (>0.9) is at a perfect level of fit Therefore, the CFA model is viewed to fit the data.

The result of Standardized Regression Weights of CFA shows that all items of seven variables had strong loading. All of them are greater than 0.5, ranging from 0.53 to 0.919. Thus, all the research concepts gain converging value.

Structural Equation Modeling. Specification of SEM is done and parameters are estimated. The model's overall fit with the data was evaluated using the common model goodness-of-fit measure estimated by the Analysis of Moment Structures. The findings indicated that the p-value is significant, Chi-square/df of 3.150 (<5) and RMSEA of 0.068 (<0.08) are good level of fit. All values of CFI, GFI, TLI satisfied the condition and stand out to indicate that the model fits the data well.

To consider the effects of factors on satisfaction, the author considered the results of estimation (Table 5). Three Regression Weights reached 0.05 significance (including Assurance, Empathy and Emotional Value with p-value equivalent to 0.005, 0.002 and 0.008). One Regression Weights reached 0.1 significance (Tangibility with p-value of 0.053). Two factors Reliability and Responsiveness do not influence the Citizens' Satisfaction (p-values did not reach 0.1 significance). These two factors were eliminated in the next analysis.

Table 5. The Results of Testing the Effect of Six Factors to Satisfaction

			Estimate	S.E.	C.R.	p-value
SATS	<---	REL	0.115	0.085	1.35	0.177
SATS	<---	TAN	0.105	0.054	1.933	0.053
SATS	<---	RES	0.06	0.145	0.416	0.678
SATS	<---	ASS	0.504	0.178	2.829	0.005
SATS	<---	EMP	0.321	0.102	3.147	0.002
SATS	<---	VAF	0.072	0.027	2.641	0.008

The remaining factors which included Tangibility, Assurance, Empathy, Emotional Value and Satisfaction continue to be analyzed. The second result of SEM is shown where specification is done and parameters are estimated. The model's overall fit with the data was evaluated using common model goodness-of-fit measure estimated by AMOS. The findings indicated that the p-value is significant, Chi-square/df of 3.580 (<5) and RMSEA of 0.075 (<0.08) are good level of fit.

All values of CFI, GFI, TLI satisfied the condition and stand out to indicate that the model fits the data well.
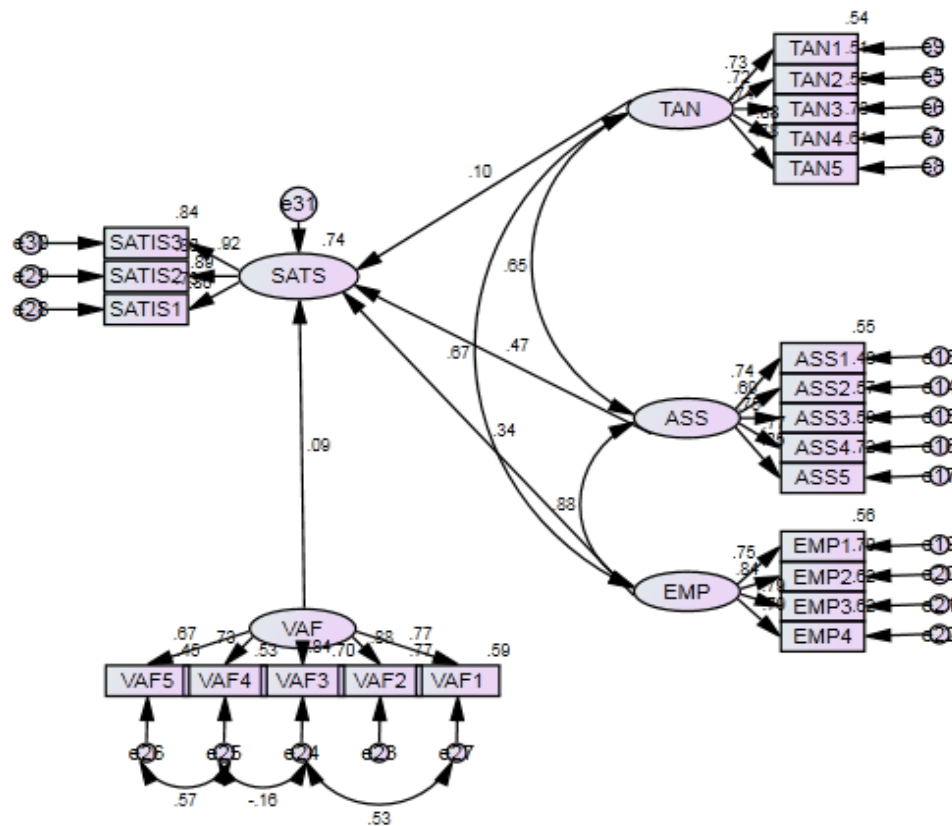
Chi-
Square =
712.450; df=199; Chi-Square/df=3.580; p=0.000; CFI=.930; GFI=.880; TLI=.919; RMSEA=.075

Figure 2. Result of SEM at the Second Analysis

The researcher continues to consider the result of estimations (Table 6) in this situation. All four Regression Weights reached 0.05 significance.   Therefore, this result states that all the four factors including Tangibility, Assurance, Empathy, Emotional Value have an influence on Citizens' Satisfaction.

Table 6. The Results of Testing the Effect of Four Factors to Satisfaction

			Estimate	S.E.	C.R.	p-value
SATS	<---	TAN	0.111	0.052	2.129	0.033
SATS	<---	ASS	0.601	0.123	4.881	0.000
SATS	<---	EMP	0.358	0.102	3.489	0.000
SATS	<---	VAF	0.081	0.028	2.928	0.003

The final result of SEM pointed out the effect of factors on Citizens' Satisfaction. According to Standardized Regression Weights, Assurance had the greatest effect on the satisfaction with Standardized Regression Weight of 0.472. The factor Empathy had the second greatest influence on the satisfaction (Standardized Regression Weight of 0.338). Tangibility and Emotion Value had the least influence on the satisfaction (Standardized Regression Weights equivalent to 0.097 and

0.091). With data of 460 respondents, the above results have shown that only four factors affect citizens' satisfaction with public administrative services at Chuong My district. The SEM of Citizens' Satisfaction of this study is reliable. The levels of effects of the factors are generalized in Figure 3.
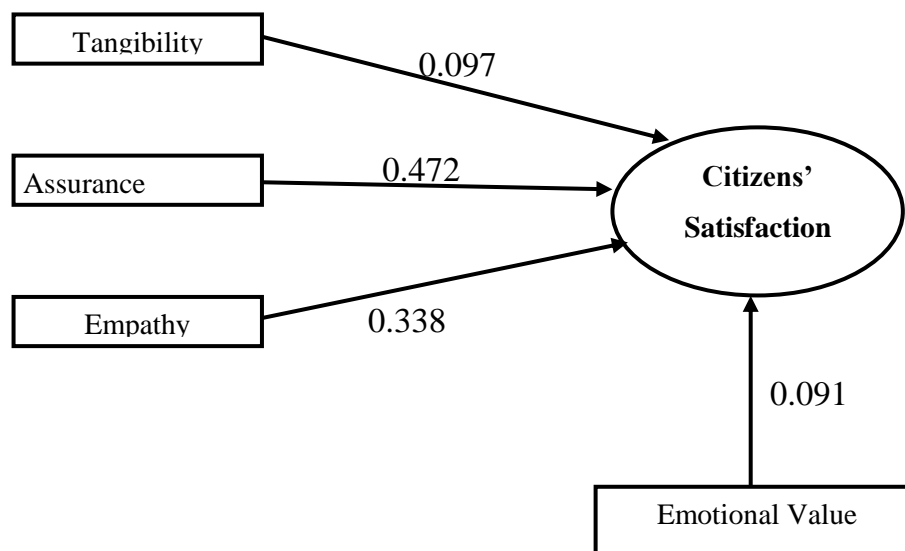

Figure 3. Model of Factors Affecting Citizens' Satisfaction with Public Administrative Services

4.4. Descriptive Statistics for Citizens' Satisfaction

The results from the Table 7 show that people seem to be well satisfied with the public administrative services of People's Committee of Chuong My district (Mean = 3.59/High). Among the items, they were most satisfied with procedures of delivery of public administrative services (3.61/High). The mean score of item 2 (Satisfied with the working method of People's Committee of Chuong My district) had the lowest (3.58/High).

Table 7. Descriptive Statistics for Different Items of Citizens' Satisfaction

Items	N	Minimum	Maximum	Mean
Citizens' Satisfaction	**460**	**2.00**	**5.00**	**3.59**
1. Satisfied with procedures of delivery public administrative services	460	2	5	3.61
2. Satisfied with the working method	460	1	5	3.58
3. Overall, Satisfied with the public administrative services	460	2	5	3.59

4.5. ANOVA Test

The difference in the scores of satisfaction by sectors of public administrative services is presented in Table 8. Among the sector groups, the mean score of group 1 (Construction and urban issues) and group 4 (Labor, invalids and society) had highest mean scores for the satisfaction (the same mean score of 3.7500). As predicted, the field of certification of house ownership and land

use rights are the fields with the lowest mean score (3.5576).

The result of ANOVA analysis by sector of public administrative services for Citizens' Satisfaction showed that the significance value is 0.498.   Based on the result of ANOVA, this F-value reached the 0.05 significance level, suggesting that citizens' satisfaction with the public administrative services among the six sectors of public administrative services is not significantly different from each other.

Table 8. Mean Citizens' Satisfaction Scores by Sectors of Public Administrative Services

Sectors of Public Administrative Services	Mean score	F/t Value	Sig.
Construction and urban issues	3.7500	**0.875**	**0.498**
Justice	3.5769		
Economic issues	3.6935		
Labor, invalids and society	3.7500		
Certification of house ownership and land use rights	3.5576		
Others	3.5128		

5. Conclusion

5.1. Results and Discussion

Based on the theoretical approach of the research on service quality, emotional value, public administrative services and the previous studies of the citizen's satisfaction, the study has built Research Framework to do research on the influence of the citizens' satisfaction with the public administrative services at the People's Committee of Chuong My district. The results from the survey show that the resident-respondents were highly satisfied of the public administrative services of Chuong My district. Although Chuong My is a suburb district of Hanoi, the innovations in administrative activities in general and administrative procedure in particular have gained certain results. The delivery of public administrative services has had significant advancements with OSS and intercom OSS models. The citizens are pleased with the services delivery of the People's Committee of the District. However, Chuong My District still needs to exert some efforts to improve citizens' satisfaction because the mean score of Citizen's Satisfaction only lay in the beginning of Highly Satisfied level (3.41-4.20). To achieve a higher level of citizens' satisfaction, Chuong My district needs specific actions to continue innovating the procedure of delivery as well as the implementation to serve the demands of citizens for a better public administrative services.

It is a fact that the fields of public administrative services in the recent time have significant innovations in delivering the services to citizens. The clear requirements about documents, procedure of implementation as well as OSS mechanism have brought about more positive changes in providing public administrative services than before. The field of certification of house ownership and land use rights are the fields with the lowest mean score. This is the field that

citizens have to go for more times than others, the field that the solving time can be the longest. Especially, this is the most complicated field because it relates to the big property of citizens. However, with the data analysis, there were no significant differences in the satisfaction of respondents according to sectors of public administrative services. So the results of analysis have shown that the equality in the citizens' perception of satisfaction with public administrative services although they have the difference in complicacy.

From the study, it showed that Reliability and Responsiveness components of public administrative services did not affect the Citizens' Satisfaction; therefore, H1 and H3 were not supported. But Tangibility, Assurance, Empathy and Emotional Value were found to be significant determinants of satisfaction with Assurance as the major determinant followed by Empathy while Tangibility and Emotional Value as the least. The rest of hypotheses, H2, H4, H5 and H6, were supported.

The first doubt that the emotional value has an effect on the citizen's satisfaction has been confirmed. The result of this research is different from the previous studies when it shows that there are two dimensions of service quality (Reliability and Responsiveness) which did not have an influence on citizens' satisfaction. This result contradicts the previous studies in public administrative services of district lever by Vo Nguyen Khanh (2011) [32] and by Phan Thi Dinh (2013) [22]. The difference can be explained by the unique experiences of the different contexts in which the studies were conducted.

Table 9. Results of testing hypotheses

Hypotheses	Results
H1. There is a significant and positive relationship between Reliability and the citizens' satisfaction	Not Supported
H2. There is a significant and positive relationship between Tangibility and the citizens' satisfaction	Supported
H3. There is a significant and positive relationship between Responsiveness and the citizens' satisfaction	Not Supported
H4. There is a significant and positive relationship between Assurance and the citizens' satisfaction	Supported
H5. There is a significant and positive relationship between Empathy and the citizens' satisfaction	Supported
H6. There is a significant and positive relationship between Emotional Value and the citizens' satisfaction	Supported

5.2. Research Implications

The study showed how the citizens satisfy with public administrative services as well as explored the determinants of their satisfaction.   The leaders of the People's Committee of Chuong My district need to identify appropriate solutions to improve the citizens' satisfaction with public administrative services. As presented above, Assurance is the factor having the greatest influence on satisfaction therefore; public administrative agencies appreciate the public servants' capacity

and the morals of public duty to enhance the assurance in delivering public administrative services. The Office of the OSS part has been rather highly evaluated with the feedback that the office is spacious, well lit and fully-equipped. It was also regarded by the residents as the major source of information for public administrative services. Tangibility is a factor which citizens evaluated at the highest level among the components of public administrative services quality. However, the office still need to be equipped more modernly; and the arrangement at OSS part should be more scientific to meet the higher demands in delivering services to citizens.

As a new idea of the relationship between citizens and the State administrative agencies, the citizens must be considered as customers in providing public administrative services. The relationship between citizens and the State administrative agencies is getting more and more intimate. Besides, the issue of the State administrative system innovation in general and the delivery of public administrative services in specific relates to the globalization and regionalization. The forms against norms, reducing the regulation require changes in the way of delivering services. Public administrative services must be provided flexibly and timely for citizens. Thus, the traditional administrative system with regulations and norms will be replaced by a developed administrative system which is adjustable to the fluctuations in social life. The reasonable requirements of citizens must be solved with the highest responsibility spirit by the public servants of the People's Committee of Chuong My district.

Dealing with the State administrative agencies is a regulatory requirement for citizens in using public administrative services. However, citizens need to be considered as customers of the State administrative agencies as mentioned above. Creating the positive emotion for citizens when they come to have deals will increase their satisfaction with public administrative services. In the scope of this research, creating positive emotions for citizens means increasing the willingness, expectation, pleasure, excitement and being respected when they come to deal at the People's Committee of the district.

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