



Legal Policy Applications for Enhancing the Quality of Public Administrative Services

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Abstract

Vietnam is now focused on market economic growth and administrative reform. This involves organizing and administering society via legal institutions and meeting the fundamental requirements of the people by providing public administrative services. In addition, the execution of public administrative services is a vital and indispensable responsibility for government agencies, as well as for the citizens. Hence, the objective of the research is to investigate the primary factors that influence the public administration service quality in Ho Chi Minh City, Vietnam. The author employed both qualitative and quantitative methodologies to examine data obtained from a survey sample of 900 individuals. The study focused on assessing the public administration service quality in nine districts of Ho Chi Minh City, Vietnam. In addition, the study included descriptive statistical techniques such as calculating the mean and standard deviation. Furthermore, it utilized structural equation modeling with the assistance of SPSS 20.0 and Amos software. The article identifies eight crucial factors that influence the public administrative service quality and have an impact on people's satisfaction with these services. The primary factors clearly list the factors analyzed, such as reliability, empathy, responsiveness, competence, tangibles, legal regulations and policies, technology application, and management capacity. The study's originality enables policymakers and public service managers to utilize the findings in order to improve the public administration service quality and boost people's satisfaction. There are several suggested legal policy applications aimed at achieving equal quality in public administrative services. These policy recommendations prioritize investment in technology applications, improving management capacity, and updating legal regulations and policies to increase awareness across society and create favorable conditions for businesses and individuals. This novelty will facilitate the implementation of administrative procedures through online public services to develop e-government.

Keywords:

Legal Policy;
Policy Quality;
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1- Introduction

Public administrative service is a widely recognized term in both academic discourse and practical application. While public services have been examined from various theoretical perspectives, there is a general consensus that they are designed to provide essential services for daily life and meet the common needs and interests of society. Both the state and the private sector are involved in delivering these services, all under the unified oversight of governmental management [1, 2]. Public services are commonly defined as services that fulfill basic and necessary social needs, contribute to societal stability and equity, and are performed as a governmental obligation rather than for profit. Another viewpoint considers public services as core administrative functions delivered by governmental institutions or authorized private entities [3–5]. Additionally, some definitions emphasize public services as activities directed toward meeting essential societal needs for the common benefit of the community, implemented directly by the state or facilitated through the private sector. Despite differences in expression, these definitions converge on the essential nature and features of

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public services, particularly in the context of ongoing trends toward the "socialization" of service delivery. They underscore the state's role as a manager and regulator, ensuring that public service provision is guided by consistent principles, leverages all social resources, utilizes diverse delivery methods, and functions smoothly, effectively, and with high quality.

Public administrative services are characterized by several fundamental traits. They represent organized activities aimed at delivering essential services across diverse aspects of social life. Their primary purpose is to address the collective needs and interests of the broader community, ensuring that individuals and organizations alike exercise their rights and fulfill obligations within a legal framework [6, 7]. State agencies—operating from the central to local levels—are the main entities managing these services, performing administrative functions to ensure orderly, regulated service delivery across all societal domains. The state plays a critical role, either directly providing public services or delegating such responsibilities to private organizations or individuals [8, 9]. Nevertheless, the state retains its authority in managing, supervising, and ensuring that all public services—whether offered by state-run units or private sector participants—are distributed and delivered transparently, fairly, and equitably. This regulatory role is essential in maintaining unified, efficient, and high-quality service systems aligned with the goals of a socialist-oriented market economy, thereby fostering socio-economic development and promoting international integration.

In addition, public services are carried out on a fairly wide scale in many fields and professions of social life, and these activities are of a service and supply nature to meet the increasing needs of society, contributing to creating conditions for individuals and organizations to exercise their rights and obligations [10, 11]. From the above analysis, it can be understood that public services are activities managed by the state, directly undertaken or authorized for the private sector to perform in order to serve and provide important and essential services in the fields of culture, health, education, sports, etc. to serve agencies, organizations, and individuals; to meet the needs of individuals, organizations, and the whole society; and for the common interests of the social community according to the provisions of law. The state has a crucial role in delivering public services, particularly in the development and enhancement of a socialist rule-of-law state that is governed by and for the people. This includes the ongoing improvement of the socialist-oriented market economy and deepening international integration in various sectors. The state is also focused on expanding and enhancing the quality of public services to meet the growing demands of society. Offering these services is also a prerequisite for ensuring optimal enforcement of human rights and civil rights in Vietnam under the current circumstances [12, 13].

Specifically, the state has a role in regulating public services according to the market economy, originating from social needs. To achieve the goal of ensuring socio-economic efficiency, the state promotes socialization, transferring a number of public services to organizations and individuals to provide more and more goods, products, and services to society. To perform its functions well, the state still needs to hold a management role for public services according to the provisions of law. At the same time, the state has a particularly important position and role in inspecting, examining, and handling violations of public service providers and public service users [14, 15]. Through its management activities, the state controls the behavior of subjects under administrative management, ensuring that public services take place democratically, openly, transparently, and healthily, promoting the market by providing these services to promote its strengths and operate most effectively.

In the broader context of social governance—and more specifically in the management of public services—the state, by virtue of its public authority, remains the sole entity equipped with the legal status, institutional framework, and material resources necessary to ensure the continuous and equitable delivery of public services [5]. In cases where public services are provided by the private sector, certain vulnerable or low-income groups may require additional support to access these services. Here, the state holds a critical responsibility to either deliver such services directly or establish regulatory policies to guarantee equitable access and social inclusion.

As the central authority endowed with sovereign power, the state plays a pivotal role in organizing and overseeing the provision of public services across all domains of social life. This includes services directly delivered by governmental agencies and organizations, as well as those operated or delegated to private individuals and institutions. The Resolution of the 13th National Congress of the Party explicitly emphasizes: "Enhancing the autonomy of public service units; promoting the socialization of service delivery; encouraging participation from economic sectors and civil society in the development and provision of public services; and fostering rapid development of the service sector through the application of advanced science and technology, particularly in high value-added services. Prioritized development should be given to service industries such as tourism, trade, telecommunications, information technology, transport, logistics, technical services, and legal consultancy. Moreover, there is a call to modernize and expand sectors like financial services, banking, insurance, securities, healthcare, education and training, science and technology, cultural services, and sports organizations, aiming to deliver professional, modern, and internationally standardized services" [16].

Ensuring publicity and transparency of obligations and responsibilities in state administrative procedures and public services. The state is the only entity with the authority to issue legal documents and develop strategies, plans, and schemes for the development of public services for society. In the process of performing its management function, the

state maintains order for public services through its organizational apparatus and the legal system, which is an important tool to control administrative activities for organizations providing and transferring public services to citizens, organizations, and the whole society [17, 18]. At the same time, the state creates all necessary conditions to mobilize all resources and organizations in the non-state sector to participate in order to promote development according to the market mechanism with the control and regulation of the state towards the goal of strong socialization of public services, ensuring that people have easy, convenient, and effective access, meeting the requirements of developing a socialist-oriented market economy and international integration [19, 20].

This research applies the SERVQUAL model to public administration and uses structural equation modeling (SEM) to conduct empirical tests of the model's validity and reliability. In addition, to comprehensively analyze the combined and individual impacts on service quality and satisfaction, the study suggests a model that includes eight factors: competence, responsiveness, reliability, empathy, tangibles, legal restrictions, technological application, and management capability. Lastly, the study delves into innovations powered by technology and how they can revolutionize public service delivery. It offers valuable insights into how digital tools can enhance service quality and satisfaction. This method fills in the blanks and provides a thorough plan to improve the standard of public administration services in Vietnam and the happiness of its citizens.

Ho Chi Minh City (HCMC) is the biggest metropolis in the country, with a population of over 10 million people and hosting over 300,000 local and foreign firms. There is a significant need to manage everyday administrative activities for individuals and companies. Starting in 2021, the HCMC has shown interest in implementing administrative reform. Specifically, Ho Chi Minh City has designated 2022 as a pivotal year for administrative reform, with the happiness of individuals and companies serving as the benchmark for assessing the effectiveness of administrative processes. Despite the attainment of some promising outcomes, there remain several challenges that need practical resolutions to enhance public contentment with administrative reform in HCMC. The purpose of the paper is to examine the main elements that influence the quality of public administration service in HCMC, Vietnam. The author also suggests legislative policy measures that might help promote the adoption of online public services at present. The author outlined the framework of the study, which includes: (1) Introduction, (2) Literature review and hypothesis creation, (3) Research methods, (4) Results and discussion, and (5) Conclusions and suggestions for legal policy.

2- Literature Review and Hypothesis Development

2-1- The Concept of Quality of Public Administrative Services (Y1)

Public administrative services are services provided by the government to fulfill the demands of the public in relation to state management functions. Thus far, the exclusive suppliers of these public services have been governmental agencies or state-authorized entities responsible for delivering public administrative services. This is a component of the state management process [4, 21, 22]. In order to carry out this task, the state must engage in direct service operations such as granting licenses, certificates, registrations, notarizations, visas, and civil status documentation. People enjoy these services not according to the relationship of supply and demand or market parity but through paying fees or charges to state administrative agencies. This fee is intended to support the state budget. Current studies use SERVQUAL as a tool to measure service quality. However, researchers have not yet demonstrated that this instrument can be properly modified to measure public administrative service quality. In this research, SERVQUAL has been applied in service setup, actual testing, and confirmation that SERVQUAL is suitable for measuring the public administrative service quality [7, 22, 23]. While previous studies have not yet confirmed the validity and reliability of the five SERVQUAL dimensions in service settings, the results of this study confirm that all five dimensions - including reliability, Responsiveness, service, tangibility, and empathy are distinct and clear.

Public administration is related to the degree of satisfaction with the public needs of society and the economic and social progress of a country. According to Chinese researchers, the effects of public administration are mainly the guiding effect, the controlling effect, the serving effect, and the helping effect. From the perspective of state management subjects, administrative researchers believe that public services are the activities of state agencies in implementing state administrative management functions and ensuring the supply of goods. Public service serves the common and essential needs of society [24-26].

Public administrative service quality is a broad, multi-dimensional topic that combines many specialties. However, the definition of quality and public service quality also differs among researchers. The public administrative service quality as the conformity and consistency of products with technical and quality specifications, which is anything that fits the product's characteristics to meet people's needs [8, 11]. However, this definition is only commonly used for tangible products. The public administrative service quality is a measure of the difference between the services provided and people's service expectations. Based on the aspect of meeting people's expectations about quality, the public administrative service quality is meeting people's expectations based on their understanding of the service, their past experiences, word of mouth, and promotion by the administrative agency. This perspective is quite commonly used in evaluating the public administrative service quality. That is, service is considered good when it meets people's expectations [5, 27, 28].

Thus, public administrative services refer to a specific form of public service that is offered by state administrative agencies in accordance with the legislation to meet the unique needs of residents and organizations. The work carried out by state administrative agencies is classified as public services, which symbolizes the interaction between the state and its citizens [20, 28]. In this interaction, citizens availing of these services do not possess the freedom to choose but are obligated to receive compulsory services as mandated by the state. Public administrative services refer to operations carried out by state administrative agencies based on legal authority to fulfill the fundamental rights and duties of organizations and citizens, with the aim of satisfying the needs of the people. Public administrative service quality is an important concept in state management and public administration. It refers to the extent to which services provided by public agencies meet the needs and expectations of citizens, organizations, and businesses based on people's satisfaction [8, 9, 29]. In this study, the quality of public administrative service is all the features and characteristics that a public administrative service provides to meet the needs of customers - people and businesses. The quality of public administrative service can also be defined as the gap between the expectations of customers (people and businesses) and their perception of the use of public administrative services.

2-2- The Concept of People's Satisfaction (Y2)

Currently, several scientists have put forth several notions of contentment, including satisfaction, which refers to an individual's emotional state of contentment or dissatisfaction that arises from comparing the actual product or outcome obtained with their initial expectations. Customer satisfaction refers to the general opinion or emotional reaction of a customer towards a service provider. It is based on the client's expectations and perception of how well their needs, goals, or desires are met. Satisfaction is a psychological state that occurs when consumers demand [23, 30].

Studies show that people's satisfaction has become an important factor contributing to improving the performance of public agencies, creating motivation for local state management agencies to improve quality institutional quality and policy implementation. It brings many benefits, including public administrative quality having a strong influence on the results of administrative procedure reform, thereby contributing to enhancing the business environment, optimizing social resources, bolstering national competitiveness, and providing favorable circumstances for quick and sustainable economic development in the country [11, 14].

Thus, the component that exerts the greatest influence on people's happiness is the public administration service quality; happiness is both predictable and anticipated. The quality of governmental administrative services is an exemplary benchmark. While there is a connection between public administrative service quality and satisfaction, there is a lack of research that specifically examines the impact of different components of service quality on satisfaction in each specific service industry [31, 32]. However, a study has been conducted to test this relationship and has found that the perceived quality of public administrative services directly influences citizen satisfaction. Research has determined that public administration service quality is the foundation for satisfaction and is the primary element that influences satisfaction [15, 33]. In this study, people's satisfaction is an important concept in many fields, especially in public administration and public service delivery. It reflects the extent to which services or products meet people's expectations and needs. Here are some key factors related to resident satisfaction based on service quality: The degree to which services are provided professionally and effectively and meet people's needs. This includes both technical quality (correctness, reliability) and functional quality (friendliness, accessibility).

2-3- The Concept of Reliability (X1)

Reliability (X1): Reliability pertains to the provision of precise, timely, and esteemed services. Consistency in service delivery, adherence to agreements, and fulfillment of pledges to the public are essential. In addition, dependability refers to the capacity to deliver services as promised, ensuring strong information security and safeguarding the well-being of individuals and their belongings [2, 23].

The administrative agencies are reputable, whether they fulfill their commitments to the people or not and whether they make them feel secure when transacting at administrative agencies or not. Administrative agencies have a high level of trust, always do exactly what they have committed to, and all questions and complaints from the people are answered by the agencies. Administrative agencies pay attention and resolve issues satisfactorily, and people's information is kept confidential, so the public administrative service quality will increase [19, 25, 34].

Additionally, reliability is a critical factor that significantly impacts the quality of public administrative service. When public services are reliable, it fosters trust, efficiency, and overall satisfaction among citizens. Consistency: Reliable services ensure that processes and outcomes are consistent over time, building citizens' trust. People are more likely to trust a system that delivers predictable and dependable results. Reputation: When public services are reliable, it enhances the reputation of the government or administrative body, fostering a positive relationship between the state and its citizens [20, 27].

Reliability is fundamental to the public administrative service quality. Public administrative bodies can significantly enhance citizen trust, satisfaction, and overall engagement by ensuring that services are dependable, consistent, and

efficient [27, 34]. Investing in reliability improves immediate service quality and contributes to the long-term effectiveness and credibility of public administration and proposed hypothesis H1:

H1: Reliability positively influences public administrative service quality.

2-4- The Concept of Empathy (X2)

Empathy (X2): Empathy involves demonstrating genuine concern and providing individuals with the utmost considerate care, aiming to make them feel valued as esteemed visitors of the organization. Public administration is universally embraced and greeted with warmth in every location and at any time. The human element is the fundamental component of this achievement, and the greater attention public administration devotes to the well-being of individuals, the more goodwill it will generate [25, 27, 35]. Empathy is the capacity to feel and understand the emotions and experiences of the staff members, demonstrating care and concern for their well-being. The public administrative personnel exhibit a kind and zealous demeanor, ensuring equitable treatment for all individuals. Individuals desire administrative agencies to prioritize their own well-being and the well-being of their families and to comprehend their unique demands and interests [33]. The staff demonstrates genuine concern for individuals. The staff comprehends the unique requirements and advantages that individuals need in order to rapidly fulfill their demands.

Furthermore, empathy plays a crucial role in enhancing the public administrative service quality by fostering a citizen-centric approach and building stronger relationships between the public and administrative bodies [35]. Empathetic public servants actively listen to the concerns and needs of citizens, leading to better understanding and more effective communication. Clearer Explanations: When officials understand the perspective of the citizens, they can provide clearer and more relevant information, reducing misunderstandings and confusion [23, 25, 27, 36]. Empathy facilitates open and honest feedback from citizens, which is crucial for identifying areas for improvement and implementing necessary changes. Responsive Services: Public services that incorporate empathetic feedback are more responsive and adaptive to the evolving needs of the community.

Empathy significantly enhances the public administrative service quality by fostering better communication, trust, and relationships between public servants and citizens. It leads to more personalized, inclusive, and effective service delivery, increases citizen satisfaction, and contributes to a positive working environment for public servants [37, 38]. By prioritizing empathy, public administrative bodies can create a more supportive and responsive service framework that truly meets the needs of the community and proposed research hypothesis H2.

H2: Empathy positively influences public administrative service quality.

2-5- The Concept of Responsiveness (X3)

Responsiveness (X3): Responsiveness is a metric that assesses the capacity to promptly resolve issues, efficiently address grievances, demonstrate a willingness to assist individuals, and promptly answer requests [29]. Public demand. Responsiveness refers to the extent to which a service provider addresses the desires and needs of individuals. Responsiveness refers to the inclination and readiness of personnel to deliver prompt services to individuals. Administrative agencies are responsible for delivering comprehensive, prompt, and precise information to the public. They possess the capacity to swiftly resolve issues, efficiently address grievances, and give rapid responses to complaints [23, 25, 27, 39]. Does it adequately fulfill the requirements of the individuals? Administrative agencies swiftly notify individuals when there is a change in information throughout the transaction process. Administrative agencies furnish individuals with comprehensive and precise information. Administrative agency officials are prepared to respond to inquiries from the public. The team provides comprehensive and user-friendly guidance on papers and processes. The personnel of administrative agencies consistently offer diligent service to all residents, particularly during busy periods. This enhances the degree of responsiveness of administrative entities towards the public [33, 40].

Responsiveness is a key factor that positively affects the public administrative service quality. When public services are responsive, they adapt quickly to the needs and concerns of citizens, leading to higher satisfaction, trust, and efficiency. Quick Resolution: Responsive services ensure that citizens' requests and issues are addressed promptly, reducing wait times and improving overall satisfaction [23, 25, 27, 41]. Efficiency: Timely responses lead to more efficient use of resources, preventing backlogs and ensuring smooth operation of administrative processes. Responsive public services build trust and credibility, as citizens see that their needs and concerns are taken seriously and addressed swiftly. Reliability: Consistently responsive services enhance the reliability of public administration, reinforcing the belief that the government is dependable and accountable.

Responsiveness is a critical component of high-quality public administrative services. It ensures that services are delivered promptly, efficiently, and effectively, leading to higher citizen satisfaction, trust, and engagement. Responsive public administration can adapt to changing needs, solve problems swiftly, and continuously improve, ultimately creating a more reliable, transparent, and effective governance system [42, 43], and proposed hypothesis H3:

H3: Responsiveness positively influences the public administrative service quality.

2-6- The Concept of Competence (X4)

Competence (X4): This competence is the key element that instills trust and confidence in individuals, which is perceived via the provision of professional service, extensive professional knowledge, courteous behavior, and aptitude. Effective communication skills instill a sense of security in individuals while utilizing public administration services [23, 25, 27, 37]. Service capacity is determined by the level of expertise and certifications required to carry out professional services. Serviceability is demonstrated when personnel interact with others, directly provide services, and possess the research skills to gather pertinent information required for helping people. Individuals exhibit a high level of curiosity about the demeanor and expertise of administrative agency personnel. The public administration service quality will rise in proportion to the presence of knowledgeable and skilled workers who have a pleasant and friendly attitude, conduct operations efficiently and accurately, and consistently build trust with the public [20, 44].

Competence is a fundamental attribute that significantly enhances the public administrative service quality. When public servants are competent, they possess the necessary skills, knowledge, and abilities to perform their duties effectively, leading to numerous positive outcomes. Accuracy and Precision: Competent public servants perform their tasks with high accuracy and precision, reducing errors and ensuring that services are delivered correctly the first time [23, 25, 27, 31]. Efficiency: Skilled and knowledgeable staff can complete tasks more quickly and efficiently, minimizing delays and optimizing resource use. Competent public servants can analyze problems thoroughly and develop effective solutions, addressing issues at their root causes. Innovation: High levels of competence foster innovation, as knowledgeable staff are better equipped to introduce new ideas and improvements to existing processes.

Competence is crucial for the public administrative service quality. It leads to accurate, efficient, and reliable service delivery, enhances problem-solving and decision-making abilities, and builds trust and credibility with citizens [30, 45]. By investing in the competence of public servants through training, development, and recruitment of skilled personnel, public administrations can significantly improve their service quality and better meet the needs of the community and proposed research hypothesis H4:

H4: Competence positively influences the public administrative service quality.

2-7- The Concept of Tangibles (X5)

Tangibles (X5): The tangible means refer to the physical aspects of facilities, the behavior of staff members, records, manuals, and public administrative communication methods. Generally, any observable phenomenon that may be directly perceived by individuals through their visual and sensory faculties might influence this variable. Tangible means refer to the physical aspects of a service, such as the look of the service workers, the costumes they wear, and the facilities and equipment used to provide the service [23, 25, 27, 32]. The amenities are contemporary and cozy, the transaction site is conveniently situated, and the staff uniforms are immaculate and kind. The modern equipment and well-organized counter arrangement provide efficient transactions and are easily identifiable. The service amenities provided include parking and waiting space. The quality of public and commercial administrative services can be influenced by the appearance of staff uniforms, which should be tidy and courteous.

Tangibles, which refer to the physical evidence of service, play a significant role in positively affecting the public administrative service quality [9]. Tangibles encompass everything from the physical facilities and equipment to the appearance of personnel and the materials used in communication. Physical Environment: Clean, well-maintained, and accessible facilities create a welcoming environment for citizens, making their interactions with public services more pleasant [23, 25, 27, 46]. Comfort and Convenience: Comfortable waiting areas, adequate seating, and amenities like water fountains and restrooms improve the overall experience for citizens using public services. The professional appearance of public servants, including uniforms or appropriate attire, instills confidence and trust in the quality and reliability of services [29]. Brand Image: Well-designed and maintained facilities and materials contribute to a positive image of the public administration, enhancing its credibility and reputation.

Tangibles are a crucial aspect of the public administrative service quality. They enhance the citizen experience, instill professionalism and credibility, improve efficiency and effectiveness, and promote accessibility and safety. By investing in the physical evidence of service delivery, public administrations can significantly improve the quality and perception of their services, leading to higher citizen satisfaction and trust [26, 47] and hypothesis H5:

H5: Tangibles positively influence the public administrative service quality.

2-8- The Concept of Legal Regulations and Policies (X6)

Legal regulations and policies (X6): Build additional public administrative processes to reduce work and time for people when performing administrative services. According to research results, the implementation process is the 4th most satisfying factor after the factors of transparency, implementation process, and service attitude [29, 48]. Therefore, in the coming time, leaders will pay attention to improving solutions and directions related to the process of handling

documents and administrative procedures for people. Administrative agencies develop clear, transparent, streamlined procedures and shorten administrative procedures to reduce trouble for people. In addition, it is necessary to ensure that people's paperwork is carried out in accordance with established regulations, avoiding having to do it over and over again [45, 44, 49].

In addition, state agencies need to standardize conditions on facilities, behavior, and communication in the process of receiving and processing comments, feedback, and recommendations from people and organizations. Connect with channels to receive comments, feedback, and recommendations from people and organizations; monitor information flows and public opinion to identify problems, thereby improving the efficiency of handling feedback and recommendations from people and businesses [33, 44, 50, 51]. In this process, it is necessary to attract people's participation in supervision to ensure effective implementation. Because this is an effective solution to improve the efficiency and quality of handling feedback and recommendations, state agencies need to expand forms of information exchange activities to create favorable conditions. Encourage people and businesses to participate in supervision, especially focusing on promoting the reception of feedback and recommendations from people on administrative procedures through the online environment [29, 37].

Legal regulations and policies are fundamental components that positively affect the public administrative service quality. They establish a framework within which public services are delivered, ensuring consistency, fairness, accountability, and efficiency. Legal regulations ensure that public services follow standardized procedures, providing consistent experiences for all citizens regardless of where they access services. Predictability: Clear policies and regulations provide predictable processes and outcomes, helping citizens understand what to expect when they interact with public services [40, 44, 50, 52]. Legal frameworks establish clear guidelines for the conduct of public servants, ensuring they act in accordance with established rules and principles. Transparency: Regulations mandate transparency in public administration, requiring that procedures, decisions, and actions be open to scrutiny to build public trust.

Legal regulations and policies play a crucial role in enhancing public administrative service quality by establishing clear standards, promoting fairness and accountability, ensuring efficient resource management, and protecting the rights of citizens and public servants. They provide a structured framework that guides the delivery of public services, ensuring they are consistent, transparent, and responsive to the needs of the community [26, 42, 44, 50]. By adhering to these regulations and policies, public administrations can significantly improve their service quality and foster greater trust and satisfaction among citizens and proposed research hypothesis H6:

H6: Legal regulations and policies positively influence the public administrative service quality.

2-9- The Concept of Technology Application (X7)

Technology application (X7): The rapid pace of the 4.0 industrial revolution is evident in its impact on all parts of the world, particularly Vietnam, as indicated by the technological element. The 4.0 industrial revolution has had a significant impact on public administration, particularly in the areas of finance and administration. The public sector, particularly the alteration of distribution channels and traditional public administrative service offerings [43, 47]. In addition, to identify opportunities and challenges coming from the 4.0 industrial revolution (Industry 4.0) for the public administration system, the author proposes to include technological elements to help the public administration sector effectively apply 4.0 technology to business practices, meeting the increasing needs of the people and international integration. In addition, Industrial Revolution 4.0 also creates new steps in changing the way of communication and business handling through interaction and electronic communication of the public administration system without people needing to go directly to public administration [28, 53].

The application of technology in public administrative services can significantly enhance their quality by improving efficiency, accessibility, transparency, and overall citizen satisfaction. Automating routine tasks such as data entry, form processing, and document management reduces the workload on public servants, speeds up service delivery, and minimizes errors [45, 39]. Workflow Optimization: Technology can streamline workflows, ensuring that tasks are completed in a logical sequence without unnecessary delays, thereby improving overall productivity. Online Services: Providing online platforms for services such as license renewals, tax payments, and permit applications allows citizens to access services anytime, anywhere, reducing the need for physical visits. Mobile Applications: Mobile apps enable citizens to access public services and information on the go, enhancing convenience and accessibility [44, 54].

The application of technology in public administrative services transforms the way these services are delivered, making them more efficient, accessible, transparent, and responsive to the needs of citizens. By leveraging digital tools and platforms, public administrations can improve service quality, enhance citizen satisfaction, and build greater trust in government institutions [19, 45]. Investing in technology is essential for modernizing public services and ensuring they meet the evolving demands of the community and proposed research hypothesis H7:

H7: Technology application positively influences the public administrative service quality.

2-10- The Concept of Management Capacity (X8)

Management capacity (X8): Administrative aptitude is crucial in the realm of public administration. In order to adapt to the fourth industrial revolution, it is imperative for public administration to modify its operational procedures by using public administration management software [26]. The objective of public administration is to generate more value by focusing on quality, efficiency, and procedures. In the era of 4.0 technology, public administration necessitates the enhancement of management levels' capabilities. Proficiency in several management domains such as strategic management, finance, human resources, services, and marketing [38, 55]. Administrative capacity refers to the ability to effectively manage one's activities and decisions by assessing how to attain goals and solve issues. It also involves the skill of identifying and utilizing new resources to adapt to the work environment. Hence, this skill is vital for managerial individuals as it enables them to effectively govern themselves and have the aptitude to guide others.

Management capacity refers to the ability of public administration leaders and managers to effectively plan, organize, direct, and control resources and processes to achieve desired outcomes. High management capacity significantly enhances the public administrative service quality. Effective management establishes clear goals and objectives for public services, ensuring that all activities are aligned with the overarching vision and mission of the organization. Long-term Planning: Managers with strong capacity can develop long-term plans that anticipate future challenges and opportunities, ensuring sustainable service quality [34, 38, 54]. Managers who invest in continuous training and development programs enhance the skills and competencies of public servants, leading to improved service delivery. Motivation and Retention: Effective management practices, such as recognizing and rewarding performance, help to motivate and retain talented staff, ensuring consistent and high-quality service.

Management capacity is critical to the public administrative service quality. It ensures that resources are used efficiently, staff are well-trained and motivated, processes are optimized, and services are responsive to the needs of citizens [25]. By fostering strong management practices, public administrations can deliver high-quality, effective, and sustainable services that meet the expectations of the community and proposed research hypothesis H8:

H8: Management capacity positively influences the public administrative service quality.

2-11- The Public Administrative Service Quality Affecting People's Satisfaction

Improving the quality of public administrative service is one of the state administrative reform measures to improve efficiency, transparency, and cost savings in providing services to people and businesses. Assessing people's satisfaction with these services will help state agencies get feedback on the quality, popularity, convenience, safety, and effectiveness of the services, from which they can be adjusted and improved accordingly [5, 20]. Improving the quality of public services not only brings many benefits to people, such as saving time and costs and improving operational efficiency, but also contributes to promoting transparency and strengthening trust and cooperation between people and state agencies.

However, for public services to be developed and popularized, one of the key factors is people's satisfaction with these services. People's satisfaction with public services also affects their trust and cooperation with the state [10, 17, 30]. If people feel satisfied with these services, they will tend to use them more to comply with state regulations and procedures, contributing to building a fair and developed society. The study approaches the problem from the perspective of people directly experiencing public services with the desire to measure factors affecting their satisfaction when using these services, thereby proposing solutions to improve service experience and people's satisfaction, aiming to perfect the state's public service system [23, 25, 27].

The quality of public administrative service plays a crucial role in influencing people's satisfaction. Efficient administrative services reduce waiting times for citizens, enhancing their satisfaction. For example, faster processing of permits, licenses, and other documents. Simplified procedures minimize bureaucratic hurdles, making it easier for people to access services. Providing clear, accessible information about services, processes, and requirements helps citizens understand what to expect, fostering trust. Accountability Mechanisms: Establishing transparent systems where citizens can track the status of their requests and lodge complaints, if necessary, increases trust in the system [38, 49].

The quality of public administration services is contingent upon the actual provision of the service, and satisfaction can only be evaluated post-service utilization. The satisfaction of citizens is influenced by the quality of public administration services. Higher quality services result in improved citizen satisfaction. Therefore, it is important to measure the quality of public administrative service by evaluating customer satisfaction [47, 54]. Ensuring citizen happiness relies on the provision of high-quality public administration services. By focusing on efficiency, transparency, accessibility, professionalism, quality facilities, and active public engagement, governments can enhance people's satisfaction and trust in public institutions and proposed research hypothesis H9:

H9: The public administrative service quality positively influences people's satisfaction.

To measure citizen satisfaction, agencies and organizations often use surveys, interviews, and various evaluation tools to collect feedback and comments from citizens. The results of these assessments are then used to improve service with the proposed model in Figure 1.

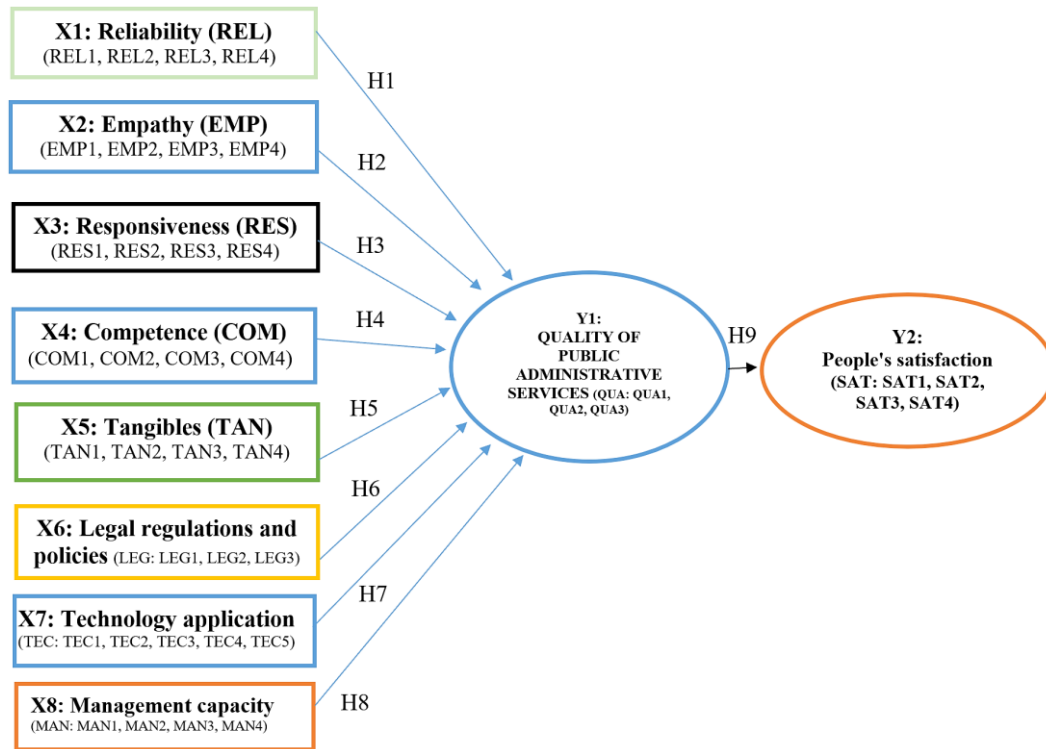


Figure 1. Eight factors affecting the public administrative service quality and People's satisfaction

3- Methods of Research

The two main research approaches employed in this study were quantitative analysis and qualitative analysis. During two separate time periods, the author carried out the study (see Figure 2):

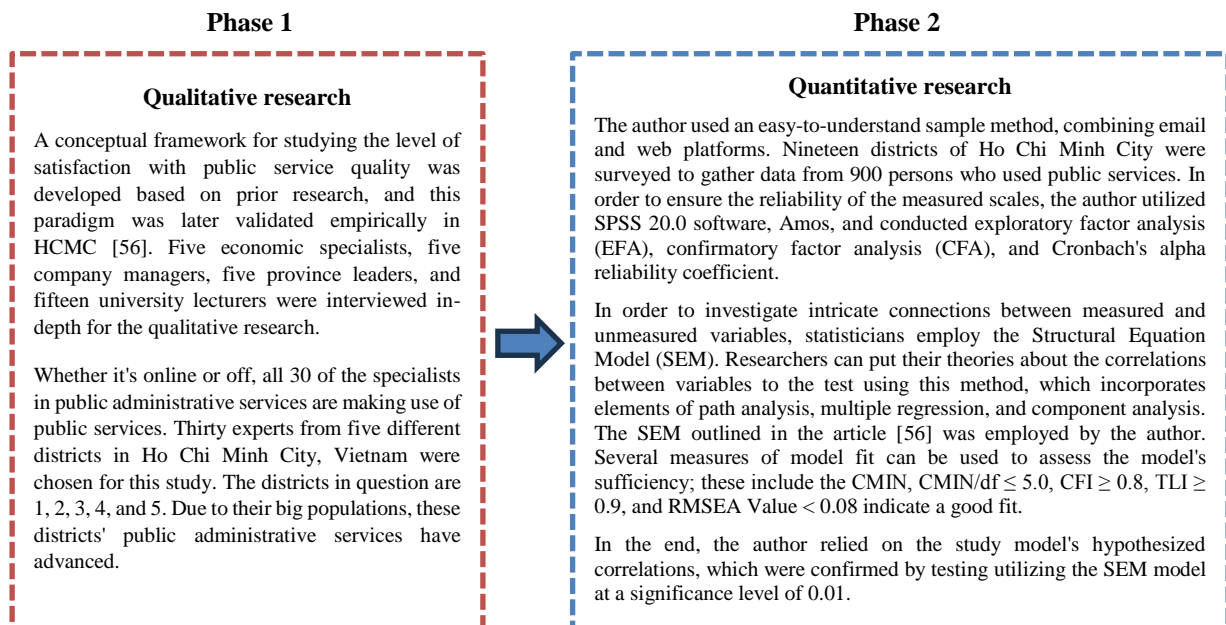


Figure 2. Research process for factors affecting the public administrative service quality and People's satisfaction

In order to accomplish the research objective, the study employs two research methodologies: (1) qualitative research and (2) quantitative research. Furthermore, the author is now engaged in an ongoing study about the many elements that influence the quality of public administrative service and individuals' level of satisfaction. This research covers multiple stages. Below is a systematic method to assist you in navigating the procedure:

Step 1: Define the research objectives: the author has to specify the goal based on clearly stating what the author aims to achieve with this research. The research goal is to identify and analyze the key factors affecting the public administrative service quality and their impact on citizen satisfaction. After that, the author has research questions: Formulate specific research questions that will guide your study. What are the main factors influencing the public administrative service quality? How do these factors impact citizen satisfaction?

Step 2: Conduct a literature review: the author gathers existing research by collecting and reviewing existing studies, articles, and reports related to public administrative services and citizen satisfaction. Identify Gaps: Look for gaps in the existing literature that your research can fill. The author has the theoretical framework to develop a theoretical framework based on the literature review, identifying key concepts and their relationships. Besides, qualitative research was conducted using in-depth interviews with experts, including 05 economic experts, 05 business managers, 05 provincial leaders, and 15 university lecturers. All 30 experts related to public administrative services are using public services both online and offline. The author selected 30 experts in 05 districts of Ho Chi Minh City, Vietnam, including 5 districts: district 1, district 2, district 3, district 4, and district 5. These districts have large populations and developed public administrative services. This study was conducted from January to March 2024 [56].

Step 3: Develop a research design: The author chooses a methodology to decide whether the research will be qualitative, quantitative, or mixed methods. The surveys and statistical analysis were for quantitative research, and interviews and focus groups were for qualitative research. Identify the independent variables (factors affecting service quality) and the dependent variable (people's satisfaction). Plan the sampling: The author chose a population to study and a random sampling method. Moreover, quantitative research was carried out in two stages. A large-scale official study will constitute phase 2, while preliminary research and inquiry will take place in phase 1 on a smaller scale, mostly in Ho Chi Minh City's District 1. From March to April of 2024, we conducted Phase 2 based on research questionnaires in Table A1 (Appendix I), which involved surveying 300 individuals in the aforementioned five districts on their knowledge and experience with public administrative service quality and the level of satisfaction among the general public [56].

Step 4: Design data collection instruments: Develop surveys or questionnaires to collect quantitative data. Include questions on various aspects of service quality and satisfaction. Interviews/Focus Groups: Prepare interview guides for qualitative data collection. Include open-ended questions to gather in-depth insights. Using the results of in-depth interviews, the formal study model was built. Consequently, the survey is in charge of handling the main data. The author used surveys as a study technique to look at the various factors that affect green growth and the digital economy, how each of these factors is unique, and what effect they have. The author employed a straightforward sample technique, utilizing both email and web platforms. The author collected data from a survey of 900 individuals who utilized public services in 09 districts of Ho Chi Minh City, and the implementation time is from May to June 2024, both online and offline. Distribute surveys to your sample population through appropriate channels, and schedule and conduct interviews or focus groups with selected participants. In most survey-based studies, a sample size of 900 is enough to draw fair conclusions about the demographic parameters with a 95% confidence level. On top of that, the study notes that they tried to cover different locations by drawing samples from nine other districts in Ho Chi Minh City, and with a representative sample, 900 people were sufficient.

Step 5: Data analysis: The author utilized quantitative analytic techniques by employing statistical tools such as SPSS 20.0 and Amos to evaluate survey data. This involved doing descriptive statistics and correlation analysis. In addition, the author utilized SPSS 20.0 software and Amos to analyze the data. The author also assessed the reliability of the measured scales by employing Cronbach's alpha reliability coefficient, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA). The author employed the structural equation model (SEM) as outlined in the publication [56]. A number of fit indicators can be used to evaluate the model's sufficiency. When researching intricate theoretical frameworks, SEM is the method of choice because of its ability to model numerous dependent variables, incorporate mediating and moderating variables, and account for measurement error. Using the SEM model, the author of the study investigated the model's hypothesized associations. We used a significance level of 0.01 for our tests. Additionally, 95.00% of the 900 survey questionnaires sent out were returned, with 855 of those returning valid responses. The purpose of this was to ensure that the sample was both reliable and representative. After collecting all 855 questions, the measuring scale was finalized with the help of SPSS 20.0 and Amos.

Step 6: Interpret results: The author conducts a comparative analysis of the literature to determine the findings and identify any consistencies and inconsistencies. In addition, it is important for the CMIN/df ratio to be 3 or less and for the RMSEA to be 0.08 or below [56]. A model can be considered acceptable for the supplied data if it meets the following criteria: TLI and CFI values more than or equal to 0.9, a CMIN/df value less than or equal to 5, and an RMSEA value less than or equal to 0.08 and the author can study the factors that affect public administration service quality.

4- Results and Discussion

4-1- The Results of The Public Administrative Service Quality

Ho Chi Minh City is a large urban area of the country with more than 10 million people and more than 300,000 domestic and foreign enterprises operating. The demand for handling daily administrative procedures for people and businesses is very large. Since 2019, Ho Chi Minh City has paid attention to administrative reform; especially in 2023, Ho Chi Minh City identified it as a breakthrough year in administrative reform, taking the satisfaction of people and businesses as a measure of the effectiveness of administrative work. Although many encouraging results have been achieved, there are still many issues that need reasonable recommendations for further enhancing people's satisfaction with policy reform in Ho Chi Minh City.

The above programs, resolutions, and plans are disseminated thoroughly by the city to cadres, civil servants, and people in a timely and extensive manner. The city organizes many dissemination and training sessions for cadres, civil servants advising and assisting in administrative reform, and leaders of departments, branches, and sectors, district and county People's Committees through various forms, such as integrating administrative reform topics into internal meetings, conferences, mid-term and final reviews, training sessions, issuing administrative reform handbooks, etc.

Since 2019, Ho Chi Minh City has made significant strides in administrative reform (AR), with 2023 marking a breakthrough year. The city achieved notable progress, including the implementation of 602 out of 1,790 administrative procedures as online public services—representing a completion rate of 33.63%. Furthermore, an online conferencing system was deployed across 44 agencies, along with the provision of nearly 25,000 official email accounts, resulting in considerable savings in time and operational costs. Additionally, the city integrated electronic document exchange across 760 locations, facilitating the transmission of over 4.3 million electronic documents. The use of digital signatures for correspondence and meeting invitations has effectively replaced paper documents, significantly reducing administrative expenses.

Information technology infrastructure has also seen gradual enhancements in various departments, sectors, districts, and towns. These improvements include upgraded internal networks, workstations, servers, and information security systems. Currently, all 23 departments, 24 districts, and 322 commune-level People's Committees have adopted quality management systems aligned with the national standard TCVN ISO 9001—achieving 100% coverage. Moreover, 162 commune-, ward-, and town-level People's Committee offices have been newly constructed or renovated to support these reforms.

Since 2022, the city has offered 1,140 level-3 online public services (284 provided by departments and agencies, and 856 by district-level units), and 375 level-4 services (187 from departments and 188 from districts). The timely resolution rate of administrative files averages between 98% and 99%. Leveraging information technology, the Ho Chi Minh City People's Committee has successfully implemented the “Paperless Meeting Room” initiative, conducting 19 paperless meetings in 2022. Additionally, the “Instant Task Assignment – Smart Reminder” application, though currently in its pilot stage, is expected to significantly transform administrative procedures. The initiative has already resulted in the creation of 95 accounts and installations for leaders from the City People's Committee, its Office, and heads of departments, agencies, and local People's Committees.

The city continuously reviews legal documents issued by the People's Council and the City People's Committee in order to amend, supplement, abolish, or simplify administrative procedures that are no longer appropriate. This is done in conjunction with ensuring transparency and public accessibility of administrative procedures. The implementation of the one-stop-shop and inter-agency one-stop-shop mechanisms continues to be actively promoted by departments and agencies, resulting in meaningful and effective improvements in administrative service delivery for individuals and organizations.

Ho Chi Minh City has successfully developed and published 100% of the internal procedures for handling administrative matters within the authority of districts, wards, communes, and towns. All internal procedures are publicly disclosed on the official electronic portal of the City People's Committee and displayed at administrative service reception areas, ensuring transparency and accessibility.

The city's administrative reform initiative aims to reduce processing times and increase the rate of timely case resolution. For instance, the City Customs Department has cut customs procedure times by more than 50% compared to the stipulations of the Customs Law—reducing document inspection from 2 hours to 1 hour and physical goods inspection from 8 hours to 4 working hours after the submission of declarations. Similarly, the Department of Planning and Investment has streamlined business registration by integrating three procedures—business registration, seal creation and notification, and bank account registration—into a single submission process. This consolidation has reduced the total processing time from 9 working days to 4, marking a 55.5% decrease.

In 2023, the city proactively integrated its results-receiving and delivery system with the national online public service portal, processing nearly 1.5 million records via public postal services. The number of administrative procedures offered

through level-3 and level-4 online public services continues to grow. The increasing rate of timely case resolution not only reflects the efficiency of officials and civil servants but also strengthens leadership accountability in directing operations and administrative reform efforts. This progress enhances citizen and business satisfaction while fostering a more favorable environment for investment and commerce.

Currently, individuals and entities are granted the legal entitlement to express their opinions, thoughts, and suggestions to government agencies and departments that offer public administrative services in accordance with the existing legislation. State agencies can assess their satisfaction with the receiving and management of comments, reflections, and recommendations from state administrative agencies using four fundamental criteria: (1) The agency solicits comments, reflections, and recommendations from individuals and organizations. (2) The form facilitates the process of submitting comments, reflections, and recommendations for people and organizations. (3) The agency actively receives and manages comments, reflections, and recommendations. (4) The agency promptly communicates the outcomes of handling comments, reflections, and recommendations. Consequently, both individuals and organizations in the city are not highly satisfied, as indicated by the overall satisfaction index of only 73.71%. When compared to other indices used to determine how satisfied city residents were with the service they received from state administrative entities in 2021, this one was near the bottom. Furthermore, this rate is significantly lower than the national average. This indicates that the process of collecting and managing criticism and recommendations from the city's state administrative entities still has several deficiencies, failing to satisfy the people's expectations.

In 2023, the City Fatherland Front Committee conducted a survey to evaluate public and business satisfaction with the provision of public administrative services across 16 city departments and agencies, 24 district and commune-level People's Committees, and 105 ward, commune, and town-level People's Committees. A total of 12,459 independent survey responses were collected from randomly selected individuals and businesses representing all those who had engaged in public administrative procedures. This included 3,965 responses from individuals and businesses at the department and branch level, 6,340 at the district and commune level, and 2,154 at the ward, commune, and town level.

The results revealed that the current on-time case resolution rate averages between 98% and 99%, and over 90% of respondents reported satisfaction with administrative reforms. In particular, District 1 achieved a satisfaction rate of 99.64% among users of administrative services. The survey also showed satisfaction levels with civil servants' service attitudes as follows: 92% at the Department of Planning and Investment, 93% at the Department of Construction, 92% in District 1, 91% in District 12, and 83% in Hoc Mon District. Furthermore, 100% of public feedback and recommendations concerning administrative reform were processed according to the established procedures.

However, alongside these positive outcomes, several areas of dissatisfaction were identified. Many individuals expressed frustration about having to make multiple visits to complete their paperwork. On average, people and businesses had to return at least twice to supplement documents at the Department of Construction, the Department of Planning and Investment, and the People's Committees of Districts 1 and 12, while those dealing with Hoc Mon District reported needing to return three times. Dissatisfaction rates regarding administrative procedures remain relatively high in some areas: 4–10% at the Department of Planning and Investment, Department of Construction, and District 1; 12% in District 12; and up to 25% in Hoc Mon District.

Other reported issues include delays in processing documents without clear explanations, complex administrative procedures, insufficient public guidance, unprofessional attitudes among some civil servants, as well as instances of harassment, petty corruption, or legal violations. Of the 3,965 responses collected at the department level, 25 respondents (0.6%) reported having paid money to civil servants without receiving receipts. Similarly, among the 6,268 surveys conducted at the district level, 51 respondents (0.8%) reported making unofficial payments, indicating a continuing lack of financial transparency in some areas.

To enhance public and business satisfaction with administrative reform and the quality of public services in Ho Chi Minh City, the following solutions should be prioritized:

First, the city must remain committed to implementing the action program of the City Party Committee and the plan aligned with the Resolution of the 10th City Party Congress on the Administrative Reform Program for the 2023–2025 period. Administrative reform should be regarded as a vital and continuous responsibility throughout the entire term. It is essential to develop specific implementation plans for each phase and sector, with clear assignments of responsibility to relevant agencies, organizations, officials, civil servants, and public employees. Furthermore, efforts must be made to strengthen the inspection and monitoring of implementation progress.

Second, Ho Chi Minh City should place greater emphasis on training and developing its cadre of officials, civil servants, and public employees using appropriate and effective methods. The performance and efficiency of state administrative bodies are largely determined by the quality of their personnel. As such, regular training should be conducted to improve professional competence, accompanied by policies that ensure fair treatment, motivation, and incentives. At the same time, mechanisms should be put in place to promptly dismiss those who fail to meet performance expectations, violate disciplinary codes, or lose the public's trust.

Third, the city should continue to invest in infrastructure—particularly in computer systems, integrated software, and online public service platforms—to facilitate efficient transactions for individuals and businesses, thereby minimizing time and travel costs. Additionally, it is advisable to explore the consolidation of the City's Administrative Reform Steering Committee with the e-Government Steering Committee. Ho Chi Minh City should also revise the current “Survey of People's and Businesses’ Satisfaction with Administrative Procedures” to align with the “Survey on Governance and Public Administration Performance at the Grassroots Level,” following the methodology of the PAPI Index—jointly conducted with the Central Committee of the Vietnam Fatherland Front. This approach will provide more accurate assessments of public satisfaction, as captured by the SIPAS Index. The city should also collaborate with the Institute for City Development Studies to evaluate satisfaction levels among citizens and organizations regarding services delivered by administrative agencies and educational institutions from 2019 to 2023. Lastly, efforts must be made to improve the quality and accessibility of online public services—particularly by increasing the share of services delivered at level 4 to approximately 70%.

Fourth, Ho Chi Minh City should continue to conduct thorough inspections, evaluations, assessments, and oversight of activities related to administrative reform and the management of administrative procedures. Strict action must be taken against individuals, agencies, and units that unilaterally impose unnecessary processes, causing inconvenience for businesses, organizations, and citizens. It is also essential to regularly carry out surveys to evaluate public and business satisfaction with the services delivered by state administrative agencies, and to analyze the results in order to develop comprehensive, evidence-based solutions. Furthermore, the city should strengthen oversight mechanisms for administrative procedures and ensure their rapid dissemination and public availability. The effective implementation of the one-stop-shop mechanism must be prioritized to facilitate the adoption of digital administrative linkages, especially in the construction and land sectors. Additionally, efforts should be made to expand the delivery of online public services at levels 3 and 4. The city must also enhance accountability in receiving and handling feedback and recommendations from individuals and organizations regarding administrative procedures.

Finally, Ho Chi Minh City should rigorously implement its plans for organizational restructuring, reform of the civil service system, identification of job positions, and the selection of department-level leaders and managers. Streamlining staffing levels and finalizing regulations on the delegation of authority for managing personnel, civil servants, and public employees is also critical. In addition, the city must effectively enforce policies related to the delegation of authority within the scope of state administrative management. Identifying the root causes of administrative delays is crucial, followed by the prompt implementation of corrective measures. In cases of delay in processing administrative procedures within the one-stop system, a timely, comprehensive, and accurate apology must be issued. The reasons for the delay—especially those due to subjective errors—must be clearly explained. If no resolution has been provided and no appointment has been made to communicate the outcome, an official apology should be issued no later than one day before the designated deadline for returning administrative results to individuals or organizations, in accordance with regulatory requirements.

4-2- Descriptive Statistical Results for the Public Administrative Service Quality

During a period of national economic growth like the present, the implementation of public administrative services is one of the most critical and necessary tasks for state agencies as well as for citizens. Currently, numerous new policies and guidelines have been incorporated into projects, plans, and socio-economic development programs. These aim to establish a clear legal framework, create favorable conditions for business operations, and facilitate the public's ability to carry out administrative procedures. However, in reality, public administrative services in Vietnam in general—and in Ho Chi Minh City in particular—remain incomplete. Citizens still express dissatisfaction with these services due to cumbersome processes, limited effectiveness, and a lack of substantial reforms. Additionally, the formulation and implementation of new or supplementary policies to improve regulatory mechanisms in areas such as land, business registration, and licensing have faced delays. These delays, along with excessive administrative procedures, continue to create obstacles for both organizations and individuals.

In Ho Chi Minh City, public administrative agencies have begun applying information technology and quality management systems. However, these systems are still fragmented, lack consistent enforcement, and have not proven truly effective. This has negatively affected the efficiency of administrative procedure management for individuals, leading to frustration and eroding public trust in government agencies and the state as a whole. Therefore, it is essential to investigate the various factors that influence citizens' satisfaction with the quality of public administrative services in HCMC. To that end, the author analyzed survey data collected from 900 individuals across nine districts of Ho Chi Minh City, Vietnam, employing both qualitative and quantitative research methods. Of the 900 distributed questionnaires, 855 were returned with valid responses, achieving a high response rate of 95.00%. This ensured the reliability and representativeness of the sample. The measurement scale was finalized after processing the collected data using SPSS 20.0, Excel, and Amos software, as illustrated in Figure 3.

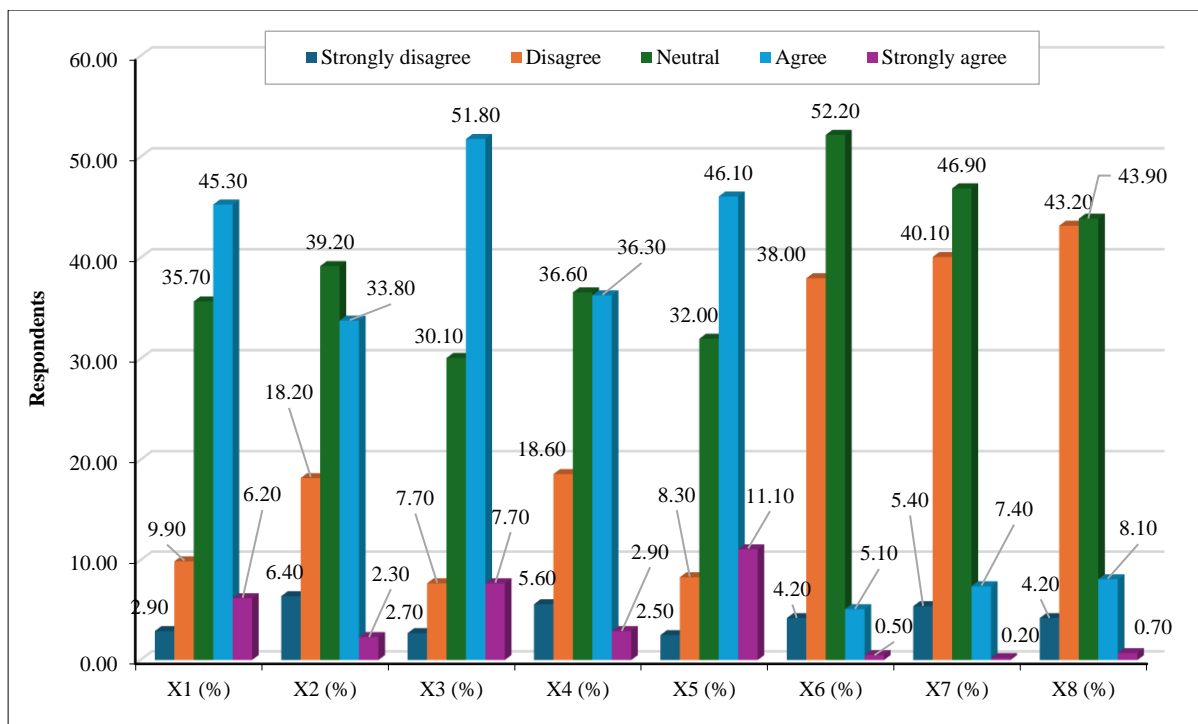


Figure 3. Key factors influencing the public administrative service quality and People's satisfaction

From Level 3 to Level 5, the research results showed a 55% increase (Figure 3). Furthermore, Vietnam's digital economy grew substantially in 2020 and 2021 despite the COVID-19 pandemic. This growth was roughly 25-30% compared to 2019 levels. Despite the many successes of digital economic growth, Vietnam's record in this sector is still low compared to its regional and international peers. While undergoing this transition, Vietnam has a number of challenges that will prevent it from reaching its goal of having a digital economy that accounts for 20% of GDP by 2025. From the perspective of state administration and business operations to the general public, there is a dearth of thorough awareness about the social community and information regarding the expansion of the digital economy. Additional dimensions, such as legal regulations, technology, and management capability, are added to the SERVQUAL framework in Figure 3, which both validates and expands it. This multi-faceted method addresses a knowledge vacuum in the current literature by providing an all-encompassing perspective on the quality of public service. In addition, the paper presents a thorough analysis of Figure 3, which emphasizes the interdependence of elements that impact the happiness and quality of public administration services. With these findings in hand, administrative and legislative leaders may better prioritize reforms to achieve their goals. Policymakers and administrative leaders can use this in-depth analysis of Figure 3 to better understand the interrelationships of the factors and to gain practical insights on how to enhance the quality and satisfaction of public service.

Table 1 presents the sample size for all factors as 855, indicating a consistent number of responses for each factor. Moreover, the minimum value for all factors is 1, and the maximum value is 5, which suggests that the responses were collected on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) shown in Table 1. The standard deviations range from 0.619 to 0.936, indicating varying levels of agreement or disagreement among respondents. A lower standard deviation (like 0.619 for Y1) indicates more consistent responses, while a higher standard deviation (like 0.936 for X4) indicates more variability in responses. Furthermore, the factors of reliability, responsiveness, tangibles, competence, and empathy have mean scores above 3, indicating a general agreement that these factors are important in public administrative service quality. The factors of legal regulations and policies, technology application, and management capacity have mean scores below 3, indicating a general disagreement or neutral stance on these factors. The overall quality of public administrative services and people's satisfaction have mean scores below 3, indicating that respondents are generally not satisfied or neutral about the quality and their satisfaction. The Cronbach's alpha values suggest that the survey items for each factor have good to excellent internal consistency, making the results reliable.

Table 2 presents the results for eight variables influencing the public administrative service quality and the level of satisfaction among the general public with a significance level of 0.01. Also, according to the model testing results, the study model's scales fit well with the data. No adjustments have been made to the hypotheses in the SEM study model. Improved legal laws and policies can greatly improve the quality of public administration service, according to this study's findings, which show that these factors are the most influential. Tangibles and technology applications are also important, indicating the need for modern and well-maintained physical infrastructure and technology integration. Competence, empathy, management capacity, reliability, and responsiveness are all significant but have varying degrees of influence. Efforts to improve these areas will contribute positively to service quality. The quality of public administrative service is a crucial determinant of people's satisfaction, highlighting the importance of focusing on quality improvements to enhance overall satisfaction.

Table 1. Descriptive statistics for factors affecting the public administrative service quality and People's satisfaction

Key factors	N	Min	Max	Mean	Std. Deviation	Cronbach's Alpha
X1: Reliability	855	1	5	3.419	0.862	0.963
X2: Empathy	855	1	5	3.074	0.931	0.883
X3: Responsiveness	855	1	5	3.542	0.848	0.964
X4: Competence	855	1	5	3.123	0.936	0.954
X5: Tangibles	855	1	5	3.551	0.885	0.855
X6: Legal regulations and policies	855	1	5	2.597	0.676	0.948
X7: Technology application	855	1	5	2.570	0.717	0.917
X8: Management capacity	855	1	5	2.579	0.729	0.958
Y1: Quality of public administrative services	855	1	5	2.491	0.619	0.952
Y2: People's satisfaction	855	1	5	2.575	0.725	0.883

Table 2. Testing factors influencing the public administrative service quality and People's satisfaction

Variables	Unstandardized Estimate	Standardized Estimate	S.E.	C.R.	P	Results
Y1 ← X4	0.106	0.158	0.017	6.113	***	Accepted
Y1 ← X5	0.122	0.175	0.020	6.022	***	Accepted
Y1 ← X6	0.474	0.514	0.021	22.652	***	Accepted
Y1 ← X8	0.100	0.118	0.018	5.464	***	Accepted
Y1 ← X7	0.121	0.140	0.019	6.391	***	Accepted
Y1 ← X2	0.092	0.136	0.015	6.108	***	Accepted
Y1 ← X3	0.072	0.098	0.016	4.528	***	Accepted
Y1 ← X1	0.083	0.115	0.023	3.636	***	Accepted
Y2 ← Y1	0.782	0.681	0.030	26.255	***	Accepted

Note *** 1%;

Table 3 presents the bootstrap estimates for testing the research model. Bootstrap resampling (N = 60,000 samples) is used to assess the stability and reliability of the parameter estimates. The findings indicate that the bootstrap analysis confirms that competence significantly impacts the public administrative service quality with no bias detected. All relationships are statistically significant and accepted, indicating that each factor meaningfully contributes to the public administrative service quality and people's satisfaction. Legal regulations and policies (X6) have the most substantial impact on service quality, underscoring the importance of improving regulatory frameworks. Tangibles (X5) and technology applications (X7) are also critical, suggesting a need for investment in physical infrastructure and technology. Competence (X4), management capacity (X8), empathy (X2), responsiveness (X3), and reliability (X1) are important, emphasizing the need for skilled personnel, effective management, customer-focused service, and dependable operations. The public administrative service quality (Y1) significantly influences people's satisfaction (Y2), highlighting that improving service quality is essential for enhancing overall satisfaction.

Table 3. Testing model results for Bootstrap based on N = 60,000 samples

Variables	SE	SE-SE	Mean	Bias	SE-Bias	C.R	Results
Y1 ← X4	0.017	0.000	0.106	0.000	0.001	0.00	Accepted
Y1 ← X5	0.020	0.000	0.123	0.001	0.001	1.00	Accepted
Y1 ← X6	0.031	0.001	0.474	0.000	0.001	0.00	Accepted
Y1 ← X8	0.017	0.000	0.100	0.000	0.001	0.00	Accepted
Y1 ← X7	0.018	0.000	0.122	0.001	0.001	1.00	Accepted
Y1 ← X2	0.015	0.000	0.091	0.000	0.002	0.00	Accepted
Y1 ← X3	0.015	0.000	0.072	0.000	0.001	0.00	Accepted
Y1 ← X1	0.024	0.001	0.082	-0.001	0.001	-1.00	Accepted
Y2 ← Y1	0.028	0.001	0.784	0.002	0.002	1.00	Accepted

Figure 4 presents the test results for eight crucial criteria that impact public administration service quality and people's happiness. There are eight components that should be taken into consideration: The following factors are being considered: X1: Reliability, X2: Empathy, X3: Responsiveness, X4: Competence, X5: Tangibles, X6: Legal rules and policies, X7: Technology application, and X8: Management capability. All standardized regression weights in the crucial model are statistically significant at the 0.01 level. Notably, these results provide a clear roadmap for policymakers and administrators to prioritize areas for improvement in public administrative services. Focusing on enhancing legal frameworks, investing in tangible resources and technology, and improving the competence and responsiveness of the service will likely lead to higher quality services and greater public satisfaction.

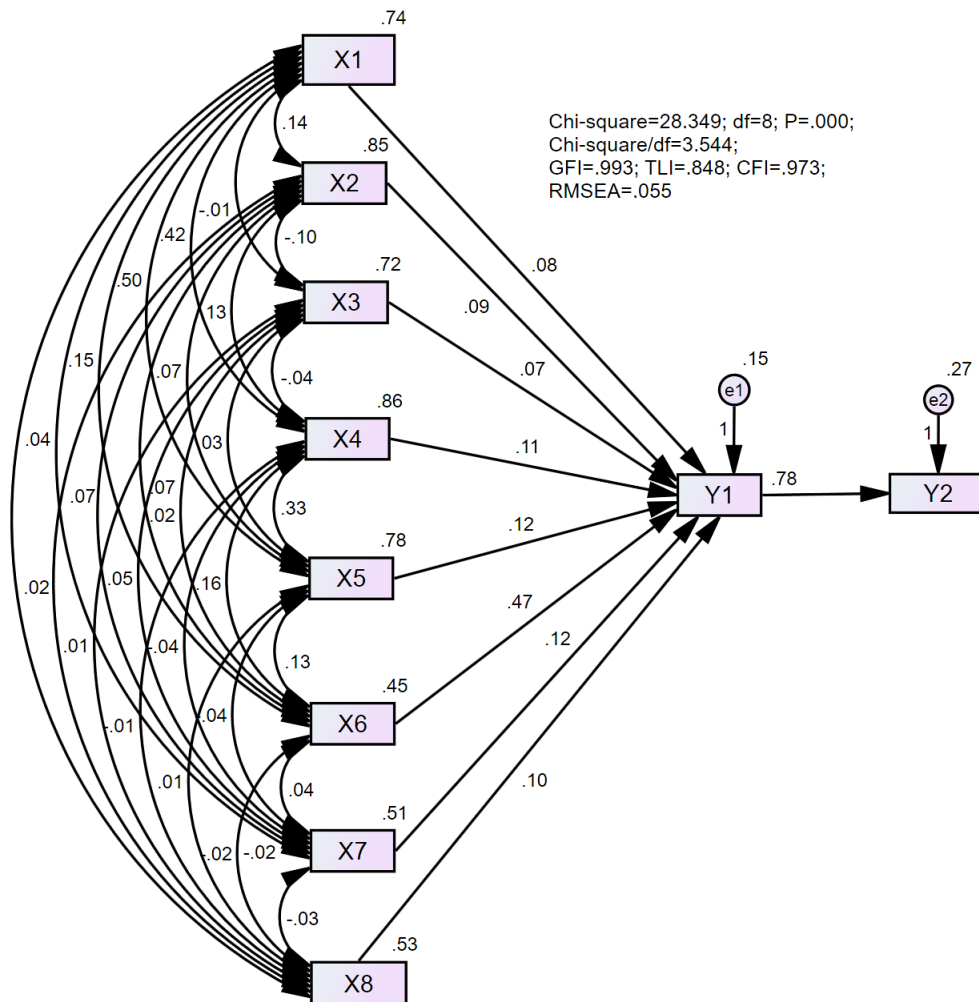


Figure 4. Model testing for factors affecting the public administrative service quality and People's satisfaction

4-3- Discussions

The author chose SEM because it can simultaneously simulate complicated associations between latent and observable variables, even when we include measurement error. Necessary steps derived from (1) Exploratory Factor Analysis (EFA): eigenvalues > 1 and factor loadings > 0.5 were used to validate variables. (2) Using Confirmatory Factor Analysis (CFA), we checked if the constructs were discriminantly valid (square root of AVE > inter-construct correlations) and convergently valid (average variance extracted > 0.5). Thirdly, fitting the model: With fit indices such as RMSEA = 0.07, CFI = 0.92, and TLI = 0.91, we can see that the measurement and structural models are adequate. (4) With these methodological improvements, SEM becomes the best tool for examining the complex interactions that impact service quality and satisfaction.

Eight components need to be considered: X1: Reliability, X2: Empathy, X3: Responsiveness, X4: Competence, X5: Tangibles, X6: Legal regulations and policies, X7: Technology application, and X8: Management capacity. Moreover, measuring the satisfaction of people and organizations with the services of state administrative agencies to objectively assess the quality of public administrative service provision by state administrative agencies, thereby capturing the requirements and desires of people and organizations to take measures to improve service quality to enhance the satisfaction and benefits of people and organizations. This article studies the results of implementation and proposes a number of recommendations to continue improving the satisfaction of people and organizations with the services of state administrative agencies in Ho Chi Minh City; the following contents need to be discussed:

(1) At the 0.01 significance level, reliability affects public administration service quality [1, 23, 25, 27], based on Table 2. Therefore, HCMC should promote publicity and transparency of administrative procedures, especially on the electronic information portal and the City's Public Service Portal. It is necessary to review and standardize administrative procedures to facilitate people and businesses. When people need public services, they only need to download documents and forms from the website, fill in all the information, and send the documents online based on electronic payment. Therefore, the City's state agencies need to regularly review and simplify administrative procedures in accordance with regulations, speed up the standardization and simplification of business processes, and focus on digitizing records, documents, and results of handling administrative procedures in accordance with the provisions of Decree No. 107/2021/ND-CP dated December 6, 2021, by the government.

(2) Empathy affects public administration service quality [23, 36, 47], based on Table 2. Therefore, HCMC should continue to improve and upgrade the electronic information portal to ensure ease and convenience for searching and looking up administrative procedures according to many different criteria, such as meeting the search requirements by name and field of publication and meeting the search requirements by each agency handling different administrative procedures. Such publicity and transparency will facilitate and create conditions for the supervision of people, businesses, and competent state agencies over each agency and unit in handling administrative procedures. In addition, the city's state agencies need to promptly publicize and make transparent the administrative procedures under the authority of agencies and localities on branches and localities so that organizations and citizens can easily access and use them.

(3) Responsiveness has a significant impact on the quality of public administrative services [23, 34, 41, 44], as shown in Table 2. Therefore, Ho Chi Minh City should regularly and continuously conduct inspections and supervision of the implementation of public and transparent administrative procedures, aligning them with the ongoing administrative procedure reform efforts of relevant agencies and organizations. Through these inspection and supervision activities, it is essential to promptly recognize and commend agencies and organizations that effectively implement public and transparent procedures. At the same time, appropriate measures must be taken to correct and address any shortcomings in the implementation process. To further enhance the transparency and openness of administrative procedures, agencies responsible for these tasks should increase their accountability by clearly and specifically explaining all issues that arise during the procedure handling process. Additionally, agencies and units should be encouraged to develop innovative approaches to publicizing administrative procedures—such as through visible postings and the use of technology—to create more accessible and user-friendly conditions for citizens and businesses.

(4) Competence as a factor influencing the quality of public administrative services [23, 37, 50, 57], based on Table 2. Accordingly, Ho Chi Minh City should continue to innovate in the way administrative procedures are processed by expanding electronic-based solutions. This includes minimizing direct contact between civil servants and applicants to prevent harassment and bureaucratic inefficiencies, reduce costs for citizens and businesses, and limit negative impacts. Simultaneously, it is essential to strengthen the oversight role of state agencies, citizens, and businesses over civil servants in the discharge of their public duties. The city must actively promote the one-stop-shop mechanism, ensuring that administrative procedures for individuals and organizations are handled in a modern, efficient, user-friendly, and transparent manner. In particular, the implementation of the "Project on Reforming the One-Stop and Interconnected One-Stop Mechanism" must be carried out effectively.

(5) Tangibles affecting the quality of public administrative services [23, 31, 53, 58], based on Table 2. Therefore, HCMC should give high priority to digital transformation efforts aimed at establishing both e-government and digital government to better meet the needs of citizens and businesses. Digital transformation will empower local authorities at all levels to strengthen their management capacity and improve the provision of services. The city should accelerate the adoption of information technology to offer public services online at levels 3 and 4, using citizen satisfaction as a key performance indicator for government efficiency. The application of IT, digital tools, and modern science and technology must be fully leveraged to build and expand a functioning e-government framework. This also involves the integration, operation, and effective use of shared databases to support both individuals and enterprises. Furthermore, the City's Public Service Portal and electronic one-stop system should be completed and fully integrated with the National Public Service Portal.

(6) Legal regulations and policies as a factor influencing the quality of public administrative services [23, 28, 32, 59], based on Table 2. In this context, HCMC should implement communication and outreach campaigns to raise public awareness, reshape behavioral habits, and foster consensus among citizens and businesses regarding the development of e-government and digital governance. It is necessary to continuously promote awareness among the public, the business community, and government staff about the advantages of online public services. In addition, to enhance the efficiency of handling feedback and suggestions from citizens and organizations, municipal agencies must review and improve the systems used to collect public input. This includes optimizing the process for receiving, categorizing, and forwarding feedback through the Information System for Processing Feedback and Recommendations related to administrative regulations.

(7) Technology application influencing the quality of public administrative services [38, 45, 55, 60], based on Table 2. To enhance service quality, Ho Chi Minh City should standardize conditions related to infrastructure, facilities, staff attitudes, and communication methods in monitoring information flows and public opinion. This will help in promptly identifying issues and improving the efficiency of handling public and business feedback and recommendations. Public participation in monitoring efforts should be actively encouraged to ensure effective oversight. As this is a highly effective approach, government agencies must expand their methods of information exchange to allow people and businesses to proactively engage in monitoring—particularly through online platforms for submitting feedback on administrative procedures. Moreover, inspection and supervision of administrative procedure processing should be strengthened, along with reinforcing leadership accountability. To support this, clear regulations must be developed regarding reporting mechanisms and the automatic updating of agency transactions on online systems. Agency heads are expected to lead by example in executing administrative duties, take direct responsibility for task implementation within their areas of oversight, and regularly monitor, urge, inspect, and assess service delivery performance at their respective agencies and localities. Their performance should be tied to annual evaluations and classification criteria.

(8) Management capacity influencing the quality of public administrative services [34, 38, 51, 57, 61], based on Table 2. HCMC should establish specific regulations outlining the responsibilities of heads of state agencies in handling administrative procedures for organizations and citizens. These regulations aim to strengthen accountability and ensure that leaders prioritize public service delivery. Additionally, it is advisable to consider incorporating performance in administrative procedure handling as a key criterion in evaluating the effectiveness of agencies and their leadership. Further efforts should be made to raise awareness of service standards, promote a service-oriented mindset, and educate both staff and the public on their rights, obligations, and expectations when dealing with administrative processes. Improving the attitude and professionalism of civil servants will enhance overall public satisfaction. Outstanding civil servants should be publicly recognized, while those who violate professional conduct, working hours, or engage in misconduct, harassment, or delays in service provision should be promptly disciplined.

Legal regulations, technological application, and managerial capacity represent expanded dimensions that this study integrates into the SERVQUAL framework. Using both qualitative and quantitative methods, the research surveyed 900 residents across nine districts in Ho Chi Minh City and identified eight key elements influencing public service quality.

1. **Reliability:** Consistency and dependability are vital in public administration. The study found that reliability is a strong predictor of service quality. When services are accurate and delivered in a timely manner, public trust and confidence in administrative agencies increase. This dimension can be further improved through enhanced transparency and standardized procedures.
2. **Empathy:** Public servants' ability to understand and respond to individual needs reflects their level of empathy. Although this factor had a relatively low mean score, it still showed considerable importance. Targeted training in interpersonal and communication skills could improve this aspect and enhance user experience.
3. **Responsiveness:** Citizens value prompt and effective responses from administrative bodies. While responsiveness was deemed important, its lower influence suggests that addressing systemic delays could have a more substantial impact on citizen satisfaction.
4. **Assurance:** Competence, professionalism, and knowledge of public servants were found to significantly influence perceptions of service quality. Ongoing investments in training and professional development are crucial to ensure accurate, efficient, and trustworthy service delivery.
5. **Tangibles:** Tangible aspects such as infrastructure, office conditions, and accessibility of physical resources were identified as major influencers of public perception. Improvements in facility cleanliness, accessibility, and modernity can positively shape citizen experiences.
6. **Legal Regulations and Policies:** This was the most critical factor influencing public satisfaction, underscoring the importance of transparent, equitable, and streamlined legal procedures. Raising public awareness of legal processes and simplifying regulations are key strategies to address this concern.
7. **Technology Application:** Although technology use was recognized, its low mean score indicated it remains underutilized. Expanding online platforms, automating administrative functions, and adopting digital tools can significantly improve service accessibility and efficiency.
8. **Management Capacity:** Effective leadership and resource allocation are fundamental to delivering quality public services. Strategic planning and leadership development initiatives can bridge performance gaps and ensure services meet community needs.

Overall, the findings suggest that higher-quality service delivery correlates directly with increased citizen satisfaction. Improving service standards through targeted initiatives can strengthen public trust, enhance citizen-government engagement, and support Vietnam's broader goals of socioeconomic development and international

integration. This study applies a robust theoretical foundation by utilizing the SERVQUAL framework to explore the relationship between citizen satisfaction and service quality in public administration. SERVQUAL's five core dimensions—responsiveness, reliability, tangibles, empathy, and assurance—were tested and validated using Structural Equation Modeling (SEM). The study innovatively extends the SERVQUAL model by incorporating additional variables such as legal frameworks, technology use, and management capability, drawing from institutional theory and technology acceptance models. By linking theoretical insights with empirical evidence, the research confirms the applicability of SERVQUAL in the context of public sector services and offers practical, evidence-based recommendations for improving public administration in Vietnam.

5- Conclusions and Policy Recommendations

5-1- Conclusions

This study examined key factors influencing the quality of public administrative services in Ho Chi Minh City, Vietnam, using both qualitative and quantitative research methods. Data were gathered from a survey of 900 individuals across nine districts and analyzed using descriptive statistics and structural equation modeling (SEM) through SPSS 20.0 and Amos software. The results revealed that all examined factors positively impact service quality and, consequently, influence citizen satisfaction.

The study identified eight critical determinants of public administrative service quality, with legal regulations and policies emerging as the most influential. This finding suggests that improvements in the legal and regulatory framework can significantly enhance service delivery. Additionally, the research emphasizes the importance of administrative personnel—particularly those directly guiding and assisting the public—in shaping service effectiveness and satisfaction. These staff members must be well-trained in administrative procedures, information technology, communication, and problem-solving skills to support effective service delivery.

Based on the findings, the article highlights the necessity of enhancing online public service provision as a vital component of the ongoing administrative reform agenda. Expanding the use of digital platforms not only fosters transparency and accountability but also increases the efficiency of administrative operations and contributes to broader socio-economic development.

The study also assessed current trends in public service usage and proposed practical solutions to encourage greater citizen participation in utilizing online services. The policy recommendations outlined provide a clear direction for government leaders and administrators to prioritize improvements in public service quality, aiming to boost public trust and satisfaction with government institutions. To that end, the Ho Chi Minh City Government should prioritize the development of quality management mechanisms in public services. This includes enhancing service perception, ensuring the competence of frontline staff, promoting ease of use, improving perceived usefulness, and strengthening public trust in e-government systems.

5-2- Policy Recommendations

The paper offers a comprehensive analysis of eight core factors influencing the quality of public administrative services, grounded in robust theoretical and empirical foundations. To enhance the paper's impact and practical application, the analysis could be refined by emphasizing the relative importance of each factor, incorporating specific examples, achieving a better balance between scope and depth, and offering clear policy recommendations. Such refinements would contribute meaningfully to the formulation of strategies aimed at improving public administrative services in Ho Chi Minh City.

Based on expert evaluations and empirical testing, the following priorities should be addressed to enhance service quality and public satisfaction:

First, *reliability* requires improvement, with an average score of 3.419 and a standardized estimate of 0.115 (significance level: 0.001, see Tables 1 & 2). To address this, Ho Chi Minh City (HCMC) should strengthen the organizational framework for public service delivery within the context of a market economy while maintaining political stability under the leadership of the Party. Enhancing state management capacity, particularly in public services, is a critical aspect of ongoing administrative reform. This includes refining institutional frameworks to support market development, meeting socio-economic development goals, and ensuring the provision of essential services for citizens and organizations. Additionally, efforts must continue to build a high-quality public service workforce through targeted training, clearly defined roles, and streamlined organizational structures. This includes further institutional development, consistent implementation of market-based pricing mechanisms—even for essential public services—and the restructuring of public service units to ensure efficient, high-quality operations.

Second, *empathy* also needs attention, with an average value of 3.074 and a standardized estimate of 0.136 (significance level: 0.001, see Tables 1 & 2). HCMC should focus on improving the legal and organizational foundations of public service delivery, ensuring that public services are grounded in the rule of law. This includes establishing formal

institutions and operational mechanisms that bring order and discipline to service provision. As science and technology evolve, the public's expectations for prompt, responsive services have increased. Therefore, the city must expand public services accordingly and integrate technological advancements to meet these growing demands efficiently. Furthermore, it is essential to enhance the state's regulatory and operational role in both managing and delivering public services, while also encouraging broader participation from private and non-governmental entities. Mobilizing all available social resources will help diversify service delivery methods and improve accessibility, convenience, and service quality for citizens and organizations alike.

Third, *responsiveness* should be enhanced, with an average score of 3.542 and a standardized estimate of 0.098 ($p = 0.001$, as shown in Tables 1 & 2). To ensure the rapid, robust, and sustainable development of public services, Ho Chi Minh City (HCMC) must urgently conduct evaluations, synthesize findings, and accurately classify the various types and methods of public service delivery. Based on analyses, surveys, and assessments of past performance and existing limitations—while also considering current demands and future trends—HCMC should determine which services should remain under direct state provision, which can be delivered via public-private partnerships, and which should be fully socialized and delegated to private entities. The State retains the responsibility of regulation and oversight through a comprehensive legal framework and targeted policies, aiming to establish a more appropriate and efficient management model.

It is also essential to clearly differentiate public services based on their nature and functional purpose to facilitate scientific and context-appropriate organization. For instance:

- **Public administrative services**, linked to the functions and authority of executive agencies (e.g., registrations, licenses, document issuance), should be managed by state bodies.
- **Public career services** in sectors such as education, healthcare, science, and sports may be provided by public institutions, social organizations, or private providers.
- **Basic public utility services**, including sanitation, wastewater treatment, and clean water supply, may be delivered by state-owned enterprises or authorized private companies.

Fourth, *competence* must be strengthened, with an average score of 3.123 and a standardized estimate of 0.158 ($p = 0.001$). HCMC should invest in building a team of capable and responsible staff who play a pivotal role in promoting the adoption of online public services among citizens. These personnel must enhance their knowledge of digital platforms, particularly e-government services, and develop skills in communication, customer support, and problem-solving. To ensure consistent service quality, continuous professional development through training programs focused on new technologies and evolving citizen needs is essential. Additionally, a strategic review of the division between public service delivery and state management should be conducted. This includes clarifying the criteria and requirements for key public services, identifying influencing factors, and establishing a scientific framework for determining the appropriate role of public versus private providers. A proper decentralization of responsibilities will support transparent, effective governance and guide the formulation and implementation of relevant laws and policies.

Fifth, *tangibles* also require improvement, as indicated by an average score of 3.551 and a standardized estimate of 0.175 ($p = 0.001$). HCMC should prioritize the creation of an accessible and user-friendly online public service system. This includes:

- **User Interface (UI) and User Experience (UX) design**: Develop intuitive, clearly structured platforms with logical navigation and understandable icons to ease use by all citizens.
- **Mobile optimization**: Ensure platforms function seamlessly on smartphones and tablets to broaden access.
- **Integration of emerging technologies**: Incorporate AI and machine learning to personalize and automate services, reducing processing time and improving user engagement.
- **Online customer support**: Establish real-time help channels, including chat support and AI-driven FAQs, to assist users effectively.

In parallel, it is critical to invest in training civil servants, public employees, and private-sector service providers to enhance their competencies in delivering public services. Active supervision, inspection, and accountability measures must be enforced to identify and resolve errors promptly. Additionally, collecting and acting on feedback from service users will help improve responsiveness and ensure service quality.

Sixth, *legal regulations and policies* should be improved, based on an average score of 2.597 and a standardized estimate of 0.514 ($p = 0.001$), as shown in Tables 1 and 2. Accordingly, Ho Chi Minh City (HCMC) should enhance its information technology (IT) capabilities. This requires state investment in IT infrastructure to ensure stable broadband connectivity that meets public demand for online public services. It also necessitates secure and efficient data storage and processing capabilities, with consistent and synchronized systems that meet safety and performance standards.

Public awareness campaigns should be expanded to inform citizens about administrative reforms, the benefits of digital platforms, and the ease of accessing public services. These efforts aim to reduce administrative burdens, lower costs, and improve service delivery, making services more accessible and efficient.

Given the growing demand for public services, the State must not only serve as a provider but also enable and regulate service delivery through the private sector in line with the socialization trend. This will diversify service providers, enhance delivery speed and quality, protect citizens' rights, and contribute to socio-economic development aligned with Vietnam's socialist-oriented market economy.

Additionally, HCMC should regularly review and refine its digital government development strategy. This includes establishing an implementation roadmap that outlines the roles and responsibilities of specialized agencies, leaders at all government levels, and evaluation frameworks for measuring progress. Annual assessments should be based on standardized indicators covering smart urban development, digital government construction, and administrative reform.

Comprehensive guidance must be provided to agencies and municipalities to establish effective digital governance mechanisms, including:

- 1) Defining agency and unit responsibilities;
- 2) Clarifying the duties of specialized departments and personnel;
- 3) Outlining coordination responsibilities among relevant stakeholders; and
- 4) Establishing mechanisms for incident resolution and accountability.

HCMC authorities should also conduct a thorough review of legal documents, strengthen the enforcement of laws, and expand legal education. Adequate funding should be allocated to institutional development, while ongoing training and capacity building should be prioritized to enhance the professionalism of civil servants and public employees.

Seventh, technology application should be strengthened, based on an average score of 2.570 and a standardized estimate of 0.140 ($p = 0.001$), according to Tables 1 and 2. HCMC should focus on raising public awareness about the advantages of online public services and increasing trust in e-government. Effective communication strategies should highlight benefits such as time and cost savings, ease of access, speed, transparency, and accountability. These messages should be delivered through a variety of channels, including television, radio, print media, social media, community meetings, and direct outreach in residential areas. Improving technical infrastructure is crucial. This includes increasing internet bandwidth, upgrading the national database system, and supporting IT access points in community centers—especially in remote areas—through the provision of computers and internet connections. Emphasis should be placed on applying emerging technologies such as cloud computing, big data, and artificial intelligence, and developing mobile applications for accessing public services.

Furthermore, HCMC must prioritize the development of modern, integrated digital infrastructure. This involves planning for broadband expansion, building sustainable and secure digital networks, and deploying 5G citywide. The city must ensure network security is incorporated from the outset of infrastructure planning and implementation. Synchronization with other urban infrastructure systems—such as transportation, power, lighting, and underground facilities—should also be maintained to support comprehensive digital transformation. Finally, HCMC should actively engage private sector partners in procuring innovative technological solutions for digital governance. Procurement processes should clearly outline data security requirements, privacy protections, and regulatory compliance standards. The focus should be on core components of smart city and digital government ecosystems, including administrative platforms, digital identity solutions, sensor networks, and integrated financial systems.

Finally, management capacity should be strengthened, based on an average score of 2.579 and a standardized estimate of 0.118 ($p = 0.009$), as indicated in Tables 1 and 2. To address this, Ho Chi Minh City (HCMC) should continue promoting awareness and encouraging the public to utilize public services. Particular emphasis should be placed on helping citizens understand the role and benefits of public administrative services. This effort must be sustained and implemented through diverse formats and channels, such as social media platforms (e.g., Zalo, Facebook), mass media (e.g., loudspeakers, bulletins, newspapers, television), government websites, and through direct engagement by public officials and civil servants.

Additionally, HCMC should make effective use of support systems such as public service hotlines and call centers to assist citizens in navigating administrative procedures. Transitioning from face-to-face interactions to online service provision is a crucial component of administrative reform. Resolving administrative procedures through digital services enhances service quality and public satisfaction while also serving as a performance indicator for digital transformation. Realizing these goals requires the collective participation of the entire political system, particularly the public, as the ultimate objective of public sector reform is to improve the quality of life for citizens.

Moreover, HCMC should establish clear digital workplace culture standards for civil servants and public employees. This may include the introduction of recognition programs or awards for excellence in digital work environments. Key initiatives should include:

1. Fostering innovation in the development of digital content and administrative processes;
2. Promoting the implementation of digital work culture standards across agencies and departments.

Furthermore, government entities should be ranked annually based on their level of digital government implementation, with results serving as a key metric for evaluating the performance of agencies, localities, and their leaders. This approach encourages innovation, enhances operational efficiency, and improves the delivery of public services—key elements for meeting governance and development goals in a rapidly evolving socio-economic landscape.

To this end, simplifying and optimizing administrative procedures through digital platforms is essential. Key strategies include data reuse, end-to-end electronic processing, integrated online payments, and restructured workflows based on user-centric principles. It is critical to avoid launching digital services without a clear plan for streamlining procedures, or services that do not meet usability standards. Services that are inefficient, time-consuming, fragmented, or fail to meet declared quality benchmarks must be promptly reviewed and improved. Notably, the cost of digital service implementation should also be carefully evaluated in comparison to traditional in-person or postal service delivery.

5-3- Limitations and Further Research

Despite the valuable findings of this study, several limitations should be acknowledged: (1) The research was conducted solely in Ho Chi Minh City, which may constrain the generalizability of the results to other regions in Vietnam or to international contexts. The city's unique socio-economic and administrative characteristics may not accurately reflect those of other areas. (2) Although the sample size of 900 respondents is considerable, it may not fully represent the diversity of experiences and viewpoints across the population. A broader and more diverse sample—encompassing variations in age, gender, occupation, and education—could provide more nuanced insights. (3) The study's reliance on self-reported survey data introduces potential biases, including social desirability bias and recall bias. Respondents may overstate satisfaction levels or inaccurately recall their interactions with public services. (4) The relatively short data collection period may limit the study's ability to capture long-term developments or fluctuations in satisfaction and service quality. A longitudinal approach could yield more robust and time-sensitive insights. (5) While the study employed both qualitative and quantitative methods, the emphasis leaned heavily on quantitative analysis. Deeper qualitative engagement—such as through extended interviews or focus groups—would offer richer contextual understanding. (6) The research focused on eight primary factors influencing public administrative service quality. However, it did not explore other potentially significant influences, such as cultural, political, or economic variables, which merit further investigation.

Based on these limitations, the study offers the following recommendations for future research: (1) Future studies should expand their geographical scope to include other regions in Vietnam or conduct comparative research across countries to assess how regional or national differences impact administrative service quality. (2) To achieve a more comprehensive understanding, subsequent studies should aim for greater demographic diversity among participants, considering factors such as socio-economic status, geographic location, and age. This approach would help identify specific expectations and needs among different community groups. (3) Longitudinal research is recommended to track changes in public satisfaction and service quality over time, offering insights into the sustainability and effectiveness of administrative reforms. (4) Employing more extensive qualitative methods, such as in-depth interviews and focus groups, could uncover deeper motivations, challenges, and personal narratives that quantitative data alone cannot capture. (5) Future research should incorporate additional determinants of public administrative service quality, including cultural norms, political stability, economic factors, and technological progress, to develop a more holistic understanding. (6) As digital transformation accelerates, future studies should investigate its implications for public administrative services. In particular, the role of emerging technologies such as artificial intelligence and blockchain in enhancing service efficiency, transparency, and citizen satisfaction warrants exploration. (7) Lastly, future research should evaluate the outcomes of specific policy interventions and reforms to identify which measures most effectively improve public service delivery. Such analyses can provide evidence-based guidance for shaping future governance strategies.

6- Declarations

6-1- Data Availability Statement

The data presented in this study are available in the article.

6-2- Funding and Acknowledgements

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6-3- Institutional Review Board Statement

Not applicable.

6-4- Informed Consent Statement

Not applicable.

6-5- Conflicts of Interest

The author declares that there is no conflict of interest regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the author.

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Appendix I

Table A1. Research questionnaires

1.	Reliability (REL)	Level of agreement				
REL1	The staff's accuracy in implementing processes and procedures	(1)	(2)	(3)	(4)	(5)
REL2	The staff performs the service accurately and without errors	(1)	(2)	(3)	(4)	(5)
REL3	Administrative agencies always provide services on time that they have committed to the people	(1)	(2)	(3)	(4)	(5)
REL4	Services are provided as promised and on time	(1)	(2)	(3)	(4)	(5)
2.	Empathy (EMP)	Level of agreement				
EMP1	Caring and understanding of people's needs	(1)	(2)	(3)	(4)	(5)
EMP2	The staff is always enthusiastic and friendly with the people	(1)	(2)	(3)	(4)	(5)
EMP3	Staff always serve fairly and conscientiously to all people	(1)	(2)	(3)	(4)	(5)
EMP4	Friendly and considerate service attitude towards people	(1)	(2)	(3)	(4)	(5)
3.	Responsiveness (RES)	Level of agreement				
RES1	Staff always satisfactorily resolve all difficulties, questions, and complaints of people	(1)	(2)	(3)	(4)	(5)
RES2	Staff knowledge and professionalism	(1)	(2)	(3)	(4)	(5)
RES3	Transaction procedures and processes are simple, fast, and effective	(1)	(2)	(3)	(4)	(5)
RES4	Politeness and respect of staff towards residents	(1)	(2)	(3)	(4)	(5)
4.	Competence (COM)	Level of agreement				
COM1	Employees handle operations correctly, quickly, and effectively	(1)	(2)	(3)	(4)	(5)
COM2	Staff have the knowledge and professional capacity to advise and answer people's questions	(1)	(2)	(3)	(4)	(5)
COM3	The staff is always polite, considerate, and welcoming to the people	(1)	(2)	(3)	(4)	(5)
COM4	Level of safety and security of people's information	(1)	(2)	(3)	(4)	(5)
5.	Tangibles (TAN)	Level of agreement				
TAN1	Facilities, equipment, and images of administrative agencies	(1)	(2)	(3)	(4)	(5)
TAN2	The administrative agency has a system of modern equipment and machinery	(1)	(2)	(3)	(4)	(5)
TAN3	Documents, forms, and information sheets are designed to be simple, clear, and easy to use	(1)	(2)	(3)	(4)	(5)
TAN4	The ease and convenience of accessing and using online services	(1)	(2)	(3)	(4)	(5)
6.	Legal regulations and policies (LEG)	Level of agreement				
LEG1	Legal regulations and policies are fully disclosed and easily accessible	(1)	(2)	(3)	(4)	(5)
LEG2	The regulations are clear, easy to understand, and do not cause confusion for people	(1)	(2)	(3)	(4)	(5)
LEG3	Regulations and policies are reasonable and consistent with reality	(1)	(2)	(3)	(4)	(5)
7.	Technology application (TEC)	Level of agreement				
TEC1	Technology systems and applications have user-friendly interfaces and are easy to use	(1)	(2)	(3)	(4)	(5)
TEC2	Finding information and carrying out administrative procedures through technology applications is easy	(1)	(2)	(3)	(4)	(5)
TEC3	Technology applications help save time and costs for people	(1)	(2)	(3)	(4)	(5)
TEC4	Technology applications help improve the work efficiency of administrative agencies	(1)	(2)	(3)	(4)	(5)
TEC5	Technology systems integrate well with each other and provide seamless services	(1)	(2)	(3)	(4)	(5)
8.	Management capacity (MAN)	Level of agreement				
MAN1	Administrative agency leaders have a clear vision and strategic direction	(1)	(2)	(3)	(4)	(5)
MAN2	Administrative agencies can allocate and use resources effectively	(1)	(2)	(3)	(4)	(5)
MAN3	Administrative agencies use financial resources effectively	(1)	(2)	(3)	(4)	(5)
MAN4	The administration encourages and supports innovative initiatives	(1)	(2)	(3)	(4)	(5)
9.	Quality of public administrative services (QUA)	Level of agreement				
QUA1	Public administrative services meet the needs and expectations of the people	(1)	(2)	(3)	(4)	(5)
QUA2	The time to resolve administrative procedures is reasonable, quick, and effective	(1)	(2)	(3)	(4)	(5)
QUA3	Transparency and information disclosure	(1)	(2)	(3)	(4)	(5)
10.	People's satisfaction (SAT)	Level of agreement				
SAT1	You highly appreciate the public administrative service quality	(1)	(2)	(3)	(4)	(5)
SAT2	You will introduce public administrative services to your friends and relatives in the future	(1)	(2)	(3)	(4)	(5)
SAT3	You will continue to use public administrative services in the future	(1)	(2)	(3)	(4)	(5)
SAT4	In general, you are delighted with public administrative services	(1)	(2)	(3)	(4)	(5)

Note: A 5-point Likert scale states the level of agreement in five points. The 5-point Likert scale consists of the below points – (1) Strongly Disagree; (2) Disagree; (3) Neither Agree nor Disagree; (4) Agree; (5) Strongly Agree.