

Evaluating the Quality of Public Administration Services of Provincial Authorities in Vietnam: A Study of Ninh Binh Province

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Abstract

Administrative procedure reform in Vietnam is implemented by the government and public authorities. The questions for administrative organizations are the following: how do the people assess the quality of public administration services; what should the offices do to improve the quality of public administration services? This study used the 7Ps Model of service marketing to evaluate the quality of public administration services of provincial authorities in Vietnam and to find the factors that affect them. The study took place in Ninh Binh province, which is known for implementing administrative reform effectively. By means of in-depth interviews with specialists who had worked for a considerable length of time in public administration and local citizens, this study developed criteria for assessing the quality of public administration services of provincial agencies. Through surveying 700 citizens (631 valid responses), the study highlighted the quality of public administration services and factors influencing them. The research result showed the citizens' satisfaction level of each P factor and each item belonging to it, and also the linear relationship between items and factor. Based on this result, the points that should be focused to improve the public service quality were highlighted.

Keywords: public administration services, quality of public administration services, public service marketing, managerial organizations, One-Stop Shop (OSS), Vietnam

บทคัดย่อ

การปฏิรูปกระบวนการบริหารในประเทศเวียดนามกระทำโดยรัฐบาลและองค์กรภาครัฐ ประเด็นคำสั่งให้จัดตั้งศูนย์บริการเดียว คือ ประชาชนประเมินคุณภาพของบริการสาธารณะอย่างไร และหน่วยงานภาครัฐควรทำอย่างไรเพื่อปรับปรุงคุณภาพของการบริการสาธารณะ

งานศึกษาที่ได้ใช้ 7Ps Model จากองค์ความรู้ด้านการตลาดบริการเพื่อประเมินคุณภาพของการบริการภาครัฐในระดับจังหวัด โดยเลือกศึกษาที่จังหวัด Ninh Binh อันเป็นจังหวัดซึ่งได้รับการยอมรับว่ามีการปฏิรูปการบริการภาครัฐอย่างมีประสิทธิผล งานวิจัยได้ใช้การสัมภาษณ์เชิงลึกกับผู้เชี่ยวชาญซึ่งได้ทำงานด้านการบริหารงานภาครัฐมาเป็นเวลาภาระ แลกับประชาชนในท้องถิ่นเพื่อสร้างเกณฑ์ในการประเมินคุณภาพของการบริการภาครัฐของหน่วยงานในระดับจังหวัด จำนวนเจิงได้ทำการวิจัยสำรวจกับประชาชนจำนวน 700 คน (ขนาดตัวอย่าง 631 คน) งานวิจัยนี้ได้ชี้ให้เห็นถึงคุณภาพของการบริการภาครัฐ และปัจจัยที่มีผลต่อคุณภาพของการบริการ โดยการวิเคราะห์ถึงระดับความพึงพอใจของประชาชนต่อคุณภาพการบริการภาครัฐ 7 ด้านและรายการย่อของแต่ละด้าน จำนวนเจิงได้ วิเคราะห์ถึงความสัมพันธ์ซึ่งส่วนใหญ่ระบุว่ารายการย่อและบริการแต่ละด้าน ผลกระทบการวิเคราะห์ถึงกล่าวว่า งานวิจัยนี้ได้ให้ข้อเสนอแนะต่อการปรับปรุงคุณภาพการให้บริการภาครัฐ

คำสำคัญ: การบริการภาครัฐ คุณภาพของการบริการภาครัฐ การตลาดบริการภาครัฐ องค์กรด้านการจัดการ การบริการเบ็ดเสร็จ ณ จุดเดียว (OSS) เวียดนาม

Introduction

Providing public administration services is one of the basic functions of government authorities. One of the factors by which the effectiveness and credibility of government is assessed is by examining the quality of public administration. In Vietnam, administrative procedure reform is a “hot” issue that government agencies at all levels, especially provincial authorities, are focusing on. These authorities are considered the supply aspect of government and have the greatest impact on the quality of public administration services. This article focuses on the evaluation by citizens and enterprises regarding the quality of public administration services provided by provincial authorities. It identifies the factors needed to focus on to improve the quality of public administration services. This study took place in Ninh Binh province, which is considered to be dynamic and active in innovation, administrative reform, and efforts to improve the quality of public administration services. However, the results are limited, so it is imperative to evaluate the public administration service quality of Ninh Binh and find ways to improve it.

Fundamental theories

Public administration services are understood as those associated with the service and management functions of the state, implemented by state administrative agencies to carry out the basic rights and obligations of citizens and organizations. Public administration services are provided only by public authorities or agencies established by the state and authorized to supply these services. From the perspective of marketing, public authorities are seen as service-providing organizations. From the perspective of marketing, quality is an important indicator reflecting the level of customer satisfaction (Kotler, 2004). The quality of public administration services is evaluated by citizens, who are the “consumers” of public administration services. And the services are assessed according to the level of customers’ satisfaction with what they receive from service-providing agencies.

- The aim of marketing is to satisfy customers’ needs and satisfaction with what the organization provides. Marketers impact customers through marketing tools – the volatile and controlled factors used to influence target markets. In the field of public administration services, marketing tools include the following (Lee and Philip, 2007; Procter, 2007; Vu Tri Dung, 2014): The products of public administration services are what satisfy the people’s needs in terms of administration and state management, which are the services of permission – licenses, certification, registration, notarization, authentication, etc. The people’s satisfaction with public administration services is expressed through the level of satisfaction with core services – the administrative procedures and advice provided by public authorities as well as other services. These factors help customers apply for and receive administrative procedures and advice from government agencies.

- The cost of administrative services is understood to be the amount that the people must pay to receive the administrative procedures and administrative consultation results. The level of satisfaction with the cost of public administrative services is measured through the satisfaction with the cost (money and time) that people have to spend to get the administrative procedures or results of administrative consultation.
- Distribution of administrative services is understood as the way in which agencies “bring” public administration services to the people. It is expressed through the following ways. (1) The transactions allow for the development of high-quality relationships with the users of public services. (2) In decentralized administrative management, the location of local reception centers helps the customers (citizens and organizations) get in touch with public administration service. (3) Facilitating the distribution of activities depends on the local situation. (4) The customer reception points are mediators between the administrative organization and users. The level of satisfaction with delivery activities of public administration services is evaluated according to the level of ease in accessing public administration services.
- Public administration service communication is the provision of information that helps the people receive and use administrative services and consultancy. The level of satisfaction with communication activities is shown by the level of satisfaction with publicity and promotional activities and interactive support for the people in accessing and using public administration services.

- The people who provide public administration services are public employees and officials, especially those who have direct contact with the people at the service contact point. The professionalism of the providers of administrative services can be expressed as the following. (1) Those who implement intensive tasks are trained to acquire basic professional knowledge and skills. (2) They must fully meet the social and professional standards of their occupation and be able to work under pressure. (3) Carrying out the work of a profession follows a set of rules for behavior, procedures and ways of working independently. Satisfaction with public servants performing public administrative services is assessed according to the level of satisfaction with professional competence, attitude, enthusiasm and compliance with principles in carrying out their job.
- The processes of public administrative services are performed through the operational procedures of implementing the services. The design of the process of providing services includes the following stages: (1) forming ideas of service, (2) building the script for providing service, (3) modeling the provided service and (4) completing the model. The process consists of ensuring standardization in service provision, consistent service quality and effective operation costs. The level of satisfaction with the process of public administration services is expressed through the satisfaction with processes, procedures, forms and sequences that are made in service delivery.
- The physical environment refers to the design and planning of the transaction and point of contact. The level of satisfaction with the physical environment is represented by the level of satisfaction with the means and physical evidence to support public administration services.

The Marketing-mix model is applied in evaluating the results of marketing activities (Kotler & Keller, 2014); this study uses the approach of assessing the quality of public administration services as follows:



The Marketing-mix (7Ps) model was chosen to evaluate public administration services instead of other models like SERVQUAL (Parasuraman et al, 1985), SERVPERF (Cromin and Taylor, 1992), or Q&S (Zeithaml and Bitner, 2000) for the following reasons. (1) Public administration is a non-profit service, so citizens evaluate its quality by the degree of satisfaction with what they receive from public authorities, not by comparing what clients get from a service and what they expect at a certain price, as in other services. (2) Based on the 7Ps model, the developed items are also what citizens receive from authorities so they can easily answer the questionnaire (in data collecting it is easier to get exact information). (3) The research results can help the authorities to easily develop ways to improve service quality.

Research methods

The study was conducted in two stages: qualitative and quantitative. Qualitative research was undertaken to develop the criteria for assessing the quality of public administration services. The study was conducted by means of in-depth interviews with three experts (public servants who had worked for over 10 years at the reception section of the public administration service organization) and five citizens who had just used

public administration services. The interview consisted of assessment criteria for satisfaction with the quality of the following aspects of public administration services: products and services, price of service, convenience in accessing services, publicity activities, provision of information, quality of public servants in performing service, process of service delivery, means and physical evidence to support the provision of public administration services. The results of the qualitative research phase helped the team develop the scale and design the questionnaire.

Based on the system of scale, the survey used in the quantitative study was designed to collect data. The research sample included 700 citizens waiting for transactions in agencies providing public administration services. A total of 700 interviews were collected; after removing invalid responses, the number of valid responses was 631.

The collected data was entered and processed by SPSS version 22. The mean of each item was calculated in order to analyze the current situation of public administration services. Bootstrap with 95 percent reliability was to check whether or not the results of the sample infer the overall results. The analysis of Covariance matrix and Correlation coefficient between items belonging to each factor of public administration services, with calculation of Cronbach alpha coefficient was used to evaluate the correlation among items and eliminate the items that had no correlation with that factor. After eliminating the items that had no correlation, regression analysis was used to investigate the impact level of items on the factor that belongs to (7Ps).

Research results

Level of satisfaction with the product of public administration services

Overall assessment and detailed assessment of the level of satisfaction with the items belonging to the product of public administration services

Overall, the level of satisfaction with the product public administration services was 3.78 points on a scale of 1-5. The level of satisfaction with the aspects of public administration services received *above average*

but not high evaluation points. In particular, the item most appreciated was the OSS, with 4.16 points. This is the only item that received more than 4 points. The lowest rated item was the transaction time to obtain the result, with 3.45 points. But at the same time, this item had diverse answers which mean that the opinions of the people on this issue were heterogeneous. The reason may be that public administration organizations differ from one place to another so the times that people come there are also different.

Regression analysis of the factors affecting satisfaction with the product of public administration services

- Items that have no correlation with the satisfaction with public administration services: (1) C2.5 - The level of satisfaction of OSS; (2) C2.7 - The level of satisfaction with settling complaints and allegations.
- Regression models:

The level of satisfaction with the product of public administration services = $0.421 + 0.243 (C2.2) + 0.093 (C2.3) + 0.248 (C2.4) + 0.099 (C2.6) + 0.227 (C2.8)$

(C2.2 -Assessing the accuracy and reliability of public administration services; C2.4 -Assessing the level of ensuring services; (C2.8 - Level of satisfaction with accepting the suggestions of customers).

Conclusion and comments

- The level of citizens' satisfaction with the product of public administration services of Ninh Binh province is *rather good*.
- That result is influenced most by the assessment of the following: (1) assessing the level of ensuring services, (2) the reliability and accuracy of the services and (3) the level of satisfaction with accepting the suggestions from customers. Therefore, in the future, to raise the level of citizen satisfaction, the agencies of public administration services should focus on improving and communicating with the people about this issue.

- In addition, the item receiving the lowest points was the number of people coming to receive results. Although the people were not aware that this issue affects satisfaction with the service factors (it is possible that they are accustomed to go back more than once to receive the results), with the lowest evaluation score, this is a matter that the public administration organizations should improve.

Level of satisfaction with the price of public administration services

Overall assessment and detailed assessment about the level of satisfaction with the items belonging to the price of public administration services

This refers people's assessment of their expenses when using public administration services, including cash and other costs, such as the cost of time and effort. The overall assessment score of the level of citizen satisfaction with the price and the cost of using public administration services is 3.98 on a scale of 1-5. The items belonging to the price factor of public administration services received equivalent assessment points at average and fair levels (from 3.84 to 4.07). The items getting the highest score were full charge receipts and convenient payment (4.07 and 4.04, respectively). The two items receiving the lowest number of points were the time spent waiting to receive the results and no extra costs with 3.86 and 3.84 points, respectively.

Regression analysis of factors affecting satisfaction with the price of public administration services

- All six items are correlated closely with the evaluation of the price of public administration services.
- The regression model:

The level of satisfaction with the price of public administration services = 0.216 + 0.153 (C5.1) + 0.143 (C5.2) + 0.145 (C5.3) + 0.077 (C5.4) + 0.206 (C5.5) + 0.233 (C5.6)

(C5.1 - Openness and transparency of costs; C5.2 - The rationality of transaction costs; C5.3 - full charge receipts; C5.4 - Convenient payment; C5.5 - No costs incurred; C5.6 – Time spent waiting to receive results)

Conclusion and comments

- The level of citizen satisfaction with the price of public administration services in Ninh Binh province is *average-good*.
- That result was influenced most by the assessment of: (1) the time spent waiting to receive results (time costs); and (2) no costs incurred (no extra cost). These items received the lowest number of points among the items relevant to satisfaction with the price of public administration services. Thus, to improve the level of satisfaction, in the future the agencies should focus on improvement and communication with the people about these two issues.

Level of satisfaction with accessing services

Overall and detailed assessment of satisfaction with accessing public administration services

It is particularly this question that many people did not know/could not evaluate the factors of accessing service, especially accessing through modern means of communication such as the telephone and Internet. Only about 2/3 of the samples answered this question (454 people). The overall assessment score of the level of satisfaction who answered about approaching service was 3.44 points on a scale of 1-5. This is a relatively low score compared to other assessment criteria. The level of satisfaction with items belonging to the factor of accessing public administration services received a below average score of only 3 points. The item getting the highest mark was the convenient location of the transaction head of public administration agencies, with 4.14 points; next was the assessment of regular working hours with 3.87 points. The items getting the lowest number of points were being able to apply online and via post, with scores of 2.91 and 2.47, respectively.

Regression analysis of items affecting satisfaction with accessing public administration services

- All items are correlated with the evaluation of accessing public administration services (although some items do not correlate closely but are still acceptable).

- The items not consistent with the overall regression model: C4.1
 - The convenient location of agencies of public administration services; C4.3 – Ability to access and exchange information via hotline; C4.4 – Ability to access and exchange information via email, Internet; C4.6 – A sufficient number of paper forms and instructions to prepare documents for implementing the service on the Internet.
- The final regression model (after eliminating items that were not consistent):

**The satisfaction level of accessing the service = $0.245 + 0.272$ (C4.2)
+ $+0.349$ (C4.5) + 0.335 (C4.7)**

Thus, the level of satisfaction with access to public administration services currently is affected equally by three items: C4.5 - Ability to access information about the procedures via the Internet; C4.7 - Ability to apply online and get results; C4.2 – Regular working hours.

Conclusion and comments

- The level of satisfaction with procedures of public administration services in Ninh Binh province is *below average*.
- That result was influenced most by the assessment of (1) the ability to access information on procedures via the internet, and (2) the ability to apply online and get results. Therefore, to improve the level of satisfaction, public administration service institutions should focus on improving and communicating on these two issues with the people.
- The items of working hours and meeting citizens of the organizations supplying public administration services is evaluated at good point. This is also an item that has a heavy influence on the level of satisfaction with access to service. Therefore, the agencies supplying these services should continue maintaining and developing this item.

Level of satisfaction with communication of public administration services

Overall and detailed assessment of the satisfaction for items belonging to the communication of public administration services

This is people's assessment of the propagation, interaction, and guidance for citizens using public administration services, including factors such as service introduction, interaction with citizens, and acquiring feedback.

The overall assessment score of the level of satisfaction with media activities of public administration services is 3.50 - below average level. The satisfaction level of items belonging to the factor of communication of public administration services received an equal score at below average level, of 3.50 points. The highest evaluated item was the processes and detailed procedures to prepare documents using public administration services (with convenient parking, enough space, and security guards), with 3.73 points. The lowest evaluated item of these was the method of communication on public administration services with 3.29 points.

Regression analysis of items affecting satisfaction with communication of the public administration services

- The item of *settling complaints simply and reasonably* was not correlated closely with the other communication factors and should be eliminated from the model.
- The regression model:

The level of satisfaction with communication of public administration services = $0.266 + 0.247(C8.1) + 0.234(C8.2) + 0.448(C8.3)$

(C8.1 - Diverse and accessible methods of communication; C8.2 - The citizens are provided with information about processes, procedures and records; C8.3. comments are accepted respectfully).

With this result, we can see that the level of satisfaction with interaction communication of public administration services is now strongly influenced by activities of inclusion, respect and listening to the opinions of citizens.

Conclusion and comments

- The citizens' satisfaction with the communication of public administration services is about 3.5 point.
- This result was influenced by listening to and respecting the people's opinions. Therefore, in the future, the public administration agencies should focus on improving communication to raise the satisfaction level.

Level of satisfaction with public servants supplying public administration services

Overall and detailed assessment of the items belonging to the public servants of the public administration services

This refers to people's assessment of the factor of public administration service personnel – they are public servants whom the citizens contact when using public administration services.

The overall assessment score of satisfaction with public servants supplying public administration services is 3.19 points on a scale of 1-5. The items belonging to the factor of public servants received equivalent assessment point, at an average level. The items receiving the highest number of points were *professional qualifications of public servants* at agencies of public administration services and *officials and public employees having clear badges and name plates*, with 3.24 and 3.23, respectively. The lowest-ranked item was the rigidity/flexibility of public servants with 2.97.

Regression analysis of items affecting satisfaction with public servants supplying public administration services

- The item was not correlated closely with other items of public servants factor: *Public servants with clear badges and name tags* and should be eliminated from the regression model.
- The item is not consistent with the regression model: *civil servants complying with working hours*. Therefore, it needs to be eliminated to have reliable results statistically.
- The final regression model:

Level of satisfaction with public servants of public administration services = $0.070 + 0.101 \text{ (C6.2)} + 0.164 \text{ (C6.3)} + 0.140 \text{ (C6.5)} + 0.118 \text{ (C6.6)} + 0.471 \text{ (C6.7)}$

(C6.2 - Public servants have good professional qualifications; C6.3 - Public servants are friendly and helpful; C6.5 - Public servants comply with the procedures flexibly; C6.6: Public servants are enthusiastic in guiding and advising citizens; C6.7: Public servants create trust).

With this result, we can see that the level of satisfaction with the procedures of public administration services is strongly influenced by the item, *trust that public servants create for people*. The remaining items have equal influence and do not affect people's satisfaction.

Conclusion and comments

- The level of satisfaction level with public servants at public administration agencies in Ninh Binh province is average.
- The result is influenced most by the appreciation of *the trust that public servants create for people*. This item is currently rated at 3.15 points. In the future to improve the level of satisfaction, the agencies should focus on improvement and communication on this issue with the people, so that the public servants can create trust for the citizens using the service.

Level of satisfaction with processes and procedures of public administration services

Overall and detailed assessment of the satisfaction level with the items belonging to the process and procedure of the public administration services

The overall assessment score of the satisfaction level of citizens with processes and procedures of the public administration services is 3.93. The items belonging to the factor of processes and procedures were evaluated at *average-good* level. The highest evaluated item was *clear appointments to get results* with 4.05. The lowest evaluated item was the reasonableness of the *steps in settling transactions*, with 3.68.

Regression analysis of items affecting satisfaction with processes and procedures of public administration services

- All items correlate closely with the evaluation of processes and procedures of public administration services.
- The item, *clear appointments to get results* is not consistent with the overall regression model and be eliminated.
- The final regression model:

The level of satisfaction with processes and procedures = - 0.09 + 0.084 (C3.1) + 0.112. (C3.2) + 0.207 (C3.3) + 0.161 (C3.4) + 0.135 (C3.5) + 0.316 (C3.7)

(C3.1 - Procedures and records are required reasonably; C3.2 - The forms are designed scientifically; C3.3 - The procedures implementing the transaction are designed simply; C3.4 - The order of transactions is implemented reasonably; C3.5 - Guidance activities of revising incomplete or unsatisfactory records, C3.7 - Simplifying procedures

Thus, the level of satisfaction with processes and procedures of public administration services was influenced most by two items: *Evaluation of simplifying processes* and *the procedures implementing the transaction are designed simply*.

Conclusion and comments

- The level of satisfaction with processes and procedures of public administration services is *average-good*.
- This result is influenced most by the assessment of *(1) simplifying processes of public administration services, (2) the simplicity of procedures of public administration services*. Therefore, in the future, to improve the citizens' satisfaction level, the public administration service agencies should focus on improvement and communication about these two issues.
- In addition, the item of *reasonableness of the steps in settling transactions* received the lowest evaluation in the group. This is the third-largest item that influenced citizens' satisfaction

with processes and procedures of public administration services. Therefore, this item is also important so that the agencies should focus on improving it.

Level of satisfaction with physical evidence serving citizens using public administration services

An overall and detailed assessment of the satisfaction level with the items belonging to the physical evidence of the public administration services

The overall assessment score of the citizen's satisfaction with physical evidence in supplying public administration services was 3.96. The items belonging to the factor of physical evidence of public administration services received an equal number of points, at *average-good* level, with 4 points. The highest evaluated item is *parking places* and *place to wait for transaction* of public administration agencies (with convenient parking, enough spaces, and security guards) with of 4.31 and 4.1 points, respectively. The lowest evaluated item is *clear guidance board* with 3.87 points.

Regression analysis of items affecting satisfaction with physical evidence of public administration services

- The item did not correlate closely with the evaluation of physical evidence at agencies of public administration services: *convenient parking places*.
- The regression model:

The level of satisfaction with physical evidence of public administration services = $0.187 + 0.221 (C7.2) + 0.183 (C7.3) + 0.131 (C7.4) + 0.207 (C7.5) + 0.221 (C7.6)$

(C7.2 - Good waiting room seats; C7.3 - Clear guideline maps; C7.4 - Good physical evidence; C7.5 - Clear guideline forms; C7.6 - The quality of computers and other supporting equipment).

The results show that the level of satisfaction with physical evidence of public administration services is influenced equally by several items. Among them, two items have higher influence than the others, these are *waiting space* and *computers and supporting equipment*.

Conclusion and comments

- The citizens' level of satisfaction with physical evidence of public administration services in Ninh Binh province is *nearly good*.
- This result is influenced equally by items belonging to the physical evidence factor, in which two issues are given more attention, these are *waiting space* and *computers and support equipment*.

General conclusion

Using the 7Ps public services marketing approach, the study assessed the quality of public administration services of administrative agencies by assessing citizens' satisfaction with the following service items: products, price, distribution, communication, public servants, processes and physical evidence in supplying services. The study found that the citizens of Ninh Binh province were most satisfied with the price, physical evidence and process and procedure (with the assessment score of 3.98, 3.96 and 3.9 respectively) of the public administration service. The least satisfaction was with the public servants with the assessment score of 3.19. The study also pointed out the items affecting the level of citizens' satisfaction with each factor of the marketing mix of public administration services at administrative agencies in Ninh Binh province through regression analysis. Finally, the authors offered suggestions for improving the quality of public administration services of these agencies.

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APPENDIX 1
**Satisfaction level of the quality of public health services
based on the Marketing-mix (7Ps) Model**

Items	Mean
Product	3.78
Trust	3.78
Trust and accuracy	3.8
Complying with regulations and commitments	3.84
Assuring of service	3.84
The operational of OSS	4.16
Transaction time	3.45
Accepting the recommendations and suggestions from customers	3.75
Receipt and processing of proposals and suggestions	3.78
Price	3.98
Publicity and transparency concerning costs	3.94
Reasonable transaction fees	3.97
Full charge receipts	4.07
Convenient payment	4.04
No cost incurred	3.84
Time spent waiting to get results	3.86
Place (accessing services)	3.44
The location of the agency providing administration services is convenient and easy to find	4.14
Working time by regulation	3.87
Ability to access and exchange information through hotline	3.42
Ability to exchange information via email and internet	3.12
Ability to access information about procedures via internet	3.24
Ability to access forms and documents on the internet	3.29
Possibility to apply online and get the result	2.91
Ability to apply record and receive the result via post	2.47

Items	Mean
Promotion and publicity (communication)	3.50
Communication methods are diverse and convenient	3.29
Citizens are provided with information about processes, procedures and records.	3.73
Comments are accepted respectfully	3.44
Complaints are settled simply and reasonably	3.45
People (public servants)	3.19
Public servants with clear badges and name tags	3.23
Public servants have good professional qualifications	3.24
Public servants are friendly and helpful	3.13
Public servants comply with work schedule	3.14
Public servants implement the procedures flexibly	2.97
Public servants enthusiastically guide and advise citizens	3.08
Public servants create trust	3.15
Processes and procedure	3.93
Records and procedures requested are reasonable	3.88
Forms are designed scientifically	3.96
Transaction procedures are simple	3.84
Transaction sequences are conducted reasonably	3.68
Guidance activities to revise incomplete or unsatisfactory records	3.81
Clear appointments to get results	4.05
Simplifying procedures	4
Physical evidence	3.96
Convenient parking	4.31
Place to wait for transactions	4.1
Clear guidance diagrams	4.03
Good support equipment (sanitary conditions, water, fan, etc.)	4
Clear guidance tables	3.87
Quality of computers and other supporting devices	3.96