

Citizen's Satisfaction With Public Administrative Services At The One-Stop Shop Of Districts In Thai Nguyen Province, Viet Nam

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Abstract— The research was conducted to determine the factors affecting Citizens's satisfaction with public administrative services in the one-stop department of districts in Thai Nguyen Province. The study is based on the survey data of 324 citizens. Data analysis method through SPSS software with descriptive statistical tools, test scale with Cronbach alpha coefficients, discovery factor analysis (EFA) and Regression analysis was performed to clarify the problems related to the research hypothesis. The Regression model consisting of six variables: Capacity of civil servants, Service attitude of civil servants, Facilities, Work assignment process, Time and Cost is used to identify the factors that affect Citizens's satisfaction. The research results show that the variables in the model have a positive relationship with Citizens's satisfaction. In particular, the Capacity of civil servant factor has the highest Beta coefficient of 0.303. From the research results, the author also proposed a number of solutions to improve the satisfaction of citizens at the One-stop shop of districts in Thai Nguyen Province.

Keywords— Public administrative service; Citizens; satisfaction; Factor; One-stop shop.

I. INTRODUCTION

In the process of national construction and development, the Government of Vietnam has clearly stated the need to carry out administrative reform and considers it an important solution to contribute to the realization of socio-economic development goals. Administrative reform in Vietnam has been implemented on many contents: institutional reform, organizational reform of the administrative apparatus, building and improving the quality of cadres and civil servants, public finance reform and administrative modernization, in which administrative procedure reform is an important step and was set out at the very beginning of the reform process.

The reform towards simplifying administrative procedures associated with the implementation of the "one-stop shop" mechanism has been strongly deployed in the implementation process State administrative reform master program. Decision No. 181/2003/QĐ-TTg dated September 4, 2003 of the Prime Minister on promulgating the Regulation on implementation of the "one-stop shop" mechanism at state administrative agencies in localities has created an effective way to solve work for citizens and organizations through the implementation of the "one-stop shop" mechanism. This mechanism helps to simplify administrative procedures, reducing difficulties, costs, time and effort; at the same time, make a step adjustment in organizational structure and renovate and improve the working regime in state administrative agencies [1]. (Prime, 2007)

"One stop shop" mechanism is made for solving the task of organizations and citizens under the authority of state administrative agencies, from receiving requests, administrative documents to returning results, only through one gate, which is called "Division of receiving request and returning result". In the past, individuals and organizations had to make several visits to local administrative departments and to several sections as well. From now on, with the introduction of the One stop shop model, it is expected to be less time-consuming and more efficient for citizens. Local residents and enterprises can submit and receive their information,

administrative papers in ONE place. The administrations are responsible for evaluating their forms and then sending them to the relevant sections and experts for further proceeding. Feedback and problems will be resolved after a fixed time. This policy is expected to not only save residents' time and energy but also to effectively reduce bribery.

In Thai Nguyen, the Provincial People's Committee has implemented a one-stop-shop mechanism, one-stop-shop in receive and return results of handling administrative procedures in nearly 100% of state administrative agencies in the locality. The province also organized the establishment of a Steering Committee for Administrative Procedure Reform to strengthen measures to improve and raise the Administrative Procedure Reform Index (PAR INDEX), the Public Administration Performance Index provincial level (PAPI). At the district and commune levels, the district-level "one-stop shop" mechanism handles administrative procedures for the issuance of business registration permits, certificates of house and land ownership, construction permits, decisions investment decisions, household registration and issues related to social policies.

Along with the goal of the Vietnamese government, the goal of Thai Nguyen Provincial People's Committee is to provide better administrative services to citizens and organizations in order to increase investment attraction and improve citizen satisfaction. Because citizen's satisfaction is the most honest and accurate measure for all administrative reform efforts.

Public service also comes under the service. Provision of quality services for public sectors also is a challenge for the many governments around the globe. The governments are doing their best in order to gain their satisfaction (Khan, Batool, I. Scholar, & Hussain, 2015) [2]. Therefore, the main objective of service providers is to provide services which satisfy needs and expectations of customer.

(Agus & Kandampully, 2007) studied that there were relationships between service quality and customer satisfaction. The study also highlighted the need for improving the supply of public service quality which focuses on approach of customer-oriented [3]. (Kumar & Maull, 2008) stated that high quality service will create high customer satisfaction as well as increases customer loyalty [4].

(Zeithaml & Bitner, 2012) pointed out that customers' satisfaction is influenced by many factors such as the product/service quality, price, situation and personal elements [5]

(Mokhlis, Aleesa, & Mamat, 2011), entitled "Municipal service quality and citizen satisfaction Southern Thailand print". Analysis 234 questionnaires were answered in Tambon Khok Pho. The results indicate that 4 aspects of service quality, namely Tangible, Assurance, Empathy, Delivering Service are those that are found to be significant predictors of citizen satisfaction. [6]

In most of the previous research, assessing service quality models are based on SERVQUAL including five components: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. (Parasuraman, Zeithaml, & Berry, 1993) assures that SERVQUAL is the complete model for assessing service quality, confirming its value and reliability, and can be applied to all other types of different services. However, each specific service sectors have their own characteristics [7].

In Vietnam, however, citizen satisfaction assessment model for administrative services quality should be adjusted.

According to (Tuan, 2014) The model study was conducted by two hypotheses including service quality and transparency which affect citizen satisfaction for public administration services in HCMC. The result shows that hypothesis H1 is supported for the relationship between service quality and citizen satisfaction. Four factors which constitute service quality affect citizen satisfaction including Responsiveness, Empathy, Assurance and Reliability. The results confirm the important role of employees (in term of responsiveness, empathy, assurance and reliability) in improving citizen satisfaction in the public service sector in general and public administration services sector in particular [8].

(Ly, 2020) was conducted study by using the exploratory factor analysis and regression analysis with the survey data of 150 valid observations. The study's results show that these following factors including trust, respect, service capacity, facilities and empathy (listed in descending order of impact level) affect the satisfaction of people with public services [9].

the model proposed by (Dan, 2011) with following factors: Civil servants' capacity; Physical facilities; Accessibility, Content of all regulations about working time, procedures; Fees and charges. The authors found that this model is quite complete and meet the required comprehensive evaluation administrative services at present [10].

From discussion and the exchanging ideas with the officials in charge of the administrative reform process and the authorities

at the local, the author found that the proposed research model quality public administration services of (Dan, 2011) is the most suitable for this study. However, seeing some components can be related and regrouped, the research model assessing people's satisfaction with public administration services under the one-stop shop at the DPCs of Thai Nguyen will include six components as follow: Capacity of civil servant, Service attitude of civil servants, Facilities, Work assignment process, Time and Cost. This study aims to explore the factors that affect citizen 's satisfaction toward the quality of public administration services and to evaluate the level of satisfaction of the people towards the quality of public services under the “one-stop shop” at People's Committee at district level in order to offer solutions to improve and enhance the quality of public administration services in the six districts in Thai Nguyen province and to eventually better serve the people.

II. MATERIAL AND METHODS

2.1. Sample

Up to now, Administrative organizations in Thai Nguyen include 2 cities, 1 town and 6 districts, which is Thai Nguyen Province; Song Cong City; Pho Yen town; Phu Binh, Dong Hy, Vo Nhai, Dinh Hoa, Dai Tu and Phu Luong districts with 180 communes, wards and towns (counted to 2021, March). Therefore, the representative sample was collected in terms of geographic including District area (Phu Binh, Dong Hy, Vo Nhai, Dinh Hoa, Dai Tu and Phu Luong districts) (Thainguyen Portal, 2010) [11].

The sample size is calculated by using formula (Hair, Anderson, Tatham, & Black, 1998) [12] to determine the sample size of the population. Accordingly, the factor analysis need sample size at least five times of observed variables. The number of observed variables in the research model is 30. Hence, in this study, minimum sample size needed for research is 150 ($= 30 \times 5$). In order to ensure the reliability and the validation, as well as the number of investigating sheets reaching the requirements, we sent 350 questionnaires and got 350 questionnaires, of which 324 were valid.

Methods of selecting the research samples: In this reseach, the samples have been randomly selected.

Survey time: The survey period was conducted from January to March of 2021 in six districts of Thai Nguyen province, Vietnam.

Methods of Information collecting and data processing: Using primary and secondary data. The primary data has been collected from survey sheets that has been based on reference from research of (Bich, 2012) [13]. Subjects to perform investigations are the citizen above 18 years old who have been using public administration. Questions measuring the satisfaction of citizens for the services of state administration bodies are built into two parts: (A) General information which is the introduction to the survey's purposes, guiding the way to answer the question, the personal information of the respondents, and (B) The questions. The questionnaire sociological surveys of each service associated with the criteria and criteria elements which, with the question of assessing the quality of service provided by each element; the question of the satisfaction of the people for each factor and general questions to assess the satisfaction of the entire service. The 5-level Likert scale is used in the questionnaire (very dissatisfied, dissatisfied; normal; satisfied, very satisfied).

2.2. Research model

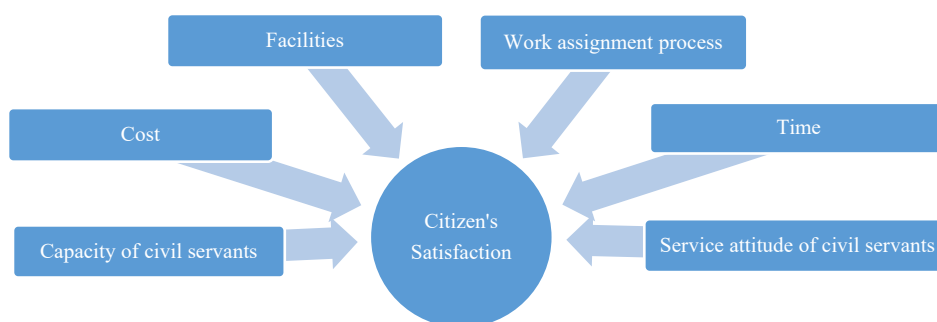


Fig. 1. Research framework

Predictive models:

$$Y1 = B0 + B1X1+B2 X2+B3 X3+ \dots Bk Xk + \varepsilon_i,$$

In which:

Y1 = Citizens' satisfaction

Xk = Independent variables

X1 (Capacity of civil servant), X2 (Service attitude of civil servants), X3 (Facilities), X4 (Work assignment process), X5 (Time), X6 (Cost).

A0 = constant

Bk = The regression coefficients ($i > 0$)

ε_i = random component or confounding factors

Statistical analysis

Total 324 responses were used for data analysis. SPSS 20. The survey data were tested to examine its reliability by using the Cronbach's Alpha and Exploratory Factor Analysis (EFA) was used to reduce the instrument for regression model. Analysis made use of descriptive statistics and Multiple Regression Analysis and Analysis of Variance (ANOVA) to test the hypotheses of the study.

III. RESULTS AND DISCUSSION

3.1. Sample characteristics

In the purpose of providing the general information of respondents, the SPSS was employed to analyze the collected data. The results of a descriptive statistic of data are summarized. The total number of respondents is 324 people.

The results of the survey pointed out that 181 respondents (55.9%) were female and 143 (44.1%) were males and age group was 15.4%, 24.6%, 30.2% and 29.8% for 18-24; 25 – 30; 31 – 40 and above 40, respectively.

The education level of the citizens using local public administrative services, 42.6% of respondents have bachelor or master degrees, 39.5% of them have Intermediate education and College qualification and 17.9% of them have High school degree.

Related to career, 26.1% of the participants are employees or staff working in enterprises (all kinds of enterprises), 21.1% of them are freelancers, and 18.6% of them are civil servants or officials working in state organizations.

Regarding income, 38.6% of the respondents have the income less than 3 Million VND, 52.5% of the respondents had income for a period between 3-7 Million VND and that only 8.8% had income over 7 Million VND (Table I).

TABLE I. TABLE STYLES

Characteristics	Number	Percent
Gender		
Male	181	55.9
Female	143	44.1
Age		
18 -24	50	15.4
25-30	80	24.6
31-40	98	30.2
Above 40	96	29.8
Education level		
Bachelor or master degrees	138	42.6
Intermediate education and College qualification	128	39.5
	58	17.9

High school degree		
Income		
less than 3 Million VND	125	38.6
From 3 Million to 7 Million VND	170	52.5
over 7 Million VND	29	8.8

3.2. Descriptive analysis

The result from the EFA analysis with 30 items pointed out that the observed factors are classified into six groups and each of them has a dependent relationship in comparison with the main factor being higher than 0.5. The result of Bartlett's test shows that the variables are generally in correlation with each other (Sig = .000; KMO coefficient = 0.915; Eigenvalue coefficient = 2.349; Sums of Squared Loadings = 70.58%). This test proves that the scales are appropriate.

The results show that the factors influencing to the student satisfaction have high reliable, with the value of Cronbach's alpha coefficient ranging from 0.891 to 0.895. Thus, all of the variables and scales meet the reliability requirements for the regression analysis.

After examining the reliability and correlation matrix, the results show that the variables are sufficiently reliable to be included in the regression model [14].

TABLE II. RESULT OF THE REGRESSION MODEL

Model	R	R ²	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.874	0.763	0.759	0.49123	1.864

a. Predictors: (Constant), Capacity of civil servant, Service attitude of civil servants, Facilities, Work assignment process, Time, Cost.

b. Dependent Variable: Citizen's Satisfaction

According to the results displayed in Table II, The Durbin-Watson test was used for testing whether there was autocorrelation or not. Durbin-Watson statistic value of this analysis of 1.864 had indicated no autocorrelation. The above results showed that multiple linear regression analysis was effective. The model of Citizens' satisfaction of this study was reliable the value of R² = 0.763. The value of R² indicates that the independent variables in the model can explain 76.3% the variation of the dependent variable, meaning that the variables in the model can explain 76.3% of the Citizen's Satisfaction, the remaining is dependent on other variables not in the model [14].

TABLE III. ANOVA (ANALYSIS OF VARIANCE)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	246.506	6	41.084	170.256	0.000b
Residual	76.494	317	.0241		
Total	223.000	323			

a. Predictors: (Constant), Capacity of civil servant, Service attitude of civil servants, Facilities, Work assignment process, Time, Cost

b. Dependent Variable: Citizen's Satisfaction

From the result displayed in Table III, we can see that value of coefficient F = 170.256 and Sig = 0.000 (< 0.05). This indicates that the regression model makes sense and the regression results can be used.

In Table IV, VIFs of this regression analysis ranged in value approximate as 2 (less than 10). VIFs were quite satisfactory and showed that there was no multi-collinearity. Status of predictors were moderately correlated.

TABLE IV. COEFFICIENTS^a (MAGNIFICATION COEFFICIENT OF VARIANCE)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-2.056E-16	0.27		.000	1.000		
Capacity of civil servant	0.303	0.040	0.303	7.483	0.000	0.456	2.194
Service attitude of civil servants	0.170	0.043	0.170	3.585	0.000	0.380	2.134
Facilities	0.188	0,046	0.188	4.061	0.000	0.348	2.672
Work assignment process	0.141	0,040	0.141	3.522	0.000	0.466	2.147
Time	0.142	0,051	0.142	2,816	0.000	0.292	2.827
Cost	0.197	0,044	0.197	4.520	0.000	0.392	2. 551

a. Predictors: (Constant), Capacity of civil servant, Service attitude of civil servants, Facilities, Work assignment process, Time, Cost

b. Dependent Variable: Citizen's Satisfaction

The results from regression showed that variable Capacity of civil servant had positive effect on citizen's satisfaction. The standardized coefficient of Capacity of civil servant was 0.303 with p value was 0.000. Therefore, Capacity of civil servant affected citizen's satisfaction. Servants showed friendly attitude with citizens could make them feel satisfied with public services. The results are also consistent with results of some other previous studies. In the study of (Hao, 2017) [15], the author has examined citizens' satisfaction with public administrative services at Chuong My district, Hanoi city, Vietnam. The result is that Capacity of civil servant affect the quality of public services. The Capacity of civil servant is an important factor in any agency because if the capacity is low, they will not be able to solve the work quickly. That leads to processing work that takes a long time and even leads to mistakes, affecting people's satisfaction when they come to the office to transact.

Variable Service attitude of civil servants had positive effect on citizen's satisfaction. The standardized coefficient of Service attitude of civil servants was 0.170 with p value was 0.000. Therefore, Service attitude of civil servants affected citizen's satisfaction. Servants showed friendly attitude with citizens could make them feel satisfied with public services. The results are also consistent with results of some other previous studies. The attitude of civil servants at the head office also has an influence on people's satisfaction. If they are happy, friendly, enthusiastic to guide newcomers to the one-stop department for the first time, it will help them avoid confusion.

The regression results from Table IV showed that variable Facilities positively affected dependent variable Citizen's Satisfaction with $\beta=0.188$, p value was 0.000. The results are also consistent with the findings of study (Dinh, 2013). Dinh has studied people's satisfaction with the public administrative services at the People's Committee of Ngu Hanh Son District, Da Nang City. The study interviewed the citizens involving the settlement of administrative procedures at the OSS office of Ngu Hanh Son District. The findings show that tangible factor affect citizen's satisfaction [16]. At the headquarters, if equipped with adequate facilities, people will feel satisfied when they come to make transactions. Large room, with seating to wait while it's your turn to make transactions. Equipped electronic devices will help people get the queue number faster.

Variable Work assignment process had positive effect on citizen's satisfaction. The standardized coefficient of Work assignment process was 0.141 with p value was 0.000. Therefore, Work assignment process affected citizen's satisfaction. The results are also consistent with the findings of (Cuong T, 2020) that "service procedures have positive effect on Citizen's Satisfaction" [17]. If the procedure is published and guided to people when they come to the one-stop shop, it will help them understand the order of execution when it is necessary to solve a certain administrative procedure, avoiding the wrong submission or lack of document

According to the regression results, Time and Cost had effect on Citizen's Satisfaction with standardized coefficient was 0.142

and 0.197, P-value <0.01. The results are inconsistent with the results from the study of (Nghi & Nhat, 2015) [18], the authors stated that time and cost did not affect citizen's satisfaction in at One-Stop-Shop of Thot Lot District, Can Tho City. However, author found that cost and time are the factor that affect citizen's satisfaction. It is clearly that the cost, especially dump cost, may reduce the level of citizen's satisfaction. The long time waiting for service may reduce the level of of citizen's satisfaction. The time for public services affected citizen's satisfaction. It was clearly that citizens spent more time for the service, resulting in dissatisfaction. Time was considered as important factor of citizens. If Servants solved the problems or provided the services quickly, citizens could save their time and their effort for other jobs.

The information in Table 9 exhibits that six factors in the model are linearly correlated with Citizen's Satisfaction (Signification value Sig. <0.05). values of all β coefficient are greater than 0, so according to results of multi-variable regression, we can define the multiple regression equation as follows:

Citizen's Satisfaction = 0.303 * Capacity of civil servant + 0.170* Service attitude of civil servants + 0.188* Facilities + 0.141* Work assignment process + 0.142* Time + 0.197* Cost.

IV. SUGGESTIONS

Firstly, pay attention to training and fostering a contingent of cadres, civil servants and public employees in appropriate and effective forms. The quality of administrative cadres and civil servants is a fundamental factor that determines the effectiveness and efficiency of state administrative agencies, so the training and retraining of this staff should be carried out regularly. Having policies to treat, motivate and encourage cadres, civil servants and public employees to fulfill their tasks well and have a mechanism to eliminate those who fail to fulfill their tasks, violate discipline or lose credibility with people.

Secondly, continue to invest in physical facilities, such as computer systems, integrated software, and online systems so that people and businesses can make simple and fast transactions, reducing travel costs.

Thirdly, continue to inspect, examine, evaluate, monitor and supervise activities related to administrative reform and control of administrative procedures. Strictly handle individuals, agencies and units that arbitrarily prescribe procedures that cause difficulties and troubles for businesses, organizations and citizens. Step up the survey of the satisfaction of individuals and organizations in the service of state administrative agencies, evaluate and effectively use survey results to propose perfect solutions.

Fourthly, strengthen the control of administrative procedures; promptly announce and publicize administrative procedures. Effectively implement the one-stop-shop mechanism, one-stop-shop mechanism, implement the interoperability of electronic administrative procedures for the construction and land sectors; step up the implementation of online public service provision at level 3 and level 4. Raise responsibility in receiving and handling complaints of individuals and organizations on administrative regulations.

V. CONCLUSION

The main objective of this study is to identify factors that affected citizen's satisfaction with public administrative services at the One-stop shop of districts in Thai Nguyen Province, and propose some policy implications for Thai Nguyen government to increase citizen's satisfaction. By surveying 350 respondents who are citizen of Thai Nguyen province and by the convenient sampling technique, the data was collected. After purification, the data of 324 people was used to test the hypotheses. Each scale has been checked the reliability and validity, as well as confirmatory analysis was conducted to check the convergent and discrepant validity. The regression was also used to test the hypotheses. The results showed that there were six factors affecting citizen's satisfaction. These factors consisted of Capacity of civil servant, Service attitude of civil servants, Facilities, Work assignment process, Time and Cost.

Among six exploring factors proposed in the initial research model, factor "Capacity of civil servant" are found to have the most impact on the satisfaction level of the citizen in most of regions and services, which again emphasize the role of human capacity in handling and bringing the quality of service. Following is "Cost", this factor also influences significantly on the satisfaction level of citizens in "Certificate of Land-use right" service.

There are a number of limitations to this study, which influences the reliability of the results as well as restrict the extent of the findings. The factors that impact on people's satisfaction often change frequently, constantly to suit the reality while this research is suitable only in the short term, but long-term need for research improve to serve the long-term strategy. Besides, there may be

underlying factors not be detected in this study. This is a direction for further research in order to adjust and add new elements to the model studies.

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