

**CITIZEN SATISFACTION WITH PUBLIC SERVICES: A SYSTEMATIC REVIEW
AND RESEARCH AGENDA FOR ADVANCING THEORY AND PRACTICE IN
PUBLIC ADMINISTRATION**

FERNANDA DALCIN FLORES
UNIVERSIDADE FEDERAL DE SANTA MARIA (UFSM)

RENATA PASE RAVANELLO
UNIVERSIDADE FEDERAL DE SANTA MARIA (UFSM)

JULIANO NUNES ALVES
UNIVERSIDADE FEDERAL DE SANTA MARIA (UFSM)

LUCIANA FLORES BATTISTELLA
UNIVERSIDADE FEDERAL DE SANTA MARIA (UFSM)

ELIETE DOS REIS LEHNHART
UNIVERSIDADE FEDERAL DE SANTA MARIA (UFSM)

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1. INTRODUCTION

Society increasingly demands quality and efficiency in public services designed to meet collective needs (Dung, 2021). Consequently, user perceptions have become fundamental for assessing and improving service quality (Zhang et al., 2023).

The evaluation of public services gained prominence with reforms such as New Public Management, which championed business-like practices grounded in efficiency and transparency (Chatterjee & Suy, 2019; Kim, Rho, & Teo, 2024). This focus on public values spurred the incorporation of citizen opinions into governmental decision-making, thereby formalizing the concept of citizen satisfaction (Morgeson et al., 2021).

Citizen satisfaction serves as a key metric of government performance (Lamsal & Gupta, 2022), as surveying the public can increase trust, enhance performance, and proactively meet collective needs (Chatterjee & Suy, 2019; Lamsal & Gupta, 2022). Quality service delivery is a central premise for citizen satisfaction in the public sector (Dung, 2021). Furthermore, the opportunity for citizens to voice their opinions represents a form of social participation that upholds core public management principles, including transparency and equitable treatment (Vieira & Ravello, 2024).

As an indicator of successful governance (Gupta & Shrestha, 2021; Paudel & Gupta, 2019a), citizen satisfaction is a complex phenomenon combining prior expectations, experiences, and attitudes (Van de Walle, 2018). It is generally understood as the result of a post-service comparison between expected and perceived performance (Oliver, 1980; Parasuraman et al., 1985). Satisfaction is thus directly linked to perceived performance; citizens report satisfaction when a service meets or exceeds their expectations (Chatterjee & Suy, 2019; Grimmelikhuijsen & Porumbescu, 2017; Zhang et al., 2021). Given that satisfaction can vary over time and across population segments due to shifting expectations (Van de Walle, 2018), the maintenance of consistent service quality is paramount (Engdaw, 2020).

Initial research on citizen satisfaction was largely concentrated in the USA and seldom examined different levels of government (Reddick, Perlman, & Demir, 2022). The field subsequently expanded as academics and public managers began investigating the consequences of high and low satisfaction levels (Chatterjee & Suy, 2019; Lamsal & Gupta, 2022; Nguyen et al., 2016; Van de Walle, 2018).

Despite this expansion, the literature lacks a comprehensive analysis of publication trends, foundational origins, and prevailing theoretical challenges. To address this gap, the present study offers a systematic literature review that maps the current state of the field, identifies critical lacunae, and proposes a future research agenda. Methodologically, this review contributes by examining the evolution of publications, influential sources, and thematic trends, thereby advancing the conceptual understanding of citizen satisfaction and its implications for public administration.

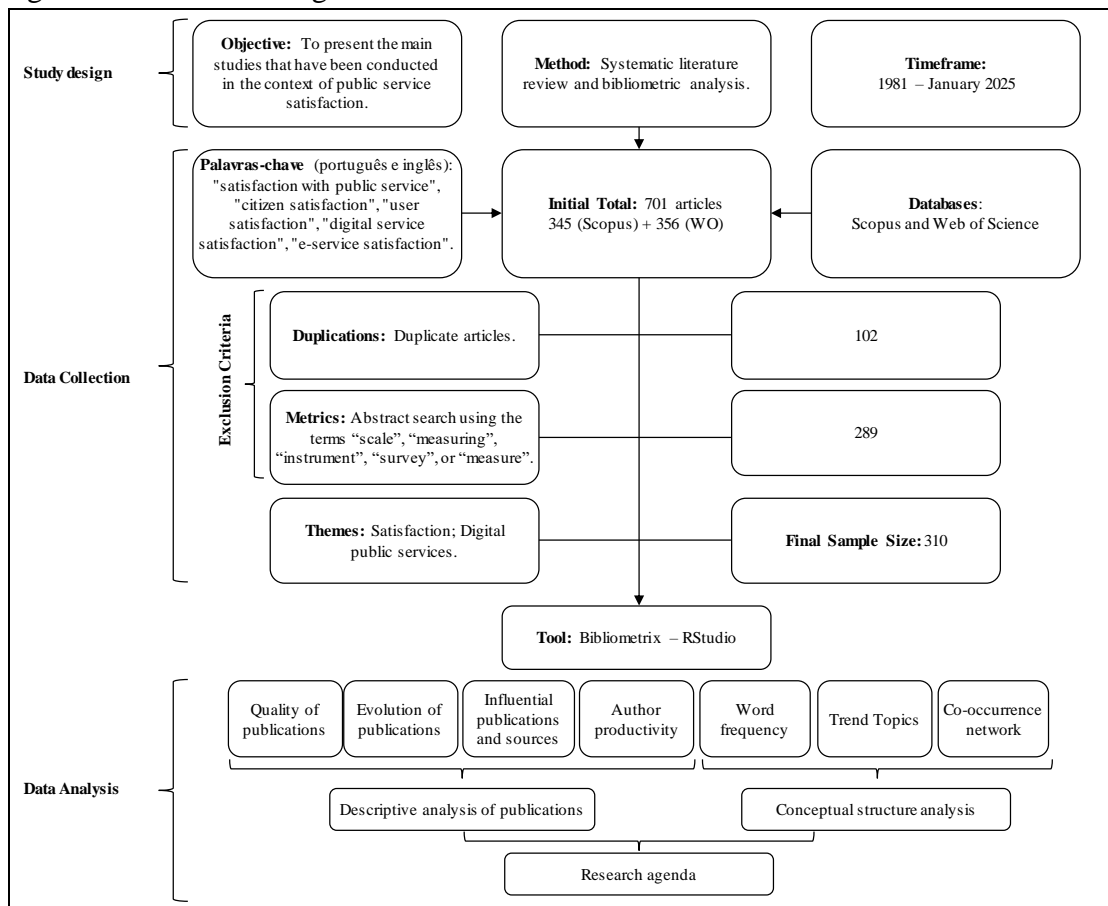
2. METHOD

This study adopts a Systematic Literature Review (SLR) with a bibliometric approach, using the Systematic Literature Review with Bibliometric Analysis (SLR-4) model to map the field of e-government and satisfaction with digital public services. The choice of the SLR-4 model was based on its capacity for systematic organization and analysis of large volumes of literature and the possibility of mapping collaboration networks between authors and institutions, allowing for the identification of main practices in the field and academic impacts.

Furthermore, this approach enables the identification of thematic trends and gaps in the literature, while ensuring scientific rigor and replicability.

The chosen method contributes by capturing the historical theoretical and practical advancement of the studied theme, assisting in achieving the objective of this study. Through the combination of computational tools, such as the Bibliometrix software in RStudio, a solid basis for future discussions and recommendations is provided. Figure 1 illustrates the research design of the study.

Figure 1 - Research design



Source: Created by the authors (2025)

The time frame covered the period from 1981 to January 2025. The search was conducted in the Scopus database, which resulted in the initial identification of 345 articles, and in the Web of Science database, which identified 356 articles. This process was carried out in April 2025 and totaled 701 articles. As exclusion criteria, 102 articles were removed because they were duplicates, originated from conference proceedings, dissertations, editorials, and book chapters, were studies focused exclusively on the private sector or general customer satisfaction, or were articles without thematic alignment with the public sector. Afterward, a search was performed in the abstracts of the remaining 599 articles for the words "scale" or "measuring" or "instrument" or "survey" or "measure," which resulted in 310 articles. Of the 310 selected articles, it was not possible to access thirty-three of them. Thus, the final sample consisted of 277 papers, which were read and analyzed for the preparation of this study.

The search strings were developed with Boolean operators to combine keywords and ensure precision in article retrieval. The following were used: "satisfaction with public service" OR "citizen satisfaction" OR "user satisfaction" OR "client satisfaction" OR "public service evaluation" OR "digital service satisfaction" OR "e-service satisfaction" OR "user experience UX" OR "perceived satisfaction" OR "service appraisal" OR "satisfaction with digital service"

OR "public perception" OR "citizen feedback" OR "customer experience" OR "quality of experience QoE" OR "public opinion" OR "perceived service quality" OR "service quality assessment", AND "public sector" OR "public administration" OR "public service" OR "government management" OR "public governance" OR "public management" OR "public sector organizations" OR "government agencies" OR "municipal services".

For data analysis, the Bibliometrix software in RStudio was used, in which keyword co-occurrence maps, collaboration networks, and temporal evolution graphs were generated. To ensure precision and consistency, the results were manually validated using pivot tables in Excel. The data analysis is presented in two analytical categories: descriptive analysis and conceptual structure of the publications, and construction of the research agenda.

The descriptive analysis examined the quality of publications, the evolution of publications, influential sources, citations, and author production over time; and the analysis of the conceptual structure, which explores frequent keywords, area trends, and term co-occurrence networks.

The construction of the research agenda involved the qualified analysis of the articles, revealing important gaps in the literature.

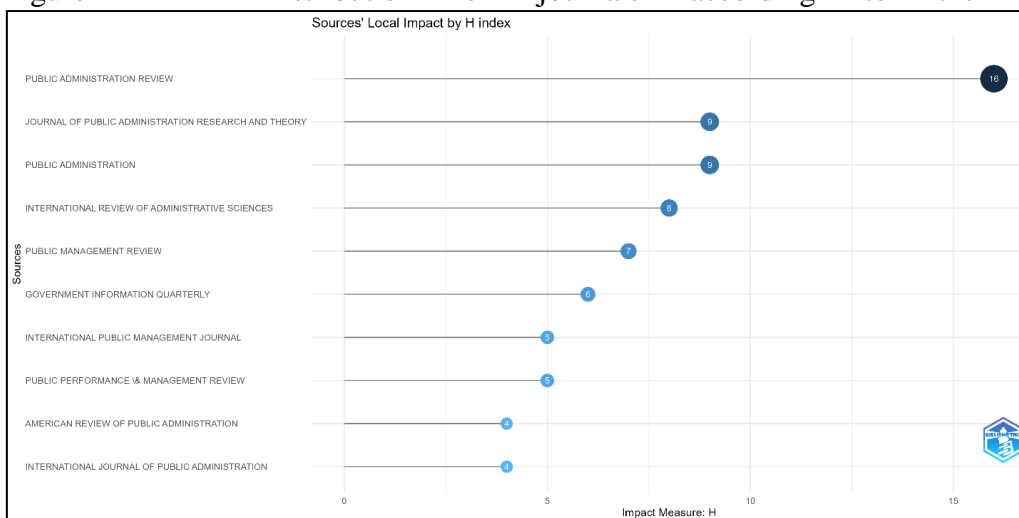
3. Descriptive analysis of publications

In this first step, a descriptive analysis of the publications is conducted, discussing the quality and classification of the publications, their evolution, the most influential sources, and the authors' production throughout the analysis period.

3.1 Quality and classification of publications

A comparison between the main bibliographic sources is presented based on their impact, measured by the H-index. This indicator combines productivity and scientific influence by considering the number of publications and their respective citations, revealing which journals had the greatest relevance within the dataset selected for this research. By focusing on higher-quality publications, the study ensures that the conclusions are based on reliable and widely recognized evidence. Figure 2 illustrates the distribution of journals classified according to the H-index.

Figure 2 - Distribution of journals according to their classification



Source: Created by the authors (2025).

Among the analyzed journals, the Public Administration Review stands out as the source with the highest impact, with an H-index of 16, reflecting its centrality and influence in the academic debate under analysis. This result is consistent with its high cumulative

productivity, reinforcing its status as a reference publication in the field of Public Administration.

Following this, the journals *Journal of Public Administration Research and Theory* and *Public Administration* both present an H-index of 9, demonstrating a high relative impact within the sample, which confirms their consolidated role in the theoretical development of the area.

Other notable sources include the *International Review of Administrative Sciences* (H = 8) and the *Public Management Review* (H = 7), which, although having a lower impact compared to the top three, still figure as relevant channels in the scientific discussion.

The remaining journals, such as *Government Information Quarterly*, *International Public Management Journal*, *Public Performance & Management Review*, *American Review of Public Administration*, and *International Journal of Public Administration*, show H-indexes between 4 and 6. This indicates a more moderate impact in the specific context of the addressed theme, but they are still relevant for composing the plurality of approaches present in the literature.

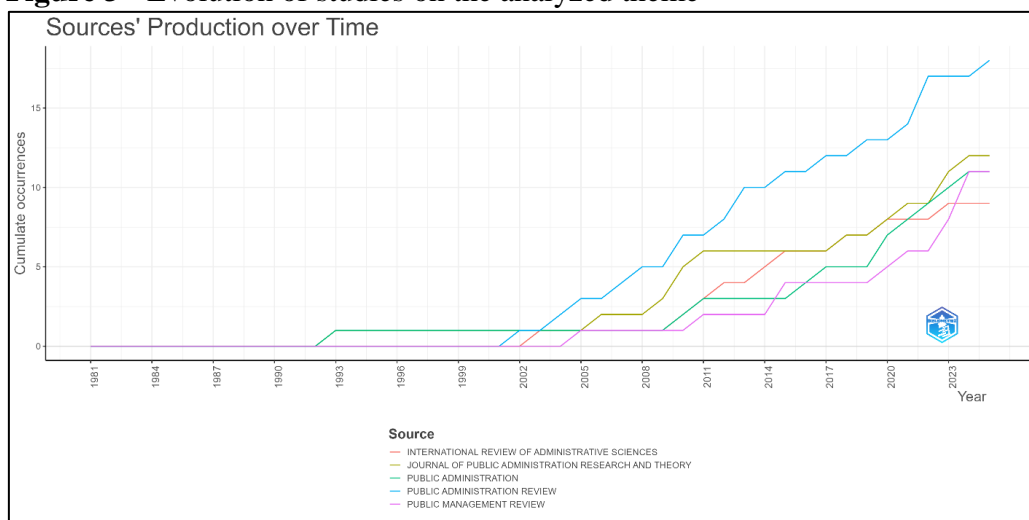
The analysis of the local H-index shows that, although several journals contribute to the debate, there is a concentration of impact and relevance in a few high-prestige journals, which may indicate a certain hierarchization of scientific production in the field. This finding should be considered when choosing theoretical sources and guiding future systematic reviews or state-of-the-art studies on the topic.

3.2 Evolution of publications

Figure 3 presents the temporal evolution of the accumulated production of articles in five relevant academic journals in the area of Public Administration: *International Review of Administrative Sciences*, *Journal of Public Administration Research and Theory*, *Public Administration*, *Public Administration Review*, and *Public Management Review*. The horizontal axis represents the years (1981–2024), while the vertical axis indicates the cumulative number of occurrences (publications).

It is observed that, until the early 2000s, there was a scarcity of publications related to the investigated topic in the analyzed journals. This pattern indicates that the academic debate on the object of study only gained relevance from the 21st century onwards, especially after 2005.

Figure 3 - Evolution of studies on the analyzed theme



Source: Research data 2025.

Among the analyzed journals, the *Public Administration Review* stands out, showing the largest cumulative growth over the period, especially from 2005 onwards. This result

suggests that this journal has played a central role in consolidating and disseminating the debate, serving as the main reference among its peers.

Subsequently, both the Journal of Public Administration Research and Theory and Public Administration show significant growth, albeit at a lower intensity. The International Review of Administrative Sciences and the Public Management Review contribute to the literature, but with a smaller cumulative volume.

The figure highlights the increase in academic interest over time and the centrality of certain journals in structuring the field, which is useful for understanding the trajectory of the literature and for choosing more robust theoretical sources.

3.3 Most Influential Publications and Sources

Table 1 presents the most influential publications from the analyzed sample. Based on the total citations for each of the ten most used references, it is observed that the publications of four authors and their colleagues stand out from the rest: West, Bouckaert, James, and Van.

Table 1 - Most Cited Studies in the Investigated Sample

Article Title	Article Title	TC
E-government and the transformation of service delivery and citizen attitudes	West D., 2004	757
Comparing measures of citizen trust and user satisfaction as indicators of 'good governance': difficulties in linking trust and satisfaction indicators	Bouckaert G., 2003	279
Evaluating the expectations disconfirmation and expectations anchoring approaches to citizen satisfaction with local public services	James O., 2009	258
Expectations, performance, and citizen satisfaction with urban services	Van R. G., 2004	231
Managing citizens' uncertainty in e-government services: the mediating and moderating roles of transparency and trust	Venkatesh V., 2016	228
Public trust in government in japan and south korea: does the rise of critical citizens matter?	Kim S., 2010	228
Service quality variation across urban space: first steps toward a model of citizen satisfaction	Kelly J., 2002	222
Quality of life in cities - empirical evidence in comparative european perspective	Weziak-Bialowolska D., 2016	174
Testing the expectancy disconfirmation model of citizen satisfaction with local government.	Van R. G., 2006	154
An experimental test of the expectancy-disconfirmation theory of citizen satisfaction	Van R. G., 2013	152

Source: Research data 2025.

The work of West (2004), a reference text due to its number of citations (757), was published in the Public Administration Review and examines the initial adoption and impact of electronic government (e-government) in the United States. It analyzes state-level IT spending data, conducts content analyses of federal and state government websites to assess service delivery and democratic outreach, and presents findings from a national public opinion survey on e-government utilization and its effect on citizen attitudes. The research concludes that while e-government has enhanced access to information and responsiveness in some aspects, it has not yet reached its full potential to transform service delivery or public trust in government, suggesting a pattern of incremental rather than revolutionary change in its early years.

Published in the International Review of Administrative Sciences, the study by Van de Walle and Bouckaert (2003), with 279 citations, addresses the difficulty of using citizen satisfaction and trust in government as indicators of "good governance." Traditionally, public administration relied on concrete metrics, but the quest for accountability and impact led to the adoption of subjective indicators. However, the authors argue that satisfaction is difficult to measure and service-specific, while trust is easier to quantify but its link to good governance is

unclear. They suggest that trust may be necessary but not sufficient for good governance, depending on other factors like system efficiency and external influences. They conclude that trust and good governance are not synonymous concepts and that the relationship between them is complex and influenced by multiple factors.

James (2009), the third most-cited study, published in the *Journal of Public Administration Research and Theory*, examines two main theories—expectations disconfirmation and expectations anchoring—to understand citizen satisfaction with local public services. The research evaluates these hypotheses using data on general services and household waste collection in England. The results indicate that when perceived performance exceeds expectations, satisfaction increases.

Van Ryzin et al. (2004), with 231 citations and published in the *Journal of Policy Analysis and Management*, applies the expectancy disconfirmation model—dominant in private sector consumer satisfaction research—to the study of citizen satisfaction with urban services. Using data from a survey of New York City citizens, the research investigates how prior expectations and the gap between expectations and perceived performance influence satisfaction judgments.

The study by Venkatesh et al. (2016), with 228 citations and published in *Information Systems Research*, focuses on how to reduce citizen uncertainty when using e-government services. It draws on uncertainty reduction theory, arguing that transparency and trust are crucial for managing this uncertainty. The research also examines the role of information quality (accuracy and completeness) and channel characteristics (convenience and personalization) as factors influencing transparency and trust, and ultimately, the intention to use e-government services. The results from a survey of Hong Kong citizens support the model, demonstrating that transparency and trust act as mediators and moderators in the relationship between the characteristics and intention to use, subsequently impacting actual use and satisfaction.

Kim (2010), with 228 citations and published in the *Public Administration Review*, investigates public trust in government in Japan and South Korea, using survey data from 2003, 2004, and 2006. The research analyzes how government performance, citizen empowerment, and satisfaction with self-expression values are related to trust at the central and local levels. The results indicate that government performance in areas such as the economy, corruption, and service quality significantly influences trust in both countries. Furthermore, the perception that government officials pay attention to public opinion and satisfaction with self-expression rights are also shown to be associated with trust. The research suggests that governments seeking to improve trust should focus on performance, transparency, citizen participation, and the self-expression values of emerging citizens.

The work of Kelly and Swindell (2002), with a total of 222 citations and published in the *Journal of Urban Affairs*, explores the variation in citizen satisfaction with urban services across different spatial areas (acting as proxies for neighborhoods) in various cities and counties. It highlights the importance of moving beyond aggregate performance measures and considering disaggregated citizen feedback to identify disparities in service quality. The research uses data from citizen surveys from 17 local governments, analyzing how demographic and socioeconomic characteristics of the areas influence satisfaction with various services. The authors argue that citizen satisfaction, as an outcome measure, is crucial for government accountability and suggest the need to integrate this disaggregated data into performance measurement practices.

Weziak-Bialowolska (2016), with 174 citations and published in *Cities*, analyzes urban quality of life in European cities using data from a survey? Primary or secondary? The investigation focuses on how individual factors, such as opinions on services and safety, and city characteristics, like economic development and population, influence citizens' satisfaction

with life in their cities. The results indicate that satisfaction varies significantly between and within cities. Common points of dissatisfaction include public transport and air quality, while feeling safe in the city and being satisfied with one's place of residence are strong predictors of overall satisfaction. The research highlights that city characteristics, especially the perception of safety, play an important role in urban satisfaction, beyond individual factors.

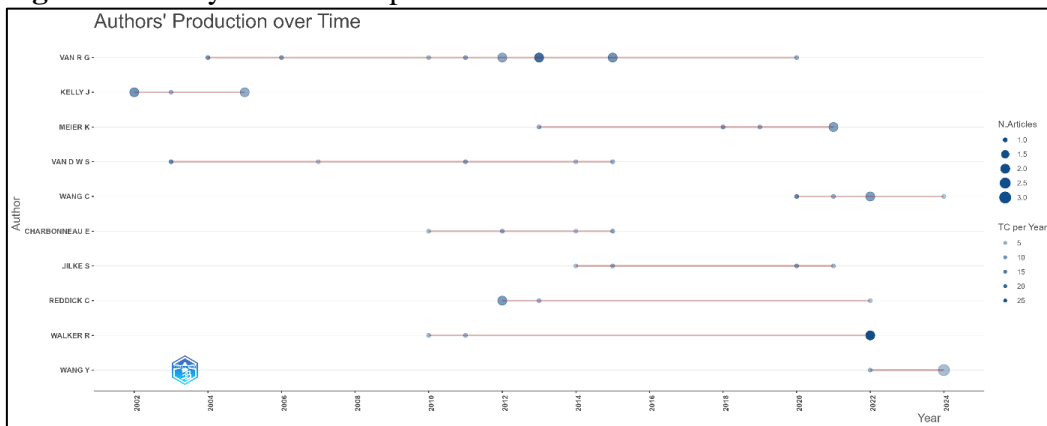
Van Ryzin (2006), with 154 citations and published in the *Journal of Public Administration Research and Theory*, explores how citizens evaluate their satisfaction with local government services using a model based on expectation versus performance. The study compares different ways of measuring the discrepancy between expectations and performance, finding that how this gap is measured significantly influences conclusions about the importance of expectations in citizen satisfaction.

The tenth most-cited study, by Van Ryzin (2013) in the *Journal of Policy Analysis and Management*, conducts an experimental test of the expectancy-disconfirmation theory applied to citizen satisfaction with public services. This research used a randomized experiment to investigate the causal relationship between expectations, performance, and satisfaction. Participants were exposed to different levels of expectations and perceived performance (through photographs of street cleanliness) to determine their effects on satisfaction. The results indicate that performance is a strong driver of satisfaction, although the total effect of expectations on overall satisfaction is less clear and may vary by subgroups.

3.4 Author Production Over Time

The analysis of author production over time (Figure 4) allows for the identification of the main researchers contributing to the field of satisfaction with digital public services, as well as the visualization of their publication consistency and the impact of their contributions over the years. It is noted that the author VAN R. G. is the most consistent in terms of academic production, with publications regularly distributed from the beginning of the time series, from 2003 to 2023. This pattern of consistency suggests a consolidated research trajectory spanning two decades. Authors such as MEIER K. and VAN D. W. S. also show a recurring presence in the literature, although with a lower intensity of publication per year.

Figure 4 - Analysis of author production over time



Source: Research data 2025.

The author WALKER R. stands out, whose recent production (2022–2023) is accompanied by a high number of annual citations, indicating a significant and current impact in the area of study. A similar situation occurs with WANG Y., who, despite having a more recent trajectory (2022–2024), presents a considerable number of articles with relevant citations, which may suggest an emerging researcher with rapid academic recognition.

The figure also highlights authors who began their production in more recent periods, such as JILKE S. and CHARBONNEAU E., whose contributions appear concentrated after 2010 and with a less extensive temporal distribution. Although they have a lower volume, the intensity of their contributions may signal thematic specializations or participation in emerging lines of research.

On the other hand, authors like KELLY J. and REDDICK C. had greater production in the 2000s, with a reduction or absence of publications in more recent years, which may indicate a transition to other areas, retirement, or less engagement in the thematic agenda in question.

In summary, the graph allows for the identification of established researchers, emerging authors, and patterns of continuity and discontinuity in scientific production. This information is valuable for understanding the academic dynamics in the analyzed field, in addition to contributing to the identification of potential key references and potential collaborations for future investigations.

3.5 Conceptual Structure Analysis

In the conceptual structure analysis, three topics are highlighted: the frequency of words (emphasizing the relevance of terms), followed by the trend topics and the co-occurrence network.

3.5.1 Word Frequency: Relevance of Terms

The illustrated keywords (Figure 5) indicate a higher frequency for the terms “performance”, “model”, “citizen satisfaction”, “satisfaction”, “perceptions”, “expectations”, “government”, and “management”. The prominence of these words suggests that research on satisfaction with digital public services emphasizes the adoption of "performance", "model", "citizen satisfaction", "satisfaction", "perceptions", as well as "expectations", "government", and "management".

Figure 5 - Keyword Frequency



Source: Research data (2025).

Terms such as "participation", "coproduction", and "perceptions" indicate the interaction between citizens and governments in the provision of digital services. This set reflects the challenges and opportunities in implementing e-government policies, including factors such as user satisfaction, the impact of technology, and management models. The use of terms like "participation" and "governance" suggests a growing focus on how governments can actively involve citizens in digital processes. Mergel (2019) discusses the need for continuous adaptation and digital transformation, reflecting this transition from a focus on

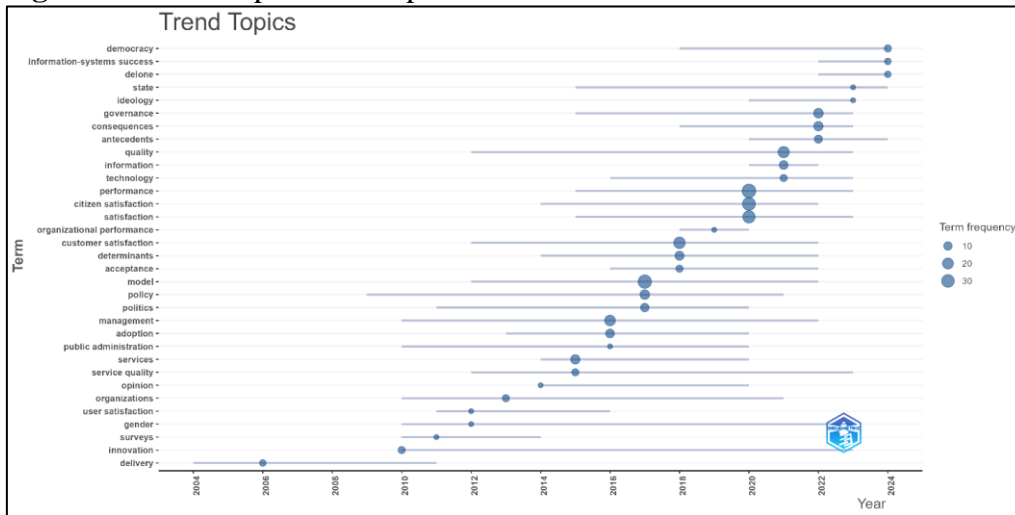
technology to a more comprehensive approach that integrates aspects of management and civic participation.

3.5.2 Trend Topics

The analysis of "Trend Topics" highlights the evolution of research themes in satisfaction with digital public services over the years, showing (Figure 6) a progression of interest that reflects changes in the priorities and needs of digital governments. It is observed that terms like "performance", "citizen satisfaction", "satisfaction", and "management" gained notable relevance from 2016 onwards, with sharp growth until 2020. This trend indicates a growing emphasis on measuring the effectiveness and efficiency of public services, in addition to the centrality of the citizen experience as a criterion for evaluating public policies. Terms like "model" and "governance" also stand out, signaling a theoretical and practical concern with the formulation and application of management and governance models geared towards results.

Furthermore, terms such as "information-systems success", "technology", and "acceptance" point to a growing intersection between public administration and information systems, evidencing the role of technological innovations in the transformation of the public sector.

Figure 6 - Trend topics for the period



Source: Research data (2025).

The diversity of emerging themes in more recent years (2022–2024) is noteworthy, such as "democracy," "delone," "state," and "ideology," suggesting a shift in the literature's focus towards broader dimensions of legitimacy and power structures associated with public administration. On the other hand, terms like "delivery" and "innovation" appear more sporadically and with less frequency, indicating lower recurrence, although they remain relevant in certain research niches.

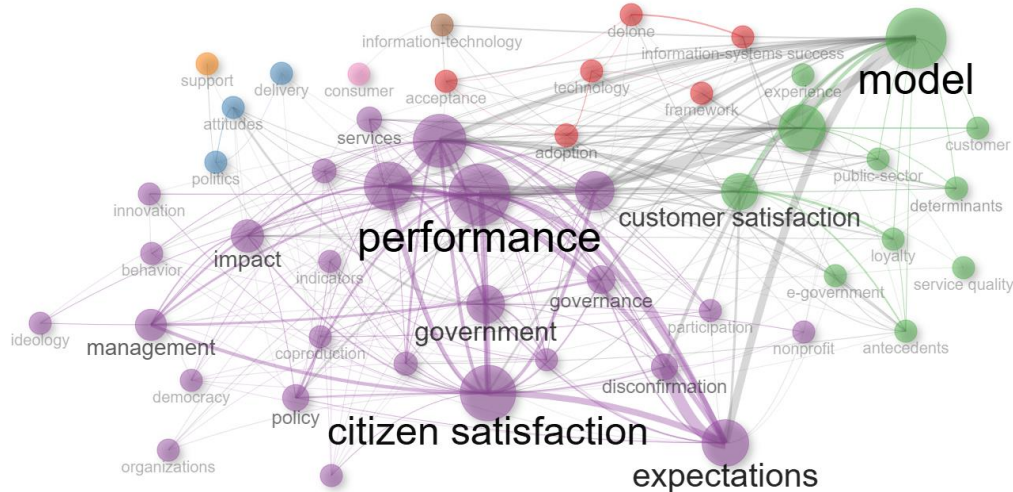
In summary, the figure reveals an evolution of academic interests over time, reflecting changes in the area's priorities and theoretical approaches, especially with the strengthening of perspectives centered on the citizen experience and the strategic use of technology in public management.

3.5.3 Co-occurrence Network

The analysis of the word co-occurrence network reveals the interconnection between the main themes discussed in the literature on satisfaction with digital public services. The purple cluster stands out in the center of the figure, featuring the terms "performance," "citizen satisfaction," "expectations," "government," and "management." This core indicates a predominant thematic axis focused on performance evaluation and citizen satisfaction,

emphasizing the importance of these dimensions in the analysis of public policies and contemporary public management. Mergel (2019) emphasizes that digital transformation requires an alignment between governance and management practices to integrate citizens into digital processes. Figure 7 illustrates the co-occurrence network considering the analyzed articles.

Figure 7 - Co-occurrence network of main themes



Source: Research data (2025).

The green cluster, anchored by the term "model," groups concepts related to theoretical and methodological structuring, such as "customer satisfaction," "service quality," "determinants," and "antecedents." This group suggests a body of literature focused on constructing explanatory or predictive models to understand the factors that influence user satisfaction and institutional performance.

The red cluster brings together terms like "technology," "adoption," "framework," and "information systems success," indicating an intersection with the literature on information systems and technological innovation in the public sector. This group points to a research stream that investigates the impact of technology adoption on organizational outcomes and user perception.

The light blue cluster, which is less dense, concentrates terms like "delivery," "politics," "support," and "attitudes," and seems to reflect more behavioral, contextual, or political aspects that influence public administration and citizens' perception of the services provided.

Finally, the orange cluster groups peripheral terms, such as "support" and "consumer," with low connectivity, which may indicate emerging or less consolidated areas in the field.

In summary, the map reveals the centrality of concepts related to performance and citizen satisfaction, structured by analytical models and influenced by technological and organizational variables. This visualization offers a clear representation of the main lines of investigation in the area, as well as the interrelationships between theoretical and empirical dimensions, being useful for guiding systematic reviews, delimiting gaps, and consolidating research agendas.

4. Construction of the Research Agenda

In this stage, the texts were read to identify the challenges in research on satisfaction with digital public services. Table 2 presents the result of this survey, showing the main dimensions of analysis with their respective future directions and possible impacts.

Table 2 - Aspects of satisfaction with public services and directions for future research

Dimensions of Satisfaction Analysis	Future Direction	Impact Objectives	Based on
1 - Antecedents of satisfaction	Cognitive fluency and divergent thinking as antecedents of creativity in the public sector.	Improve satisfaction measures for public services by including the perspective of their users	Houtgraaf, et al. (2025)
	Compare citizen satisfaction with performance measures.		Swindell & Kelly (2005)
	Include real users in the evaluation process.		Sørum, et al. (2012)
	Application of survey methods.		Carrillo & Tamayo (2008)
2 - Consequences of satisfaction	Evaluate the broader implications of satisfaction.	Broaden the scope in identifying citizen satisfaction with the public services provided	Kim, et al. (2024); Carrillo & Tamayo (2008); Daunorieni& Zekeviciene (2015); Van der Voet (2023); Lee & Kim (2014); Bakar et al. (2014); Morgeson & Petrescu (2011); Angius & van Thiel (2024); Amirkhanyan (2011); Das & McKenzie (1995); Tran & Dollery (2023); Howard (2010); Zhang et al. (2022)
	Inclusion of other factors, variables, aspects, dimensions, types of testing methods (evaluation), etc.		GC, et al. (2024); Sørum, et al. (2012); Kant & Jaiswal (2017); Schachter (2010); Grosso & Van Ryzin (2012); Li (2024); Wang & Teo (2020); Zhang et al. (2021); Mujalli (2024); Grøn & Kristiansen (2022); Greasley & John (2011); Zhang et al. (2022); Xiong, Wang & Wang (2022); Shingler et al. (2008); Manolitzas & Yannacopoulos (2013); Giannoccaro et al. (2008); Kim (2010); Biswas et al. (2024); Venkatesh, Chan & Thong (2012); Venkatesh et al. (2016); Brown (2007); Anjum & Chai (2020); Forman-Rabinovici & Beerli (2024); El El Gharbaoui, El Boukhari & Salmi (2024); Collins, Kim & Tao (2019); Sánchez Pérez et al. (2007); Gupta & Datta (2012); Jilke & Baekgaard (2020); Sørum, et al. (2012)

3 - Scale construction	Lack of standardization in research instruments for measuring citizen satisfaction.	Ensure the use of a measure from which results can be obtained that allow for broad use, in addition to a valid and reliable structure	Swindell & Kelly (2005); Zhang et al. (2022); Conroy, D. K. (2001); El El Gharbaoui, El Boukhari & Salmi (2024); Curry (1999); Bouckaert & Van de Walle (2003); Shingler et al. (2008); Kelly & Swindell (2002)
	The use of single-item indicators that may not capture the complexity of citizen satisfaction.		Kim, et al. (2024); Morgeson & Petrescu (2011); Wu, Ma & Yu (2017); Lee et al. (2011)
	Difficulty in defining what generates satisfaction or dissatisfaction.		Dowding & John (2008)
	Creation of integrated models to evaluate public services.		Shingler et al. (2008); Menezes et al. (2022)
4 - Correlation	Verify the validity of the creativity scale constructs in the public sector	Ensure the use of robust and valid analysis techniques to guarantee the reliability of the generated results	Houtgraaf, et al. (2025)
	Consider convergent and discriminant validity.		Favero & Kim (2021)
	Suggests use of correspondence analysis, cluster analysis, and multidimensional scaling for satisfaction analysis.		Alemán, et al. (2018)
	Identify which socio-demographic variables are most relevant to satisfaction with public service.		Alemán, et al. (2018); Prodan & Dabija (2023); Shingler et al. (2008); Kundu & Datta (2014); Hall, Quin Monson & Patterson (2009); Ekaabi, Khalid & Davidson (2020); Gholipour, Tajaddini & Taghizadeh-Hesary (2022)
	Analyze the influence of specific service aspects on overall satisfaction.		Alemán, et al. (2018)
	Utilize SEM analysis.		Biswas et al. (2024)
Conduct additional analyses by implementing fuzzy methods to determine the cause-and-effect relationships between factors	Ilieva et al. (2024); Ruparathna et al. (2017);		

	impacting customer satisfaction in e-public services.		
5 - Use of application/digital media	An online application that can be used by citizens receiving public services to constantly evaluate the quality and delivery of services.	Facilitate the evaluation process with users of public services through various and common communication channels	Salem (2023); Obeid Alshamsi et al. (2019)
	Utilize different channels (SMS, social media, among others) and technologies.		Wang, et al. (2021); Chen & Lin (2015); Ilieva et al. (2024); Yang Tsai, Kuo & Lin (2017); Medeiros & Demo (2021); Medeiros & Demo (2021); Isaac et al. (2018); Podolchak, Tsygylyk & Khim (2021); Debruyne & De Leenheer (2014)
6 - Longitudinal Study	Observe the evolution of user/citizen perceptions over time.	Enhance the evolution of user/citizen perceptions over time.	GC, et al. (2024); Kim (2010); Daunoriene & Zekeviciene (2015); Romero-Subia, et al. (2022); Wang, et al. (2021); Carayon et al. (2010); Bal & Boehm (2019); Lee & Kim (2024); Wang & Teo (2020); Mujalli (2024); Greasley & John (2011); Chen, Vogel & Wang (2016); Ilieva et al. (2024); James (2009); Xiong, Wang & Wang (2022); Dowding & John (2008); Goldfinch, S., Yamamoto, K., & Aoyagi, S. (2023); Kim (2010); Ekaabi, Khalid & Davidson (2020); Gholipour, Tajaddini & Taghizadeh-Hesary (2022); Abdur Rehman et al. (2021); Arora & Banerji (2024); Romero-Subia et al. (2023); Collins, Kim & Tao (2019); Curry (1999); Giroux & Jones (2011); Yi & Gong (2009); Cappelli et al. (2010); Alblooshi et al. (2023); Reddick & Roy (2013); Meneguello (2005); Jakobsen (2010)
7 - Secondary data	Restriction of the study to the use of secondary data	Optimize information by capturing the citizen's perspective	Wang & Ma (2022); Daunoriene & Zekeviciene (2015); Ilieva et al. (2024);
8 - Empirical investigation	Empirical investigation for validation	Enhance knowledge of the context of public service provision	Drew, et al. (2016); Song, An & Meier (2021); Andrews et al. (2011); MacLean & Titah (2022); Fila, Schwarцова & Mura (2015)

9 - Public managers and policymakers	Replicate and expand the study to a broader range of public managers and in multiple public policy contexts. Test for differences among policymakers.	Aligning the perspectives of public managers and policymakers with insights from citizen feedback.	Conner, et al. (2016); Houtgraaf, et al. (2025)
10 - Other contexts	Conduct comparative research in different cultures, countries, and contexts (developing countries).	Broaden the understanding of the implications of contextual variables in the evaluation of satisfaction by users of public services.	Conner, et al. (2016); GC, et al. (2024); Kant & Jaiswal (2017); Bakar et al. (2014); Grosso & Van Ryzin (2012); Song, An & Meier (2021); Cheon et al. (2021); Bal & Boehm (2019); Kim, Henderson & Eom (2015); Li (2024); Lee & Kim (2024); Andrews et al. (2011); Tran & Dollery (2023); Jia, Liu & Shao (2019); Wang & Teo (2020); Zhang et al. (2021); Mujalli (2024); Hjortskov (2017); Grøn & Kristiansen (2022); Reddick, Abdelsalam & Elkadi (2012); Dabija et al. (2013); Hu et al. (2010); Van Ryzin & Charbonneau (2010); Ilieva et al. (2024); Zhang, Li & Yang (2022); Xiong, Wang & Wang (2022); Yang Tsai, Kuo & Lin (2017); Hjortskov (2019); Manolitzas & Yannacopoulos (2013); West (2004); Shabbir, Malik & Janjua (2017); Lee & Van Ryzin (2020); Gholipour, Tajaddini & Taghizadeh-Hesary (2022); Venkatesh et al. (2016); Schalk, Torenvlied & Allen (2010); Medeiros & Demo (2021); Anjum, S., & Chai, J. (2020); Forman-Rabinovici & Beeri (2024); Abdur Rehman et al. (2021); Jedynek & Wąsowicz (2021); El El Gharbaoui, El Boukhari & Salmi (2024); Romero-Subia et al. (2023); Belout & Dolan (1996); Ilias & Abd Razak (2011); Nguyen et al. (2020); Bostancı & Erdem (2020); Isaac et al. (2018); Ling et al. (2014); Kelly & Swindell (2002)
11 - Perspectives - End-user	Perspective of the end-user/citizen/stakeholders.	Strengthen the understanding of citizens' needs.	Desmal et al. (2022); Ruparathna et al. (2017); West (2004); Thomas, Poister & Ertas (2009); Bauhr & Charron (2020); Evers & Schmid (2025)

The presented research agenda covers eleven essential variables for evaluating citizen satisfaction with public services, linking future directions with impact objectives. To achieve these objectives, the methodologies that can be used include the development of studies with qualitative and quantitative approaches, as well as longitudinal and comparative studies. This aims to capture the perspective of the end-user of public services through feedback that provides a solid basis for investigating points of improvement in these services, meeting citizens' needs, and aligning public management to more effectively achieve the common good. However, challenges such as scarce resources, resistance to change, and political factors must be considered, requiring changes in the management development strategy and a closer relationship with society.

Furthermore, the implementation of these evaluations requires an integrated approach between management, public policies, and user experience. A closer relationship with society, the evaluation of public services, and the effective use of this information can strengthen citizen engagement and trust. Thus, the agenda reinforces the need for continuous evaluations, with different users and in different contexts, to ensure that citizen satisfaction with public services is achieved and maintained over time.

5. Conclusion

This study offers a comprehensive analysis of the evolution of citizen satisfaction with digital public services and proposes a research agenda for future publications regarding the evaluation of public services from the citizen's perspective. The results show a transformation in public administration regarding its management approach, highlighting a closer relationship with the citizen and a search for greater efficiency and quality in the provision of public services.

The relevance of the included publications is confirmed through the analysis of the articles, which reveal significant aspects concerning citizen satisfaction with public services. Such aspects include identifying citizens' needs more appropriately, a more assertive perception of the public context, and improvement in the delivery of public services.

This article compiles the literature, presenting an overview of gaps and research trends concerning citizen satisfaction with public services for researchers and public managers. It also provides guidance for future research on the evaluation of public services with their end-users.

As for the study's limitations, we mention the limited global scope, as the analysis was restricted to articles in English and Portuguese. Additionally, regional journals that could contribute with local contexts may have been excluded due to the selection of articles based on high-impact metrics. Future studies could broaden the analysis to capture other inclusive perspectives on satisfaction with government services.

The studies present results that have practical implications for public administration. Governance brings the participation of society in the co-production of public services to the forefront. Consequently, by inferring satisfaction with the services provided, public managers can direct actions to seek solutions in conjunction with the users of these services, in addition to identifying the main services that demand greater attention and strategic direction for improvement. By observing citizen satisfaction, public managers can stimulate society's participation in the formulation of public policies.

In summary, this study offers an overview of public service evaluation measures and satisfaction with these services from the end-user's perspective, highlighting the transformative potential of developing management in a way that is more aligned with the context in which it is embedded. It contributes to establishing improvements in public administration and bringing citizens closer, inferring current demands and opportunities. The success of this improvement will depend on the ability to change and adapt governance practices, ensuring that the common good is the primary objective of public administration.

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