

Service Quality and Client Satisfaction in a Philippine Transport Regulatory Agency: A SERVQUAL Analysis of the Land Transportation Office in Bais City

Ms. Mae Ar R. Palomares¹, Dr. Romario P. Ybanez²

¹Officer 1, Public Utilities Registration, Land Transportation Office

²Research Director, ORES, Foundation University

ABSTRACT

This study examined clients' level of satisfaction with the services of the Land Transportation Office (LTO) District Office in Bais City, Philippines, and determined the relationship between service quality and client satisfaction. Using a descriptive correlational research design, data were collected from 450 clients who completed transactions related to motor vehicle registration, driver's licensing and permits, and law enforcement and adjudication. A SERVQUAL-based questionnaire was utilized to assess service quality in terms of tangibles, reliability, responsiveness, assurance, and empathy, as well as overall client satisfaction. Descriptive statistics and Spearman's rank-order correlation were employed for data analysis. Results revealed that LTO personnel performance across all SERVQUAL dimensions was rated Outstanding, while overall client satisfaction was rated Very Satisfied. Significant positive relationships were found between personnel performance and client satisfaction across all service quality dimensions, with responsiveness and assurance demonstrating the strongest associations. Conversely, no significant relationships were observed between client satisfaction and demographic variables such as age, sex, and educational attainment, nor were there significant differences in satisfaction when grouped according to the type of service availed. The findings underscore the importance of consistent, professional, and responsive frontline service delivery in strengthening public trust and advancing citizen-centered governance in public institutions.

Keywords: Land Transportation Office; client satisfaction; service quality; SERVQUAL; public service delivery

Introduction

The quality of public service delivery plays a crucial role in shaping citizens' trust and confidence in government institutions. Frontline agencies, which directly interact with the public, serve as the most visible representation of the state, making service quality a central governance concern rather than a purely operational issue. Inefficient, unclear, or unresponsive public services may erode public trust and weaken citizen engagement, whereas efficient and transparent services contribute to perceptions of institutional legitimacy and accountability.

In the Philippines, the Land Transportation Office (LTO) is one of the most frequently accessed government agencies, providing essential services such as driver's licensing, motor vehicle registration, and enforcement of land transportation laws. Despite ongoing reforms and digitalization initiatives, the LTO has long been associated with public concerns related to long waiting times, unclear procedures, and inconsistent service delivery, particularly in provincial and district offices. While national-level performance reports and administrative audits provide useful institutional data, they often fail to capture clients' actual service experiences at the local level.

Existing studies on public service quality in the Philippines and other developing contexts emphasize the relevance of service quality dimensions particularly reliability, responsiveness, and assurance in shaping client satisfaction. However, empirical research focusing on provincial LTO offices remains limited, and client-centered assessments of service delivery are underrepresented in the literature. This study addresses this gap by examining client satisfaction with LTO services in Bais City using the SERVQUAL framework.

Anchored on the principles of citizen-centered governance and aligned with the Philippine Development Plan 2023–2028 and Sustainable Development Goal 16, this study seeks to provide empirical evidence on how service quality influences client satisfaction in a frontline regulatory agency. Specifically, it aims to (1) assess the performance of LTO personnel across SERVQUAL dimensions, (2) determine the level of client satisfaction, and (3) examine the relationship between service quality and client satisfaction, as well as the influence of demographic characteristics and service type on satisfaction outcomes.

Methodology

Research Design

The study employed a descriptive correlational research design to assess clients' perceptions of service quality and satisfaction with LTO services. This design is appropriate for describing existing conditions and examining relationships among variables without manipulating the research environment.

Research Participants

The study was conducted at the LTO District Office in Bais City, Negros Oriental. A total of 450 clients who completed transactions during the data collection period served as respondents. Systematic random sampling was used, wherein every third client who completed a transaction was invited to participate. Respondents were equally distributed across three major service categories: motor vehicle registration, driver's license and permits, and law enforcement and adjudication.

Research Instrument

Data were gathered using a SERVQUAL-based questionnaire adapted to the LTO context. The instrument measured personnel performance across five dimensions tangibles, reliability, responsiveness, assurance, and empathy and overall client satisfaction. Responses were rated using a five-point Likert scale. Content validation was conducted by subject-matter experts, and pilot testing yielded Cronbach's alpha values ranging from 0.875 to 0.916, indicating strong internal consistency.

Data Gathering Procedure

Questionnaires were administered to clients immediately after the completion of their transactions. Participation was voluntary and anonymous. Data were analyzed using descriptive statistics (frequency,

percentage, and mean) and Spearman’s rank-order correlation to determine relationships between service quality dimensions and client satisfaction. Statistical analyses were performed using JAMOVI software.

Data Analysis Procedure

The researcher utilized both descriptive and inferential statistics, presenting the findings in the form of tables and diagrams. Frequency and Percentage Distribution were employed. The Mann-Whitney U test was used to determine the results of the perception of Herzberg’s Motivation-Hygiene Theory, specifically in terms of factors leading to dissatisfaction and factors leading to satisfaction as perceived by the respondents.

Ethical Considerations

Ethical standards of research were strictly observed. Respondents were informed of the purpose of the study, assured of confidentiality, and informed that participation was voluntary. No identifying information was collected, and data were used solely for academic purposes.

Results and Discussion

Table 1
Common Types of LTO Services Aailed

Services	Frequency	Percent
Motor Vehicle Registration (n=150)		
• Storage	3	2.0
• Transfer of Ownership	9	6.00
• Annotation of Mortgage	8	5.33
• Cancellation of Mortgage	7	4.67
• Duplicate Registration Certificate	11	7.33
• Renewal of Motor Vehicle Registration	104	69.33
• Change Motor/Chassis/Color/Body Design	4	2.67
• Change Classification from “Private” to “for hire”	4	2.67
Driver’s License and Permits (n=150)		
• New License	20	13.33
• Student Permit	18	12.00
• Dormant License	16	10.67
• Duplicate License	19	12.67
• Renewal of Drivers’ License	24	16.00
• Additional Restriction Code	17	11.33
• Change Classification from Nonprofessional to Prof.	21	14.00
• Revision of Record	15	10.00
Law enforcement and adjudication (n=150)		
• Settlement of Violation	82	54.67
• Settlement of Contested Case	68	45.33
Total	450	100

Profile of Services Aailed The respondents were evenly distributed across the three major LTO service categories: motor vehicle registration, driver’s license and permits, and law enforcement and adjudication (n = 150 each). Among motor vehicle transactions, renewal of motor vehicle registration constituted the majority of services aailed. For driver’s license transactions, renewals and changes in license classification were the most common, while settlement of traffic violations dominated the law enforcement and adjudication category. The predominance of renewal and compliance-related transactions highlights

the routine and high-volume nature of LTO services, underscoring the importance of efficiency and consistency in frontline service delivery. Similar patterns have been observed in transport and licensing agencies, where routine compliance transactions shape overall client perceptions of service quality.

Table 2.1
LTO Personnel Performance and Client Satisfaction in the Tangibles Dimension (n=450)

Indicators	LTO Performance		Client Satisfaction	
	\bar{x}	VD	\bar{x}	VD
1. The LTO office is clean, organized, and visually presentable	4.28	O	4.53	VS
2. Office equipment and facilities are well-maintained and functional.	4.28	O	4.52	VS
3. Personnel are well-groomed and wear proper uniforms.	4.58	O	4.57	VS
4. Waiting areas are comfortable and adequately ventilated.	4.28	O	4.36	VS
5. Signages and information boards are clear and helpful.	4.34	O	4.40	VS
6. Restrooms (CR), chairs, and other client facilities are adequate, clean, and well-maintained.	4.10	VS	4.35	VS
7. The office provides functional support facilities (computers and digital/online services) to assist clients especially the Senior Citizens and PWDs.	4.33	O	4.49	VS
Composite	4.31	O	4.46	VS
Overall Standard Deviation	0.75		0.65	

Note: Verbal Description (VD); 4.21–5.00, Outstanding (O), Very Satisfied (VS); 3.41–4.20, Very Satisfactory (VS), Satisfied (S); 2.61–3.40, Satisfactory (S), Moderately Satisfied; 1.81–2.60, Fair (F), Dissatisfied (D); 1.00–1.80, Poor (P), Very Satisfied (VS)

Table 2.1 summarizes the assessment of LTO personnel performance and client satisfaction in the tangibles dimension. The composite mean for personnel performance ($\bar{x} = 4.31$) indicates an Outstanding rating, while client satisfaction yielded a higher composite mean ($\bar{x} = 4.46$), interpreted as *Very Satisfied*. Mean scores across indicators demonstrate consistently favorable perceptions, ranging from 4.10 to 4.58 for performance and from 4.35 to 4.57 for satisfaction. Personnel grooming and proper uniform obtained the highest ratings, underscoring the salience of visible professionalism in client evaluations. In contrast, the adequacy and cleanliness of restrooms and other client facilities received the lowest ratings, though these remained within positive thresholds. The relatively low standard deviations (SD = 0.75 for performance; SD = 0.65 for satisfaction) indicate a high level of response consistency, suggesting shared client experiences regarding the office’s physical environment.

These results reinforce the SERVQUAL proposition that tangibles serve as salient cues in shaping service quality perceptions, particularly in public-facing organizations. Empirical evidence consistently demonstrates that cleanliness, orderly layouts, clear signage, and well-maintained facilities enhance perceptions of professionalism, trust, and organizational competence. In regulatory and licensing offices, tangible elements function as pre-interaction signals that shape expectations even before service encounters occur, thereby influencing overall satisfaction. Within the Philippine context, studies likewise show that accessible and well-maintained facilities especially those accommodating senior citizens and persons with disabilities contribute significantly to perceptions of fairness and responsiveness in government service delivery. The *Very Satisfied* client ratings observed in this study suggest that the LTO Bais District Office has effectively aligned its physical service environment with contemporary public expectations, reinforcing institutional credibility.

Table 2.2
LTO Personnel Performance and Client Satisfaction in the Reliability Dimension (n=450)

Indicators	LTO		Client	
	Performance		Satisfaction	
	\bar{x}	VD	\bar{x}	VD
1. The services provided by LTO are consistent and error-free.	4.35	0	4.52	VS
2. Documents are processed within the promised time.	4.38	0	4.47	VS
3. I was informed properly about procedures and requirements.	4.65	0	4.60	VS
4. Instructions and procedures are followed consistently across different visits.	4.43	0	4.51	VS
5. Errors in documents are corrected without delay.	4.31	0	4.43	VS
6. Services were delivered correctly the first time, without requiring multiple visits.	4.46	0	4.46	VS
7. Law enforcement and adjudication are implemented fairly and consistently.	4.51	0	4.50	VS
Composite	4.44	0	4.50	VS
Standard Deviation	0.95		0.62	

Note: Verbal Description (VD); 4.21–5.00, Outstanding (O), Very Satisfied (VS); 3.41–4.20, Very Satisfactory (VS), Satisfied (S); 2.61–3.40, Satisfactory (S); 1.81–2.60, Fair (F), Dissatisfied (D); 1.00–1.80, Poor (P), Very Satisfied (VS)

The results are consistent with contemporary service quality literature that continues to identify reliability as the most influential determinant of satisfaction in public service settings. Building on the SERVQUAL framework, recent studies demonstrate that timely, accurate, and consistent service delivery significantly predicts trust and satisfaction in government and regulatory agencies (Magno & Polanco, 2022; Jou et al., 2023). In transport and licensing contexts, error-free documentation and adherence to promised timelines enhance institutional credibility and reduce perceived transaction costs for clients (Cueto et al., 2021). Moreover, Chuenyindee et al. (2022) emphasized that reliability manifested through correct-first-time service and prompt error correction strengthens citizens’ confidence in regulatory bodies. These findings collectively support the high ratings observed in Table 2.2, suggesting that LTO Bais has effectively operationalized reliability through standardized procedures, clear communication, and consistent implementation of policies.

A particularly noteworthy result is the high rating for the indicator “Law enforcement and adjudication are implemented fairly and consistently” ($\bar{x} = 4.51$ for performance; $\bar{x} = 4.50$ for satisfaction), despite the fact that a substantial proportion of respondents were clients settling traffic violations. This aligns with recent evidence indicating that client satisfaction is not solely outcome-based but is strongly influenced by perceptions of procedural fairness, transparency, and efficiency (Wisutwattanasak et al., 2023). Studies on administrative justice suggest that individuals are more likely to accept unfavorable outcomes when processes are predictable, rules are applied uniformly, and personnel demonstrate professionalism and respect (Jou et al., 2023). Thus, the high satisfaction ratings in this dimension reflect clients’ appreciation of fair and efficient procedures rather than approval of penalties themselves, reinforcing the conclusion that reliability anchored in consistency, accuracy, and fairness remains a central driver of trust and satisfaction in LTO service delivery.

Table 2.3

LTO Personnel Performance and Client Satisfaction in the Responsiveness Dimension (n=450)

Indicators	LTO		Client	
	Performance		Satisfaction	
	\bar{x}	VD	\bar{x}	VD
1. LTO personnel attend promptly to client inquiries and concerns.	4.53	0	4.53	VS
2. Clients receive timely updates and assistance during their transactions.	4.48	0	4.52	VS
3. LTO personnel are willing to provide immediate help when needed.	4.53	0	4.51	VS
4. Clients are not kept waiting unnecessarily.	4.39	0	4.42	VS
5. The process is consistent across different visits.	4.43	0	4.47	VS
6. The helpdesk/information desk provides clear and timely assistance to client concerns.	4.37	0	4.47	VS
7. Helpdesk/information desk personnel monitor queues and guide clients during delays.	4.43	0	4.47	VS
Composite	4.45	0	4.49	VS
Standard Deviation	0.64		0.64	

Note: Verbal Description (VD); 4.21–5.00, Outstanding (O), Very Satisfied (VS); 3.41–4.20, Very Satisfactory (VS), Satisfied (S); 2.61–3.40, Satisfactory (S); 1.81–2.60, Fair (F), Dissatisfied (D); 1.00–1.80, Poor (P), Very Satisfied (VS)

Table 2.3 presents the assessment of LTO personnel performance and client satisfaction in the responsiveness dimension among 450 respondents. The composite mean for personnel performance is 4.45, interpreted as *Outstanding*, while client satisfaction obtained a composite mean of 4.49, described as *Very Satisfied*. Across the seven indicators, mean scores ranged from 4.37 to 4.53 for performance and from 4.42 to 4.53 for satisfaction, indicating consistently positive perceptions. The highest ratings were observed for prompt attention to client inquiries and willingness to provide immediate help (both $\bar{x} = 4.53$ for performance), suggesting that clients frequently experience timely and proactive assistance. The identical standard deviations for performance and satisfaction (SD = 0.64) further indicate a strong level of agreement among respondents regarding the responsiveness of LTO personnel.

These results are consistent with recent service quality literature emphasizing responsiveness as a critical determinant of satisfaction in public and transport-related services. Building on the SERVQUAL framework, contemporary studies show that prompt attention, timely updates, and efficient queue management significantly enhance clients’ perceptions of organizational efficiency and fairness (Chuenyindee et al., 2022; Jou et al., 2023). In transportation and regulatory contexts, Ong et al. (2023) found that reducing waiting time and ensuring staff availability during peak periods directly improves user satisfaction and trust. Similarly, research on e-government and hybrid service delivery systems highlights that responsiveness manifested through clear communication and immediate assistance strengthens citizen confidence and reduces frustration during bureaucratic transactions (Ningsi, Noorhasanah, & Gusnawati, 2023).

The consistently high ratings across indicators suggest that LTO Bais personnel are effective in managing client flow, monitoring queues, and providing real-time guidance, even during delays. This aligns with recent findings that visible staff engagement and active queue supervision mitigate negative perceptions associated with waiting and congestion in public service offices (Watthanaklang et al., 2024).

Overall, the Very Satisfied client rating indicates that responsiveness functions as a key driver of positive service experiences at LTO Bais, reinforcing the notion that timely, attentive, and supportive personnel interactions are central to sustaining high levels of client satisfaction in transport regulatory agencies.

Table 2.4
LTO Personnel Performance and Client Satisfaction in the Assurance Dimension (n=450)

Indicators	LTO Performance		Client Satisfaction	
	\bar{x}	VD	\bar{x}	VD
	1. LTO personnel are knowledgeable and competent in providing services.	4.52	0	4.57
2. Clients feel safe and confident in transacting with the staff.	4.54	0	4.58	VS
3. Personnel communicate clearly and professionally.	4.53	0	4.49	VS
4. Personnel are consistent in applying rules and regulations.	4.52	0	4.60	VS
5. Clients are assured that their concerns are handled with integrity.	4.51	0	4.58	VS
6. Staff demonstrate honesty and fairness in handling all transactions.	4.55	0	4.54	VS
7. Personnel confidently explain policies and answer clients' questions without hesitation.	4.64	0	4.63	VS
Composite	4.54	0	4.57	VS
Standard Deviation	0.60		0.62	

Note: Verbal Description (VD); 4.21–5.00, Outstanding (O), Very Satisfied (VS); 3.41–4.20, Very Satisfactory (VS), Satisfied (S); 2.61–3.40, Satisfactory (S); 1.81–2.60, Fair (F), Dissatisfied (D); 1.00–1.80, Poor (P), Very Satisfied (VS)

Table 2.4 presents the assessment of LTO personnel performance and client satisfaction in the assurance dimension among 450 respondents. The composite mean for personnel performance is 4.54, interpreted as *Outstanding*, while client satisfaction obtained a composite mean of 4.57, described as *Very Satisfied*. Across the seven indicators, mean scores ranged from 4.51 to 4.64 for performance and from 4.49 to 4.63 for satisfaction, reflecting consistently high perceptions of staff competence, professionalism, and integrity. The highest rating was recorded for personnel's ability to confidently explain policies and answer questions without hesitation ($\bar{x} = 4.64$ for performance; $\bar{x} = 4.63$ for satisfaction), indicating that clear and assured communication is a prominent strength of the LTO Bais office. The relatively low and comparable standard deviations (SD = 0.60 for performance; SD = 0.62 for satisfaction) suggest strong agreement among respondents regarding the assurance provided by personnel.

These findings align with recent service quality research emphasizing assurance as a critical driver of trust and satisfaction in public and transport-related services. Based on the SERVQUAL framework, contemporary studies show that staff knowledge, courteous behavior, and consistency in applying rules significantly enhance users' confidence, particularly in services involving legal compliance and enforcement (Chuenyindee et al., 2022; Jou et al., 2023). In transport and regulatory contexts, Ong et al. (2023) demonstrated that professional conduct and clear communication directly improve clients' sense of safety and fairness, while German et al. (2022) posited that staff competence and adherence to established procedures are essential in sustaining public trust in safety and compliance-oriented institutions. These findings support the high assurance ratings observed in Table 2.4, suggesting that clients value not only accurate outcomes but also the professionalism with which services are delivered. The Very Satisfied client ratings further indicate that LTO Bais personnel effectively convey integrity, honesty, and fairness during transactions, even in situations that may involve penalties or strict regulatory decisions. Recent studies suggest that when public servants demonstrate transparency and confidence in applying rules, clients are more likely to accept decisions and maintain trust in the institution, regardless of personal inconvenience (Watthanaklang et al., 2024). Thus, the consistently high assurance scores reflect clients' positive evaluations of both staff capability and ethical conduct. Overall, the results confirm

that assurance is a major strength of the LTO Bais office and plays a significant role in fostering client confidence, institutional credibility, and positive service experiences.

Table 2.5

LTO Personnel Performance and Client Satisfaction in the Empathy Dimension (n=450)

Indicators	LTO Performance		Client Satisfaction	
	\bar{x}	VD	\bar{x}	VD
	1. The personnel show understanding toward clients' needs.	4.57	0	4.56
2. Services accommodate the specific needs of various clients (e.g., senior citizens, PWDs).	4.60	0	4.62	VS
3. Staff show courtesy, patience, and understanding when dealing with clients.	4.49	0	4.82	VS
4. Staff provide extra help to clients who need assistance with forms or technology.	4.52	0	4.59	VS
5. Clients are treated respectfully regardless of their background or status.	4.48	0	4.56	VS
6. Personnel try to reduce stress for clients during long transactions.	4.44	0	4.55	VS
7. The office provides special consideration for urgent/emergency situations.	4.48	0	4.55	VS
Composite	4.51	0	4.61	VS
Standard Deviation	0.63		1.00	

Note: Verbal Description (VD); 4.21–5.00, Outstanding (O), Very Satisfied (VS); 3.41–4.20, Very Satisfactory (VS), Satisfied (S); 2.61–3.40, Satisfactory (S); 1.81–2.60, Fair (F), Dissatisfied (D); 1.00–1.80, Poor (P), Very Satisfied (VS)

Table 2.5 presents the assessment of LTO personnel performance and client satisfaction in the empathy dimension. The composite mean for personnel performance is 4.51, interpreted as *Outstanding*, while client satisfaction achieved a higher composite mean of 4.61, described as *Very Satisfied*. Across the seven indicators, performance mean scores ranged from 4.44 to 4.60, while satisfaction scores ranged from 4.55 to 4.82, indicating that clients generally perceive LTO personnel as courteous, patient, respectful, and responsive to individual needs. The highest satisfaction rating was recorded for staff courtesy, patience, and understanding ($\bar{x} = 4.82$), highlighting the importance of humane and considerate interactions in shaping positive service experiences, particularly for senior citizens, persons with disabilities (PWDs), and clients requiring assistance with forms or digital processes.

These findings are consistent with recent literature emphasizing empathy as a critical driver of satisfaction in public and transport-related services. As far as the SERVQUAL framework is concerned, contemporary studies show that personalized attention and sensitivity to client circumstances significantly enhance satisfaction, trust, and perceptions of fairness (Ong et al., 2023; Jou et al., 2023). In regulatory and e-government contexts, accommodating vulnerable groups and providing additional assistance reduce stress and increase perceptions of inclusivity and equity (Cueto et al., 2021). Amador (2025) further noted that empathetic interactions in Philippine public offices strengthen citizen trust and engagement, while Watthanaklang et al. (2024) emphasized that empathy-based service behaviors elevate the perceived quality of public service encounters beyond procedural efficiency alone. These studies support the high empathy ratings observed in Table 2.5, underscoring the value clients place on individualized and compassionate service.

A notable aspect of this dimension is the relatively higher standard deviation in client satisfaction (SD = 1.00), suggesting greater variability in individual experiences compared with other service quality dimensions. Empathy-related perceptions are inherently subjective and context dependent; clients

requiring special assistance or experiencing urgent or emotionally charged transactions may have received more personalized attention, resulting in exceptionally high satisfaction, whereas those transacting during peak hours or resolving violations may have perceived limited opportunity for individualized care. Similar patterns have been reported in recent studies, which note that empathy perceptions fluctuate based on situational factors such as waiting time, emotional stress, and service complexity (Jou et al., 2023; Ong et al., 2023). Despite this variability, the consistently high mean scores indicate that empathy remains a defining strength of the LTO Bais office, reinforcing its role as a key contributor to positive client experiences and public trust.

Table 3

Relationship between the Performance of the LTO Personnel and the Level of Client Satisfaction on the LTO Services (n=450)

Performance vs. Satisfaction	r_s	p	Decision	Remark
Tangibles	0.734	<.001	Reject H_{o1}	Significant
Reliability	0.659	<.001	Reject H_{o1}	Significant
Responsiveness	0.829	<.001	Reject H_{o1}	Significant
Assurance	0.789	<.001	Reject H_{o1}	Significant
Empathy	0.575	<.001	Reject H_{o1}	Significant

Spearman's Rank-Order Correlation at 0.05 Level of Significance

Relationship between Service Quality and Client Satisfaction Spearman's rank-order correlation analysis revealed statistically significant positive relationships between personnel performance and client satisfaction across all SERVQUAL dimensions ($p < .001$). Responsiveness and assurance demonstrated very strong correlations with satisfaction, followed by tangibles and reliability, while empathy showed a moderate but still significant association. These results empirically validate the SERVQUAL framework and confirm that improvements in service quality are directly associated with higher levels of client satisfaction in frontline government agencies.

Client Profile, Service Type, and Satisfaction Outcomes No significant relationships were found between client satisfaction and demographic variables such as age, sex, and educational attainment. Likewise, satisfaction levels did not differ significantly when respondents were grouped according to the type of service availed. These findings suggest that satisfaction is driven primarily by actual service encounters rather than by client characteristics or transaction type. The absence of demographic and service-type differences indicates equitable and standardized service delivery, a key objective of citizen-centered public administration.

Overall, the results demonstrate that consistent performance across physical, procedural, and interpersonal dimensions of service delivery fosters uniformly high satisfaction outcomes, reinforcing the importance of holistic service quality management in public regulatory institutions.

Conclusion and Recommendation

The findings underscore the central importance of human-centered service delivery in strengthening trust between government institutions and the citizens they serve. Beyond technical efficiency, the experience of the LTO District Office in Bais City demonstrates that consistent professionalism, ethical conduct, and responsive interaction can transform routine regulatory transactions into trust-building encounters that enhance institutional credibility. Service quality, therefore, should be understood not merely as an operational metric but as a governance concern, as it directly shapes citizens' perceptions of legitimacy,

fairness, and effectiveness in public institutions. The absence of significant differences in satisfaction across demographic groups and service categories further suggests that when service standards are clearly defined and consistently implemented, quality public service can transcend social, educational, and transactional boundaries. This consistency reflects the presence of mature organizational systems where accountability, standardization, and staff competence are embedded in everyday practice, reinforcing the role of frontline agencies as the most visible and influential face of government.

To sustain and further strengthen service quality, the study recommends institutionalizing continuous service quality monitoring through validated tools such as SERVQUAL and regular client satisfaction assessments, integrating these into quality assurance and management review processes to support evidence-based decision-making and process improvement. Strengthening supervisory practices through targeted coaching, performance evaluation, and recognition mechanisms may help sustain high levels of responsiveness, assurance, and empathy among frontline personnel. At the operational level, continued emphasis on professionalism, clear communication, fairness, and inclusive assistance—particularly for senior citizens and persons with disabilities—remains essential in maintaining positive client experiences, even during peak or enforcement-related transactions. Active client participation in feedback mechanisms should likewise be encouraged to support continuous improvement. Finally, future research may build on these findings through comparative studies across LTO district offices to identify contextual best practices and inform system-wide service standardization, contributing to more transparent, equitable, and citizen-centered public service delivery.

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