

# Securing Kalinga: Unpacking The Effectiveness of PLGU Civil Security Delivery

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## Abstract

This study assessed client satisfaction with civil security service delivery at the Provincial Local Government Unit (PLGU) of Kalinga, Philippines, using the SERVQUAL framework across five dimensions: responsiveness, reliability, assurance, empathy, and tangibles. It also evaluated service effectiveness in maintaining safety, order, and protection within government facilities, and identified challenges and priority areas for improvement.

A mixed-methods design was employed, integrating quantitative descriptive-comparative analysis with qualitative thematic analysis. A structured SERVQUAL-adapted survey was administered to 323 respondents comprising employees, administrators, and civil security enforcers. Data were analyzed using weighted mean, Kruskal-Wallis, and Mann-Whitney U tests; qualitative data were subjected to thematic coding. Instrument reliability was established with Cronbach's alpha coefficients ranging from 0.87 to 0.92.

Results revealed consistently high satisfaction ratings across all dimensions — responsiveness (M = 4.25–4.39), reliability (M = 4.22–4.41), assurance (M = 4.23–4.31), empathy (M = 4.23–4.35), and tangibles (M = 4.06–4.25) — as well as high perceived service effectiveness (M = 4.28–4.37). Inferential analyses indicated that sex, employment status, and frequency of service use significantly influenced perceptions of service quality, while age showed partial effects and civil status had minimal impact. Qualitative analysis identified ten thematic improvement areas, with tangible resources — including modern equipment, patrol vehicles, and surveillance infrastructure — as the most critical gaps.

The findings confirm that PLGU-Kalinga's civil security services are generally effective and satisfactory; however, sustained improvement requires targeted investment in physical resources, infrastructure upgrading, institutionalized patrol protocols, expanded training programs, and stronger inter-agency coordination. These measures are essential to enhancing the reliability, client-centeredness, and long-term sustainability of civil security service delivery in local government settings.

**Keywords:** Civil Security Services; Client Satisfaction; SERVQUAL; Local Government Unit; Service Quality; Public Safety; Mixed-Methods; Philippines

## 1. Introduction

Civil security services are vital components of local governance as they ensure the safety, protection, and order within government premises. These services reflect the provincial government's commitment to maintaining a secure and peaceful environment for clients, employees, and stakeholders. The quality of these services often influences the public's level of satisfaction and trust in local government institutions.

According to (Zygiaris, 2022). service quality dimensions such as responsiveness, reliability, assurance, empathy, and tangibles play significant roles in shaping client satisfaction in both public and private service institutions.

In the Philippines, government agencies are mandated to conduct client satisfaction measurements and customer satisfaction surveys as part of performance accountability and service improvement (Philippine Retirement Authority [PRA], 2023). These mechanisms are used to identify service delivery gaps and measure citizen perceptions of efficiency, courtesy, and security. The Department of Education (DepEd, 2023) and other government institutions have adopted the harmonized Client Satisfaction Measurements Framework to standardize how feedback is collected and analyzed, emphasizing the growing importance of evidence-based decision-making in public administration.

At the local level, the Provincial Government of Kalinga (PLGU-Kalinga) implements various programs and initiatives to improve public service delivery, including civil security operations that maintain peace and order within government offices (Provincial Government of Kalinga, 2021). However, while several LGU's have conducted satisfaction surveys related to administrative and front line services, few have focused specifically on the quality and effectiveness of civil security services. The gap highlights the need to evaluate how civil security personnel perform in terms of responsiveness, reliability, assurance, empathy, and tangibility as perceived by clients.

However, recent studies on law enforcement and local security services suggest that high-quality service and consistent personnel performance can enhance public trust, cooperation, and satisfaction (USCM, 2024). Similarly, assessing client satisfaction at the provincial level provides valuable insights that can guide management in improving training programs, policy formulation, and service procedures.

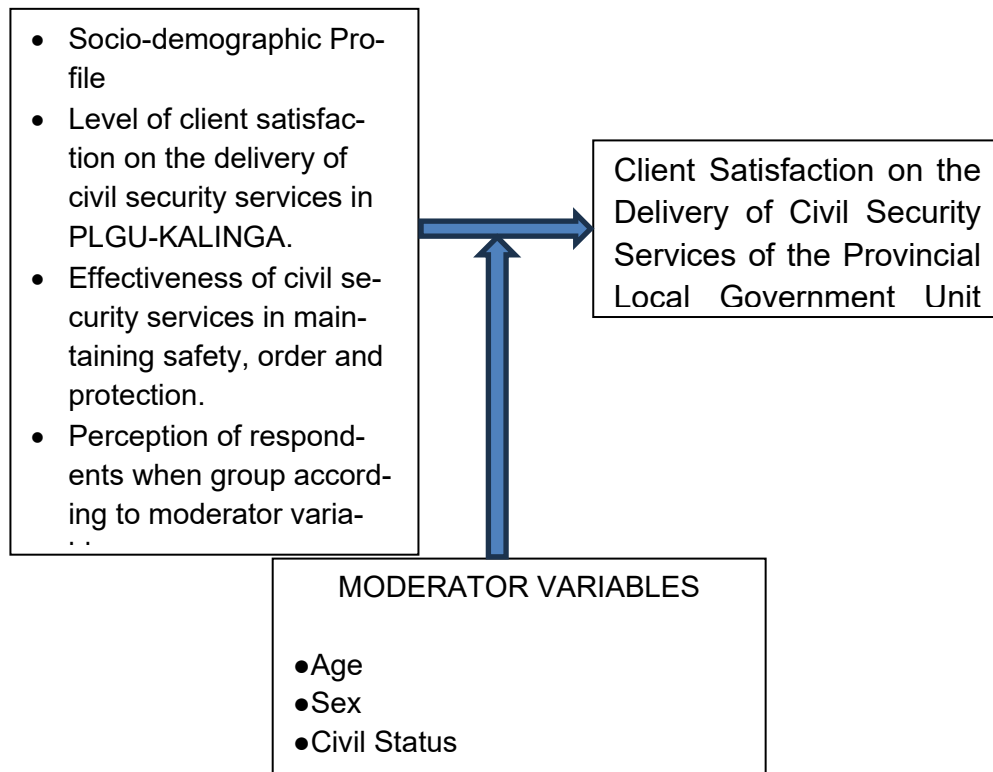
Therefore, this study aims to assess the level of client satisfaction on the delivery of civil security services of PLGU-Kalinga, determine its effectiveness, and identify factors that influence client perceptions and experiences. The results will serve as a basis for improving the delivery of civil security services and promoting a culture of responsive and accountable local governance.

### **Conceptual Framework**

The conceptual framework for this study "Client Satisfaction on the Delivery of Civil Security Services of the PLGU-Kalinga" anchored on the SERVQUAL Model developed by Parasuraman, Zeithaml, and Berry (1988), which measures service quality based on five dimensions: responsiveness, reliability, assurance, empathy, and tangibles. In this study, client satisfaction is viewed as a function of the gap between clients' expectations and their perceptions of actual service performance, particularly in the areas of safety, order, and protection within government premises. Recent studies emphasize that effective public service delivery depends on the capability of personnel to provide timely, dependable, and courteous services that meet or exceed public expectations (Santos et al., 2021; Mendoza & Cruz, 2022). In the context of civil security services, responsiveness pertains to the promptness of guards in addressing client concerns and ensuring safety; reliability refers to the consistency and accuracy of their service delivery; assurance relates to the competence and courtesy of the personnel that inspire trust and confidence; empathy denotes the individualized attention and sensitivity they provide to clients; and tangibles concern the physical facilities, equipment, and professional appearance of personnel (Dela Cruz & Garcia, 2021). These dimensions collectively shape the perceptions of clients, influencing their level of satisfaction and trust in the PLGU's civil security services. The framework assumes that effective service performance in these five dimensions leads to higher client satisfaction, which in turn enhances public

trust, operational efficiency, and organizational reputation. Conversely, gaps in service quality may result in dissatisfaction and reduced confidence in local government security functions.

Therefore, understanding the relationship between these variables allows administrators to identify performance gaps and develop responsive interventions to improve public service outcomes (Castillo & Javier, 2023). The conceptual framework thus highlights the interplay between service quality and client satisfaction in the context of civil security services, guided by the SERVQUAL dimensions and supported by empirical evidence from recent local government service delivery studies.



**Figure 1. Paradigm of the Study**

**Statement of the Objectives and Null Hypothesis**

This study aimed to assess the level of client satisfaction on the delivery of civil security services of the Provincial Local Government Unit (PLGU) of Kalinga. Specifically:

1. To Determine the level of client satisfaction on the delivery of civil security services of the PLGU-Kalinga in terms of:
  - Responsiveness (Promptness and willingness to help clients)
  - Reliability (Ability to deliver promised service dependably and accurately)
  - Assurance (Knowledge, courtesy, and ability to inspire trust and confidence)
  - Empathy (Caring and individualized attention to clients)
  - Tangibles (Physical facilities, equipment, and appearance of personnel)
  - There is no significant difference in the level of client satisfaction on the delivery of civil security services of the PLGU-Kalinga when grouped according to moderator variable.
2. To assess the effectiveness of Civil Security Services in maintaining safety, order, and protection.
  - There is no significant relationship in maintaining safety, order, and protection.

3. To identify challenges and areas for improvement in the delivery of civil security services as expressed by the respondents.

### **Definition of Terms**

The following terms are defined to provide clarity and ensure a common understanding of their meanings as applied in this study.

**Administrator.** This refers to the designated officials or personnel of the Provincial Local Government Unit (PLGU) of Kalinga who hold supervisory, managerial, or decision-making responsibilities in the Office of Civil Security Services. In this study, administrators are those involved in planning, coordinating, supervising, and evaluating the delivery of civil security services, including policy implementation, deployment of security personnel, and management of resources. Operationally, administrators are identified as respondents who provide data regarding the effectiveness of civil security services, existing challenges, and areas for improvement through structured survey questionnaires and interviews, as these inputs are essential in assessing service delivery and its influence on client satisfaction.

**Assurance.** This refers to the confidence and trust that clients have in the competence, courtesy, and professionalism of the security personnel. It also involves the personnel's ability to convey a sense of safety and authority within the PLGU premises.

**Civil Security Services.** This refers to the organizational unit under the PLGU-Kalinga responsible for safeguarding government properties, personnel, and clients. It involves functions such as gate security, building patrol, crowd control, visitor assistance, and ensuring safety and order within the PLGU premises.

**Client.** This refers to any individual or group who avails of, visits, or transacts with the offices of the Provincial Local Government Unit of Kalinga, including employees, stakeholders, and the general public who receive assistance from the security personnel.

**Client Satisfaction.** This refers to the degree to which client expectations are met or exceeded by the quality of services provided by the Civil Security Services of the Provincial Local Government Unit (PLGU) Kalinga. It reflects the client's perception of service efficiency, professionalism, and responsiveness in maintaining a safe and orderly environment.

**Effectiveness.** This refers to which the Civil Security Services achieved their intended goals of ensuring security, safety, and order within the PLGU-Kalinga. It reflects the successful implementation of policies, procedures, and preventive measures.

**Empathy.** This refers to the ability of the security personnel to show care, understanding, and respect toward client concerns. It involves courteous interaction, sensitivity to client needs, and maintaining a friendly but firm approach in service delivery.

**Factors Influencing Satisfaction.** This refers to the elements that affect clients perceptions of service quality, such as personnel behavior, communication skills, physical facilities, timeliness, and overall service performance of the Civil Security Services.

**Provincial Local Government Unit (PLGU)-Kalinga.** This refers to the provincial government entity of Kalinga responsible for the administration and delivery of public services within the province. The Civil Security Services Unit operates under the authority of the PLGU to ensure peace, order, and safety within its jurisdiction.

**Reliability.** This refers to the ability of the security personnel to consistently perform their duties accurately and dependably. It assesses the extent to which clients can rely on the security services to maintain order, implement rules, and ensure safety without failure or inconsistency.

**Responsiveness.** This refers to the willingness and promptness of security personnel in providing immediate assistance and addressing client needs, inquiries, or concerns. It measures how quickly and effectively the Civil Security Services respond to security-related incidents or requests for help.

**Service Delivery.** This refers to the actual implementation and performance of security-related duties and responsibilities by the Civil Security Services Unit. It includes the processes and interactions between security personnel and clients that determine the perceived quality and reliability of the service.

**Service Quality.** This refers to the overall excellence of service delivery perceived by clients, measured through factors such as reliability, responsiveness, assurance, empathy, and tangible aspects of the security services provided by the PLGU-Kalinga.

**Strategic Measures.** This refers to the recommended policies, programs, or actions developed from the study's findings, aimed at enhancing the quality, efficiency, and client satisfaction in the delivery of civil security services within the PLGU-Kalinga.

**Tangibles.** This refers to the adequacy, appearance, and quality of physical facilities, equipment, and personnel presentation.

### Importance of the Study

This study on client satisfaction on the delivery of civil security services of the Provincial Local Government Unit (PLGU)-Kalinga is significant for several reasons. It aims to provide valuable insights that will contribute to improving public service quality, accountability, and client relations within the Civil Security Services Unit. The findings of this research will serve as a basis for policy formulation, performance evaluation, and service enhancement, ensuring that the security services rendered are efficient, client-centered, and aligned with the goals of good governance.

For the Provincial Government of Kalinga. The study provides valuable feedback to improve the quality and effectiveness of civil security services for better governance and public trust.

For the Civil Security Services personnel. The findings will help personnel identify their strengths and areas for improvement to enhance professionalism and service delivery.

For clients and the general public. The study ensures that their needs, concerns, and satisfaction levels are recognized, leading to safer and more responsive government services.

For the researcher. The study deepens the researcher's understanding of public service quality and contributes to personal and professional growth in public administration.

For future Researchers and scholars. The study serves as a reference and foundation for future research on client satisfaction and public service improvement in local governance.

## 2. REVIEW OF RELATED LITERATURE

Client satisfaction is a critical measure of service quality in civil security services, commonly evaluated using the SERVQUAL model's five dimensions: responsiveness, reliability, assurance, empathy, and tangibles (Parasuraman, Zeithaml, & Berry, 1988). International studies indicate that citizen's satisfaction depends on timely responses, professional competence, fairness, and visible security presence, which foster trust and cooperation with authorities (Tyler, 2004; UNODC, 2015). Effectiveness, defined as the ability to maintain safety, order, and protection, is assessed

through both operational outcomes, such as reduced crime rates and response times, and subjective perceptions of safety (Goldstein, 1990; Skogan & Frydl, 2004). Research demonstrates a strong positive relationship between service effectiveness and client satisfaction, as communities experiencing tangible

safety improvements consistently report higher satisfaction (Becker & Mark, 2015; Nguyen & Tran, 2017).

In the Philippine context, studies similarly highlight that satisfaction with civil security services is influenced by reliability, assurance, and empathy. Delos Santos (2018) found that timely, courteous, and competent service delivery significantly affects public evaluation of police services in Metro Manila, while the Philippine National Police Research Group (2019) reported that perceived safety and order directly impact satisfaction. Effectiveness is also linked to observable outcomes, including reduced crime, rapid responses, and active community engagement (Reyes & Dela Cruz, 2019). However, challenges such as limited resources, lack of equipment, and insufficient training often hinder consistent and reliable service delivery, affecting both effectiveness and client satisfaction.

Locally, in provinces like Kalinga, contextual factors including geographical terrain, patrol frequency, and community interaction further shape satisfaction and perceived effectiveness. Bautista (2020) noted that citizens value civil security personnel who demonstrate empathy and proactive engagement, while operational limitations such as inadequate communication tools and transportation reduce responsiveness and reliability. Administrative staff and security enforcers themselves face institutional constraints, which may negatively influence service delivery and public perception. These challenges align with international and national findings, emphasizing the need for capacity-building, resource allocation, and community engagement as key factors for improving civil security services (Punch, 2000; Gaines & Kappeler, 2012). Finally, despite extensive literature on public satisfaction and service effectiveness, there is a gap in studies focusing on the perspectives of administrative employees and civil security enforcers in local government units like the PLGU-Kalinga. Most research emphasizes citizen evaluations and crime statistics, leaving operational experiences and organizational challenges underexplored. This gap highlights the importance of the present study in assessing client satisfaction across SERVQUAL dimensions, evaluating the effectiveness of civil security services in maintaining safety and order, examining the relationship between satisfaction and effectiveness, and identifying challenges and areas for improvement as expressed by both administrative staff and civil security enforcers. Addressing this gap will provide a comprehensive understanding of service delivery and contribute to improved public trust, operational efficiency, and overall safety in the province.

### 3. RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research design, locale and population of the study, data gathering instruments, data gathering procedures, treatment of data, and the statistical tools used in this study.

#### Research Design

The study employed a quantitative descriptive-comparative design, to examine client satisfaction on the delivery of civil security services of the Provincial Local Government Unit (PLGU) of Kalinga. A descriptive approach was used to determine the level of client satisfaction in terms of responsiveness, reliability, assurance, empathy, and tangibles, following the service quality dimensions proposed by Parasuraman, Zeithaml, and Berry (1988), and to assess the effectiveness of civil security services in maintaining safety, order, and protection, which is appropriate for evaluating public sector service performance (Denhardt & Denhardt, 2015). To determine if there are significant differences in the perception of the respondents, non-parametric statistics were used such as the Kruskal Wallis and Mann-Whitney U. Descriptive qualitative approach using open-ended questions was utilized to identify challenges and areas for improvement in the delivery of civil security services as expressed by administrators,

employees, and civil security enforcers, consistent with mixed-methods research practices in public administration (Creswell, 2018).

### **Locale and Population of the Study**

The study was conducted at the Provincial Local Government Unit of Kalinga (PLGU-KALINGA), located in the province of Kalinga, with its administrative offices situated in Tabuk City. The PLGU-Kalinga is responsible for delivering various public services, including civil security services that ensure the safety, protection, and orderly environment within provincial government facilities. These services are carried out by civil security enforcers assigned to guard government facilities. These services are carried out by civil security enforcers assigned to guard government premises, regulate entry and exit of clients, and assist in maintaining peace and order in the workplace. As a provincial government institution, the PLGU serves employees, officials, and visiting clients who regularly transact business within its offices. The population of the study consisted of 915 individuals, representing employees and personnel who interact with the civil security services of the PLGU-Kalinga. From this population, a sample of 323 respondents were selected to participate in the study. The respondents included 270 employees, which represent 83.59% of the respondents, 5 administrators (1.55%) and 48 civil security enforcers (14.86%). These respondents were selected because they are either recipients or providers of civil security services within the provincial government offices. Their participation is essential in assessing the level of client satisfaction and effectiveness of civil security services in maintaining safety, order, and protection within the Provincial Government of Kalinga.

**Table 1. Population of the study**

Respondents	Frequency	Percentage
Employees	270	83.59%
Administrators	5	1.55%
Civil Security Enforcers	48	14.86%
Total	323	100%

### **Data Gathering Instrument**

The study utilized a structured survey questionnaire as the primary data-gathering instrument to examine client satisfaction on the delivery of civil security services of the PLGU-Kalinga. The instrument is divided into four parts, each aligned with the research objectives.

Part I, gathers respondent's demographic information, such as age, sex, employment category and frequency of transaction to provide contextual background for analysis (Creswell & Creswell, 2023).

Part II, assesses the level of client satisfaction in terms of the five dimensions of service quality responsiveness, reliability, assurance, empathy, and tangibles, using a 5-point Likert scale ranging from "Not satisfied" (1) to "Very satisfied" (5). This part is adapted from the SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1988) and measures the extent to which civil security personnel meet client expectations regarding promptness, dependability, professionalism, individualized attention, and physical appearance or facilities.

Part III, focuses on the effectiveness of civil security services in maintaining safety, order, and protection, using indicators such as timely response to incidents, prevention of disruptive activities, enforcement of rules, and coordination with other agencies. Respondents rate each indicator using the same 5-point scale, allowing the study to quantify the effectiveness of the services provided (Kotler & Keller, 2022).

Part IV, To identify challenges and areas for improvement, open-ended questions were incorporated to capture insights from administrators, employees, and civil security enforcers regarding operational difficulties and suggestions for improvement.

#### **Validity and Reliability of the Instrument**

To ensure accurate and reliable data collection for this study on client satisfaction on the delivery of civil security services of the PLGU-Kalinga, a structured questionnaire and interview guide were used. The instrument was designed to address the three objectives: to determine client satisfaction in terms of responsiveness, reliability, assurance, empathy, and tangibles; to assess service effectiveness in maintaining safety, order, and protection; perception of respondents when group according to moderator variables; and to identify challenges and areas for improvement as expressed by administrators, employees, and civil security enforcers.

#### **Validity of the Instrument**

The validity of the instrument was established through content and face validation. Expert in public administration and civil security reviewed the instrument to ensure it adequately covered the constructs, while a pre-test with a small representative group confirmed clarity and appropriateness of the questions. Items measuring client satisfaction were adapted from the SERVQUAL model, widely recognized for assessing service quality across responsiveness, reliability, assurance, empathy, and tangibles, and tailored to the civil security context.

#### **Reliability of the Instrument**

The reliability of the instrument was established through a pilot test conducted among 20 - 30 respondents who were not included in the final sample of the study. The responses were analyzed using Cronbach's Alpha to determine internal consistency. The computed reliability coefficients for the different sections ranged from 0.87 to 0.92, with an overall reliability coefficient of 0.91, indicating a high level of reliability. This confirms that the instrument consistently measures client satisfaction, effectiveness of services, their relationship, and perceived challenges in the delivery of civil security services of the PLGU-Kalinga.

#### **Data Gathering Procedure**

The data gathering procedure for this study was conducted in a systematic and ethical manner to ensure the accuracy, reliability, and relevance of the information collected in relation to the three research objectives. Prior to data collection, a formal letter of request and research approval were secured from the appropriate authorities of the Provincial Local Government Unit (PLGU) of Kalinga. Upon approval, the researcher were identify the respondents, which include clients or service recipients of civil security services, administrative employees, and civil security enforcers of the PLGU-Kalinga.

Data were primarily be collected through a structured survey questionnaire. The questionnaire was divided into sections corresponding to the study objectives. The first section was to determine the level of client satisfaction on the delivery of civil security services in terms of responsiveness, reliability, assurance, empathy, and tangibles using a Likert-scale format. The second section assessed the perceived effectiveness of civil security services in maintaining safety, order, and protection. Prior to full administration, the instrument was subjected to validation by experts and pilot testing to ensure clarity, validity, and reliability.

The questionnaires were personally distributed or administered through authorized representatives to ensure a high response rate and proper explanation of the study's purpose. Respondents were given sufficient time to accomplish the questionnaire, and confidentiality and anonymity were strictly observed. For the third objective, data on challenges and areas for improvement were gathered using open-ended

questions or a separate checklist included in the instrument, allowing administrative employees and civil security enforcers to freely express their insights and experiences.

The collected data were coded, tabulated, and prepared for statistical analysis. The SPSS version 16, a license software was used in the statistical analysis. The result were used to determine the level of client satisfaction and effectiveness, and identify existing challenges and areas for improvement in the delivery of civil security services of the PLGU-Kalinga. (Creswell & Creswell, 2018).

**Data Analysis**

**Treatment of Data**

The data gathered from the respondents were systematically organized, coded, tabulated, and analyzed using appropriate statistical tools to answer the specific objectives of the study. To determine the level of client satisfaction on the delivery of civil security services of the PLGU-KALINGA in terms of responsiveness, reliability, assurance, empathy, and tangibles, weighted mean was computed to describe the satisfaction and the level for each service quality dimension. To assess the effectiveness of civil security services in maintaining safety, order, and protection, weighted mean was also used, while Kruskal Wallis and Mann Whitney U was used to determine if there are significant differences in perceived effectiveness existed among different respondent groups, including administrators, employees, and security enforcers.

Meanwhile, to identify challenges and areas for improvement, responses from administrators, employees, and security enforcers were analyzed using frequency counts, percentages, ranking, and thematic analysis to highlight common issues and prioritize improvements in service delivery.

**Table 2. Statistical treatment of data per research objective**

Research Objective	Variables/Indicators	Statistical tool Used	Purpose of Analysis
1. To determine the level of client satisfaction on the delivery of civil security services of the PLGU-KALINGA in terms of responsiveness, reliability, assurance, empathy, and tangibles.	Client satisfaction •Responsiveness •Reliability Assurance •Empathy •Tangibles	Frequency Percentage, weighted mean, standard deviation, Kruskal Wallis and Mann Whitney U	To describe the respondents level of satisfaction and determine the overall and dimensional satisfaction ratings on civil security services.
2. To assess the effectiveness of civil security services in maintaining safety, order, and protection.	Effectiveness of civil security services •Safety •Order •Protection	Frequency Percentage Weighted mean, standard deviation, Kruskal Wallis and Mann Whitney U	To evaluate the perceived effectiveness of civil security services in terms of safety, order, and protection.
3. To identify the challenges and areas for improvement in	Challenges in service delivery, ar-	Frequency Count percentage ranking	To identify common challenges and prioritize areas for improvement in the delivery of

the delivery of civil security services as expressed by administrators, employees, and security enforcers.	eas for improvement	Thematic Analysis	civil security services.
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**Table 3. Table of effectiveness (arbitrary values limits)**

Weighted Mean Range	Descriptive Equivalent	Symbol	Operational Definition
4.21 - 5.00	Very Much Effective	VME	Civil security services are delivered excellently, objectives on safety, order, and protection are fully achieved at all times.
3.41 - 4.20	Effective	E	Civil security services meet expected standards, objectives are achieved with minimal issues or limitations.
2.61 - 3.40	Moderately Effective	ME	Civil security services meet objectives to some extent, but improvements are still necessary.
1.81 - 2.60	Slightly Effective	SE	Civil security services fail to adequately meet objectives; frequent problems are observed.
1.00 - 1.80	Not Effective	NE	Civil security services do not meet objectives; safety, order, and protection are poorly delivered.

**Statistical Tool Used**

In this study, the statistical tools employed are Analysis of Variance (ANOVA) and Pearson correlation coefficient, which are used to analyze and interpret the collected data in relation to the research objectives. ANOVA is applied to determine whether there are significant differences in the level of client satisfaction across various demographic groups or categories, such as age, sex, civil status, type of client, and frequency of availing security services, in the delivery of civil security services by the Provincial Local Government Unit of Kalinga. This tool allows the researcher to compare the mean scores of client satisfaction indicators. Responsiveness, reliability, assurance, empathy, and tangibles across multiple groups and identify areas where differences may exist. On the other hand, the Pearson correlation coefficient is utilized to assess the strength and direction of the relationship between client satisfaction and the effectiveness of civil security services in maintaining safety, order, and protection. This statistical measure provides insights into whether higher levels of client satisfaction are associated with higher perceived effectiveness of the service provided. Together, these tools provide a rigorous quantitative basis for evaluating the delivery of civil security services, and supporting evidence-based recommendations for improving service quality.

#### 4. RESULTS AND DISCUSSION

This chapter presents the research result and discussion of the study entitled “The Delivery of Civil Security Services of the Provincial Local Government Unit (PLGU) of Kalinga.” It focusses on the five service quality dimensions responsiveness, reliability, assurance, empathy, and tangibles. The data are analyzed using appropriate statistical tools and interpreted to determine the level of client satisfaction and areas for improvement in service delivery.

##### Demographic Profile

To give idea on the respondents of the study, the following demographic information is hereby presented. Presents the distribution of respondents according to age.

**Table 4. Respondents of the study according to age**

Age	Frequency	Percentage
20-29	101	31.3%
30-39	101	31.3%
40-49	69	21.4%
50 & above	52	16.1%

The respondents in this study were distributed across four age categories. The largest groups were those aged 20–29 years and 30–39 years, each comprising 31.3% of the sample. This indicates that nearly two-thirds of the respondents were young to middle-aged adults, suggesting a demographic profile that is likely to be active in both professional and community spheres. Meanwhile, 21.4% of respondents were aged 40–49 years, and 16.1% were 50 years and above, reflecting the presence of older participants whose perspectives may be shaped by longer life and work experiences.

This age distribution highlights a balanced representation across generational cohorts, with a slight concentration in the younger and middle-aged brackets. Such demographic composition is important for interpreting the findings, as age can influence attitudes, priorities, and socio-economic conditions.

Presents the distribution of respondents according to sex.

**Table 5. Respondents of the study according to Sex**

Sex	Frequency	Percentage
Male	179	55.4%
Female	144	44.6%
<b>Total</b>	323	100%

The results show the distribution of respondents according to sex , the data indicate that 55.4% were male, while 44.6% were female. This shows that males comprised a slightly higher proportion compared to

females. Although males formed the majority, the difference between the two percentages is not very large. This means that both groups were fairly represented in the data.

The presence of a significant percentage of both males and females suggests that the views gathered reflect diverse perspectives. Since males slightly outnumber females, it may indicate that males more frequently engage with or are present in areas where civil security services are provided. However, the relatively close percentages also show that females are actively involved and have an important share in providing feedback regarding the services.

Overall, this distribution strengthens the reliability of the findings because the opinions and experiences of both males and females are considered. This allows a more comprehensive understanding of how civil security services are perceived and experienced within the PLGU-Kalinga.

Presents the distribution of respondents according to civil status.

**Table 6. Respondents of the study according to civil status**

Civil Status	Frequency	Percentage
Single	139	43.0%
Married	177	54.8%
Widowed	7	1.5%
Separated	2	.6
Total	323	100

In terms of civil status, the majority of respondents were married 54.8%, followed by single individuals 43.0%. A small proportion, 1.5%, reported being widowed and .6% are separated. This distribution suggests that the sample is predominantly composed of individuals with family responsibilities, which may influence their perspectives on social and economic issues. The substantial proportion of single respondents also ensures that the study captures viewpoints from those who may be at different stages of household formation and social engagement.

Together with the age profile, the civil status data provides a clearer picture of the respondents' social backgrounds, highlighting both diversity and concentration in particular life stages.

Presents the distribution of respondents according to employment category.

**Table 7. Respondents of the study according to employment category**

Employment Category	Frequency	Percentage
Administrator	5	1.5%
Employee	270	83.6%
Civil Security Enforcer	48	14.9%

With respect to occupational category, the majority of respondents were employees 83.6%, indicating that the sample is largely composed of individuals engaged in regular employment. A smaller proportion, 14.9%, were identified as Civil Security Enforcers (CSE), while only 1.5% held administrative positions. This distribution suggests that the perspectives captured in the study are predominantly shaped by those working within employee-level roles, with limited representation from higher-level administrators. The inclusion of CSE respondents, however, adds diversity to the occupational profile, reflecting a mix of professional and service-oriented backgrounds.

**Presents the distribution of respondents according to frequency of transaction.**

**Table 8. Respondents of the study according to frequency of transaction**

Frequency of transaction	Frequency	Percentage
Once a month	76	23.5%
2-3 months	184	57.0%
once a year	13	4.0%
rarely	50	15.5%

In terms of transaction frequency, the majority of respondents reported engaging in transactions every 2–3 months 57.0%, indicating a relatively regular but not monthly pattern of activity. A smaller proportion, 23.5%, transacted once a month, while 15.5% indicated that they transacted only rarely. The least common frequency was once a year 4.0%, suggesting that very few respondents engage in transactions on an annual basis.

This distribution highlights that most respondents maintain a moderate level of transactional activity, with monthly and quarterly frequencies dominating the profile. Such patterns may reflect both economic capacity and the nature of services or goods accessed, and they provide important context for interpreting respondents’ behavior and preferences.

Taken together, the socio-demographic profile portrays a respondent group that is predominantly young to middle-aged, married, employed, and moderately active in transactions. Such a composition provides a solid foundation for interpreting the study’s findings, as it reflects the realities of individuals balancing work, family, and economic participation. The diversity across age, civil status, and occupational categories ensures that multiple perspectives are represented, while the concentration in certain groups points to dominant social and economic patterns within the sample.

Level of client satisfaction on the delivery of civil security services:

**Table 9. Level of client satisfaction on the delivery of civil security services in terms of responsiveness.**

A. RESPONSIVENESS (Indicators)	Mean	Description
1. Civil security personnel respond promptly to requests for assistance.	4.39	Very Satisfied

2. Clients are attended to immediately upon arrival at the office or service area.	4.30	Very Satisfied
3. Emergency situations are acted upon without unnecessary delay.	4.29	Very Satisfied
4. Personnel are willing to assist clients even beyond regular office hours when needed.	4.39	Very Satisfied
5. Request and complaints are acknowledged quickly by civil security personnel.	4.29	Very Satisfied
6. Personnel provide timely updates regarding the status of reported incidents or requests.	4.28	Very Satisfied
7. Follow-up actions on reported concerns are carried out promptly.	4.30	Very Satisfied
8. Civil security personnel are readily available when clients needed assistance.	4.32	Very Satisfied
9. Clients do not experience long waiting times when requesting civil security services.	4.25	Very Satisfied
10. Personnel demonstrate eagerness and readiness to help clients at all times.	4.29	Very Satisfied
<b>SUB MEAN</b>	<b>4.31</b>	<b>Very Satisfied</b>

The descriptive results for the **Responsiveness dimension** reveal consistently high mean scores ranging from 4.25 to 4.39. The data yielded a sub mean of 4.31 which was interpreted as *Very Satisfied*. These findings indicate that clients perceive civil security personnel as highly responsive in delivering services, particularly in terms of prompt assistance, immediate attention, and readiness to help. The highest mean scores were observed in indicators such as responding promptly to requests for assistance (M = 4.39), and willingness to assist even beyond regular office hours (M = 4.39), suggesting that personnel are viewed as dependable and committed to client needs. This aligns with Parasuraman, Zeithaml, and Berry’s (1988) SERVQUAL framework, which identifies responsiveness, willingness to help and provide prompt service as a critical determinant of service quality.

Indicators related to emergency response (M = 4.29), acknowledgment of requests and complaints (M = 4.29), and provision of timely updates (M = 4.28) also received high ratings, reflecting client confidence in the personnel’s ability to act quickly and communicate effectively. Zeithaml, Berry, and Parasuraman (1996) emphasized that responsiveness contributes significantly to client trust and satisfaction, particularly in contexts where safety and timeliness are paramount. The lowest mean score, though still high, was observed in waiting times (M = 4.25), suggesting that while clients are generally satisfied, there remains room for improvement in minimizing delays during service transactions. Brady and Cronin (2001) noted that even small lapses in responsiveness can affect overall perceptions of service quality, underscoring the importance of continuous improvement in this area.

Overall, the results demonstrate that clients are very satisfied with the responsiveness of civil security personnel, reinforcing the importance of promptness, availability, and eagerness to assist as central elements of effective service delivery. These findings complement the inferential results, confirming that responsiveness is a strength of the PLGU-Kalinga’s civil security services and a key contributor to client satisfaction and confidence.

**Table 10. Level of client satisfaction on the delivery of civil security services in terms of reliability.**

B. RELIABILITY (Indicators)	Mean	Description
1. Civil security personnel consistently perform their assigned duties as scheduled.	4.41	Very Satisfied
2. Security services are delivered accurately according to established rules and procedures.	4.31	Very Satisfied
3. Requests for civil security assistance are handled correctly on the first attempt.	4.24	Very Satisfied
4. Security personnel demonstrate dependability during emergency and non-emergency situations.	4.24	Very Satisfied
5. Commitments made by the civil security unit ( patrols, response times) are fulfilled as promised.	4.26	Very Satisfied
6. Civil security services are provided consistently regardless of time, location or situations.	4.25	Very Satisfied
7. Security personnel follow standard operating procedures without errors or negligence.	4.22	Very Satisfied
8. Reports and documentation related to security incidents are prepared accurately and completely.	4.25	Very Satisfied
9. The civil security unit responds reliably whenever assistance is requested.	4.29	Very Satisfied
10. Overall, the civil security services of PLGU-KALINGA can be trusted to function effectively at all times.	4.33	Very Satisfied
<b>SUB MEAN</b>	<b>4.28</b>	<b>Very Satisfied</b>

The descriptive results for the Reliability dimension reveal consistently high mean scores ranging from 4.22 to 4.41. The data yielded a sub mean of 4.28, which was interpreted as *Very Satisfied*. These findings indicate that clients perceive civil security personnel as dependable and accurate in fulfilling their duties. The highest mean score was observed in the indicator on performing assigned duties as scheduled (M = 4.41), suggesting that consistency in task execution is a major strength of the PLGU-Kalinga civil security services. This aligns with Parasuraman, Zeithaml, and Berry’s (1988) SERVQUAL framework, which

identifies reliability the ability to perform promised services dependably and accurately as the cornerstone of service quality.

Indicators related to overall trust in the civil security services (M = 4.33), accurate delivery of services according to established rules (M = 4.31), and reliable responses to requests for assistance (M = 4.29) also received high ratings. These results reflect client confidence in the personnel’s ability to meet commitments and maintain standards of dependability. Zeithaml, Berry, and Parasuraman (1996) emphasized that reliability is a critical driver of client trust and satisfaction, particularly in services where safety and order are central outcomes.

Meanwhile, slightly lower but still strong ratings were observed in indicators such as following standard operating procedures without errors (M = 4.22) and handling requests correctly on the first attempt (M = 4.24). Although these scores remain within the *Very Satisfied* range, they suggest areas where continuous improvement in precision and error-free performance could further enhance perceptions of reliability. Brady and Cronin (2001) argued that even minor lapses in reliability can affect overall service evaluations, underscoring the importance of maintaining consistency across all aspects of service delivery.

Overall, the results demonstrate that clients are very satisfied with the reliability of civil security personnel, reinforcing the importance of consistency, accuracy, and dependability as central elements of effective service delivery. These findings complement the inferential results, confirming that reliability is a strength of the PLGU-Kalinga’s civil security services and a key contributor to client satisfaction and confidence.

**Table 11. Level of client satisfaction on the delivery of civil security services in terms of assurance.**

C. ASSURANCE (Indicators)	Mean	Description
1. Security personnel demonstrate adequate knowledge of civil security policies, procedures, and protocols.	4.27	Very Satisfied
2. Personnel are able to clearly explain security rules, procedures, and requirements to clients when needed.	4.23	Very Satisfied
3. Security personnel show professionalism and competence in handling security-related concerns.	4.28	Very Satisfied
4. Personnel treat clients with courtesy, respect, and politeness at all times.	4.29	Very Satisfied
5. Clients feel safe and secure when interacting with the civil security personnel of the PLGU-KALINGA.	4.31	Very Satisfied
6. Security personnel display confidence and calmness when responding to incidents or emergencies.	4.28	Very Satisfied
7. Personnel handle confidential and sensitive information with discretion and integrity.	4.29	Very Satisfied
8. Security personnel inspire trust through their ethical behavior and adherence to established rules.	4.28	Very Satisfied
9. Personnel are capable of making sound decisions during security related situations.	4.25	Very Satisfied
10. Overall, the conduct and competence of civil security personnel strengthen client’s confidence in the PLGU-Kalinga’s security services.	4.29	Very Satisfied

<b>SUB MEAN</b>	<b>4.28</b>	<b>Very Satisfied</b>
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The descriptive results for the Assurance dimension reveal consistently high mean scores ranging from 4.23 to 4.31. The data yielded a sub mean of 4.28 which was interpreted as *Very Satisfied*. These findings indicate that clients perceive civil security personnel as knowledgeable, professional, and trustworthy in their service delivery. The highest mean score was observed in the indicator on clients feeling safe and secure when interacting with personnel (M = 4.31), underscoring the importance of assurance in fostering confidence and a sense of protection. This aligns with Parasuraman, Zeithaml, and Berry’s (1988) SERVQUAL framework, which identifies assurance, knowledge, courtesy, and the ability to inspire trust as a critical determinant of service quality.

Indicators related to courtesy and respect (M = 4.29), discretion in handling sensitive information (M = 4.29), and overall conduct and competence (M = 4.29) also received high ratings, reflecting client satisfaction with the personnel’s professionalism and ethical behavior. Zeithaml, Berry, and Parasuraman (1996) emphasized that assurance contributes significantly to client trust and loyalty, particularly in services where safety and confidentiality are paramount. Slightly lower but still strong ratings were observed in explaining rules and procedures (M = 4.23) and decision-making during security situations (M = 4.25). While these remain within the *Very Satisfied* range, they suggest areas where further training in communication and decision-making could enhance perceptions of assurance. Brady and Cronin (2001) argued that clarity and competence in service interactions reinforce overall perceptions of quality, highlighting the importance of continuous improvement in these aspects.

Overall, the results demonstrate that clients are very satisfied with the assurance provided by civil security personnel, reinforcing the importance of professionalism, ethical conduct, and confidence in service delivery. These findings complement the inferential results, confirming that assurance is a strength of the PLGU-Kalinga’s civil security services and a key contributor to client satisfaction and trust.

**Table 12. Level of client satisfaction on the delivery of civil security services in terms of empathy.**

D. EMPATHY (Indicators)	Mean	Description
1. Civil security personnel give individual attention to clients during service transactions.	4.28	Very Satisfied
2. Personnel show genuine concern for the safety, needs, and welfare of clients.	4.32	Very Satisfied
3. Security personnel listen carefully to clients concerns and welfare of clients.	4.32	Very Satisfied
4. Personnel treat all clients with respect, courtesy, and fairness regardless of status.	4.31	Very Satisfied
5. Security personnel are approachable and easy to communicate with.	4.35	Very Satisfied
6. Personnel demonstrate patience when dealing with clients, especially in stressful situations.	4.23	Very Satisfied

1. Security personnel understand the specific security needs of different clients or situations.	4.26	Very Satisfied
2. Personnel provide clear explanations and guidance tailored to the client's situation.	4.27	Very Satisfied
3. Civil security personnel respond compassionately to clients experiencing emergencies or distress.	4.25	Very Satisfied
4. Personnel make efforts to ensure clients feel safe, valued, and supported during service delivery.	4.29	Very Satisfied
<b>SUB MEAN</b>	<b>4.29</b>	<b>Very Satisfied</b>

The descriptive results for the Empathy dimension reveal consistently high mean scores ranging from 4.23 to 4.35. The data yielded a sub mean of 4.29, which was interpreted as *Very Satisfied*. These findings indicate that clients perceive civil security personnel as attentive, compassionate, and respectful in their interactions. The highest mean score was observed in the indicator on approachability and ease of communication (M = 4.35), suggesting that personnel are viewed as accessible and client-friendly. This aligns with Parasuraman, Zeithaml, and Berry's (1988) SERVQUAL framework, which identifies empathy providing caring and individualized attention as a critical determinant of service quality.

Indicators related to genuine concern for client welfare (M = 4.32), careful listening to client concerns (M = 4.32), and respectful treatment regardless of status (M = 4.31) also received high ratings, reflecting strong satisfaction with the personnel's interpersonal qualities. Zeithaml, Berry, and Parasuraman (1996) emphasized that empathy contributes significantly to client trust and loyalty, particularly in services where safety and interpersonal sensitivity are central. Slightly lower but still strong ratings were observed in patience during stressful situations (M = 4.23) and understanding specific client needs (M = 4.26). While these remain within the *Very Satisfied* range, they suggest areas where further training in stress management and situational awareness could enhance perceptions of empathy. Brady and Cronin (2001) argued that interpersonal attentiveness and fairness reinforce overall perceptions of service quality, highlighting the importance of continuous improvement in these aspects.

Overall, the results demonstrate that clients are very satisfied with the empathy demonstrated by civil security personnel, reinforcing the importance of attentiveness, compassion, and fairness in service delivery. These findings complement the inferential results, confirming that empathy is a strength of the PLGU-Kalinga's civil security services and a key contributor to client satisfaction and trust.

**Table 13. Level of client satisfaction on the delivery of civil security services in terms of tangibles.**

E. TANGIBLES	Mean	Description
1. The civil security office has clean, well-maintained, and orderly facilities.	4.17	Satisfied
2. The security posts and guard stations are properly constructed and adequately maintained.	4.14	Satisfied

.The waiting areas for clients are comfortable and sufficient in space. are clean and functional.	4.21	Very Satisfied
.The office is equipped with functional furniture such as chairs, tables, and service counters.	4.25	Very Satisfied
.Civil security personnel use modern and functional security equipment ( radios, communication devices, safety gear ).	4.06	Satisfied
.Patrol vehicles and motorcycle used by civil security personnel are well-maintained and operational.	4.08	Satisfied
.Safety and security equipment ( barricades, flashlights, protective gear are readily available when needed.	4.08	Satisfied
.Civil security personnel are neat, properly groomed, and presentable at all times.	4.18	Satisfied
.Civil security personnel wear complete, clean and identifiable uniforms with proper insignia or I.D.	4.11	Satisfied
.Signages, notices, and directions within the civil security office are clear, visible, and easy to understand.	4.24	Very Satisfied
<b>SUB MEAN</b>	<b>4.15</b>	<b>Very Satisfied</b>

The descriptive results for the Tangibles dimension reveal mean scores ranging from 4.06 to 4.25. the data yielded a sub mean of 4.15 which was interpreted as *Very Satisfied*. These findings suggest that while clients generally view the physical aspects of civil security services positively, tangibles are rated slightly lower compared to other service quality dimensions such as responsiveness and reliability. The highest mean scores were observed in indicators related to functional furniture (M = 4.25), clear signages and directions (M = 4.24), and comfortable waiting areas (M = 4.21), all rated *Very Satisfied*. These results highlight that clients appreciate the adequacy of facilities and the clarity of communication materials, which contribute to a more organized and accessible service environment. Parasuraman, Zeithaml, and Berry (1988) emphasized that tangibles physical facilities, equipment, and personnel appearance serve as visible cues of service quality, reinforcing client perceptions of professionalism and competence.

On the other hand, lower mean scores were observed in indicators related to modern security equipment (M = 4.06), patrol vehicles and motorcycles (M = 4.08), and safety equipment availability (M = 4.08), all rated *Satisfied*. These results suggest that while clients are generally content, there is room for improvement in upgrading and maintaining security equipment and vehicles. Zeithaml, Berry, and Parasuraman (1996) noted that tangible resources play a critical role in shaping perceptions of reliability and assurance, particularly in services where safety is paramount. Similarly, Brady and Cronin (2001) argued that physical service attributes reinforce overall perceptions of quality, meaning that investments in modern equipment and facility upkeep could further enhance client satisfaction.

Overall, the results demonstrate that clients are satisfied with the tangible aspects of civil security services, particularly in terms of facilities, furniture, and signage. However, the relatively lower ratings for equipment and vehicles highlight areas for improvement. These findings complement the inferential results, confirming that tangibles, while adequate, represent an opportunity for the PLGU-Kalinga to strengthen perceptions of service quality through continuous investment in physical resources and infrastructure.

**Table 14. Summary Mean of client satisfaction on the delivery of civil security services of the PLGU-Kalinga.**

<b>Indicators</b>	<b>Mean</b>	<b>Descriptive Interpretation</b>
<b>1. Responsiveness</b>	4.31	Very Satisfactory
<b>2. Reliability</b>	4.28	Very Satisfactory
<b>3. Assurance</b>	4.28	Very Satisfactory
<b>4. Empathy</b>	4.29	Very Satisfactory
<b>5. Tangibles</b>	4.15	Very Satisfactory
Mean	4.26	<b>Very Satisfactory</b>

Table 14 presents the summary mean results indicate that clients are very satisfied with the delivery of civil security services of the PLGU-Kalinga across all level service quality indicators. In terms of responsiveness, the highest mean score of 4.31 (very satisfactory) suggest that clients strongly agree that civil security personnel respond promptly to request, concerns, and security-related incidents. This reflects efficient action and quick response time in service delivery. For reliability, with a mean of 4.28 (very satisfactory), respondents perceived that the services are dependable and consistently delivered as promised. This implies that civil security personnel are trusted in performing their duties accurately and consistently. The third indicator (mean 4.28, very satisfactory) likewise reflects a consistently high level of satisfaction, suggesting that clients view the service as stable and dependable in its overall performance. In terms of empathy, the mean score of 4.29 (very satisfactory) indicates that clients feel that civil security personnel are courteous, respectful, and considerate of their needs. This shows that personnel provide not only security services but also demonstrate understanding and concern for clients. For tangibles, which obtained the lowest mean of 4.15 (very satisfactory), respondents still expressed satisfaction, although this suggests there may be slightly lesser satisfaction in terms of physical facilities, uniforms, equipment, or visible service resources compared to other indicators. Overall, the grand mean of 4.26 (very satisfactory) implies that clients are generally very satisfied with the civil security services provided by PLGU-Kalinga. This indicates that the service delivery is effective, reliable, and responsive, though continued improvement especially in tangible resources may further enhance overall client satisfaction.

**Table 15. Kruskal Wallis and Mann-Whitney U test results of the mean on client satisfaction on the delivery of civil security services of PLGU- Kalinga.**

Area	Age	Sex	Civil Status	Category	Frequency of Transaction
1) Responsiveness	.020*	.000*	.209	.000*	.000*
2) Reliability	.010*	.000*	.214	.000*	.000*
3) Assurance	.118	.000*	.045*	.000*	.000*
4) Empathy	.102	.000*	.263	.000*	.002
5) Tangibles	.273	.001*	.474	.000*	.027
OVERALL	.063	.000*	.259	.000*	.000*

Legend: \*significant

Table 15 displays the results of the Kruskal-Wallis and Mann-Whitney U tests on client satisfaction in the delivery of civil security services of the PLGU-Kalinga show that several demographic and service-related variables have significant differences across most service areas. For responsiveness, significant differences are observed in terms of age ( $p=.020$ ), sex ( $p=.000$ ), category ( $p=.000$ ), and frequency of transaction ( $p=.000$ ), while civil status ( $p=.209$ ) is not significant. This implies that clients differ in their perception of responsiveness depending on their age, sex, type of client category, and how often they transact with the office, but their civil status does not influence their evaluation. For reliability, significant differences are also found in age ( $p=.010$ ), sex ( $p=.000$ ), category ( $p=.000$ ), and frequency of transaction ( $p=.000$ ), whereas civil status ( $p=.214$ ) remains not significant, indicating that trust in the consistency of services varies across most groups except marital status. In terms of assurance, sex ( $p=.000$ ), civil status ( $p=.045$ ), category ( $p=.000$ ), and frequency of transaction ( $p=.000$ ) show significant differences, while age ( $p=.118$ ) is not significant. This suggests that confidence in service providers is influenced by gender, civil status, type of client, and transaction frequency, but not by age. For empathy, significant differences are found in sex ( $p=.000$ ), category ( $p=.000$ ), and frequency of transaction ( $p=.002$ ), while age ( $p=.102$ ), and civil status ( $p=.263$ ) are not significant, indicating that perceived care and understanding vary mainly based on gender and service interaction factors rather than personal background. For tangibles, significant differences are observed in sex ( $p=.001$ ), category ( $p=.000$ ), and frequency of transaction ( $p=.027$ ), while age ( $p=.273$ ) and civil status ( $p=.474$ ) are not significant, suggesting that perceptions of physical facilities and resources are influenced more by client type and experience rather than age or marital status.

Overall, the results indicate that overall client satisfaction significantly differs in terms of sex ( $p=.000$ ), category ( $p=.000$ ), and frequency of transaction ( $p=.000$ ), while age ( $p=.063$ ) and civil status ( $p=.259$ ) are not significant. This means that gender, type of client, and how frequently clients avail of services significantly affect their overall satisfaction with civil security services, whereas age and civil status do not have a meaningful impact. In general, the findings suggest that client satisfaction in the PLGU-Kalinga civil security services is more strongly influenced by gender and service-related exposure variables such as category and frequency of transaction, rather than by age or civil status.

## EFFECTIVENESS OF CIVIL SECURITY SERVICES

**Table 16. Respondents' perception on the effectiveness of civil security services.**

Effectiveness of Civil Security Services	Mean	Description
1. The civil security personnel effectively maintained peace and order within the community and government premises.	4.35	Very Much Effective

2. Civil security services respond promptly to secure-related incidents and emergencies.	4.28	Very Much Effective
3. Civil security personnel demonstrate competence in handling security threats and disturbances.	4.30	Very Much Effective
4. The presence of civil security personnel contributes to a sense of safety and protection among clients and employees.	4.37	Very Much Effective
5. Civil security services effectively enforce security policies, rules, and regulations.	4.37	Very Much Effective
6. Civil security personnel coordinate effectively with other law enforcement agencies when necessary.	4.35	Very Much Effective
7. Security measures implemented by civil security services are appropriate to the level of risk and threat.	4.31	Very Much Effective
8. Civil security services effectively prevent unauthorized access to government offices and facilities.	4.32	Very Much Effective
9. The civil security personnel are consistent and reliable in performing their assigned duties.	4.30	Very Much Effective
10. Overall, the civil security services of the PLGU-Kalinga are effective in ensuring safety, order, and protection.	4.37	Very Much Effective
<b>SUB MEAN</b>	<b>4.33</b>	<b>Very Much Effective</b>

The descriptive results for the Effectiveness of Civil Security Services reveal consistently high mean scores ranging from 4.28 to 4.37. The data yielded a sub mean of 4.33 which was interpreted as *Very Much Effective*. These findings indicate that clients perceive civil security personnel as highly effective in maintaining peace and order, responding to emergencies, and enforcing security policies. The highest mean scores were observed in indicators related to the presence of personnel contributing to safety and protection (M = 4.37) and effective enforcement of security policies, rules, and regulations (M = 4.37). These results highlight the critical role of civil security services in fostering a secure environment within the PLGU-Kalinga. Parasuraman, Zeithaml, and Berry's (1988) SERVQUAL framework underscores effectiveness as an outcome of reliability, responsiveness, and assurance, all of which are strongly reflected in these findings.

Indicators related to coordination with law enforcement agencies (M = 4.35), prevention of unauthorized access (M = 4.32), and appropriateness of security measures (M = 4.31) also received high ratings, reflecting client confidence in the personnel's ability to collaborate, implement risk-based measures, and safeguard government facilities. Zeithaml, Berry, and Parasuraman (1996) emphasized that effective service delivery strengthens client trust and loyalty, particularly in contexts where safety and order are paramount. Slightly lower but still strong ratings were observed in prompt response to incidents (M = 4.28) and competence in handling threats (M = 4.30). While these remain within the *Very Much Effective* range, they suggest areas where continuous training and resource support could further enhance perceptions of effectiveness. Brady and Cronin (2001) argued that competence and responsiveness are hierarchical elements of service quality, reinforcing the need for sustained improvement in these areas.

Overall, the results demonstrate that clients view the civil security services of PLGU-Kalinga as very much effective, particularly in maintaining peace and order, enforcing policies, and ensuring safety. These

findings complement the inferential results, confirming that effectiveness is a core strength of the civil security services and a key contributor to client satisfaction and confidence.

The study concludes that the PLGU-Kalinga civil security services are performing at a high level of quality and effectiveness. Clients consistently express satisfaction with personnel’s competence, professionalism, and responsiveness, which collectively foster trust and confidence in the institution. The civil security unit has successfully established itself as a reliable and effective service provider, ensuring safety, order, and protection within government premises and the community.

However, while intangible aspects such as professionalism, empathy, and responsiveness are strong, tangible resources particularly modern equipment, vehicles, and safety gear require further investment. Addressing these gaps will not only sustain but also elevate the overall effectiveness of civil security services.

**Table 17. Kruskal Wallis and Mann-Whitney U test results of the mean on the effectiveness of civil security services of PLGU Kalinga.**

Profile	X <sup>2</sup>	p-value
1) Age	9.090	.028*
2) Sex	9749.500	.000*
3) Civil Status	4.026	.259
4) Category	24.647	.000*
5) Frequency of Transactions	12.397	.006*

Legend: \*significant

Table 17 shows the results of the Kruskal-Wallis test and Mann-Whitney U test on the effectiveness of civil security services of the PLGU-Kalinga reveal that certain client profile variables significantly influence perceptions of service effectiveness. Specifically, sex shows a statistically significant difference ( $X^2=9.090$ )  $p= .028$ , and another result  $p=.000$ .) indicating that male and female respondents differ in how they assess the effectiveness of civil security services. This suggests that gender-related experiences or expectations may shape client evaluations in contrast, civil status does not show a significant difference ( $X^2=4.026$ ,  $p=.259$ ), implying that whether respondents are single, married, or otherwise does not significantly affect their perception of service effectiveness. Meanwhile, both category ( $X^2=24.647$ ,  $p=.000$ ) and frequency of transaction ( $X^2=24.647$ ,  $p=.006$ ) demonstrate significant differences, indicating that the type of client and how often they engage with the service play an important role in shaping their assessment.

Overall, these findings support suggest that effectiveness of civil security services varies across specific demographic and transactional factors, highlighting the need for the PLGU-Kalinga to consider gender-sensitive approaches, client classification, and frequency of service use in improving service delivery, while civil status may not require target differentiation.

### Qualitative Analysis of Client Satisfaction on the Delivery of Civil Security Services

The qualitative responses of the respondents were subjected to thematic analysis to support and explain the quantitative findings on client satisfaction. The responses were grouped according to recurring ideas and aligned with the SERVQUAL dimensions, namely responsiveness, reliability, assurance, empathy,

and tangibles. The findings reveal that client satisfaction is influenced not only by service performance but also by personnel behavior, operational consistency, and the availability of physical resources.

**Table 18. Summary of Qualitative Themes (SERVQUAL Dimensions)**

Dimension	Theme	Sample Response	Interpretation
Responsiveness	Patrol visibility	patrol regularly	Need for visible presence
Reliability	Consistency	be consistent	Dependable service needed
Assurance	Training	attend trainings	Trust via competence
Empathy	Courtesy	communicate gently	Respect matters
Tangibles	Equipment	install CCTV	Resources affect perception

In terms of responsiveness, respondents emphasized the importance of prompt action and the visible presence of security personnel. Many respondents highlighted the need for regular patrols, punctuality, and immediate response during emergency situations. These responses suggest that responsiveness is perceived not only through speed but also through proactive engagement and consistent monitoring.

For reliability, the responses pointed to the importance of consistency, accountability, and proper execution of duties. Respondents expressed the need for security personnel to perform their roles dependably and to follow clear procedures and guidelines.

In terms of assurance, respondents strongly associated satisfaction with the competence and knowledge of security personnel. Many responses emphasized the need for continuous training, skills development, and familiarity with protocols and emergency procedures.

Empathy was reflected in the respondents' expectations for respectful and courteous interaction. Respondents highlighted the importance of patience, proper communication, and respectful treatment of clients.

Among all dimensions, tangibles emerged as one of the most emphasized aspects. Respondents frequently mentioned the need for proper uniforms, good grooming, improved guard posts, and the installation of CCTV cameras.

**Effectiveness of Civil Security Services in Maintaining Safety, Order, and Protection**

The qualitative responses also provided insights into the perceived effectiveness of civil security services. Respondents associate effectiveness with visible patrol, surveillance systems, and response readiness.

**Table 19 Themes on Effectiveness**

Theme	Sample Response	Interpretation
Patrol	be always present	Improves safety
CCTV	install cameras	Enhances monitoring
Response	act quickly	Critical for safety

Respondents emphasized that security personnel play a vital role in maintaining peace and order and ensuring safety. However, gaps in monitoring and consistency were also identified.

**Challenges and Areas for Improvement in the Delivery of Civil Security Services**

The qualitative analysis identified several challenges including training gaps, lack of equipment, professionalism issues, limited patrol visibility, and institutional constraints.

**Table 20 Thematic Analysis of Challenges**

Category	Theme	Sample	Implication
Training	Lack of seminars	lack training	Need capacity-building
Equipment	CCTV/tools	lack tech	Resource gap
Professionalism	Discipline	avoid phone	Improve conduct
Patrol	Visibility	patrol regularly	Operational gap
Institutional	Budget	limited staff	Structural issue

A significant number of respondents highlighted the need for continuous training, improved equipment, stronger professionalism, increased patrol visibility, and better institutional support.

**5. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

**Summary of Findings**

Level of client satisfaction on the delivery of civil security services in terms of responsiveness.

The findings show that clients have a very high level of satisfaction with the responsiveness of civil security services, as reflected by the overall mean score of 4.31, which is interpreted as very satisfied. This means that, in general, clients strongly agree that civil security personnel are prompt, attentive, and reliable in delivering their services.

In particular, the highest-rated indicators are prompt response to request for assistance and the willingness of personnel to extend help even beyond regular office hours, both with a mean of 4.39 (Very Satisfied). this indicates that clients greatly appreciate the dedication and commitment of personnel in ensuring that their needs are addressed at any time. Clients are also attended to immediately upon arrival and follow-up actions are carried out promptly, both having a mean of 4.30 (Very Satisfied), which shows efficiency and consistency in service delivery.

Moreover, emergency situations are handled without unnecessary delay, request and complains are acknowledged quickly, and personnel demonstrate eagerness and readiness to assist, all with a mean of 4.29 (Very Satisfied). these results highlight the reliability and proactive attitude of civil security personnel in responding to client concerns. The provision of timely updates regarding reported incidents or requests (mean= 4.28, Very Satisfied) further strengthens client trust and confidence in the service. Additionally, the availability of personnel when assistance is needed (mean= 4.32, Very Satisfied) endures that clients feel supported and secure.

Although slightly lower compared to other indicators, the item on clients not experiencing long waiting times still obtained a high mean of 4.25 (Very Satisfied), indicating that delays are minimal and generally acceptable.

Overall, these findings demonstrate that civil security personnel consistently provide fast, efficient, and client-oriented services. Their responsiveness, willingness to help, and ability to address concerns promptly contribute significantly to the very high level of client satisfaction.

Level of client satisfaction on the delivery of civil security services in terms of reliability.

The findings on the level of client satisfaction regarding the delivery of civil security services in terms of reliability reveal a consistently high level of satisfaction, with an overall sub-mean of 4.28, interpreted as “very satisfied.” this indicates that the civil security unit of PLGU-Kalinga is perceived as dependable, accurate, and consistent in performing its duties.

Among the indicators, the highest-rated item is the statement that civil security personnel consistently perform their assigned duties as scheduled, which obtained a mean of 4.41 (very satisfied). this suggests that clients strongly recognize the personnel’s punctuality and adherence to assigned responsibilities. Similarly, the overall trust in the effectiveness of civil security services received a high mean of 4.33 (very satisfied), reflecting strong confidence in the unit’s performance. Other indicators also yielded very satisfactory ratings, such as the accurate delivery of services according to rules and procedures (mean= 4.31). and the reliable response whenever assistance is requested (mean= 4.29). these results demonstrate that the personnel are capable of following established protocols and providing dependable service.

Meanwhile, several indicators share slightly lower but still very satisfactory means, including fulfillment of commitments in patrol and response times (4.26), consistency of service regardless of time or situation (4.25). these findings highlight that operational consistency and administrative accuracy are well maintained. The lowest-rated indicators, though still interpreted as very satisfied, include handling requests correctly on the first attempt (4.24), demonstrating dependability in all situations (4.24), and following standard operating procedures without errors (4.22). while these remain positive, they suggest minor areas where further improvement can still be pursued.

Overall, the results clearly show that clients perceive the civil security services of PLGU-Kalinga as highly reliable. The consistently “very satisfied” ratings across all indicators affirm that the personnel effectively deliver services with accuracy, consistency, and dependability, thereby strengthening public trust and confidence in the unit.

#### **Level of client satisfaction on the delivery of civil security services in terms of assurance.**

The findings indicate that the level of client satisfaction on the delivery of civil security services in terms of assurance is consistently rated as very satisfied across all indicators, with an overall sub-mean of 4.28. this reflects a high level of client confidence in the competence, professionalism, and reliability of civil security personnel of PLGU-Kalinga. The highest mean score (4.31) shows that clients feel safe and secure when interacting with security personnel, highlighting the effectiveness of their presence. Indicators related to courtesy, respect, confidentiality, and overall competence obtained high ratings (mean= 4.29), emphasizing strong ethical standards and professionalism. Other aspects such as knowledge of policies (4.27), clarity in explaining procedures (4.23), decision-making ability (4.25), and confidence in handling emergencies (4.28) were also rated very satisfied, indicating consistent and reliable service delivery.

Overall, the results confirm that civil security personnel demonstrate a high level of assurance, which strengthens clients’ trust and confidence in the security services of PLGU-Kalinga.

#### **Level of client satisfaction on the delivery of civil security services in terms of empathy.**

The findings on the level of client satisfaction on the delivery of civil security services in terms of empathy reveal a consistently high level of approval from clients, with an overall sub-mean of 4.29, interpreted as “very satisfied”). this indicates the civil security personnel are generally perceived as caring, understanding, and responsive to the emotional and personal needs of clients during service delivery. Specifically, clients expressed very high satisfaction with the approachability and communication skills of personnel, which obtained the highest mean of 4.35, showing that clients find security staff easy to talk

to and accessible when assistance is needed. Similarly, the indicators on genuine concern for client welfare concerns both garnered a mean of 4.32, reflecting that personnel are attentive and sincerely concerned about the safety and well-being of those they serve. The aspect of respect, courtesy, and fairness regardless of status also received a strong rating (mean= 4.31), suggesting that professionalism and equal treatment are consistently practiced. Meanwhile, ensuring clients feel safe, valued, and supported (mean= 4.29) and providing individualized attention (mean= 4.28) further highlight the personnel's ability to deliver client-centered services. Other indicators, such as understanding specific client needs (mean= 4.26), providing clear and tailored guidance (mean= 4.27), and responding compassionately during emergencies (mean= 4.25), also fall within the "very satisfied" range, indicating a well-rounded demonstration of empathy in various service situations. However, the lowest mean, though still very satisfactory, was noted in demonstrating patience during stressful situations (mean= 4.23), suggesting a potential area for slight improvement in maintaining composure under pressure.

Overall, the results imply that civil security personnel effectively demonstrate empathy through respectful interaction, attentiveness, and concern for client's needs. The consistently "very satisfied" ratings across all indicators affirm that empathy is a strong component of service delivery, contributing positively to client trust, comfort, and overall satisfaction.

#### **Level of client satisfaction on the delivery of civil security services in terms of tangibles.**

The study revealed that clients are generally very satisfied with the tangibles aspect of civil security services, reflected by a sub-mean of 4.15, described as very satisfied. This dimension assesses the physical facilities, equipment, personnel appearance, and office environment that support service delivery. Clients reported that civil security facilities are clean, well-maintained, and orderly (mean= 4.17, satisfied), while security posts and guard stations are properly constructed and adequately maintained (mean= 4.21, very satisfied), and the office is furnished with functional furniture such as chairs, tables, and service counters (mean= 4.25, very satisfied), which enhances efficiency and promotes a positive client experience. In terms of equipment, clients noted that civil security personnel use modern and functional security devices and safety gear (mean= 4.06, satisfied). patrol vehicles and motorcycles were observed to be well-maintained and operational (mean= 4.08, satisfied). these findings indicate that civil security resources are generally adequate and responsive to service requirements. Regarding personnel, civil security staff were reported to be neat, properly groomed, and presentable (mean= 4.18, satisfied), wearing complete and identifiable uniforms with proper insignia or I.D (mean= 4.11, satisfied). which reflects professionalism and instills client confidence. Clients also found that signages, notices, and directions within the office are clear, visible, and easy to understand (mean= 4.24, very satisfied), facilitating smooth access to services. Overall, the tangibles dimension demonstrate that civil security services provide a supportive, organized, and professional environment that meets client expectations. While most aspects were rated satisfied, higher ratings in waiting areas, office furniture, and signage suggest areas of strength, whereas continuous attention to equipment maintenance and uniform presentation can further enhance overall client satisfaction.

#### **Respondents' perception on the effectiveness of civil security services.**

The findings reveal that respondents perceive the effectiveness of civil security services in the PLGU-Kalinga as very much effective, with an over all sub-mean of 4.33. this indicates a consistently high level of confidence in the ability of civil security personnel to maintain safety, order, and protection within government premises and the community. Specifically, respondents rated the ability of civil security personnel to maintain peace and order with a mean of 4.35 (very much effective), showing that security

presence plays a vital role in ensuring a stable and secure environment. The prompt response to security-related incidents and emergencies also received a strong rating of 4.28 (very much effective), suggesting that personnel are reliable and quick to act in urgent situations. In terms of competence, civil security personnel demonstrated effectiveness in handling threats and disturbances, with a mean of 4.30 (very much effective). their presence was also highly valued, contributing to a sense of safety and protection among clients and employees, which obtained a mean of 4.37 (very much effective). similarly, the enforcement of security policies, rules, and regulations was rated 4.37 (very much effective), indicating strict and consistent implementation of protocols. Coordination with other law enforcement agencies was also positively evaluated, with a mean of 4.35 (very much effective), reflecting strong collaboration when necessary.

Furthermore, respondents agreed that the security measures implemented are appropriate to the level of risk and threat, with a mean of 4.31 (very much effective), ensuring that safety strategies are suitable and effective. the ability of civil security services to prevent unauthorized access to government offices and facilities was rated 4.32 (very much effective), highlighting effective control and monitoring systems. Additionally, the consistency and reliability of personnel in performing their duties garnered a mean of 4.30 (very much effective), reinforcing trust in their performance.

Finally, the overall effectiveness of civil security services in ensuring safety, order, and protection received one of the highest ratings, with a mean of 4.37 (very much effective).

In summary, all indicators consistently fall within the “very much effective” range, demonstrating that civil security services in PLGU-Kalinga are highly efficient, dependable, and capable of delivering quality security services that meet the expectations of clients and stakeholders.

### **Qualitative analysis of client satisfaction on the delivery of civil security services**

The study assessed client satisfaction on the delivery of civil security services of the PLGU-Kalinga, examined its effectiveness in maintaining safety, order, and protection, and identified challenges and areas for improvement. Findings show that client satisfaction is influenced by the SERVQUAL dimensions. Responsiveness is associated with prompt action and visible patrol, while reliability depends on consistency and proper execution of duties. Assurance is linked to the competence and training of personnel, whereas empathy reflects respectful and courteous interaction. Tangibles emerged as a major factor, emphasizing the importance of proper uniform, equipment, and CCTV systems. In terms of effectiveness, respondents generally perceive civil security services as effective, particularly through visible patrol, surveillance, and timely response. However, some gaps in monitoring and consistency were noted. Key challenges identified include lack of training, inadequate equipment, issues in professionalism, limited patrol visibility, and institutional constraints such as insufficient budget and staffing.

### **Challenges and areas for improvement in the delivery of civil security services**

The qualitative findings of the study revealed key insights into client satisfaction, perceived effectiveness, and challenges in the delivery of civil security services of the PLGU-Kalinga. Respondents associated client satisfaction with observable and experiential factors such as prompt response, visible patrol, respectful interaction, and professional conduct. Satisfaction was also influenced by the competence of personnel, particularly their training, knowledge, and ability to handle situations effectively. Additionally, physical aspects such as proper uniform, equipment, guard posts, and CCTV systems were identified as important indicators of service quality. In terms of effectiveness, respondents perceived civil security services as generally capable of maintaining safety, order, and protection, although inconsistencies in monitoring and response were noted. The qualitative analysis further identified recurring challenges

including insufficient training, lack of modern equipment, issues in professionalism, limited patrol visibility, and institutional constraints such as inadequate staffing and budget limitations.

### Conclusions

The study on client satisfaction regarding the delivery of civil security services of the Provincial Government of Kalinga reveals that clients are generally highly satisfied with the services provided. The evaluation of civil security performance across various dimensions tangibles, reliability, responsiveness, assurance, empathy, and effectiveness indicates a consistently positive perception of their competence, professionalism, and dedication to ensuring safety, and order with government premises and the community. Clients perceived that civil security personnel effectively maintain peace and order, respond promptly to emergencies, and demonstrate competence in handling security threats and disturbances. The presence of security personnel contributes significantly to a sense of safety and protection, while their enforcement of security policies, rules, and regulations ensures that government facilities remain secure and orderly. Coordination with other law enforcement agencies and the implementation of risk-appropriate security measures further enhance the effectiveness of civil security services.

Moreover, civil security personnel were recognized for their consistency, reliability, and courteous treatment of clients, reflecting a high level of professionalism and concern for client welfare. The physical aspects of service, such as clean and well-constructed guard stations, and organized service areas, also contributed positively to client satisfaction. The study's results, with an overall sub-mean of 4.33, indicate that civil security services of PLGU-Kalinga are perceived as very much effective in fulfilling their mandate. This demonstrates that the office not only meets the basic security requirements but also fosters trust, confidence, and satisfaction among its clients and stakeholders.

In conclusion, the PLGU-Kalinga civil security services are highly effective in ensuring safety, order, and protection, and their continued focus responsiveness, competence, client interaction, and adherence to security protocols will further enhance client satisfaction and the overall quality of service. These findings highlight the critical role of civil security in maintaining a secure and orderly environment within government premises and the broader community.

Based on the qualitative findings, client satisfaction and perceived effectiveness of civil security services are largely influenced by visible performance, personnel competence, and the availability of physical and technological resources. While the services are generally viewed as effective, there are notable gaps in consistency, responsiveness, and resource support. Challenges in training, equipment, professionalism, and institutional capacity significantly affect the quality of service delivery. Improving civil security services therefore requires strengthening both personnel capabilities and organizational support systems.

### Recommendations

Based on the findings and conclusion of this study, the following recommendations are proposed to further enhance the delivery of civil security services and maintain high levels of client satisfaction in PLGU-Kalinga.

4. The office should establish a feedback mechanism where clients can report concerns related to delays and waiting time. This will allow the administration to gather real-time insights and make necessary adjustments to improve responsiveness.
5. The Provincial Government should invest in the development of clear, updated, and accessible Standard Operating Procedures manual. These should be simplified, well-documented, and readily

available to all personnel to serve as constant references in their daily operations.

6. Implement regular briefings and updates for security personnel to ensure they are well-informed about current policies and procedures. Being knowledgeable will improve their ability to explain information clearly and correctly.
7. Management should establish clear service protocols that emphasize respectful communication and patience, ensuring that personnel consistently apply courteous behavior even under pressure.
8. The Provincial Government of Kalinga should allocate sufficient budget to upgrade and acquire modern security equipment to improve service delivery.
9. The PLGU-Kalinga should strengthen training and capacity development programs to improve the competence, responsiveness, and professionalism of security personnel. Regular training on customer service, emergency response, and security protocols is essential.
10. Strict enforcement of standards on uniform, discipline, and conduct should be implemented to improve professionalism and public trust.
11. Patrol visibility should be increased through regular monitoring and the establishment of guard posts in strategic locations.

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