

SERVICE QUALITY OF LOCAL GOVERNMENT UNIT WITH SEAL OF GOOD LOCAL GOVERNANCE

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ABSTRACT:

This study evaluates the service quality of a Local Government Unit (LGU) in Northern Negros Occidental awarded the Seal of Good Local Governance (SGLG), using an Explanatory Sequential Mixed Methods Approach. Quantitative data were collected first from 1,528 respondents—barangay officials, senior citizens, SK officials, and women's groups—followed by qualitative data to deepen the analysis. The SERVQUAL model was used to assess five service quality dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Quantitative analysis using SPSS showed that overall service quality was perceived as "fair," with mean scores of tangibles (2.97), reliability (2.75), responsiveness (2.80), assurance (2.90), and empathy (2.78). Respondents acknowledged improvements in infrastructure and digital tools but expressed concerns over bureaucratic delays, lack of assistive technologies, slow response times, and inconsistent staff professionalism. Qualitative data from focus group discussions and interviews supported these findings, highlighting frustration with long processes, poor communication, and lack of empathy. The study recommends simplifying bureaucratic procedures, improving communication strategies, investing in assistive and digital technologies, and offering training in emotional intelligence and customer service. These measures aim to enhance LGU responsiveness and promote inclusive, citizen-centered governance. Addressing both structural and interpersonal gaps in service delivery is essential for meeting stakeholder expectations and sustaining the principles of good local governance.

Keywords: Local Government Unit, Seal of Good Local Governance, Service Quality, SERVQUAL Model

INTRODUCTION

This study evaluates the service quality of Local Government Units (LGUs) in Northern Negros Occidental that have received the Seal of Good Local Governance (SGLG). It uses the SERVQUAL model—focusing on tangibility, reliability, responsiveness, assurance, and empathy—to assess public service delivery. The research aims to identify best practices, innovative strategies, and challenges in maintaining SGLG standards and to propose an action plan for improving service quality. Globally, performance measurement systems have enhanced government efficiency and accountability. Countries like the U.S., U.K., Australia, Brazil, and India have adopted various performance frameworks and seals that encourage good governance, similar to the SGLG in the Philippines. Established in 2014 and institutionalized in 2019 through Republic Act No. 11292, the SGLG assesses LGUs in areas such as financial administration, disaster preparedness, and social protection.

Studies show that SGLG-awarded LGUs generally have better transparency and public trust. However, challenges like limited resources and changing criteria require ongoing capacity building. In Negros Occidental, recognized LGUs have shown improvements, but issues like political dynamics and equitable service delivery remain. Using the SERVQUAL model helps identify service quality gaps and citizen satisfaction levels. This research provides practical insights for LGUs, policymakers, academics, and civil society to enhance governance, improve services, and support future research and civic engagement.

Literature Review:

The literature highlights that service quality is essential for public trust, citizen satisfaction, and effective governance. Parasuraman, Zeithaml, and Berry's (1988) SERVQUAL model—comprising tangibility, reliability, responsiveness, assurance, and empathy—remains a widely used framework in evaluating public sector performance, especially among local government units (LGUs).

In the Philippine context, the Seal of Good Local Governance (SGLG) institutionalized by Republic Act No. 11292 (2019), serves as a performance framework encouraging LGUs to meet high standards in financial management, disaster preparedness, peace and order, social protection, and environmental governance (Medina-Guce & Sanders, 2024). Studies show that LGUs awarded with the SGLG often employ best practices like digital platforms, performance monitoring, community engagement, and cross-sector coordination (De Guzman & Angeles, 2023).

Each SERVQUAL dimension significantly affects public service delivery. *Tangibility* includes the physical layout and accessibility of government offices, which directly affects inclusiveness and satisfaction, especially for PWDs (Mohd Noor & Abdul Rahman, 2021). *Reliability* builds trust by ensuring consistent and accurate services (Al-

Azzam, 2023), though many LGUs still face logistical challenges (Villarin & Ramos, 2022). *Responsiveness* and *empathy* are often the most problematic areas, where red tape and staff limitations hinder quick and caring service (ADB, 2023; Villarin & Ramos, 2022). *Assurance*, linked to staff professionalism and courtesy, strongly influences public confidence (Parasuraman et al., 1988). Despite best practices, challenges persist. LGUs struggle with limited budgets, lack of skilled personnel, outdated systems, and political interference—especially in smaller or lower-class cities (Villarin & Ramos, 2022). Sustaining SGLG standards requires constant adaptation and institutional strengthening.

Literature recommends targeted actions for improvement, including capacity building, digital transformation, performance audits, and citizen feedback systems (ADB, 2023). A participatory and data-driven approach is crucial to align service quality improvements with local needs and to ensure sustainability (Medina-Guce & Sanders, 2024). Aligning the SERVQUAL model with SGLG implementation provides a strong framework for assessing and improving LGU performance. This study contributes to the evaluation of public service delivery by identifying quality gaps and proposing context-based solutions for sustainable local governance.

Methodology

Research Design

The study used an Explanatory Sequential Mixed Methods Approach (Creswell & Plano Clark, 2018), starting with a quantitative SERVQUAL-based survey to measure LGU service quality across five dimensions—tangibility, reliability, responsiveness, assurance, and empathy. This was followed by qualitative methods, such as interviews or focus group discussions, to explore and explain the survey findings in more depth. The qualitative data helped uncover underlying issues like communication gaps, political favoritism, and lack of empathy, providing richer context to the numerical results. This mixed-methods design strengthened the study's insights by combining statistical analysis with real-life perspectives. Scholars like Feters and Molina-Azorin (2020) support this approach for its effectiveness in solving complex public service issues, including governance and citizen satisfaction.

Phase I: Quantitative

Respondents of the Study

The study gathered data from a population of 30,546 LGU service users, including barangay officials, senior citizens, SK officials, and women's groups. Using the Raosoft sample size calculator with a 5% margin of error and 95% confidence level, a sample of 1,528 respondents from a city in Northern Negros was selected for the survey. This included 12 barangay officials, 10 SK officials, 474 senior citizens, and 1,032 women's group members. For the qualitative phase, purposive sampling was used to select participants with direct experience and knowledge of LGU service quality, particularly in relation to the Seal of Good Local Governance (SGLG).

Phase II: Qualitative

In the qualitative phase validation, content validity, face validity, inter-coder reliability, and member checking were performed to ensure the trustworthiness of qualitative data. These measures adhered to established statistical thresholds and expert feedback, ensuring the research instrument's overall validity and reliability.

Respondents of the Study

The Focus Group Discussions (FGDs) involved a total of 32 participants, with 8 representatives from each of the four identified stakeholder groups: women, senior citizens, barangay kagawads, and SK/youth members. These participants were carefully selected clients, citizens, and beneficiaries who had recent, direct engagement with Local Government Unit (LGU) services. The selection criteria included three main conditions: (1) recent interaction or transaction with the LGU services within the past year, (2) current residency in the City where the study was conducted, and (3) willingness to openly share their experiences, insights, and perspectives regarding the delivery and quality of LGU services. The FGDs were designed to foster open dialogue among stakeholders, enabling participants to discuss both their positive and negative experiences, share suggestions for improvement, and highlight specific concerns or challenges encountered in their interactions with the LGU. The group setting encouraged the emergence of shared themes and collective insights, providing a broader understanding of community perceptions on LGU service quality.

In addition to the FGDs, the study also conducted in-depth interviews with 12 willing participants, ensuring balanced representation across the same four stakeholder groups—three each from women, senior citizens, barangay kagawads, and SK/youth members. These interviews aimed to gather richer, more detailed accounts of individual experiences and to explore complex issues that may not emerge in a group setting. The one-on-one format provided participants the space to express personal concerns, elaborate on nuanced viewpoints, and share sensitive information more comfortably. The combination of FGDs and in-depth interviews strengthened the study's qualitative component by offering both collective and personal insights into service quality perceptions. Purposive sampling was used throughout the qualitative phase to deliberately select individuals with firsthand knowledge and lived experiences relevant to the research focus. This non-probability sampling method

was particularly suited for the study's goal of understanding the specific dynamics of LGU service delivery within the framework of the Seal of Good Local Governance (SGLG). By focusing on those most involved and informed, the study ensured the collection of meaningful, context-rich data capable of supporting more grounded interpretations and practical recommendations.

Table 1
Distribution of Respondents According to Selected Variables

Variables	Frequency	Percentage
Respondents		
Women	1032	67.6
Barangay Officials	12	.8
Sangguniang Kabataan	10	.7
Senior Citizens	474	30.9
Total	1528	100.0
Age		
17-30	335	22.1
31-50	582	38.0
51-88	611	39.9
Total	1528	100.0
Gender		
Male	215	14.4
Female	1313	85.6
Total	1528	100.0
Income		
Below 10,000	1183	77.5
10,000 and above	285	18.6
30,000 and above	60	3.9
Total	1528	100.0

Table 1 shows that the majority of respondents are female, making up 85.6% of the sample, with women representing 67.6%. The age distribution is fairly balanced: 39.9% are between 51 and 88 years old, 38% fall within the 31 to 50 age range, and 22.1% are aged 17 to 30. Regarding income, most respondents (77.5%) earn less than 10,000, 18.6% earn between 10,000 and 29,999, and only 3.9% earn 30,000 or more. In terms of occupation, senior citizens constitute 30.9% of the respondents, while barangay officials and Sangguniang Kabataan members make up smaller proportions. These demographics provide important insights about the respondents. The high number of female participants may suggest that women have more interest or involvement in the survey topic. The varied age groups indicate that the survey successfully included perspectives from younger, middle-aged, and older adults. The income data show that the survey primarily reached a lower- to middle-income population, which may influence how respondents view and experience LGU services. Finally, the significant presence of senior citizens underscores their importance as stakeholders in the study.

Validity and Reliability

The research instruments used in the study—specifically the survey questionnaire based on the SERVQUAL model and the semi-structured interview guide—underwent a rigorous validation and reliability process to ensure their effectiveness in measuring service quality in the Local Government Unit (LGU).

For content validation, the Lawshe Content Validity Tool was employed. This method involved a panel of nine subject matter experts who were asked to evaluate each item in the instruments based on its essentiality. Items were rated as "essential," "useful but not essential," or "not necessary." The results were used to compute the Content Validity Ratio (CVR) for each item, and the overall Content Validity Index (CVI) was calculated. The instruments achieved a CVI of 0.95, which indicates excellent content validity. This means that the experts strongly agreed that the items included in the tools were relevant and representative of the constructs being measured, particularly in the context of LGU service delivery and the Seal of Good Local Governance (SGLG).

For reliability testing, the survey instrument was pilot tested with a group of 35 respondents from a neighboring city in Negros Occidental, who were not part of the main study. This pilot test aimed to evaluate the internal consistency of the questionnaire. Using Cronbach's alpha, the internal reliability score was computed and found to be 0.969, which is considered excellent. This high score indicates that the items in the survey were highly consistent with each other and effectively measured the five SERVQUAL dimensions: tangibility, reliability, responsiveness, assurance, and empathy.

Together, these validation and reliability procedures ensured that the research instruments were both accurate and consistent, strengthening the credibility of the study's findings and interpretations regarding LGU service quality.

Ethical Considerations

This study strictly followed ethical standards to protect the dignity, rights, and safety of all participants throughout data collection, analysis, and reporting. Participation was voluntary, with informed consent obtained after a clear explanation of the study's purpose, benefits, and risks. Participants were free to withdraw at any time without penalty. Anonymity and confidentiality were ensured by removing personal identifiers and securely storing data. During interviews and FGDs, participants' privacy and cultural sensitivities were respected. Data were stored in password-protected files and will be properly disposed of after the study. The researcher-maintained objectivity and transparency in data analysis and reporting, accurately representing participants' views. Academic integrity was upheld by properly citing all secondary sources using APA 7th edition. Permission to conduct the study was granted by the Office of the City Mayor, with all ethical procedures endorsed by local authorities.

Results

This section presents the study's findings by detailing the distribution of respondents according to selected demographic and socioeconomic variables. Understanding these characteristics is essential because they provide context for interpreting the results and help explain how different factors may influence participants' perceptions and experiences with the Local Government Unit (LGU) services. Demographic variables such as age, gender, income level, and occupation often affect how individuals engage with public services, their expectations, and satisfaction levels. By analyzing the respondents' profiles, the study can identify patterns or trends related to service quality perceptions that may be linked to these characteristics. Moreover, this information helps ensure that the research findings are representative of the population studied and offers insights into which groups may require targeted interventions or support. Overall, presenting the distribution of respondents forms a foundational step in comprehensively understanding the research outcomes and tailoring recommendations to meet the needs of diverse community members.

Table 2
Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Tangibility

Parameters	Mean	Std. Dev.	Description
1. LGU facilities are modern, well-maintained, and accessible. (Like: One-Stop Government Service Center)	3.1279	.45498	Good
2. Digital tools provided by LGUs are user-friendly and accessible.	3.0457	.44178	Good
3. Meeting spaces are comfortable, well-equipped, and conducive to productivity.	3.0111	.46904	Good
4. Digital tools (online platforms, apps) are user-friendly and accessible.	2.9628	.53906	Fair
5. Assistive technologies (hearing aids, wheelchairs) are readily available, especially for people with special needs.	2.8734	.55255	Fair
6. Facilities have clear signage and directions for activities.	2.9171	.56716	Fair
7. Parking facilities are adequate and accessible for people with special needs.	2.8864	.58628	Fair
Mean	2.9749	.40780	Fair

The overall mean rating of 2.97 (SD = 0.41) indicates fair satisfaction with LGU facilities and services. Respondents rated modern facilities like the One-Stop Service Center (Mean = 3.13), user-friendly digital tools (Mean = 3.05), and comfortable meeting spaces (Mean = 3.01) as good. However, accessibility aspects—assistive technologies (Mean = 2.87), clear signage (Mean = 2.92), and parking for persons with special needs (Mean = 2.89)—were rated lower, showing room for improvement. These results align with studies emphasizing that inadequate accessible infrastructure reduces satisfaction and limits equitable service, especially for persons with disabilities (Mohd Noor & Abdul Rahman, 2021; Choi & DiNitto, 2015; McLoughlin et al., 2022). Enhancing assistive devices, signage, and parking can promote equity, dignity, and social inclusion in LGU services.

Table 3
Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Assurance

Parameters	Mean	Std. Dev.	Description
1. I trust the LGU staff's expertise and knowledge in barangay-related services.	2.9230	.58665	Fair
2. Staff provide clear and concise explanations of services and procedures.	2.9112	.58944	Fair
3. Staff demonstrate professionalism and respect.	2.9360	.60788	Fair
4. Barangay confidentiality and privacy are respected.	2.8897	.58187	Fair
5. Staff inform barangays about their entitlements and available services.	2.8727	.59069	Fair
6. Staff are knowledgeable about barangay-specific programs and policies.	2.8701	.60217	Fair
7. Staff communicate effectively with barangay officials.	2.8642	.60250	Fair
Mean	2.8953	.53492	Fair

The overall mean rating of 2.90 (SD = 0.53) shows a fair level of satisfaction with the LGU's assurance dimension, reflecting moderate confidence in staff expertise, professionalism, communication, and confidentiality. All parameters, including trust in staff knowledge (Mean = 2.92), clarity of explanations (2.91), professionalism (2.94), confidentiality (2.89), information on entitlements (2.87), program knowledge (2.87), and communication (2.86), received fair ratings. These findings suggest LGUs need to improve staff training in communication, transparency, confidentiality, and program knowledge to build trust and satisfaction. This aligns with studies highlighting trust in officials, effective communication, and professionalism as key to public service satisfaction (Kim, 2014; Lee et al., 2015; Wang & Berman, 2001). Improving assurance can enhance citizen trust and service perceptions.

Table 4
Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Responsiveness

Parameters	Mean	Std. Dev.	Description
1. Staff respond promptly to barangay inquiries or concerns.	2.8159	.68581	Fair
2. Assistance from LGU staff is easily accessible.	2.8022	.67379	Fair
3. Navigating LGU services is straightforward and efficient.	2.7990	.68866	Fair
4. Staff demonstrate a willingness to help the barangay.	2.8081	.69597	Fair
5. The staff respond effectively to barangay emergency needs.	2.7996	.69310	Fair
6. The staff provides timely updates on service status.	2.7977	.69017	Fair
7. The staff are approachable, courteous, and empathetic.	2.7689	.70280	Fair
Mean	2.7988	.65077	Fair

The overall mean rating of 2.7988 (SD = 0.65077), as shown in Table 4, reflects a fair level of satisfaction with the responsiveness of LGU services under the Seal of Good Local Governance. Each item received a "Fair" rating, with specific areas like prompt responses to inquiries (M = 2.8159, SD = 0.68581), willingness to help (M = 2.8081, SD = 0.69597), and accessibility of assistance (M = 2.8022, SD = 0.67379) showing moderate approval. However, concerns remain in areas such as staff approachability (M = 2.7689, SD = 0.70280) and timeliness of service updates (M = 2.7977, SD = 0.69017). These findings suggest that while there is some responsiveness from LGU personnel, significant improvements are needed in ensuring timely, efficient, and citizen-friendly service delivery. Strengthening staff training in customer service, enhancing communication tools, and using digital platforms for real-time updates could improve overall responsiveness. According to Osborne et al. (2021), responsiveness is a critical factor that directly affects citizen trust and satisfaction in government services. Likewise, Torres and Pina (2023) emphasize the need for adaptive, data-driven strategies to meet the changing expectations of citizens in public service delivery.

Table 5
Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Reliability.

Parameters	Mean	Std. Dev.	Description
1. Services consistently meet scheduled deadlines.	2.7278	.69781	Fair
2. LGU services are free from disruptions and delays.	2.7174	.68129	Fair
3. The staff consistently follow up on barangay concerns.	2.7493	.69979	Fair
4. The services are available during advertised hours.	2.7611	.69924	Fair
5. Staff fulfill promises and commitments.	2.7526	.69393	Fair
6. Services are consistent with stated policies.	2.7565	.69438	Fair
7. The staff maintains accurate records.	2.7774	.71336	Fair
Mean	2.7489	.64813	Fair

Table 5, the overall mean rating of 2.7489 (SD = 0.64813) reflects fair satisfaction with the reliability of services provided by the Local Government Unit (LGU) under the Seal of Good Local Governance. All parameters received a "Fair" rating, with individual mean scores ranging from 2.7174 (SD = 0.68129) for the absence of service disruptions and delays, to 2.7774 (SD = 0.71336) for the accuracy of record-keeping. These findings suggest that while LGUs demonstrate some level of reliability, improvements are needed in meeting service deadlines, ensuring consistent follow-up, and maintaining policy-aligned service delivery. Enhancing internal workflows, staff accountability, and monitoring systems can help address these issues and strengthen public trust.

Research supports these conclusions. Kim (2014) emphasized that adherence to service timelines and policy consistency increases citizen trust. Lee et al. (2015) found that timely delivery and follow-through significantly contribute to citizens' perception of service reliability. Guerrero et al. (2022) further argued that predictable and policy-driven services are key to building a responsive and sustainable local governance system.

Table 6
Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Empathy

Parameters	Mean	Std. Dev.	Description
1. The staff understand barangay challenges and concerns.	2.8107	.71884	Fair
2. LGU services cater to diverse barangay needs (education, employment, mental health, etc.)	2.7761	.69720	Fair
3. Staff provide emotional support and empathy.	2.7813	.70444	Fair
4. Barangay officials are involved in the decision-making processes of the LGU.	2.7689	.72746	Fair

Table 6, the overall mean rating of 2.7793 (SD = 0.66450) reflects a fair level of satisfaction with the empathy dimension of LGU service quality under the Seal of Good Local Governance. All parameters were rated as "Fair," with mean scores ranging from 2.7591 (SD = 0.71016) for addressing social and emotional needs, to 2.8107 (SD = 0.71884) for understanding barangay concerns. The findings suggest that while LGU personnel show a basic level of empathy, there are notable weaknesses in how they emotionally connect with constituents, particularly in marginalized or remote barangays. Issues such as limited involvement of barangay officials in decision-making, lack of emotional support, and detachment from local realities contribute to reduced public satisfaction and trust.

To address this, LGUs should adopt empathy-driven governance by providing emotional intelligence training, promoting inclusive decision-making, and enhancing grassroots engagement. Creating spaces for active listening and community input can reinforce public trust and foster more citizen-centered governance. Research supports these recommendations. Schachter (2021) emphasized that empathetic service encounters increase satisfaction, especially in emotionally sensitive situations. Yang and Park (2022) highlighted that empathetic communication improves civic engagement by making citizens feel heard and valued. In the Philippine context, Buenaventura et al. (2023) found that inclusive and empathetic governance enhances public trust and the effectiveness of local policies.

Table 7

Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Tangibility and when grouped according to Type of Respondents

Respondents	Mean	Std. Dev.	Description
Womens	2.9744	.44371	Fair
Barangay Officials	2.8214	.22894	Fair
Sanguniang Kabataan	2.8286	.23133	Fair
Senior Citizens	2.9831	.32269	Fair

Table 7 shows that all respondent groups rated the tangibility of LGU services as "Fair," with Senior Citizens giving the highest mean (2.9831) and Barangay Officials the lowest (2.8214). This suggests that while LGU facilities and physical service elements are generally acceptable, improvements are still needed, especially in infrastructure, cleanliness, and accessibility. The slightly higher rating from Senior Citizens may reflect the presence of age-friendly facilities, while lower ratings from Barangay Officials might stem from their higher expectations and familiarity with service limitations. These results highlight the need for LGUs to invest in better-maintained and more inclusive public service environments.

Studies support these findings. Hopland and Kvamsdal (2023) found that building conditions affect citizen satisfaction, while Idayati et al. (2020) emphasized the importance of physical infrastructure in shaping service perceptions. Lee and Kwak (2020) also linked modern facilities to greater public trust and engagement.

Table 8

Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Assurance when grouped According to Type of Respondents

Respondents	Mean	Std. Dev.	Description
Womens	2.8860	.58180	Fair
Barangay Officials	3.1190	.49425	Good
Sanguniang Kabataan	3.2143	.42725	Good
Senior Citizens	2.9033	.41552	Fair

Table 8 shows that assurance levels vary by respondent group. Barangay Officials (3.1190) and Sangguniang Kabataan members (3.2143) rated it as "Good," suggesting confidence in LGU staff's competence, professionalism, and communication. In contrast, Women's Group members (2.8860) and Senior Citizens (2.9033) rated it "Fair," indicating a need for better communication and trust-building. These differences suggest that while assurance is sufficient for those closely involved with LGU operations, others—especially Women's and Senior groups—need more inclusive, respectful, and clear engagement. Barriers such as limited access to information or past negative experiences may affect their perception.

To improve, LGUs should train staff in professional and culturally sensitive communication, promote inclusive service delivery, and establish feedback systems focused on underrepresented groups. These steps can strengthen trust and service satisfaction.

Table 9

Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Responsiveness when grouped According to Type of Respondents

Respondents	Mean	Std. Dev.	Description
Womens	2.7692	.72047	Fair
Barangay Officials	3.0000	.59059	Good
Sanguniang Kabataan	3.1000	.55144	Good
Senior Citizens	2.8520	.46188	Fair

Table 9 shows that LGU responsiveness ratings differ among respondent groups. Barangay Officials (3.0000) and Sangguniang Kabataan (3.1000) rated it "Good," suggesting they are satisfied with the promptness and helpfulness of LGU responses. Meanwhile, Women's Group (2.7692) and Senior Citizens (2.8520) rated it "Fair," pointing to areas needing improvement. These results highlight the need for LGUs to respond more quickly and effectively to concerns from Women's and Senior groups, possibly by enhancing communication channels and staff responsiveness. At the same time, the LGU should sustain its performance for more engaged groups like SK and barangay officials.

Improving responsiveness is crucial, as it directly affects citizen trust and satisfaction. Studies by Lee et al. (2015) and Kim et al. (2018) confirm that timely and helpful public service responses increase engagement and build trust in local governance.

Table 10

Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Reliability when grouped According to Type of Respondents

Respondents	Mean	Std. Dev.	Description
Womens	2.7217	.71113	Fair
Barangay Officials	2.8214	.53841	Fair
Sanguniang Kabataan	2.9000	.52186	Fair
Senior Citizens	2.8032	.48578	Fair

Table 10 shows that all respondent groups rated LGU reliability as "Fair," with mean scores ranging from 2.7217 (Women's Group) to 2.9000 (Sangguniang Kabataan). Although the services are generally dependable, the ratings suggest that improvements are still needed in ensuring consistent and accurate delivery. These differences may reflect varying expectations and experiences, especially as Women's Group members reported the lowest rating, possibly due to issues with service clarity or follow-up. Reliability is essential because it reflects whether services are delivered as promised—something vital for citizen trust.

To improve reliability, LGUs should focus on streamlining processes, reducing delays, and training staff on accountability and consistency. Adopting clear standard procedures and regular monitoring will help ensure better and more predictable service delivery. Supporting studies show that reliability strongly affects public trust. Ganesan-Lim et al. (2017) highlighted that dependable service boosts confidence in government, while Almeida and Gómez (2021) found that reliability is a key factor influencing citizen satisfaction in decentralized settings.

Table 11

Service Quality of Local Government Unit with the Seal of Good Local Governance Using the SERVQUAL Model in terms of Empathy when grouped According to Type of Respondents

Respondents	Mean	Std. Dev.	Description
Womens	2.7583	.72793	Fair
Barangay Officials	3.0714	.54992	Good
Sanguniang Kabataan	3.1571	.54064	Good
Senior Citizens	2.8098	.50012	Fair

Table 11 shows that perceptions of LGU empathy vary by respondent group. Barangay Officials and Sanggunian Kabataan (SK) rated empathy as "Good," while Women's Group and Senior Citizens rated it as "Fair." This suggests that while some groups feel valued and well-understood by LGU staff, others—particularly more vulnerable sectors—experience less personalized or attentive service. Empathy is important because it reflects how well LGU staff listen, care, and respond to individual needs. The lower scores from Women's Group and Senior Citizens may indicate issues such as lack of emotional support or poor communication during service interactions.

To improve empathy, LGUs should invest in staff training on emotional intelligence, inclusive communication, and active listening. Special attention should be given to ensuring respectful and patient service for underrepresented groups. Research by Alzahrani et al. (2022) shows that empathetic service builds trust and fairness in public institutions. Gao et al. (2021) also emphasize that personalized attention is especially important when serving marginalized populations.

Findings

In the early phase, open-ended survey responses identified broad themes like Government Services, Health & Welfare, Bureaucracy, Infrastructure, and Security, reflecting general concerns about local government services. In the later phase, qualitative interviews and focus groups used the SERVQUAL model to analyze service quality more systematically. This refined the broad themes into SERVQUAL's five dimensions—Tangibles, Reliability, Responsiveness, Assurance, and Empathy—highlighting specific issues such as infrastructure condition, service timeliness, staff competence, and personalized attention. Although the themes evolved, the core concerns remained consistent, with SERVQUAL providing a clearer framework to understand the community's experiences.

THEMES AND SUB-THEMES

Theme 1: Tangibles - Infrastructure and Environment

The Tangibles dimension, which covers physical facilities, equipment, and office appearance, showed mixed feedback in the studied city's LGU. Many participants appreciated the modern tools and updated infrastructure, with some departments well-equipped. However, concerns were raised about cramped office spaces and lack of comfort, especially in busy service areas. Accessibility issues for persons with disabilities and residents from remote barangays were also noted, including limited parking and difficult pathways. These findings emphasize the need for inclusive, well-planned public infrastructure that supports spatial efficiency and universal design. Research shows that such tangible factors strongly affect citizen satisfaction and trust in local government. To improve service delivery, LGUs should invest not only in updated equipment but also in infrastructure that ensures equitable access for all community members.

Subtheme 1: Adequacy and Condition of Public Facilities

Respondents recognized that the LGU has invested in public infrastructure and equipment, noting the presence of computers, tables, and other basic tools in barangay halls and government offices. While key barangays had essential facilities like health centers, comfort rooms, and evacuation sites, participants described these as basic and often insufficient, especially in remote or underserved areas. Maintenance issues and inconsistent availability further affected service quality and citizen satisfaction. This highlights a gap between having infrastructure and ensuring it is functional, well-maintained, and accessible. Research stresses that local government infrastructure development should focus not only on availability but also on usability and responsiveness to community needs, especially for marginalized and rural populations. Ensuring strategic placement, proper maintenance, and inclusive planning is crucial to improve LGU service quality and promote well-being for all residents.

Subtheme 2: Lack of Inclusive Design and Accessibility

Accessibility remains a major concern for vulnerable groups like senior citizens, persons with disabilities (PWDs), and residents of remote barangays. Many participants expressed frustration over the centralized location of LGU services, which makes it hard for those in outlying areas to access programs and facilities. PWDs and elderly individuals face physical barriers such as the lack of ramps, transportation, and proper signage, limiting their ability to reach service centers. These challenges highlight the need for inclusive urban and rural planning that considers mobility limits and geographic isolation. Experts recommend using universal design principles and involving marginalized communities in planning to reduce access gaps. To address this, LGUs should adopt decentralized and inclusive infrastructure strategies, including satellite centers, mobile units, and accessible designs, ensuring equitable service delivery for all residents.

Subtheme 3: Cleanliness and Spatial Limitations

While some LGU offices were noted as clean and newly equipped, many participants raised concerns about cramped, uncomfortable, and poorly organized spaces. Comments from youth and women respondents highlighted overcrowded layouts and limited working areas, especially in conference rooms and frontline offices. These findings show that having infrastructure alone does not guarantee a good user experience. Cleanliness, spatial layout, ventilation, and ergonomic design are essential for citizens to feel comfortable and satisfied. Even existing facilities like farm-to-market roads and evacuation centers sometimes lack accessibility and user-friendliness, particularly in remote or marginalized barangays. Research supports that citizens judge service quality not just by the presence of facilities but by how inclusive and efficient these spaces are. Therefore, LGUs should focus on human-centered design to make public spaces accessible, comfortable, and welcoming, especially for vulnerable and underserved groups.

Subtheme 4: Best Practices on Tangibility

The LGU's strategic investments in physical infrastructure reflect strong alignment with the Tangibles dimension of the SERVQUAL model, which focuses on facilities, equipment, and infrastructure appearance. Key improvements include farm-to-market roads that enhance access and boost local economies (DA, 2023; World Bank, 2022), streetlight installations that improve safety and community confidence (PNP, 2023; ADB, 2022), and well-equipped evacuation centers meeting national disaster standards to protect citizens during emergencies (NDRRMC, 2024; DILG, 2023). Additionally, the LGU has addressed environmental and health concerns by building rural toilets to improve sanitation and dignity (WHO, 2023; UNICEF, 2022) and installing wheelchair-accessible pathways to ensure inclusion for persons with disabilities and the elderly. These efforts support the

Philippines' commitments to Sustainable Development Goals and disability rights laws (DSWD, 2023; UNDESA, 2024). Overall, these tangible upgrades demonstrate the LGU's application of public administration theories—balancing structured service delivery, efficiency, and meeting diverse citizen needs.

Subtheme 5: Challenges on Tangibility

Despite these achievements, the LGU still faces significant challenges in ensuring full accessibility and inclusivity of its facilities and services, especially for persons with disabilities (PWDs) and those with special needs. Although some progress has been made—such as adding wheelchair-accessible pathways—many public infrastructures remain not fully universally accessible (CHR, 2023; UNDESA, 2024). Overcoming these barriers is crucial to uphold equitable service delivery and inclusive governance. These tangible improvements alongside ongoing gaps illustrate the LGU's growing commitment to providing service quality that is both responsive and inclusive.

Theme 2: Reliability – Consistency and Dependability

The Reliability dimension, which measures the LGU's ability to deliver promised services accurately and on time, revealed widespread dissatisfaction among respondents. Many reported frequent delays, inconsistencies, and errors in service delivery. For example, infrastructure projects like road construction and water system installations were often unfinished after years, causing frustration among barangay officials and residents. Administrative issues such as mistakes in official documents further burdened citizens, forcing them to repeat processes. These problems weaken public trust and confidence in the LGU. Research shows that reliability is crucial for citizen satisfaction and loyalty, and service failures harm government credibility (Ganesan-Lim et al., 2017; Al-Hawary & Al-Smeran, 2022). The findings highlight an urgent need for the LGU to improve capacity, streamline workflows, and enforce accountability to restore trust and improve service quality.

Subtheme 1: Unfulfilled Service Promises

Many respondents noted unfulfilled LGU promises, especially regarding basic services like water, leading to public skepticism. One shared, "The water hasn't flowed for years," showing a gap between expectations and actual delivery. Under the SERVQUAL model, reliability—providing accurate, dependable service—is crucial (Parasuraman et al., 1988). Delays and unmet promises reduce satisfaction and trust. Inconsistent infrastructure services also weaken civic engagement (Pangilinan & dela Cruz, 2021). To rebuild trust, LGUs must focus on realistic planning, clear timelines, and delivering essential services.

Subtheme 2: Process Errors and Delays

Respondents reported frequent administrative errors and long processing times, especially for documents like birth certificates and permits. These issues, such as clerical mistakes, cause delays and add financial and emotional stress, particularly for the elderly and low-income groups. They point to weak verification, poor quality control, and poor inter-department communication, reducing public trust (World Bank, 2023; ADB, 2022). The situation highlights the need for stricter procedures and better staff training in data management (DILG, 2023), as unresolved errors can limit access to legal identity and essential services (UNDP, 2024).

Subtheme 3. Lack of Follow-Through in Infrastructure Projects

Respondents raised concerns about LGU projects that were delayed or left unfinished, such as roads only partially cemented or untouched for months. Focus Group Discussions echoed disappointment over stalled development plans. This lack of follow-through reflects poor project management and monitoring, which weakens citizens' trust in the LGU's reliability (Crosby, 1996). The overall theme shows that although the LGU may have the resources and intention to deliver services, inconsistent implementation, delays, and inefficiencies significantly affect how people perceive its reliability. While systems may exist, actual service delivery—especially for documents and infrastructure projects—remains uneven.

Subtheme 4: Best Practices on reliability

The City has implemented key reforms to improve service delivery, addressing long wait times, inefficient processes, and limited access for vulnerable groups. Appointment systems were introduced to reduce crowding, especially in health centers. By late 2024, over 838 LGUs adopted the eLGU platform, allowing online access to services like business permits and health certificates (Philstar, 2024). To streamline transactions, ARTA, DICT, and DILG promoted the eBOSS system, which digitizes and simplifies government services (PIA, 2024). These efforts aim to make services faster, more accessible, and user-friendly.

Subtheme 5: Challengess on reliability

Communication remains a challenge in the city, especially in sharing accurate and timely information with all citizens. The Philippine Institute for Development Studies (PIDS) highlights the importance of having a clear communication plan that uses both digital platforms and traditional media. This approach is crucial to keep everyone well-informed, particularly during emergencies or crises (PIDS, 2022). On the positive side, LGUs have made efforts to improve service access for vulnerable groups like persons with disabilities and the elderly. For example, during the COVID-19 vaccination campaign, house-to-house registration was conducted to reach people who have limited internet access or mobility challenges (PIA, 2024). These efforts help improve the reliability,

inclusivity, and responsiveness of health and other government services, making them more accessible to all community members.

Theme 3: Responsiveness – Staff Reaction and Willingness to Help

Responsiveness refers to how willing and quick the LGU is in helping citizens and providing services. Many participants shared frustrating experiences where they faced delays and had to visit offices multiple times. One respondent said, "Ma balik ka lang gid, hasta tak-an ka," meaning people have to keep coming back until they get tired, which shows how exhausting the slow follow-up and unclear procedures can be. Others felt that some clients were unfairly prioritized, mentioning that certain people get served earlier because of personal connections. For example, FGD participants said, "Sometimes we waited 2 hours... insertion of some clients," pointing out favoritism in the queue. However, some respondents also noticed that a few offices worked efficiently, with one saying, "Pag kadto mo to ok naman," meaning the service was acceptable or okay when they visited those places. This mix of experiences highlights that while responsiveness can be weak in many areas, some LGU offices show better service delivery.

Subthemes 1: Delays and Repeated Follow-Ups

One of the most common concerns raised by respondents was the experience of long waiting times and the need to make multiple visits to finish simple transactions. Sangguniang Kabataan (SK) respondents expressed this frustration by saying, "Ma balik ka lang gid, hasta tak-an ka," which describes the exhaustion caused by having to return repeatedly for unresolved issues. This lack of quick resolution can reduce public trust and discourage people from using essential services. Baker et al. (2023) emphasize that true responsiveness means service providers should not only answer quickly but also anticipate and fulfill customer needs with as little delay as possible.

Subtheme 2: Favoritism and Lack of Fairness

Several participants reported that the order of service or attention often depended on personal connections rather than fair, objective criteria. For example, some Focus Group Discussion (FGD) members noted, "Sometimes we waited 2 hours... insertion of some clients," implying that certain people were unfairly given priority. This perception of favoritism damages trust in public institutions and creates feelings of inequality, especially among those who feel marginalized or lack political ties. Ensuring fairness in service delivery is crucial for maintaining accountability and supporting democratic governance (OECD, 2023).

Subtheme 3: Poor Communication and Follow-Through

Respondents reported that LGU staff often fail to follow up or provide clear updates, causing frustration and confusion. Poor communication worsens delays and reduces trust in government effectiveness. These issues, along with delays, unfair treatment, and staff shortages, hinder the LGU's ability to respond quickly and fairly. This highlights the need for timely, equitable service delivery to build public trust and accountability.

Subtheme 4: Best Practices on Responsiveness

The City has improved equitable access to health services by regularly deploying barangay health workers and mobile health teams to remote areas for check-ups, immunizations, and health education, focusing on preventive care (Liwana & Wyss, 2021). Alongside this, education advocacy through training and public information campaigns has raised awareness about the importance of education, leading to better school attendance and stronger community support for learning (Department of Education [DepEd], 2023).

Subtheme 5: Challenges on Responsiveness

A major issue is the lack of regular monitoring and evaluation to check service quality and performance against standards. Without these systems, it is hard to find problems or make improvements. Also, unclear and inconsistent service guidelines hurt fairness, transparency, and accountability, leading to public dissatisfaction and less trust in government. To tackle this, national programs like the Full Disclosure Policy require LGUs to share financial and governance information openly, promoting transparency at the local level (DILG Region III, 2024). Leadership and governance are also being strengthened through programs such as the Barangay Health Leadership and Management Program, which encourages more responsive and ethical service within LGUs (Development Academy of the Philippines [DAP], 2024).

Theme 4: Assurance – Competence and Professionalism of Staff

The Assurance dimension focuses on the knowledge, courtesy, and ability of LGU staff to build trust and confidence among service users. Many respondents recognized the technical expertise of LGU employees, with one official noting they are professionals in their field. However, professionalism and friendliness were not always consistent. Some clients felt hesitant or scared to approach certain staff, reflecting a lack of warmth or approachability. There were also concerns about favoritism in hiring, with perceptions that political connections influenced employment more than merit, which challenges fairness in public service. Additionally, reports of snobbish behavior and possible staff burnout suggest gaps in training for managing client relations and emotional labor. If these issues are not addressed, they can weaken public trust and reduce the quality of service assurance.

Subtheme 1: Perceived Expertise vs. Actual Behavior

Respondents recognized that LGU staff are generally knowledgeable and technically competent, but their lack of courtesy and approachability undermines public trust and service quality. Assurance in public service involves both expertise and respectful, empathetic behavior (Parasuraman, Zeithaml, & Berry, 1988). Studies by Yuen et al. (2021) and Zhu et al. (2020) emphasize that empathy, active listening, and courteous interaction are crucial for building trust, sometimes even more than technical skills. Thus, LGUs should implement holistic training programs that develop both technical abilities and interpersonal skills to enhance public confidence.

Subtheme 2: Fear of Engaging with Unfriendly Staff

Some citizens reported feeling fear or discomfort when dealing with government staff, as expressed by comments like "Daw mahadlok man ta magpalapit." This negative experience discourages people, especially marginalized groups, from seeking services or voicing concerns, leading to unequal access. Nabatchi and Sancino (2020) highlight that creating inclusive, respectful public interactions is vital for democratic governance. Frontline workers must foster approachability, empathy, and fairness to build trust and ensure fair service delivery.

Subtheme 3: Hiring Based on Connections

Many participants expressed concerns about political favoritism in LGU staff hiring, questioning whether appointments were based on qualifications or personal connections. The perception of "whom you know" hiring practices damages public trust by suggesting a lack of fairness and meritocracy. Such politically influenced recruitment weakens institutional integrity and lowers staff morale. Studies by Adu-Gyamfi and Adjei-Bamfo (2021) highlight that this practice reduces transparency, accountability, and overall government performance. The emerging theme reveals that despite some competence, inconsistent professionalism and suspected favoritism undermine public confidence in LGU staff assurance.

Subtheme 4: Best Practices on Assurance

In line with the Assurance dimension of the SERVQUAL model, which highlights staff knowledge, courtesy, credibility, and trust-building, the LGU has implemented several key measures to improve public safety and disaster resilience. These include establishing structured disaster response systems with allocated calamity funds, emergency supplies, and trained response teams (NDRRMC, 2024; OCD, 2023). Evacuation centers equipped with essentials like electricity, medical kits, water, and food help protect vulnerable groups and enhance readiness (DILG, 2023; UNDRR, 2022). The LGU also improved disaster response through coordinated protocols and early warning systems, leading to faster and more organized relief efforts that reduce community risk (World Bank, 2023). Additionally, community policing and social programs addressing crime's root causes—such as youth unemployment and poverty—have fostered stronger community trust and well-being (PNP, 2023; DSWD, 2023).

Subtheme 5: Challenges on Assurance

Despite these positive developments, a significant challenge persists: inconsistent professionalism and behavioral issues among some frontline LGU personnel. Reports of poor interpersonal conduct, lack of courtesy, and insufficient knowledge in service delivery continue to harm public trust and perceptions of the LGU (Civil Service Commission [CSC], 2023). These issues emphasize the urgent need for continuous values formation, ethical training, and regular performance monitoring to maintain the assurance dimension of service quality throughout all levels of LGU operations.

Theme 5: Empathy – Individualized Attention and Care

The Empathy dimension reflects how well LGU staff provide compassionate, personalized service. Many participants felt neglected or met with indifference. Women expressed a need for more care, while others noted unfriendly attitudes. Senior citizens felt especially overlooked, stressing their need for special attention. Some acknowledged staff might be overwhelmed or understaffed. These experiences highlight the need for more empathetic service, aligning with the SERVQUAL framework (Parasuraman et al., 1988) and recent studies emphasizing empathy as key to responsive, citizen-centered governance (Beck & Ranchordás, 2025).

Subtheme 1: Lack of Personalized Service

Respondents wanted more personalized and caring service. Women said, "Palangaon man tani kami pero indi na nila kaya," meaning staff may do their tasks but lack the emotional warmth citizens expect. Local government services improve greatly when empathy is part of daily interactions, making citizens feel valued rather than just numbers. Recent studies highlight that empathy and emotional responsiveness in public service strongly affect citizens' trust and satisfaction, especially in community governance (Ahn & Kim, 2021).

Subtheme 2: Neglect of Marginalized Groups

Senior citizens and youth felt overlooked in service planning and delivery. One said, "Mga senior dapat hatagan attention," stressing that elders need more focus, while youth participants shared that their opinions are rarely

included in consultations. Additionally, remote and underrepresented communities often get less outreach. This lack of inclusion goes against the ideas of equity and participatory governance emphasized in public value theory (Moore, 1995).

Subtheme 3: Lack of Courtesy and Professionalism

Many respondents criticized the unfriendly attitude of some LGU staff, citing remarks like “Kusmod is real” and “Busy sila amo na indi na ka atubang.” This lack of courtesy discourages service use and weakens public trust. O’Leary et al. (2019) emphasize the need for staff training in professionalism and relationship-building. Ladhari et al. (2020) highlight empathy as key to service quality. While basic services are present, poor interpersonal interactions—especially with vulnerable groups—reduce satisfaction. A more compassionate, citizen-centered approach is essential to meet service quality expectations and rebuild trust (Van Der Wal et al., 2021).

Subtheme 4: Best Practices on Empathy

The Local Government Unit (LGU) has implemented several empathy-driven practices to improve public service quality. One key initiative is training Barangay Health Workers (BHWs) in first aid, basic healthcare, and emergency preparedness, often in partnership with organizations like the Philippine Red Cross and TESDA, which enhances the reliability and responsiveness of local health services (PIA, 2023; San Narciso LGU, 2023). Additionally, the LGU supports vulnerable groups—especially women and single parents—through social welfare programs like the Department of Social Welfare and Development’s 4Ps, which provide financial aid and empower beneficiaries via education, healthcare, and livelihood training, fostering empathy and social inclusion (DSWD, 2023). Livelihood programs also assist low-income residents, further promoting economic empowerment.

Subtheme 5: Challenges on Empathy

Challenges remain in ensuring proper registration, legal compliance, and sustainable management of projects, highlighting the need for stronger institutional support and monitoring (Republic Act No. 9509, 2008). Despite ongoing efforts, issues persist in responsiveness and governance, such as limited resident participation in service planning, leading to programs that may not fully meet community needs. Additionally, inconsistent professionalism and attitudes among government personnel sometimes hinder effective service delivery. Concerns about transparency and accountability, especially in resource allocation, further erode public trust. These challenges underscore the importance of institutional reforms and participatory governance to promote fairness, responsiveness, and confidence in public institutions (Commission on Audit [COA], 2023).

Discussion:

The quantitative analysis shows that respondents generally view LGU services as “fair,” with the highest ratings in facility modernity, digital tool availability, and staff professionalism, reflecting trends in digital governance and citizen-focused innovation (Parasuraman, Zeithaml, & Berry, 1988; Taufik, Lubis, & Daryanto, 2022). However, challenges persist in bureaucratic inefficiencies, delayed services, and infrastructure gaps, especially affecting persons with disabilities. Qualitative data reveal frustrations with lengthy processes, unclear communication, and a lack of empathy and inclusiveness in service delivery (Manaf, Mohamed, & Harvey, 2022). These findings suggest that while LGUs are advancing in digitization and infrastructure, they must also improve administrative efficiency, transparency, and inclusive practices—particularly for marginalized groups like senior citizens, women, and persons with disabilities. Emotional intelligence and soft skills among personnel are critical for building public trust and satisfaction (Putri, Hasibuan, & Sihotang, 2023).

A citizen-centered governance approach combining technological tools with human-centered values is essential to meet evolving community expectations. This aligns with research by Dela Cruz et al. (2021), who noted improvements in digital service efficiency but ongoing bureaucratic delays, and Reyes and Tadeo (2022), who emphasized emotional intelligence’s role in enhancing public service quality. Together, these studies highlight the need for LGUs to refine processes and foster empathetic, transparent service delivery to strengthen local governance effectiveness.

Conclusions

Based on the findings, Local Government Units (LGUs) with the Seal of Good Local Governance (SGLG) show commendable service quality in certain aspects, especially in assurance and responsiveness, as noted by Barangay Officials and Sangguniang Kabataan. However, there is a clear need for improvement in other service quality dimensions, including empathy, reliability, tangibility, and responsiveness. Although some services are viewed as satisfactory, ongoing concerns remain about the emotional connection between government staff and citizens, the consistency of service delivery, and the adequacy of physical infrastructure. To address these challenges, LGUs should develop targeted strategies aimed at enhancing the overall service experience. These strategies should focus on improving interpersonal interactions, ensuring consistent and dependable services, upgrading physical facilities, and providing clear, accessible communication. By strengthening these areas, LGUs can deepen their commitment to delivering high-quality, citizen-centered services that effectively respond to the changing needs of their communities.

Several recommendations are proposed to improve the quality of services provided by the Local Government Unit (LGU). First, infrastructure accessibility and design should be enhanced to ensure that all government facilities are inclusive, spacious, and accessible to persons with disabilities as well as residents from remote barangays. Second, monitoring and evaluation mechanisms need to be strengthened by conducting regular assessments of service delivery processes and outcomes to identify delays, errors, and areas that require improvement. Third, service procedures should be standardized and favoritism eliminated by developing and publicly posting clear guidelines in all offices to promote transparency, fairness, and consistency, especially in programs related to resource distribution. Furthermore, the LGU should invest in staff development and customer relations training that emphasize empathy, effective communication, professionalism, and ethical behavior to raise the overall quality of interactions with citizens. To ensure that services remain relevant and responsive, community engagement and participation must be increased by establishing feedback mechanisms and actively involving citizens, particularly marginalized groups, in planning and decision-making processes. For future research, it is recommended to include other stakeholders such as business owners, non-governmental organizations, and underrepresented communities. Comparative studies across LGUs with and without the Seal of Good Local Governance certification or among different regions may also be conducted to provide a broader understanding of best practices and areas for improvement in local governance.

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