

# Service Quality Dimensions as Predictors of Customer Satisfaction in the Civil Registry

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## ABSTRACT

This predictive study examined the service quality dimensions as predictors of customer satisfaction in the Civil Registry of the Island Garden City of Samal, Davao del Norte, Philippines. This study involved 300 customers answering the adapted survey questionnaire via face-to-face data gathering. The descriptive analysis illustrates that the Civil Registry provides a relatively high level of service quality dimensions in terms of reliability, responsiveness, empathy, assurance, tangibility, ease, and timeliness. It also discloses that customers of the Civil Registry are highly satisfied with the process, personnel, facilities, and value for money. Moreover, the relationship test reveals that the correlation coefficients between service quality dimensions and customer satisfaction in the Civil Registry indicate a moderate to a strong positive relationship, suggesting the rejection of the study's null hypothesis. Furthermore, among the service quality dimensions, reliability, empathy, ease, and timeliness significantly contribute to customer satisfaction, indicating the rejection of the null hypothesis, which states that there are no service quality dimensions that significantly predict customer satisfaction. The multiple correlations on customer satisfaction regarding service quality are very strong, with 77.6%. The estimated model by 60.2% of the variability, which consists of the contributors to customer satisfaction, is strong enough. The Civil Registry may sustain a high level of service quality dimensions to exceed customer expectations and improve its policies on the performance measure. Other researchers may conduct similar studies using the four dimensions of service quality in predicting customer satisfaction in different industries in a more extensive scope and datasets.

**Keywords:** civil registry, customer satisfaction, service quality dimensions

## INTRODUCTION

Civil registration aims to secure permanent records of people. In the Philippines, Republic Act No. 3753, often known as the Civil Registry Law, requires that all essential occurrences be recorded (Celeste & Caelian, 2021). As to Local Civil Registry created under Republic Act No. 7160 (Local Government Code 1991), civil registration is a function of the local government through the City/Municipality Civil Registrar. Its principal role is to undertake essential and mandatory registration of all critical events and changes in marital status for all Filipino citizens. Legally, these prove the existence of a birth, death, or marriage, giving apparent proof of the facts surrounding these occurrences (City Civil Registrar Office – The City Government of Malaybalay, n.d.). In the performance evaluation process of public services like the Local Civil Registry, satisfaction measurement is one of the essential elements in providing better, more efficient, and more effective services. The Local Civil Registry is expected to provide the best quality of service.

The measurement of customer satisfaction as an essential element in the Civil Registry is described by Hafiz et al. (2019) as a crucial component of the performance review process in public services. The ultimate objective is to deliver better, more effective services based on community requirements.

The Canadian government created the Common Measurements Tool (CMT) to check the customer

satisfaction level in the registry office transactions. The CMT is a series of survey questions and scales that allow individual organizations to evaluate customers' happiness and suggest service delivery improvements for service users. The CMT is meant to collect customer feedback and is separate from citizen surveys. Customer surveys ask operational questions on service performance. This tool includes questions about the service delivery experience, such as how long it took to be served, whether the staff was friendly and helpful, and how accessible the facilities were. Based on the Statistics Canada customer survey of 2021, customers observed a need for improvement in the level of detail, supporting documentation, and timeliness of the release.

Moreover, the Civil Registry System (CRS) Serbilis Outlet in Dumaguete City also conducts the 3rd Quarter 2021 Customer Satisfaction Survey (CSS) to assess customers' satisfaction with the civil registration services provided by the PSA Negros Oriental CRS outlet, specifically in the issuance of copies of their civil registry documents. They try to analyze the efficacy and efficiency with which their customers and other stakeholders are served. Based on the study, customers noticed that they have less workforce and texts in the documents need to be readable due to overlapping letters.

The Philippine Statistics Authority's Regional Statistical Service Office 10 is conducting a Customer Satisfaction Survey among PSA Serbilis Outlet customers to streamline and improve frontline service delivery consistently. It takes place every third week of the last month of each quarter. The office assesses the respondents' overall satisfaction in the following areas: service (promptness and responsiveness), workers (grooming, knowledge, courteousness, competence, and fairness), procedures (clarity and simplicity), and vicinity (cleanliness, safety, comfort, ventilation, and space). The survey showed that the ventilation and the space in the outlet received the lowest satisfaction scores, with 76.0% and 78.0%, respectively. The poor satisfaction rating for the outlet ventilation could be explained by the sudden breakdown of one air conditioning unit (Customer Satisfaction Survey 2019 | Philippine Statistics Authority Region X, Northern Mindanao, 2019).

The Philippine Statistics Authority-Davao del Norte Provincial Statistical Office (PSA Davao del Norte PSO) held its first Customer Satisfaction Survey (CSS) for the Third Quarter of 2022 at the Civil Registration Service (CRS) Serbilis Outlet-Tagum City. Based on the result, the highest rating in most areas implies that most customer respondents were satisfied. Among these areas, employee courteousness received the highest percentage point (98.1%) and got 71.7 percent of replies to the cleanliness of restrooms. The result implies a need for physical facility improvements, specifically in restrooms (Special Release: Third Quarter 2022 Customer Satisfaction Survey: Civil Registration Service Serbilis Outlet – Tagum City | Philippine Statistics Authority Region XI, n.d.).

Based on the result of the study of Surya (2021), in examining public satisfaction with Lombok Tengah Regency Civil Registry, the service office administrative service based on the government system, advised that service providers be required to improve further their performance in providing services, for instance with an electronic queue system and a waiting room per public needs, to meet public satisfaction with services in the field of population administration and civil registration and benefit from advancements in technology. The current Standard Operating Procedure (SOP) execution must be further enhanced to increase public service satisfaction.

The issue of customer satisfaction in maintaining the excellent service quality of the local civil registry is a challenge. Tolme and Moreno (2019) concluded that client satisfaction in service delivery is a critical factor for the successful administration of government programs, and it depends on the behavior of frontline service providers. The public sector clientele should be managed as assets, and they vary in their needs and preferences.

Harsoyo et al. (2021) stated that the intensity of essential services for individual communities, such

as processing identity cards and making birth and death certificates, is not distributed equally. In other words, the quality of service varies significantly between different sectors, with identity card processing being the most intensive. Starting with the ones most frequently mentioned by respondents, some of the reasons given by respondents who were dissatisfied included service performance being too slow, service fees being too expensive, office opening times being late, officers lacking discipline, procedures being too complex, office locations being difficult to reach, officers being too slow and unresponsive, unfair service, unfriendly service, lack of clarity regarding procedures and costs, and the office being less clerical.

In the study of RizqS et al. (2018), their research on consumer satisfaction using the Service Quality (SERVQUAL) method showed that only 61% of the community is satisfied with the services provided by Disdukcapil Bogor District. The study revealed that only some of the customer's expectations of the services provided by the Civil Registry are fulfilled, and this result was shown using the gap analysis. Thus, they recommend implementing e-government to enhance their systems and improve the existing facilities. Suggestions for future study include examining satisfaction from various criteria such as ease and time.

In line with timeliness and ease, Irfan et al. (2011) included timeliness and ease in their paper titled "Comparison of service quality between Private and public hospitals: Empirical evidence from Pakistan in determining the level of service satisfaction. According to the study, the timely delivery of service to customers is critical to the success of any organization. Furthermore, ease has a significant effect on customer satisfaction based on the study by Juliana et al. (2020) in the study entitled Brand Image, Perceived Quality, Ease of Use, Trust, Price, Service Quality on Customer Satisfaction and Purchase Intention of Blibli Website with Digital Technology as Dummy Variable in the Use of Eviews.

Considering the importance of Civil registry roles in the public service, service quality, and customer satisfaction measures, this study examined the influence of service quality dimensions on customer satisfaction in the Civil Registry of the Island Garden City of Samal, Davao del Norte, Philippines. This study is anchored on the SERVQUAL framework with five dimensions of RizqS et al. (2018) and two dimensions of Irfan et al. (2011) for the service quality dimensions and the Development Academy of the Philippines (2012) framework for customer satisfaction. This study may serve as input in sustaining the enhanced level of service quality dimensions to exceed customer expectations and improving the policies on performance measures in the Civil Registry. This study may inspire other researchers to conduct similar studies using service quality dimensions that were found to predict customer satisfaction in other industries in an enormous scope and datasets.

## Objectives of the Study

This predictive study examined the influence of service quality dimensions on customer satisfaction in the Civil Registry of the Island Garden City of Samal, Davao del Norte, Philippines. This inquiry sought to answer the following specific objectives.

1. Describe the level of service quality dimensions in the Civil Registry in terms of:
  - reliability,
  - responsiveness,
  - empathy,
  - assurance,
  - tangibles,

- ease, and
  - timeliness.
2. Describe the level of customer satisfaction in the Civil Registry.
  3. Determine the significant relationship between service quality dimensions and customer satisfaction in the Civil Registry.
  4. Determine which of the service quality dimensions significantly influence customer satisfaction.

### **Null Hypothesis**

1. There is no significant relationship between service quality dimensions and customer satisfaction in the Civil Registry.
2. There are no service quality dimensions that significantly influence customer satisfaction.

## **METHODOLOGY**

### **Research Design**

This study used quantitative research with a predictive design (Hair, Black, Babin, and Anderson, 2022) to investigate the influence of service quality dimensions on customer satisfaction from a post-positivism perspective. Previous research has shown that service quality dimensions such as responsiveness, reliability, assurance, empathy, and tangibles significantly impact customer satisfaction (Caruana and Ewing, 2010; Parasuraman, Zeithaml, and Berry, 1988; Zeithaml, Berry, and Parasuraman, 1996). This research design initially described and correlated service quality dimensions and customer satisfaction. This design also determined which service quality dimensions predict customer satisfaction.

### **Locale of the Study**

This study was conducted in the Civil Registry of the Local Government Unit of the Island Garden City of Samal, Davao del Norte, Philippines. This City is a fourth-class city in Davao del Norte Province, Philippines. It is separated from mainland Mindanao by a body of water that may be crossed with a 15-minute barge trip from Km. 11, Sasa, Davao City to Babak Port, or a 45-minute trip to Kaputian and Peñaplata Wharf from Sta. Ana Wharf, Davao City. Samal's official name is the Island Garden City of Samal, composed of Samal Island and Talicud Island.

### **Respondents of the Study**

The randomly selected 300 respondents of this study were individuals who availed of the services of the Civil Registry, irrespective of their sex and age. In quantitative research, random sampling is a common and efficient technique because it ensures that every member of the population has an equal chance of being included in the sample (Babbie & Mouton, 2018). These respondents provided adequate data to meet the study's objectives. It is crucial to remember that this study excluded vulnerable populations like seniors, pregnant women, people with disabilities, and young children. Excluding these groups may limit the generalizability of the study's findings to the broader population (Lloyd, King, & Chenoweth, 2014).

### **Research Instrument**

The instrument used in the study was adapted from the SERVQUAL framework with five dimensions of RizqS et al. (2018) and two dimensions of Irfan et al. (2011) for the service quality dimensions and Development Academy of the Philippines (2012) framework for customer satisfaction. The

survey questionnaire's first part includes seven service quality dimensions: reliability, responsiveness, empathy, assurance, tangibles, ease, and timeliness. The second part of the survey questionnaire includes four indicators of customer satisfaction such as process, personnel, facilities, and value for money. The Five-Likert Scale was used as measures where 1 – Poor, 2 – Fair, 3 – Good, 4 -Very Good and 5 – Excellent for service quality dimensions and 1- Very Unsatisfied, 2- Unsatisfied, 3- Neutral, 4-Satisfied and 5- Very Satisfied for customer satisfaction. The survey questionnaire was validated by three experts and tried out to 30 respondents. The result of the Cronbach alpha showed that the research instrument is reliable at .98.

## Data Gathering

This study's data were gathered through survey questionnaires that were administered face-to-face. Face-to-face data gathering is a common technique in survey research (Fowler Jr. et al., 2013). Permission was requested from the head of the Civil Registry before collecting the data. In particular, the participants' voluntary participation in the study was observed during data collection as a matter of research ethics. In the Philippines, Republic Act No. 10173, also known as the Data Privacy Act of 2012, regulates the right to data privacy, which is a crucial component of research ethics. This law ensures that personal data collected for research are protected, and participants have the right to know how their data are used (National Privacy Commission, 2016).

## Data Analysis Procedures

After the data collection, the data were organized and cleaned using an Excel spreadsheet. The data were analyzed using the downloadable Jamovi 2.25 app. The first and second objectives to describe service quality dimensions and customer satisfaction were analyzed using descriptive statistics, mean. The third objective, determining the correlation between service quality dimensions and customer satisfaction, was analyzed using Pearson r. The fourth objective, determining which service quality dimensions influence customer satisfaction, was analyzed through multiple regression analysis.

## RESULTS

### Level of Service Quality Dimensions in the Civil Registry

The range of average mean scores for each dimension of service quality is from 4.41 to 4.60, which suggests that the Civil Registry provides a relatively high level of service quality across all domains. Among the service quality dimensions, responsiveness got the highest mean score of 4.60, indicating that the Civil Registry provides a relatively high level of service quality in terms of responsiveness (Table 1). This result means that Civil Registry is highly willing and able to provide prompt and timely service to their customers.

**Table 1 Level of the Service Quality Dimensions in the Civil Registry**

| Service Quality | Mean | Descriptive Rating |
|-----------------|------|--------------------|
| Reliability     | 4.54 | Excellent          |
| Responsiveness  | 4.60 | Excellent          |
| Empathy         | 4.41 | Excellent          |
| Assurance       | 4.49 | Excellent          |
| Tangibility     | 4.48 | Excellent          |
| Ease            | 4.50 | Excellent          |
| Timeliness      | 4.44 | Excellent          |

This study concludes that the Civil Registry provides a relatively high level of service quality across all



domains. This result means that Civil Registry is efficient and effective in the delivery of services.

### Level of Customer Satisfaction in the Civil Registry

The customers of the Civil Registry are highly satisfied with the services provided, with a mean score range of 4.46 to 4.56 (Table 2). This figure indicates that customers are very satisfied with the process, personnel, facilities, and value of money. Moreover, the highest mean score was recorded for the value of money characteristic, which received a rating of 4.56. This result means that the services of the Civil Registry are worth the fees the customers require from the said office.

**Table 2 Level of Customer Satisfaction in the Civil Registry**

| Customer Satisfaction    | Mean | Descriptive Rating |
|--------------------------|------|--------------------|
| Process                  | 4.46 | Very Satisfied     |
| Personnel                | 4.51 | Very Satisfied     |
| Facilities and Equipment | 4.49 | Very Satisfied     |
| Value for Money          | 4.56 | Very Satisfied     |

This study highlights that the customers are highly satisfied with the services provided by the Civil Registry. This implies that the customers are happy that the Civil Register provides service quality that meets their expectations.

### Relationship between Service Quality Dimensions and Customer Satisfaction in the Civil Registry

The test of relationship revealed that the correlation coefficients between service quality dimensions and customer satisfaction in the Civil Registry range from 0.494 to 0.675 with a p-value of 0.000 (Table 3). This result indicates a moderate to strong positive relationship. This outcome also suggests the rejection of the null hypothesis of the study. Moreover, the highest correlation coefficient (0.675) between timeliness and customer satisfaction indicates a strong positive relationship (Table 3).

**Table 3 Relationship between the Service Quality and Customer Satisfaction in the Civil Registry**

| Service Quality Dimensions | Customer Satisfaction | p-value |
|----------------------------|-----------------------|---------|
| Reliability                | 0.556                 | 0.000   |
| Responsiveness             | 0.558                 | 0.000   |
| Empathy                    | 0.601                 | 0.000   |
| Assurance                  | 0.494                 | 0.000   |
| Tangibility                | 0.540                 | 0.000   |
| Ease                       | 0.612                 | 0.000   |
| Timeliness                 | 0.675                 | 0.000   |

This study ascertained that the service quality dimensions are positively correlated to customer satisfaction in the Civil Registry. The positive correlation means that the service quality dimensions and customer change in the same direction. This further means that when reliability, responsiveness, empathy, assurance, tangibility, ease and timeliness increase, the customer satisfaction also increases.

### Service Quality Dimensions as Predictors of Customer Satisfaction in the Civil Registry

Among the service quality dimensions, reliability, empathy, ease, and timeliness (p-value<0.05) significantly contribute to customer satisfaction in the Civil Registry. The dimension that contributes most is

timeliness with ( $p$ -value $<0.05$ ) (Table 4). Furthermore, the statistics above indicate that the null hypothesis, which states that there are no service quality dimensions that significantly predict customer satisfaction, is rejected.

**Table 4 Model Coefficients of Customer Satisfaction in the Civil Registry**

| Predictor   | Estimate | SE     | T    | p      |
|-------------|----------|--------|------|--------|
| Intercept   | 0.868    | 0.1839 | 4.72 | < .001 |
| Reliability | 0.211    | 0.0428 | 4.93 | < .001 |
| Empathy     | 0.125    | 0.0395 | 3.17 | 0.002  |
| Ease        | 0.192    | 0.0412 | 4.67 | < .001 |
| Timeliness  | 0.284    | 0.0385 | 7.37 | < .001 |

Overall, the strength of the multiple correlations on customer satisfaction regarding service quality is very strong, with 77.6%. It is also explained in the estimated model by 60.2% of the variability, which consists of the contributors to customer satisfaction being strong enough (Table 5).

**Table 5 Model Fit Measures**

| Model | R     | R <sup>2</sup> |
|-------|-------|----------------|
| 1     | 0.776 | 0.602          |

## DISCUSSION

### Level of Service Quality Dimensions in the Civil Registry

The Civil Registry provides a relatively high level of service quality in terms of reliability, responsiveness, empathy, assurance, tangibility, ease, and timeliness. The first five service quality dimensions (reliability, responsiveness, assurance, empathy, and tangibles) are identified and widely used service quality models proposed by Parasuraman, Zeithaml, and Berry (1985). This study included two other dimensions (ease and timeliness) based on the recommendations for further study by the authors mentioned above.

The high-level service quality dimensions in Civil Registry likewise surfaced in Tahir (2016), showing that public services quality at the Department of Population and Civil Registration in Gorontalo City, Indonesia is very good with tangible, responsiveness, and assurance as very good, and reliability and empathy as good.

Service quality was investigated by Singh and Jain (2013) in the context of higher education, which is comparable to civil registries in some ways. They discovered that several variables, such as service delivery, customer expectations, and organizational culture, impact service quality. These findings are pertinent to the current study because they imply that a more customer-centric approach to service delivery would benefit the IGaCoS Civil Registry.

Moreover, the result of this study showing high-level service quality dimensions contradicts the findings of Supriyanto (2023), showing that the quality of services provided at the Batu City Population and Civil Registry Office in Indonesia still needs improvement. This result can be seen through several things related to the reliability, responsiveness, and assurance dimensions.

The results of this study indicate that the Civil Registry is providing high-quality services. Although the empathy aspect of service quality could be improved, all other aspects of service quality received above-average scores, showing that customers are generally happy with the level of service provided by the Civil

Registry. The Civil Registry may sustain the high level in providing the customers with excellent quality service dimensions.

### **Level of Customer Satisfaction in the Civil Registry**

The customers of the Civil Registry are highly satisfied with the process, personnel, facilities, and value for money. The result of this study is surprising as this manifests a high level of satisfaction which contradicted (Harsoyo1 & Suparno, 2021), revealing that the level of community satisfaction with public services at the Semarang City Population and Civil Registration Service is good, implying that the community is satisfied with the performance that the government has carried out. In addition, every element of the Community Satisfaction Index assessment is in a good category. However, three elements are of little value among others: service time, tariff, and product specifications for service types.

The customers showing highly satisfied with the value for money received the highest mean score, consistent with earlier research that found that giving customers value for their money is an essential element of customer satisfaction (Sureshchandar et al., 2002). Later research has also discovered that including the value for money and process dimensions gives a more thorough understanding of customer satisfaction (Oliver, 1997; Sureshchandar et al., 2002). The second-highest mean score domain, personnel, is consistent with previous research's findings that the staff's helpfulness, expertise, and professionalism significantly impact customers' satisfaction (Parasuraman et al., 1985; Oliver, 1997). Moreover, the customers are satisfied with the physical facilities and equipment at the Civil Registry. This result aligns with earlier research that discovered that the physical infrastructure and tools used to deliver services significantly impact customer satisfaction (Sureshchandar et al., 2002).

The process domain with a mean score has the lowest overall score. This result may indicate that users believe the civil registry's practices and procedures must be enhanced. Customer satisfaction in this area might be increased by making instructions and information more understandable to customers, streamlining processes to shorten wait times, and improving the service's overall ease and convenience.

This study's findings suggest that service quality is crucial to customer satisfaction. To boost customer satisfaction, service providers should improve the quality of their services across the board.

### **Relationship between the Service Quality and Customer Satisfaction in the Civil Registry**

The test of relationship revealed that the correlation coefficients between service quality dimensions and customer satisfaction in the Civil Registry indicate a moderate to a strong positive relationship. This result also suggests the rejection of the null hypothesis of the study. Moreover, the highest correlation coefficient between timeliness and customer satisfaction indicates a very strong positive relationship.

Numerous studies have found a significant connection between service quality and customer satisfaction. The relationship between service quality and customer satisfaction was first established by Parasuraman, Zeithaml, and Bery (1985) in their SERVQUAL model. Their model contends that the five dimensions of tangibles, dependability, responsiveness, assurance, and empathy, are used to evaluate service quality, which is a critical factor in determining customer satisfaction. The authors recommended further research on including timeliness and ease, which this study did.

There is evidence from numerous studies that customer satisfaction and service quality are positively correlated (Caruana & Ewing, 2010; Parasuraman et al., 1988). These studies show that customers are more likely to be happy with the service they receive when they perceive a higher level of service quality. Some crucial service quality components that affect customer satisfaction include empathy, simplicity, and timeliness (Mittal & Lassar, 1998; Parasuraman et al., 1991). Simplicity and timeliness refer to the ability of



a service provider to make services simple to use and to offer prompt service. In contrast, empathy refers to the ability of a service provider to understand and address customers' needs and concerns.

Similar findings indicate that timeliness and simplicity are crucial to customer satisfaction (Choi & Chu, 2001). Customers value services that are quick to deliver, simple to understand, and easy to use. According to a 2005 study by Paraskevas and Vassilikopoulou, perceived ease of use positively impacts customer satisfaction. Moreover, empathy has been identified as a critical component of service excellence and client satisfaction (Huang, Li, & Li, 2016). The ability of service providers to comprehend and address customers' needs, worries, and emotions is referred to as empathy. Customers who experience empathy from a service provider are more likely to be satisfied and devoted to them (Hennig-Thurau et al., 2002).

In summary, the results of this study align with earlier studies that have shown a positive relationship between customer satisfaction and service quality. Customer satisfaction is significantly influenced by timeliness. To increase customer satisfaction levels, service providers should work to improve service quality dimensions, especially in timeliness.

### **Service Quality Dimensions as Predictors of Customer Satisfaction in the Civil Registry**

Among the service quality dimensions, reliability, empathy, ease, and timeliness significantly contribute to customer satisfaction. The dimension that contributes most is timeliness. Furthermore, the statistics above indicate that the null hypothesis, which states that there are no service quality dimensions that significantly predict customer satisfaction, is rejected. Overall, the strength of the multiple correlations on customer satisfaction regarding service quality is very strong, with 77.6%. It is also explained on the estimated model by 60.2% of the variability, which consists of the contributors to customer satisfaction being strong enough.

According to the current study, greater customer satisfaction is associated with higher service quality scores in reliability, empathy, ease, and timeliness. The outcomes confirm earlier findings that emphatic behavior is essential for fostering customer satisfaction (Mittal & Lassar, 1998). Like earlier research, the study supported timeliness's significance in raising customer satisfaction (Parasuraman et al., 1991).

This study's results align with earlier studies that found a connection between high service quality and happy customers (Caruana & Ewing, 2010; Parasuraman et al., 1988). Customers' satisfaction with services is influenced by various factors, including empathy, timeliness, and simplicity (Mittal & Lassar, 1998; Parasuraman et al., 1991). Particularly emphatic behavior has been cited as a crucial factor in customer satisfaction (Mittal & Lassar, 1998).

The current study confirms that customer satisfaction is significantly influenced by reliability, empathy, ease, and timeliness. This result suggests that efforts to improve service quality should concentrate on the said predictors to increase customer satisfaction.

## **CONCLUSION**

The descriptive analysis illustrates that the Civil Registry provides a relatively high level of service quality dimensions in terms of reliability, responsiveness, empathy, assurance, tangibility, ease, and timeliness. It also discloses that customers of the Civil Registry are highly satisfied with the process, personnel, facilities, and value for money. The test of relationship revealed that the correlation coefficients between service quality dimensions and customer satisfaction in the Civil Registry indicate a moderate to a strong positive relationship. This result also suggests the rejection of the null hypothesis of the study. The highest correlation coefficient is found between timeliness and customer satisfaction, indicating a very strong positive relationship. Among the service quality dimensions, reliability, empathy, ease, and timeliness significantly contribute to customer satisfaction. The dimension that contributes most is timeliness.

Furthermore, the statistics above indicate that the null hypothesis is rejected, which states that no service quality dimensions significantly predict customer satisfaction. Overall, the strength of the multiple correlations on customer satisfaction regarding service quality is very strong, with 77.6%. It is also explained on the estimated model by 60.2% of the variability, which consists of the contributors to customer satisfaction being strong enough.

## RECOMMENDATIONS

Based on the findings of the study, the following are recommended:

1. The Civil Registry may consider implementing measures to improve the other service quality dimensions to achieve a maximum high level of customer satisfaction.
2. The Civil Registry may adopt the questionnaire focusing on reliability, empathy, ease, and timeliness as new framework for the indicators in measuring service quality in its periodic evaluation as these dimensions predict customer satisfaction.
3. The Civil Registry may also adopt the questionnaire on process, personnel, facilities, and value of money as indicators in measuring customer satisfaction.
4. The study also recommends that the Civil Registry enhance its service quality and customer satisfaction policies by considering the study's findings.
5. The study recommends that other researchers may conduct similar studies using the four dimensions of service quality in predicting customer satisfaction in other industries in a more extensive scope and datasets.

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