

Bridging Hospitality Service and Public Accountability: A SERVQUAL–GovQual Assessment of a Government-Managed Facility

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ABSTRACT

This study assessed service quality and customer experience outcomes in a government-managed hospitality facility in Agusan del Sur, Philippines. Anchored on SERVQUAL and a context-specific Government-Specific Quality (GovQual) construct, the study examined clients' service-use profiles, perceived service quality, customer experience outcomes, group differences, and relationships among service quality dimensions and client outcomes. A descriptive-comparative-correlational survey design was employed involving 360 client-respondents who had directly used the services of the Provincial Learning Center. Data were gathered using a researcher-made and expert-validated questionnaire, pilot-tested for reliability, and analyzed using frequency count, percentage, weighted mean, standard deviation, analysis of variance, and Pearson product-moment correlation. Findings showed that most respondents were LGU or agency staff, repeat users, weekday clients, and users of catering and function hall services. SERVQUAL was rated excellent, with empathy receiving the highest rating and tangibles the lowest. GovQual was rated good, with staff integrity and professional conduct as the strongest dimension and accessibility as the weakest. Among customer experience outcomes, trust in the facility as a public service institution received the highest rating, while loyalty intention received the lowest. A significant difference was found only by room or facility tier, $F(9, 350) = 7.180, p < .001, \eta^2 = .156$. SERVQUAL and GovQual were positively and significantly associated with trust, perceived value-for-money, loyalty intention, and overall satisfaction, with all correlations significant at $p < .001$. The findings suggest that government-managed hospitality facilities must strengthen both guest-level service performance and public-sector accountability mechanisms to improve client experience, institutional trust, and service loyalty.

Keywords: customer experience, government-managed hospitality, GovQual, service quality, SERVQUAL

INTRODUCTION

Service quality has become a critical concern in both hospitality management and public service delivery because clients increasingly evaluate institutions not only by the service they receive but also by the fairness, responsiveness, clarity, and reliability of the entire service experience. In hospitality settings, service quality is commonly assessed through tangible facilities, reliability, responsiveness, assurance, and empathy, as reflected in the SERVQUAL model. However, when hospitality services are delivered by government-managed establishments, client experience extends beyond comfort, cleanliness, staff courtesy, and facility readiness. It also includes public-sector expectations such as transparency, procedural fairness, accessibility, safety, accountability, and effective complaint handling. Thus, government-managed hospitality establishments function as hybrid service spaces where guest satisfaction and public trust are shaped by both hospitality performance and government service standards.

In the Philippine context, the delivery of public services is guided by the principles of efficiency, transparency, responsiveness, and citizen-centered governance. Republic Act No. 11032, or the Ease of Doing Business and

Efficient Government Service Delivery Act of 2018, requires government agencies to simplify procedures, reduce transaction burden, and provide clear and timely services to the public. This mandate is reinforced at the local level through the Provincial Government of Agusan del Sur's Citizen's Charter, which outlines service procedures, requirements, and commitments for government transactions (Provincial Government of Agusan del Sur, 2024). Likewise, the Client Satisfaction Measurement guidance promotes evidence-based assessment of citizen experience in government agencies (Development Academy of the Philippines [DAP], 2025). Regional digital governance initiatives further emphasize the need to align online transactions, on-site service delivery, and client feedback systems to improve accessibility, transparency, and responsiveness (DICT Region 13, 2025). These policy and governance standards make service-quality assessment necessary, especially in public facilities that directly serve clients, guests, agencies, and community stakeholders.

Despite the growing body of research on hospitality service quality, e-government satisfaction, public service delivery, and client-centered governance, limited scholarly attention has been given to government-managed hospitality facilities where hospitality service and public accountability operate simultaneously. Previous studies have shown that service quality strongly shapes satisfaction, trust, perceived value, and loyalty in hospitality and public-sector contexts. Walke et al. (2024) emphasized the importance of multichannel service-quality measures, while Pham et al. (2023) supported the quality-value-satisfaction-loyalty pathway in public service settings. However, existing studies and local assessment tools often do not sufficiently explain which specific service dimensions affect clients' trust, perceived value-for-money, loyalty intention, and overall satisfaction in government-run hospitality establishments. This leaves an important gap in understanding how unclear booking procedures, inconsistent processing timelines, limited accessibility support, weak complaint mechanisms, facility-related concerns, and mismatches between online and on-site transactions shape the actual experience of clients. Addressing this gap is necessary because compliance with public service standards must be reflected not only in institutional documents but also in the actual service encounter.

This study assessed the service quality and customer experience outcomes of a government-managed hospitality establishment in Agusan del Sur using SERVQUAL and Government-Specific Quality or GovQual dimensions. It sought to answer the following questions: (1) What is the profile of the respondents? (2) What is the level of service quality of the government-managed hospitality establishment in terms of SERVQUAL and GovQual dimensions? (3) What is the level of customer experience outcomes? (4) Is there a significant difference in the level of service quality and customer experience outcomes when respondents are grouped according to their profile? and (5) Is there a significant relationship between service quality, covering both SERVQUAL and GovQual dimensions, and customer experience outcomes? By integrating hospitality service indicators with public accountability attributes, the study contributes a more grounded approach to evaluating government-managed hospitality facilities. Its findings may serve as a basis for identifying service strengths, addressing operational gaps, improving facility-specific service delivery, and strengthening public trust, value-for-money, satisfaction, and loyalty among clients.

THEORETICAL FRAMEWORK

Since the study aimed to assess how service quality influenced trust, perceived value-for-money, satisfaction, and loyalty intention, it was anchored on Public Service Logic as the main theoretical lens, supported by SERVQUAL, Organizational Justice Theory, and Expectation-Confirmation Theory. These perspectives were used to explain how service quality in a government-managed hospitality establishment could be understood as both a hospitality experience and a public service encounter. Since the study examined the relationship between service quality and customer experience outcomes, the framework linked hospitality service performance and government-specific service attributes with trust, perceived value-for-money, overall satisfaction, and loyalty intention.

Public Service Logic, advanced by Osborne (2020, 2021), served as the central theory of the study. It views public service as a value-creation process shaped by the interaction of service users, personnel, institutional rules, service systems, and available resources. This theory was appropriate because the Provincial Learning Center does not operate as a purely private hospitality enterprise. It functions within public service standards, administrative procedures, accountability expectations, and citizen-centered mandates. Thus, client experience is shaped not only by the comfort of facilities or the courtesy of staff, but also by booking procedures, service

timelines, access to information, responsiveness to concerns, and fairness in the delivery of services. Public Service Logic therefore provided the broad foundation for understanding the PLC as a public hospitality facility where service value is created through the combined performance of people, processes, facilities, and institutional accountability.

SERVQUAL, developed by Parasuraman, Zeithaml, and Berry, supported the framework by providing the hospitality service-quality dimensions used to assess the client's direct service experience. Its dimensions of tangibles, reliability, responsiveness, assurance, and empathy helped measure whether the facility was physically adequate, dependable, prompt, competent, courteous, and attentive to client needs (Parasuraman et al., 1988; Hoque et al., 2023). In this study, tangibles referred to the condition of rooms, halls, equipment, signage, and visible facilities; reliability referred to the ability of the establishment to deliver promised services consistently; responsiveness captured the promptness of assistance; assurance reflected staff competence and confidence-building behavior; and empathy measured the degree of individualized care and client-centered attention. These dimensions were necessary because clients of a hospitality facility still evaluate the quality of service through practical and visible experiences such as cleanliness, readiness of spaces, timeliness of service, staff assistance, and overall comfort.

However, SERVQUAL alone was not sufficient because the establishment under study is government-managed. Unlike private hospitality facilities, public hospitality establishments are also judged according to transparency, fairness, accessibility, accountability, safety, and integrity. For this reason, Organizational Justice Theory strengthened the framework by explaining how clients form judgments based on fairness in procedures, consistency in the application of rules, respectful treatment, and credible redress mechanisms. Drawn from the works of Adams, Thibaut and Walker, and Greenberg, Organizational Justice Theory emphasizes that service users evaluate not only what they receive but also how decisions are made and how they are treated during the process. In this study, the theory supported the GovQual dimensions of transparency and clarity of rules and fees, procedural justice and consistency, complaint handling and redress, and staff integrity and professional conduct. These dimensions were especially relevant because clients of government-managed facilities expect clear fees, understandable booking requirements, equal treatment, consistent implementation of policies, and fair handling of complaints or service failures (Adamovic et al., 2023; Liao et al., 2022).

Expectation-Confirmation Theory, associated with Oliver, further explained how client outcomes emerge after actual service encounters. This theory holds that satisfaction is shaped by the extent to which actual service performance confirms or disconfirms prior expectations. In the context of the PLC, clients form expectations before using the facility through posted rules, quoted fees, booking instructions, prior communication, previous experience, online or office-based information, and institutional reputation. These expectations are tested during actual service delivery. When the facility's performance matches or exceeds what clients expected, they are more likely to report satisfaction, perceive the service as worth the cost and effort, trust the institution, and intend to use or recommend the facility again. When gaps occur between expected and actual service, satisfaction, value perception, and loyalty intention may weaken (Pham et al., 2023; Luo et al., 2024).

Taken together, these theories provided an integrated explanation of the study variables. Public Service Logic located the Provincial Learning Center within a public value-creation system where service quality depends on the interaction of clients, staff, facilities, procedures, and institutional standards. SERVQUAL explained the hospitality performance side of the framework through tangibles, reliability, responsiveness, assurance, and empathy. Organizational Justice Theory explained the government-specific side of the framework through transparency, procedural consistency, complaint handling, accessibility, safety, and staff integrity. Expectation-Confirmation Theory connected these service-quality dimensions to customer experience outcomes by explaining how clients' actual service encounters relate to trust, perceived value-for-money, satisfaction, and loyalty intention. In this framework, SERVQUAL and GovQual served as the main service-quality dimensions, while trust, perceived value-for-money, overall satisfaction, and loyalty intention served as the customer experience outcomes.

The integration of these theories also aligned with the public service standards expected from government institutions. Republic Act No. 11032 emphasizes efficient, transparent, accountable, and citizen-centered service delivery, while the Citizen's Charter and client satisfaction measurement standards require government offices

to provide clear procedures, responsive service, accessible information, and mechanisms for feedback and improvement (Republic Act No. 11032, 2018; Provincial Government of Agusan del Sur [PGAS], 2024; Development Academy of the Philippines [DAP], 2025). Thus, the framework positioned service quality in the PLC as a dual construct: one part hospitality performance and one part public accountability. This allowed the study to assess not only whether clients were satisfied with the facility, but also whether the service encounter strengthened their trust, sense of value, and intention to continue using or recommending the government-managed hospitality establishment.

METHODS

Research Design

The study used a descriptive-comparative-correlational survey research design. It described the respondents' profile, measured the level of service quality using SERVQUAL and GovQual dimensions, assessed customer experience outcomes, tested significant differences when respondents were grouped by profile, and examined the relationship between service quality and customer experience outcomes.

Research Locale and Participants

The study was conducted at the Provincial Learning Center (PLC), a government-managed hospitality establishment of the Provincial Government of Agusan del Sur located in Patin-ay, Prosperidad, Agusan del Sur. The PLC served as a public service facility that supported provincial programs, trainings, conferences, meetings, official gatherings, lodging needs, and other institutional activities. Its operations included room and facility reservation, reception, venue preparation, accommodation services, event coordination, housekeeping, technical support, food service coordination, billing, client assistance, and feedback or complaint handling. As a government-managed facility, its services were guided not only by hospitality standards but also by public-sector expectations such as transparency, fairness, accessibility, accountability, timeliness, and consistency in service delivery.

The respondents of the study were clients and guests of the Provincial Learning Center who had direct experience with its services during the data-gathering period. The study involved 360 client-respondents selected through convenience sampling. This technique was used because respondents were drawn from available and qualified clients who had actually used the facility during the study period and were willing to participate. Convenience sampling was appropriate for service-based field research where respondents are accessed based on availability, direct experience, and willingness to participate (Taherdoost, 2021; Asiamah et al., 2022). However, the use of this non-probability approach was treated as a methodological limitation because it could overrepresent frequent users, weekday clients, agency-based clients, and those who were more accessible during the survey period.

The choice of 360 respondents was considered statistically and practically adequate for the quantitative requirements of the study. Statistically, a sample of 360 provides a sufficiently large respondent base for descriptive analysis, comparison of group differences, and correlational testing. For survey-based studies involving an assumed large or undetermined population, the commonly used 95% confidence level and 5% margin of error produces a recommended sample of approximately 384 respondents. The obtained sample of 360 closely approaches this benchmark and yields only a slightly wider estimated margin of error of about 5.2%, making it acceptable for institutional service-quality assessment. In addition, the sample size is adequate for detecting meaningful relationships among service quality and customer experience outcomes using Pearson correlation and for comparing respondent groups using analysis of variance. Practically, 360 respondents provided a broad cross-section of actual PLC users across client segments, service types, booking arrangements, facility tiers, visit timing, and user categories during the data-gathering period. Since the study focused on clients with direct and recent service experience, the sample size strengthened the reliability and usefulness of the service-quality findings while remaining feasible within the operational setting of the facility.

The inclusion criteria for the quantitative respondents were as follows: they were at least 18 years old, had directly used any PLC service during the study period, belonged to any of the identified client or guest categories, and voluntarily agreed to participate through informed consent. Clients who were minors, had no direct service

experience, or were unable to provide consent were excluded. Because the respondents were not selected through probability sampling, the findings should not be interpreted as fully generalizable to all PLC clients or to all government-managed hospitality facilities. Instead, the results provide facility-based evidence from available actual users and are most useful for diagnosing service strengths, service gaps, and client experience patterns within comparable public hospitality settings.

Instruments

The study used a researcher-made survey questionnaire to gather quantitative data on the respondents' service-use profile, perceived service quality, and customer experience outcomes. The instrument was developed based on the study objectives, the SERVQUAL model, government service-quality principles, Republic Act No. 11032, the Citizen's Charter of the Provincial Government of Agusan del Sur, and related literature on hospitality service quality, public service delivery, client satisfaction, trust, perceived value-for-money, and loyalty intention.

The questionnaire had three sections. The first section covered the respondents' profile, including service use within the last six months, client segment, service availed, booking type, booking frequency, length of stay or event duration, room or facility tier used, visit timing, and type of user. These items provided the basis for describing client characteristics and testing differences in service quality and customer experience outcomes across respondent groups. The second section measured service quality through two sets of dimensions. The SERVQUAL component assessed tangibles, reliability, responsiveness, assurance, and empathy, with four indicators per dimension or 20 items in total. These items captured the hospitality-service aspects of the Provincial Learning Center, including facility condition, service dependability, promptness, staff competence, and client-centered care. The GovQual component measured transparency and clarity of rules and fees, procedural justice and consistency, complaint handling and redress, safety and security, accessibility, and staff integrity and professional conduct, with four indicators per dimension or 24 items in total. These indicators captured the public-service and accountability dimensions of a government-managed hospitality facility. The third section measured customer experience outcomes, namely trust as a public service institution, perceived value-for-money, loyalty intention, and overall customer satisfaction. Each outcome had three indicators, for a total of 12 items. These items assessed clients' confidence in the establishment, perception of service worth, willingness to reuse or recommend the facility, and overall evaluation of their service experience.

The GovQual construct was developed through construct mapping rather than simple item listing. First, public-sector service requirements were reviewed to identify service attributes that are expected in government transactions, including transparency, fairness, accessibility, safety, accountability, and complaint handling. Second, these attributes were matched with the PLC service journey, covering inquiry, booking, facility use, event coordination, billing, client assistance, and feedback or redress. Third, the candidate indicators were screened for overlap with SERVQUAL so that GovQual would measure public accountability features that SERVQUAL does not directly capture. This process justified GovQual as a context-specific construct for government-managed hospitality facilities, where client experience depends not only on guest comfort and staff courtesy but also on the clarity, fairness, accessibility, and integrity of the public service process.

All service quality and customer experience items used a five-point rating scale. For service quality, the scale ranged from 5, described as Excellent, to 1, described as Very Poor. For customer experience outcomes, the scale ranged from 5, described as Very Satisfied, to 1, described as Very Dissatisfied. This scale was used to capture varying levels of perception while keeping the instrument clear, practical, and manageable for respondents.

The questionnaire underwent content and face validation by three experts in research methodology, hospitality or service quality management, and public administration. The validators examined the instrument in terms of relevance, clarity, appropriateness of indicators, alignment with the study variables, suitability to the PLC context, and readability for the target respondents. Particular attention was given to the GovQual indicators to ensure that each item represented a distinct government-service attribute and did not merely duplicate the SERVQUAL dimensions. Based on the validators' recommendations, vague and double-barreled items were

revised, overlapping statements were removed, technical terms were simplified, and indicators were refined to ensure that each item measured its intended construct.

After validation, the instrument was pilot-tested with 20 clients who had similar characteristics to the target respondents but were not included in the actual data gathering. Reliability was determined using Cronbach's alpha. The SERVQUAL scale obtained a reliability coefficient of $\alpha = .831$, while the GovQual scale obtained $\alpha = .885$. Since both values exceeded the acceptable threshold of .70, the instrument demonstrated acceptable internal consistency and was considered reliable for actual data gathering. These results support the use of SERVQUAL for measuring hospitality service quality and GovQual for measuring government-specific service quality in the context of the Provincial Learning Center.

Data Collection Procedure

The researcher first secured the required written permission from the head of the Provincial Learning Center and the appropriate office of the Provincial Government of Agusan del Sur. After approval was granted, the researcher coordinated with the concerned PLC units to schedule the data gathering, identify eligible respondents and participants, and ensure that the process did not disrupt regular operations.

After approval and coordination, eligible clients and guests who had used PLC services within the required period were invited to answer the survey questionnaire through convenience sampling. Before answering, each respondent was informed about the purpose of the study, voluntary participation, confidentiality of responses, and the right to withdraw. Only those who met the inclusion criteria and gave consent were allowed to participate. The survey gathered data on respondents' profile, service quality through SERVQUAL and GovQual dimensions, and customer experience outcomes such as trust, perceived value-for-money, satisfaction, and loyalty intention.

Data Analysis

The quantitative data were analyzed using IBM SPSS Statistics. Descriptive statistics, including frequency count, percentage, weighted mean, and standard deviation, were used to summarize the respondents' profile, perceived service quality, and customer experience outcomes. Frequency and percentage were used to describe the respondents according to client segment, service used, booking type, booking frequency, length of stay or event duration, room or facility tier used, visit timing, and type of user. Weighted mean and standard deviation were used to determine the level of service quality in terms of SERVQUAL and GovQual dimensions, as well as the level of customer experience outcomes in terms of trust, perceived value-for-money, loyalty intention, and overall satisfaction.

Prior to inferential analysis, the assumptions of the statistical tests were examined. For ANOVA, independence of observations, approximate normality, and homogeneity of variances were assessed. Normality was checked through skewness and kurtosis values and visual inspection of the data distribution, while homogeneity of variances was examined using Levene's test. For Pearson Product-Moment Correlation, linearity, normality, and absence of extreme outliers were checked through scatterplots and descriptive diagnostics.

Analysis of Variance (ANOVA) was used to determine whether significant differences existed in service quality and customer experience outcomes when respondents were grouped according to their profile variables. The results were reported using the F-value, degrees of freedom, p-value, and eta squared (η^2) effect size. Exact p-values were reported when $p \geq .001$, while $p < .001$ was used for very small p-values to maintain consistent statistical reporting. When significant differences were found and raw group-level output was available, post hoc analysis was used to identify the specific groups that differed. Tukey's HSD was used when the assumption of homogeneity of variances was met, while Games-Howell was used when the assumption was violated.

Pearson Product-Moment Correlation was used to determine the relationship between service quality and customer experience outcomes. Specifically, it examined whether SERVQUAL and GovQual dimensions were significantly associated with trust, perceived value-for-money, loyalty intention, and overall satisfaction. Correlation results were reported using the sample size, correlation coefficient (r), p-value, and coefficient of

determination (r^2). The strength of correlation was interpreted as weak, moderate, or strong based on conventional thresholds. All inferential tests were evaluated at the .05 level of significance, with r and r^2 reported as effect-size indicators for correlation results.

Since the study employed a descriptive-comparative-correlational design, the findings were interpreted only as evidence of significant differences and associations, not as causal effects. Accordingly, terms such as “associated with,” “related to,” and “linked to” were used in interpreting the results.

RESULTS AND DISCUSSION

Profile of the Client/Guest- Respondents

Table 1 presents the profile of the respondents in terms of client segment, service used, booking type, booking frequency, length of stay or event duration, room or facility tier used, visit timing, and type of user. The respondent profile shows that all respondents are recent users of the Provincial Learning Center, which strengthens the relevance of their responses. Their ratings are not based on distant recall or secondhand impressions, but on actual service encounters within the last six months. This gives the data stronger practical value because the respondents evaluate the current condition of the facility, the actual behavior of personnel, and the existing service process.

Table 1. Profile of the Respondents

Profile Variable	Category	Frequency	Percent
Client Segment	LGU/Agency Staff	187	51.94%
	NGO/Private Organization	89	24.72%
	Individual Guest	46	12.78%
	Student/Trainee	38	10.56%
	Total	360	100.00%
Service Used	Catering	279	46.34%
	Function Hall/Venue Rental	215	35.71%
	Lodging/Room	72	11.96%
	Others	36	5.99%
	Total	602	100.00%
Booking Type	Through Agency	211	58.61%
	Phone	55	15.28%
	Walk-in	52	14.44%
	Online Form/Website	42	11.67%
	Total	360	100.00%
Booking Frequency in the Past 12 Months	2–3 Times	151	41.94%
	First Time	89	24.72%
	4–6 Times	62	17.22%
	7 Times and Above	58	16.12%
	Total	360	100.00%
Length of Stay/Event Duration	Day Use, Less than 8 Hours	156	43.33%
	1 Night	79	21.94%
	2–3 Nights	72	20.00%
	4 Nights and Above	53	14.73%
	Total	360	100.00%
Room/Facility Tier Used (Multiple responses are allowed)	Convention Hall	156	21.29%
	Function Hall, Annex A	128	17.46%

	Function Hall, Annex B	112	15.28%
	Function Hall, 1st Floor	79	10.78%
	Function Hall, 2nd Floor	66	9.00%
	Suite Room	62	8.46%
	Dorm Type	38	5.18%
	Regular Room	35	4.77%
	Twin Room	34	4.64%
	Executive Room	23	3.14%
	Total	733	100.00%
Visit Timing	Weekday	246	68.33%
	Weekend	54	15.00%
	Peak Period/Holiday	41	11.39%
	Off-Peak	19	5.28%
	Total	360	100.00%
Type of User	Repeat User	228	63.33%
	First-Time User	132	36.67%
	Total	360	100.00%

In terms of client segment, the dominance of LGU and agency staff shows that the PLC mainly functions as an institutional service facility. Its primary users are connected to government work, official activities, meetings, trainings, and public-sector transactions. This means that the facility's service quality must be judged not only by comfort and hospitality, but also by its ability to support organized, time-bound, and documentation-sensitive activities.

The respondent profile shows that all respondents are recent users of the Provincial Learning Center, which strengthens the relevance of their responses. Their ratings are not based on distant recall or secondhand impressions, but on actual service encounters within the last six months. This gives the data stronger practical value because the respondents evaluate the current condition of the facility, the actual behavior of personnel, and the existing service process.

For services used, catering and function hall or venue rental appear as the most availed services. This indicates that the PLC operates more as an event-based hospitality facility than as a lodging-centered establishment. Its service performance therefore depends heavily on food service, venue readiness, seating arrangement, cleanliness, technical support, and staff coordination. A weakness in any of these areas can affect not just one client but an entire group or event.

The booking type shows that most respondents book through agencies, while online booking remains the least used option. This suggests that transactions are still largely office-mediated and procedural. While this may be expected in a government-managed facility, it also points to the need for clearer, faster, and more accessible booking systems. The low use of online booking suggests that digital access has not yet become the main pathway for clients.

Booking frequency shows that many respondents are repeat users, particularly those who used the facility two to three times within the past year. This suggests that the PLC has an established base of returning clients. However, repeat use should be interpreted carefully. It may reflect satisfaction and trust, but it may also result from convenience, institutional practice, or limited venue alternatives for official activities.

The length of stay or event duration shows that day-use activities are the most common. This confirms that the PLC is often used for short-term, time-bound events rather than extended accommodation. Because of this, delays, unclear instructions, late food service, unavailable equipment, or slow staff response can immediately affect the client experience. In short-duration use, there is little room for service recovery because the event ends quickly.

The facility tier used shows that the Convention Hall and function halls are the most frequently availed spaces. This further confirms the PLC's role as a venue for group-based and institutional activities. Since these spaces accommodate larger groups, service quality becomes more demanding. Cleanliness, crowd flow, air-conditioning, sound systems, accessibility, safety, and staff presence must be consistently managed because any lapse becomes visible to many users at once.

Visit timing and type of user show that most respondents use the facility on weekdays and that repeat users outnumber first-time users. This pattern reinforces the institutional character of the PLC, where service demand is linked to regular working days and official schedules. It also means that weekday readiness is critical. Staffing, food preparation, housekeeping, technical support, billing, and coordination must be strongest during the period when demand is highest. The presence of many repeat users also suggests that clients are capable of judging service consistency over time.

Recent literature supports these findings by emphasizing that service quality in hospitality and public service settings is shaped by client characteristics, service type, service journey, and institutional context. Customer experience is affected by physical facilities, staff interaction, service reliability, responsiveness, and the total service process (Veloso & Gomez-Suarez, 2023; Shyju et al., 2023). In public service settings, satisfaction and trust are also influenced by transparency, accessibility, consistency, and responsiveness (Kim et al., 2024; OECD, 2024). These views support the interpretation that the Provincial Learning Center should be assessed not only as a hospitality facility but also as a public service venue where service performance and public accountability operate together.

Level of Service Quality of the Establishment in Terms of SERVQUAL Dimensions

Table 2 presents the level of service quality of the Provincial Learning Center in terms of the SERVQUAL dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. These dimensions measured the respondents' assessment of the establishment's physical facilities, dependability of service, promptness of assistance, staff competence, and client-centered care.

Table 2. Level of Service Quality of the Establishment in Terms of SERVQUAL Dimensions

SERVQUAL Dimension	Weighted Mean	Verbal Description
Tangibles	4.04	Good
Reliability	4.29	Excellent
Responsiveness	4.32	Excellent
Assurance	4.34	Excellent
Empathy	4.39	Excellent
Average Weighted Mean	4.28	Excellent

Note. Scale: 4.20–5.00 = Excellent; 3.40–4.19 = Good; 2.60–3.39 = Fair; 1.80–2.59 = Poor; 1.00–1.79 = Very Poor.

The highest-rated SERVQUAL dimension was empathy, which shows that the establishment's strongest service quality feature is its people-centered service. Respondents perceive the staff as courteous, patient, attentive, and willing to respond to client needs. This result suggests that clients value not only the completion of service tasks but also the way staff communicate, assist, and make them feel accommodated. In a government-managed hospitality facility where clients often deal with bookings, event arrangements, inquiries, and service concerns, empathy becomes a critical strength because it makes the service encounter more personal, reassuring, and responsive.

The lowest-rated dimension was tangibles, although it remained positively described. This means that the physical aspects of the establishment, such as facilities, equipment, rooms, function spaces, signage, and other visible service features, are generally acceptable but still need further improvement. Compared with the stronger ratings for staff-related dimensions, the result suggests that the PLC's service strength is more evident in human interaction than in facility condition. This points to a practical area for management action, particularly in

improving equipment readiness, maintaining rooms and halls, enhancing signage, and ensuring that physical spaces consistently match what clients expect from a public hospitality facility.

The overall SERVQUAL rating was described as excellent, which indicates that respondents generally view the Provincial Learning Center as a strong-performing service provider. The result shows that clients experience the establishment as dependable, responsive, assuring, empathetic, and generally satisfactory in its physical service environment. However, the pattern also suggests that service excellence should not depend only on staff performance. To sustain excellent service quality, the PLC must strengthen both its human service delivery and its physical facilities, since clients evaluate the total service experience from the condition of the venue to the quality of assistance they receive.

Recent literature supports this interpretation. Shyju et al. (2023) emphasized that service quality remains closely linked to customer satisfaction in hospitality and tourism settings, particularly through dimensions involving service interaction and delivery performance. Perdomo-Verdecia et al. (2024) explained that satisfaction may result from different combinations of service quality dimensions, showing that both human interaction and facility-related factors contribute to the overall experience. Alnawas and Hemsley-Brown (2019) also highlighted that customer experience quality is shaped by staff-guest interaction, atmosphere, safety, and the physical service environment. These studies support the finding that while the Provincial Learning Center performs strongly in interpersonal service, improvement in tangibles remains important in sustaining excellent service quality.

Level of Service Quality of the Establishment in Terms of GovQual Dimensions

Table 3 presents the level of service quality of the Provincial Learning Center in terms of Government-Specific Quality or GovQual dimensions. These dimensions measured the respondents' assessment of transparency and clarity of rules and fees, procedural justice and consistency in applying policies, complaint handling and redress, safety and security, accessibility, and staff integrity and professional conduct.

Table 3. Level of Service Quality of the Establishment in Terms of GovQual Dimensions

GovQual Dimension	Weighted Mean	Verbal Description
Transparency and Clarity of Rules/Fees	4.18	Good
Procedural Justice and Consistency in Applying Policies	4.17	Good
Complaint Handling and Redress	4.13	Good
Safety and Security	4.19	Good
Accessibility	4.03	Good
Staff Integrity and Professional Conduct	4.42	Excellent
Average Weighted Mean	4.19	Good

Note. Scale: 4.20–5.00 = Excellent; 3.40–4.19 = Good; 2.60–3.39 = Fair; 1.80–2.59 = Poor; 1.00–1.79 = Very Poor.

The highest-rated GovQual dimension is staff integrity and professional conduct, which shows that clients strongly recognize the professionalism, honesty, fairness, and ethical behavior of PLC personnel. This result is important because the establishment is not merely a hospitality facility; it is a public service venue where staff behavior reflects the credibility of the institution. The excellent rating suggests that clients generally feel respected and fairly treated by personnel. It also implies that the human side of public service is one of the PLC's strongest assets, particularly in building confidence, trust, and positive client relationships.

The lowest-rated GovQual dimension is accessibility, although it remains positively described. This finding suggests that clients generally find the PLC accessible, but not yet at the level of excellence. Accessibility may involve ease of inquiry, booking channels, availability of information, physical access, signage, assistance for clients with special needs, and convenience in reaching services. The result implies that the PLC may still improve how clients access information, complete transactions, navigate facilities, and receive support across different service points. This is especially relevant because a public facility must be usable not only by frequent

clients but also by first-time users, elderly clients, persons with disabilities, and those who depend on clearer guidance.

The overall GovQual result is described as good, which means that respondents view the public-service dimensions of the PLC favorably. However, the result also indicates that its government-specific service quality has not yet reached the same level of strength as its interpersonal service performance. This means that while clients appreciate the integrity and professionalism of staff, the systems surrounding service delivery still need refinement. Areas such as transparency of fees, consistency of procedures, complaint handling, safety systems, and accessibility require continued attention.

Recent literature supports this interpretation. OECD (2025) emphasizes that public service quality is strengthened when institutions uphold integrity, accountability, fairness, and human-centered service delivery. Republic Act No. 11032 (2018) also requires government offices to simplify procedures, reduce transaction burden, and provide clear service standards through mechanisms such as the Citizen's Charter. DAP (2025) likewise highlights the importance of measuring client satisfaction to improve service delivery and accountability in government agencies. These perspectives support the finding that while the PLC demonstrates strong ethical and professional conduct, further improvement in accessibility, transparency, procedural consistency, and complaint handling is necessary to strengthen its overall GovQual performance.

Level of Customer Experience Outcomes of the Establishment

Table 4 presents the level of customer experience outcomes of the Provincial Learning Center in terms of trust as a public service institution, perceived value-for-money, loyalty intention, and overall customer satisfaction. These indicators show how clients evaluate the establishment beyond immediate service delivery and reflect their confidence, perceived worth of the service, willingness to return or recommend, and overall judgment of their experience.

Table 4. Level of Customer Experience Outcomes of the Establishment

Customer Experience Outcome	Weighted Mean	Verbal Description
Trust as a Public Service Institution	4.25	Very Satisfied
Perceived Value-for-Money	4.05	Satisfied
Loyalty Intention	4.04	Satisfied
Overall Customer Satisfaction	4.07	Satisfied
Average Weighted Mean	4.10	Satisfied

Note. Scale: 4.20–5.00 = Ver Satisfied; 3.40–4.19 = Satisfied; 2.60–3.39 = Neutral/Undecided; 1.80–2.59 = Dissatisfied; 1.00–1.79 = Very Dissatisfied

The highest-rated outcome is trust as a public service institution, which shows that clients view the Provincial Learning Center as credible, dependable, and generally worthy of confidence. This result suggests that clients recognize the establishment's effort to deliver services with fairness, professionalism, and accountability. In a government-managed hospitality facility, trust is especially important because clients do not only expect comfort and convenience; they also expect honest communication, consistent procedures, responsible handling of concerns, and ethical conduct from personnel. The very satisfactory rating indicates that the PLC has built a favorable level of institutional confidence among its users.

The lowest-rated outcome is loyalty intention, although it remains positively described. This means that clients are generally willing to consider using or recommending the PLC, but their commitment is not as strong as their trust in the institution. This finding suggests that trust alone does not automatically lead to stronger loyalty. Clients may believe that the PLC is credible and dependable, yet still compare it with other venues based on facility quality, convenience, cost, availability, service consistency, and overall experience. The result points to the need to strengthen the total service journey so that clients do not merely trust the establishment, but also prefer it for future use.

The overall customer experience outcome is described as satisfied, indicating that respondents generally have a favorable experience with the Provincial Learning Center. This suggests that the establishment meets client expectations in terms of trust, value, satisfaction, and intention to return or recommend. However, the overall result also shows that the experience still has room to move from acceptable satisfaction to stronger client delight.

Recent literature supports this interpretation. Mata et al. (2023) emphasize that public satisfaction is strengthened when government service is perceived as responsive, fair, and credible, which helps explain the high trust outcome in the present study. Pham et al. (2023) shows that service quality influences perceived value, satisfaction, and loyalty, suggesting that stronger service systems can improve clients' willingness to return or recommend. Kim et al. (2024) also stress that citizen satisfaction depends on service quality, expectations, prior experience, and institutional context. These studies support the finding that the PLC's customer experience outcomes are favorable but can still be strengthened through clearer service processes, better value delivery, and more consistent client-centered service.

Significant Difference in the Level of Service Quality and Customer Experience Outcomes When Respondents Are Grouped According to Profile

Table 5 presents the results of the Analysis of Variance on the significant difference in the respondents' assessment of service quality and customer experience outcomes when grouped according to selected profile variables. The table shows whether perceptions differ based on client segment, service used, booking type, length of stay or event duration, room or facility tier used, and visit timing.

Table 5. Significant Difference in Service Quality and Customer Experience Outcomes When Grouped According to Profile

Profile Variable	Variables Tested	F(df_between , df_within)	p-value	η^2	Effect Size	Decision	Interpretation
Client Segment	Service Quality and Customer Experience Outcomes	F(3, 356) = 0.776	.508	.006	Very small	Fail to Reject H_0	Not Significant
Service Used	Service Quality and Customer Experience Outcomes	F(3, 356) = 1.430	.234	.012	Small	Fail to Reject H_0	Not Significant
Booking Type	Service Quality and Customer Experience Outcomes	F(3, 356) = 1.930	.124	.016	Small	Fail to Reject H_0	Not Significant
Length of Stay/Event Duration	Service Quality and Customer Experience Outcomes	F(3, 356) = 0.992	.397	.008	Very small	Fail to Reject H_0	Not Significant
Room/Facility Tier Used	Service Quality and Customer Experience Outcomes	F(9, 350) = 7.180	< .001	.156	Large	Reject H_0	Significant
Visit Timing	Service Quality and Customer Experience Outcomes	F(3, 356) = 1.370	.252	.011	Small	Fail to Reject H_0	Not Significant

Note. η^2 = eta squared. Effect size was interpreted as very small when η^2 is below .01, small when η^2 is around .01, moderate when η^2 is around .06, and large when η^2 is around .14 or higher. Exact p-values were reported except when $p < .001$.

The only significant difference appeared when respondents were grouped according to room or facility tier used, $F(9, 350) = 7.180$, $p < .001$, $\eta^2 = .156$. The effect size was large, indicating that the specific room, hall, or facility used accounted for a meaningful share of the variation in perceived service quality and customer experience outcomes. This suggests that client experience is not uniform across facility types. Some spaces may provide better comfort, equipment, accessibility, cleanliness, layout, or readiness than others. This is an important management signal because the client's experience is shaped not only by staff behavior or general service procedures, but also by the actual condition and functionality of the facility used.

The finding further implies that physical space plays a strong role in shaping client judgment. Users of larger or more equipped areas may have different expectations from those using regular rooms, dorm-type rooms, or smaller function spaces. When facilities vary in air-conditioning, seating, sound system, lighting, accessibility, or maintenance, clients naturally form different impressions of service quality. This result connects with the earlier finding where tangibles and accessibility were among the lower-rated areas. It shows that facility-based differences may be one of the concrete reasons why some clients experience the PLC more favorably than others.

The results showed no significant differences when respondents were grouped according to client segment, service used, booking type, length of stay or event duration, and visit timing, with p-values ranging from .124 to .508 and η^2 values ranging from .006 to .016. These very small to small effect sizes indicate that differences across these profile groups were minimal. This suggests that clients generally share comparable perceptions of service quality and customer experience across these categories. For a government-managed facility, this is a favorable result because it reflects a degree of fairness and consistency in service delivery across different users and transaction conditions.

Recent literature supports this interpretation. Perdomo-Verdecia et al. (2024) emphasized that service quality in hospitality settings is shaped by specific service attributes and facility conditions that influence satisfaction. Veloso and Gomez-Suarez (2023) also noted that customer experience is affected by the physical environment, service processes, and interaction with the setting. Kim et al. (2024) explained that public service satisfaction is shaped by both service performance and institutional context, while Mata et al. (2023) highlighted the role of perceived fairness and service quality in strengthening public satisfaction. These studies support the finding that the PLC must sustain its general service consistency while addressing facility-tier differences that directly affect client experience.

Significant Relationship Between SERVQUAL Dimensions and Customer Experience Outcomes

Table 6 presents the relationship between the SERVQUAL dimensions and customer experience outcomes of the Provincial Learning Center. The results show that SERVQUAL has significant positive relationships with all customer experience outcomes. This means that better perceptions of tangibles, reliability, responsiveness, assurance, and empathy are associated with stronger trust, higher perceived value-for-money, greater loyalty intention, and better overall customer satisfaction. The finding confirms that the quality of the clients' direct service encounter matters greatly in shaping how they judge the Provincial Learning Center. In practical terms, clients do not separate facility condition, staff behavior, service dependability, promptness, and courtesy from their overall impression of the institution.

Table 6. Relationship Between SERVQUAL Dimensions and Customer Experience Outcomes

SERVQUAL and Customer Experience Outcome	r	r ²	p-value	Interpretation
SERVQUAL and Trust as a Public Service Institution	.667	.445	< .001	Reject H ₀ ; significant strong positive relationship
SERVQUAL and Perceived Value-for-Money	.771	.594	< .001	Reject H ₀ ; significant strong positive relationship
SERVQUAL and Loyalty Intention	.553	.306	< .001	Reject H ₀ ; significant strong positive relationship

Among the relationships, SERVQUAL showed the strongest association with perceived value-for-money, $r = .771$, $r^2 = .594$, $p < .001$. This suggests that clients interpret good hospitality service quality as part of the value they receive from the establishment. In this context, value-for-money is not limited to cost; it also includes convenience, comfort, staff responsiveness, reliability of arrangements, and confidence that the service is worth the effort and resources spent. This finding implies that improving the SERVQUAL dimensions can directly strengthen clients' belief that the PLC provides worthwhile and reasonable service.

SERVQUAL also showed a strong relationship with trust as a public service institution, $r = .667$, $r^2 = .445$, $p < .001$. This means that clients' confidence in the PLC is influenced by the quality of their service experience. When staff are responsive, competent, respectful, and dependable, clients are more likely to view the establishment as credible and trustworthy. This is particularly important because the PLC is government-managed; therefore, service quality affects not only customer satisfaction but also the public image of the institution.

SERVQUAL was likewise significantly related to overall satisfaction, $r = .559$, $r^2 = .312$, $p < .001$. This indicates that clients' general evaluation of the PLC is shaped by how well the facility delivers its core hospitality functions. Clean and functional spaces, dependable service, prompt assistance, staff competence, and client-centered care all contribute to a more favorable overall experience. This finding suggests that overall satisfaction is not produced by one isolated service feature but by the combined performance of the five SERVQUAL dimensions throughout the client journey.

SERVQUAL was also significantly related to loyalty intention, $r = .553$, $r^2 = .306$, $p < .001$. This result suggests that clients are more likely to consider using or recommending the PLC when they experience stronger service quality. However, the relationship was less pronounced than the link between SERVQUAL and perceived value-for-money, which implies that loyalty may require more than good service. Clients may also consider facility availability, cost, location, organizational preference, and comparison with other venues before deciding to return or recommend the establishment.

Recent literature supports these findings. Shyju et al. (2023) emphasized that service quality remains closely linked to customer satisfaction in hospitality and tourism settings, particularly through service performance and client interaction. Anabila et al. (2022) found that service quality contributes to customer loyalty in the hotel industry, with satisfaction strengthening the relationship. Pham et al. (2023) also showed that service quality can improve perceived value, satisfaction, and loyalty in public service contexts. These studies support the present finding that SERVQUAL dimensions are not merely operational indicators; they are important drivers of trust, value-for-money, satisfaction, and loyalty in a government-managed hospitality establishment.

Significant Relationship Between GovQual Dimensions and Customer Experience Outcomes

Table 7 presents the relationship between Government-Specific Quality or GovQual and the customer experience outcomes of the Provincial Learning Center. The results show significant positive relationships between GovQual and all customer experience outcomes, with all p-values below .001.

Table 7. Relationship Between GovQual Dimensions and Customer Experience Outcomes

GovQual and Customer Experience Outcome	r	r ²	p-value	Interpretation
GovQual and Trust	.572	.327	< .001	Reject H ₀ ; significant strong positive relationship
GovQual and Value-for-Money	.886	.785	< .001	Reject H ₀ ; significant strong positive relationship
GovQual and Loyalty Intention	.773	.598	< .001	Reject H ₀ ; significant strong positive relationship
GovQual and Overall Satisfaction	.561	.315	< .001	Reject H ₀ ; significant strong positive relationship

The strongest association appeared between GovQual and perceived value-for-money, $r = .886$, $r^2 = .785$, $p < .001$. This means that clients' sense of value is strongly shaped by the public-service features of the establishment. When rules and fees are clear, procedures are fair, complaints are properly handled, facilities feel safe and accessible, and staff act with integrity, clients are more likely to believe that the service is worth the cost, time, and effort involved. This finding suggests that value-for-money in a government-managed hospitality facility is not based only on affordability or facility quality; it is also shaped by whether the service process feels fair, transparent, and accountable.

GovQual also showed a strong relationship with loyalty intention, $r = .773$, $r^2 = .598$, $p < .001$. This implies that clients are more likely to reuse or recommend the Provincial Learning Center when they experience the facility as organized, fair, safe, accessible, and professionally managed. Loyalty in this context does not appear to come only from satisfaction with rooms, halls, food, or staff courtesy. It also depends on clients' confidence that future transactions will be handled clearly and consistently.

GovQual was significantly related to trust as a public service institution, $r = .572$, $r^2 = .327$, $p < .001$. This indicates that government-specific service practices directly affect institutional credibility. Clients are more likely to trust the PLC when they observe transparent information, consistent policy application, ethical staff conduct, accessible services, and credible complaint mechanisms. This finding is important because the PLC represents a public institution, not merely a service venue.

GovQual was also significantly related to overall customer satisfaction, $r = .561$, $r^2 = .315$, $p < .001$. This means that clients' general judgment of the PLC is influenced by how well the establishment performs its public-service responsibilities. Satisfaction is strengthened when service delivery is not only responsive but also fair, safe, accessible, and accountable. This finding suggests that improving customer experience should not focus only on hospitality features such as facilities and staff assistance.

Recent literature supports these findings. Pham et al. (2023) explain that public service quality influences perceived value, satisfaction, and loyalty, especially when services are trustworthy, responsive, and transparent. OECD (2025) emphasizes that access, clarity of information, procedural fairness, integrity, and employee courtesy shape people's satisfaction with public administrative services. The World Bank (2024) also highlights that citizen-centered service delivery is strengthened through transparency, accountability, inclusion, and engagement. These studies support the finding that GovQual is a direct contributor to trust, perceived value-for-money, loyalty intention, and overall satisfaction in a government-managed hospitality establishment.

Implications for Broader Public-Sector Hospitality Settings

The findings have implications beyond the Provincial Learning Center because many public-sector hospitality facilities operate in the same hybrid service environment. Government training centers, public convention facilities, dormitories, guest houses, sports and cultural venues, and agency-managed lodging facilities are evaluated not only by physical comfort and staff courtesy but also by transparency, fairness, accessibility, safety, complaint handling, and integrity. For these facilities, service quality assessment should therefore combine hospitality indicators with public accountability indicators. A facility may be clean and courteous yet still produce weak client experience if booking rules are unclear, fees are poorly explained, complaint channels are weak, or accessibility support is inconsistent.

For public-sector managers, the SERVQUAL-GovQual approach can guide a more complete improvement program. SERVQUAL results can inform facility maintenance, staff responsiveness, venue readiness, and guest assistance, while GovQual results can guide Citizen's Charter compliance, transaction simplification, digital booking improvement, accessibility planning, complaint resolution, and integrity safeguards. The finding that facility tier produced a significant difference also suggests that public facilities should conduct room-by-room or venue-by-venue audits rather than relying only on overall satisfaction ratings. Broader application of this approach can help public hospitality facilities strengthen client satisfaction while protecting public trust, value-for-money, and accountability.

CONCLUSION

Based on the findings, the study concludes that the Provincial Learning Center functions as a government-managed hospitality facility where service quality is evaluated through both hospitality-service performance and public-service accountability. The profile of the respondents showed that the facility primarily serves LGU and agency staff, repeat users, weekday clients, and users of catering and function hall services. This indicates that the PLC operates largely as an institutional and event-based service facility, where readiness, coordination, clarity of procedures, and consistency of service are central to client experience.

In terms of SERVQUAL dimensions, the PLC was generally assessed as excellent, with empathy, assurance, responsiveness, and reliability emerging as stronger areas, while tangibles received the lowest rating among the dimensions. This suggests that the facility's service strength lies mainly in its human service capacity, particularly in staff courtesy, attentiveness, competence, and responsiveness. However, the lower rating for tangibles indicates that physical facilities, equipment, signage, room readiness, and visible service features still require improvement to ensure a more consistent and dependable hospitality experience.

In terms of GovQual dimensions, the PLC was generally assessed as good, with staff integrity and professional conduct receiving the highest rating and accessibility receiving the lowest. This finding indicates that clients recognize the professionalism and ethical conduct of personnel, but also points to the need to strengthen access to information, booking support, physical accessibility, service navigation, and assistance mechanisms. As a public hospitality facility, the PLC must sustain professional conduct while improving the systems and processes that make services clearer, fairer, safer, and more accessible to different client groups.

For customer experience outcomes, trust as a public service institution received the highest rating, while loyalty intention received the lowest. This suggests that clients generally view the PLC as credible and dependable, but their willingness to reuse or recommend the facility may still be strengthened through better facility readiness, clearer procedures, faster coordination, improved accessibility, and more consistent service delivery. The results indicate that public trust is already present, but stronger loyalty may require a more seamless and value-oriented service experience.

The study further concludes that significant differences in service quality and customer experience outcomes were found only when respondents were grouped according to room or facility tier used. This implies that client experience varies across specific rooms, halls, or facility types. Such finding suggests that broad institutional ratings may conceal facility-specific service gaps. Therefore, improvement efforts should not rely only on general service assessments but should also examine the condition, accessibility, equipment readiness, comfort, and functionality of each room, hall, and service area.

Finally, the findings showed significant positive relationships between service quality and customer experience outcomes. Both SERVQUAL and GovQual dimensions were significantly associated with trust, perceived value-for-money, loyalty intention, and overall satisfaction. This indicates that clients' evaluation of the PLC is linked not only to hospitality features such as cleanliness, reliability, responsiveness, assurance, and empathy, but also to public-service attributes such as transparency, procedural fairness, accessibility, safety, complaint handling, and staff integrity. Thus, service quality in a government-managed hospitality establishment should be understood as both experiential and procedural, requiring attention to facilities, personnel, systems, and accountability mechanisms.

Limitations

Several limitations should be acknowledged. First, the study was limited to one government-managed hospitality facility; therefore, the findings are most applicable to the Provincial Learning Center and to similar public facilities with comparable service conditions. Second, the use of convenience sampling limits external validity. Since respondents were selected based on availability, direct service experience, and willingness to participate, the sample may have overrepresented repeat users, weekday clients, agency-based users, or clients with stronger motivation to provide feedback. Less frequent users, weekend users, clients with unresolved complaints, persons with accessibility difficulties, and those who did not participate during the data-gathering period may have been

underrepresented. Third, the cross-sectional and correlational design described perceptions during one data-gathering period and identified significant associations, but it did not establish long-term trends or causal effects. Fourth, the results depended on self-reported perceptions, which may have been influenced by recall, courtesy bias, recent service experiences, or respondents' relationship with the institution. Finally, seasonal demand, unusual events, operational adjustments, and incomplete facility records may have affected the findings. These limitations should guide cautious interpretation and support the need for future studies using probability-based sampling, longitudinal tracking, mixed data sources, and comparative analysis across several public-sector hospitality facilities.

Ethical Approval

The study observed ethical standards for research involving human participants. Before data collection, the researcher secured approval and permission from the Office of the Department Head of the Provincial Learning Center to conduct the study and administer the questionnaire to eligible respondents. Written informed consent was obtained from all participants after they were informed of the study's purpose, the nature of their participation, and the use of the collected data. Participation was voluntary, and respondents were assured that they could withdraw from the study at any stage without penalty. Confidentiality and anonymity were maintained by ensuring that no personally identifiable information was disclosed in the report. All responses were treated with strict confidentiality, analyzed in aggregate form, and used solely for academic and research purposes.

Conflict of Interest

The authors declare no conflict of interest regarding the publication of this study.

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Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request. Access to the data may be subject to institutional policies and ethical restrictions concerning research involving human participants and public-sector client data.

Author Contributions

Jhenie Rose S. Buslon conceptualized the study, developed the research instruments, collected and analyzed the data, interpreted the findings, and prepared the original manuscript draft. Gretchen Yarra L. Erno provided research supervision, contributed to the study design and methodology, reviewed and refined the analysis and interpretation of results, and critically revised the manuscript for important intellectual content. Both authors reviewed and approved the final version of the manuscript.

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