

Client Satisfaction with the Timeliness of the Official Records Requests in the Local Civil Registrar's Office in Ormoc City

Ma Alyssa H. Dumaguit

Palompon Institute of Technology

DOI: <https://doi.org/10.47772/IJRISS.2026.100801147>

Received: 13 September 2026; Accepted: 18 September 2026; Published: 25 September 2026

ABSTRACT

This quantitative study examined client satisfaction on the timeliness of official records requests in the Local Civil Registrar's Office (LCRO) in Ormoc City. It specifically assessed the level of client satisfaction in terms of processing time and speed, efficiency and organization, and staff responsiveness, as well as the overall satisfaction of clients regarding the timeliness of services. The study employed a descriptive quantitative research design and utilized a structured questionnaire as the primary data-gathering instrument. The respondents were selected clients who had availed of official records services from the LCRO. Data gathered were statistically analyzed using frequency, percentage, weighted mean, and standard deviation to determine the respondents' assessments and the consistency of their responses.

The findings showed that clients generally expressed a satisfactory level of satisfaction with the timeliness of official records services. The assessment of processing time and speed indicated that clients generally found the processing of requests prompt and acceptable. The findings on efficiency and organization likewise showed that the procedures, queuing system, and overall organization of services were generally satisfactory. Staff responsiveness was also positively assessed, particularly in terms of the personnel's ability to respond to clients' concerns, provide assistance, and demonstrate courteous and professional service. Overall, the results indicated a high level of client satisfaction with the timeliness of official records requests, suggesting that timely processing and responsive service contribute significantly to positive client experiences. The study concludes that the LCRO generally delivers timely and satisfactory official records services. Nevertheless, areas such as reducing waiting and processing time, improving the organization of procedures, strengthening communication regarding delays, and maintaining staff responsiveness should be continuously enhanced. The study recommends the continued evaluation and improvement of service procedures to promote efficient, timely, transparent, and client-centered public service delivery.

INTRODUCTION

Client satisfaction is an important indicator of whether a government office is doing its job effectively and efficiently, especially for those responsible for various public service delivery. It is one of the things that shows the government is responsible, which helps it earn the respect and trust of its clients. Organizations and agencies provide public services to meet community needs. This service is conducted in accordance with the rules and laws set by each organization or agency. One of the public service providers is a government agency (Ilham, 2023). Client satisfaction can be hindered when public delivery services are not timely or appropriately provided.

According to Hung et al. (2003), providing an excellent level of service quality that results in high customer satisfaction is of utmost importance and a noteworthy challenge for service industries today. Government agencies are among the industries that consistently demonstrate client satisfaction. Ultimately, local government units (LGUs) should be increasingly responsive and better attuned to community needs by providing the timely, high-quality public services they deserve. Government agencies, although not profit-centered, are not exempt from providing quality service and satisfying their customers (Cuevas & Tamayo, 2024). The local civil registrar (LCR) offices served as the front-line government departments responsible for issuing vital civil registry documents, such as birth, marriage, and death certificates, to clients who used these official records in a range of personal, legal, educational, and employment-related transactions. Time in an organization is an intangible factor of production that cannot be reclaimed once lost. Time is one of the most precious assets, yet it still can

be mismanaged. Ultimately, the efficiency and effectiveness of any organization, whether in the private or public sector, largely depend on its employees' effective utilization of available scarce resources (OSAWE, 2017).

The Ormoc City Local Civil Registrar Office (LCRO) is an important front-line service unit for the local Government in the area. As Ormoc City's population and economy grow, so does the need for civil registry records. The civil registrar's office in Ormoc City holds the official records of the residents, such as birth, marriage, and death certificates. Managing the documents promptly and accurately in accordance with the requests of the clients is one of the responsibilities and duties of the Civil Registrar departments in order to satisfy the clients, mainly the residents of the city. Measuring the clients' satisfaction with the public service of the department will help determine what it needs to improve in compliance with the governance of delivering public services.

Statement of the Problem

This study aimed to determine the relationship between timeliness-related factors and client satisfaction with the timeliness of official records requests in the LCRO of Ormoc City.

Specifically, it sought to answer the following questions:

1. What is the prevailing timeliness-related factors affecting official records requests in the Local Civil Registrar's Office of Ormoc City?
2. What is the level of timeliness of official records requests in the Local Civil Registrar's Office of Ormoc City?
3. What is the level of client satisfaction with the timeliness of official records requests in the Local Civil Registrar's Office of Ormoc City?
4. Is there a significant relationship between client satisfaction and each of the following timeliness-related factors, in terms of:
 - a) Processing time and speed
 - b) Efficiency and organization
 - c) Staff responsiveness
 - d) Overall satisfaction
5. What intervention program can be proposed based on the findings of the study to improve client satisfaction with the timeliness of official records requests in the Local Civil Registrar's Office of Ormoc City?

REVIEW OF RELATED LITERATURE

This chapter discusses the various components of client satisfaction concerning the services offered by the LCRO and includes the perceptions of clients before the transaction, their views of how effective the service is, and both the ease of access to services and the clarity of processes. Several important theoretical frameworks, such as the Expectation Confirmation Theory and other service quality models (including the SERVQUAL Model Theory), and time-based service performance perspectives help explain how service timeliness relates to client satisfaction

In this modern world of public administration, it is apparent that client satisfaction is central to measuring the performance of each organization. The government sees client satisfaction as a measurement of service quality and efficiency (Organisation for Economic Co-operation and Development [OECD], 2019; United Nations [UN], 2020). Nowadays, client satisfaction is not taken lightly as it serves as a measure of legitimacy and accountability (Osborne et al., 2021). As a result of such observations, organizations are measured according to their satisfactory levels. Various studies show that high client satisfaction may improve the trust in public

administration as well as compliance with government procedures (Ryzin, 2021; World Bank, 2022). According to recent studies, public satisfaction as a result of service consumption is not the same as private satisfaction because here, there is no choice regarding service consumption (Morgeson et al., 2020). That is why the service delays and failures produce more negative results in terms of satisfaction levels when compared to the private sector level of service (Kim & Lee, 2020). Competent and good quality public services do not only help in satisfying the public needs but serve as a means of building trust between the state and the citizens (Taufiqurokhman et al., 2024). According to the Zamboanga City Civil Registry Study (2019) undertaken in Zamboanga City, respondents expressed higher satisfaction from using civil registry offices when service duration was less than expected.

Service quality, on the other hand, is defined as the extent to which public services meet citizens' expectations in terms of responsiveness, reliability, transparency, and efficiency (Osborne et al., 2021). Recent researchers highlight the importance of applying service quality frameworks in public institutions with some adjustments in accordance with the institutional and procedural realities of government operations (Rodriguez et al., 2020; UN, 2022). Recently, there has been an impressive growth in the demand for efficient public service delivery, making governments understand the importance of meeting citizens' needs (Quiatchon, 2024). This has resulted in the development and implementation of many policies and initiatives aimed at improving service delivery. In the public sector, public service is the primary function of every government functionary and citizens are regarded as the main customers (Asuncion et al., 2021).

Some studies conducted in local governments show that the responsiveness and reliability of the institutions with regard to their service delivery that creates the foundation for the concept of timeliness is the most important elements influencing the level of citizens' satisfaction (Kim & Lee, 2020; World Bank, 2022). Depending on the speed at which service delivery takes place and on how effectively the complete processes are undertaken, clients develop their perspectives on the quality of provided services (OECD, 2020; Morgeson et al., 2020). The service quality in civil registry service offices is mainly evaluated through the time of waiting, process time, and the extent of clarity in relation to the service delivery process (UNICEF, 2021).

The theory of Expectation Confirmation (ECT) is being extensively used in current research in order to explain the competence of client satisfaction through service delivery. Based on the research of contemporary literature and studies, satisfaction takes place as a result of the comparison of the expected service delivery and the one that has actually taken place (Ryzin, 2021; Morgeson et al., 2020). Therefore, when the actual process time is equal to or shorter than the expected one, the effect of satisfaction takes place. In order to lessen bureaucratic delays, recent use of ECT in government agencies indicates that delays create negative disconfirmation even when services are correct (James & Moseley, 2021; Kim, 2020).

The theory of time-based service performance views time as an essential element in the perception of service quality. Studies have shown that short service cycles lead to high levels of satisfaction regardless of service complexity (Kim & Lee 2020; OECD, 2020). In civil registration, there is a high sensitivity of the public to delays, as the information sought is very important (UNICEF, 2021). All studies published between the years 2019 and 2025 show that timeliness of service is the most relevant and influence factor on client satisfaction with public services. The recent studies have tried to clarify the role of both expectation confirmation theory and service quality models alongside time-based service performance models. This therefore helps in addressing issues of citizen perception of efficiency in government (Ryzin, 2021; OECD, 2020; World Bank, 2023). Furthermore, recent studies have confirmed the need to study timing of services in order to provide timely reforms in administration and increase more trust (UN, 2022; ADB, 2021). Therefore, this study in Ormoc City will provide necessary evidence in the literature as well as in provision of civil registration services.

METHODOLOGY

The research followed a quantitative descriptive-correlational methodology to examine levels of customer satisfaction with the promptness of issuing assorted records (such as birth, marriage, and death certificates) by the LCRO in Ormoc City, Region VIII. Quantifiable primary data was gathered via structured questionnaire reflecting waiting time, processing time, compliance with promised time frames, service fairness, staff readiness to help, and total satisfaction of the customers with the services provided. Furthermore, the correlation part of the research examined the relationship between various factors affecting satisfaction with

the service provided.

This research was carried out at the LCRO based in Ormoc City, Leyte, inside the New Ormoc City Hall. The role of the LCRO is very important from the point of view of state authorities, since it is the only organization that has the right to register births, deaths, marriages, and vital events. The respondents in the study were selected using the purposive sampling method, a nonprobability method involving selection according to certain specifics of target factors or the relevant specialty. The respondents included only those individuals who had actual interaction with the LCRO in Ormoc City, which assisted them in obtaining an official document such as a birth, marriage, and death certificates. In relation to the questionnaire, the investigator obtained permission from the LCRO Director for Ormoc City before administration. The researcher gave out the questionnaire to few selected respondents after completing their transactions in LCRO. After explaining the aims of the study and providing basic information about relevant instructions on filling out the questionnaire, the researcher assured respondents that participation was voluntary.

This study made use of a structured survey questionnaire to ascertain client satisfaction in terms of the speed of record request processing at the LCRO in Ormoc City. The questionnaire was comprised of two parts. The first part allowed the respondents to submit their demographic details—age, gender, education level, and the needed type of civil registry document. The second part of the questionnaire, in turn, concerned the respondents' level of satisfaction with the aspects related to the duration of the process, the time frame for records processing, the clarity of the given information, compliance with the announced deadlines, and overall satisfaction with the service speed. A 5-point Likert scale was utilized to measure clients' attitudes and opinions to allow for the analysis of the collected data.

Statistical Treatment of Data

The information collected was carefully examined for accuracy and consistency of the answers in all completed questionnaires. After clarification of the data, coding was done, and the data were encoded into a program for statistical analysis. For the objectives of the study, different statistical tools were used to analyze the collected data. The respondents' demographic profile was analyzed using frequency and percentages. The weighted average was employed to evaluate client satisfaction regarding service timing, and standard deviation (SD) was utilized to evaluate the variability of the responses.

As a result, the statistical analysis has provided a short explanation of the collected data, enabling the researcher to interpret the results in an objective and competent way.

RESULTS AND DISCUSSION

Processing Time and Speed

Table 1 shows the factor of processing time and speed manifested the result indicate a high level of satisfaction, as reflected by the general weighted mean of 4.05, which is interpreted as "Satisfied." This means that, in general, clients perceive the services of the office to be fast and timely.

Table 1.

INDICATOR	MEAN	INTERPRETATION
1. The waiting time before was reasonable	4.03	S
2. The processing time was acceptable	4.02	S
3. My document was released within the time-frame promised	3.7	S
4. The staff handled my request promptly	4.4	VS
5. Delays, if any, were clearly explained to me.	4.1	S

GENERAL ASSESSMENT	4.05	S
STANDARD DEVIATION	0.25	VLD

Legend: MEAN :1.00–1.80 = Very Dissatisfied (VD) ,1.81–2.60 = Dissatisfied (D),2.61–3.40=Moderately Satisfied (MS),3.41–4.20 = Satisfied (S),4.21–5.00 = Very Satisfied (VS).

STANDARD DEVIATION: 0.00 – 0.50 = Very Low Dispersion (VLD), 0.51 – 1.00 = Low Dispersion (LD), 1.01 – 1.50 = Moderate Dispersion (MD), 1.51 – 2.00 = High Dispersion (HD), Above 2.00 = Very High Dispersion (VHD)

Efficiency and Organization

Table 2 shows the factor of efficiency and organization manifested the result indicate a high level of satisfaction, as reflected by the general weighted mean of 3.05, which is interpreted as “Satisfied.” This means that, in general, clients perceive the services of the office to be efficient and organized.

Table 2

INDICATOR	MEAN	INTERPRETATION
1. Instruction for processing the documents were clear	3.1	S
2. System for requesting documents were organized	4.1	S
3. There were enough staff in the office to handle clients effectively	3.4	S
4. Queuing process were smooth and Systematic	3.5	S
GENERAL ASSESSMENT	3.53	S
STANDARD DEVIATION	0.42	VLD

Legend: MEAN: 1.00–1.80 = Very Dissatisfied (VD) ,1.81–2.60 = Dissatisfied (D),2.61–3.40=Moderately Satisfied (MS),3.41–4.20 = Satisfied (S),4.21–5.00 = Very Satisfied (VS).

STANDARD DEVIATION: 0.00 – 0.50 = Very Low Dispersion (VLD), 0.51 – 1.00 = LowDispersion (LD), 1.01 – 1.50 = Moderate Dispersion (MD), 1.51 – 2.00 = High Dispersion (HD), Above 2.00 = Very High Dispersion (VHD)

Staff Responsiveness

Table 3 shows that the factor regarding the staff responsiveness during the entire procedure manifested the result indicate a high level of satisfaction, as reflected by the general weighted mean of 3.81, which is interpreted as “Satisfied.” This means that, in general, clients perceive that the staff handled the client’s requests and the procedure responsively and effectively. This overall finding indicates that respondents were generally satisfied with how responsive the staffs were in addressing client concerns and facilitating document-related transactions.

Table 3

INDICATOR	MEAN	INTERPRETATION
1. Staffs immediately responded to my questions about processing time	4.06	S
2. Staffs appeared knowledgeable about the status of my request	3.3	S
3. Staffs were courteous and professional during transaction	4.08	S
GENERAL ASSESSMENT	3.81	S
STANDARD DEVIATION	0.45	VLD

Legend: MEAN: 1.00–1.80 = Very Dissatisfied (VD), 1.81–2.60 = Dissatisfied (D), 2.61–3.40=Moderately Satisfied (MS), 3.41–4.20 = Satisfied (S), 4.21–5.00 = Very Satisfied (VS).

STANDARD DEVIATION: 0.00 – 0.50 = Very Low Dispersion (VLD), 0.51 – 1.00 = Low Dispersion (LD), 1.01 – 1.50 = Moderate Dispersion (MD), 1.51 – 2.00 = High Dispersion (HD), Above 2.00 = Very High Dispersion (VHD)

Overall, Client Satsifaction

As shown in Table 4, the overall evaluation and observation of the client satisfaction in terms of timeliness of service at the LCRO was determined. This section analyzes the views of the clients regarding time taken for processing, waiting time, satisfaction with process, expectation going back to request the service, and recommend the office to others based on the orderliness of the service. With an overall mean of 4.15, it can be indicated that this mean falls between 4.21 and 5.00 according to Likert scale and indicates that the clients were “Very Satisfied” with the service provided by the LCRO. This means that clients were “Very Satisfied” with the timely response of the LCRO staffs in taking care of the customers, the manner in which instructions were provided, and the effective performance of their duties even during peak service periods. Therefore, the general conclusion reflects the clients were fitted and satisfied with the service provided by the LCRO and finds that service delivery processes have proven to be successful.

Table 4

INDICATOR	MEAN	INTERPRETATION
1. I am satisfied with how fast my records request was processed	3.9	S
2. The service I received met my expectation in terms of timeliness	4.25	VS
3. I would transact again with the Local Civil Registrar Office Because of timely service	4.22	VS
4. I would recommend the LCRO to the others based on the timeliness of their service	4.22	VS
GENERAL ASSESSMENT	4.15	VS
STANDARD DEVIATION	0.17	VLD

Legend: MEAN: 1.00–1.80 = Very Dissatisfied (VD), 1.81–2.60 = Dissatisfied (D), 2.61–3.40=Moderately Satisfied (MS), 3.41–4.20 = Satisfied (S), 4.21–5.00 = Very Satisfied (VS).

STANDARD DEVIATION: 0.00 – 0.50 = Very Low Dispersion (VLD), 0.51 – 1.00 = Low Dispersion (LD), 1.01 – 1.50 = Moderate Dispersion (MD), 1.51 – 2.00 = High Dispersion (HD), Above 2.00 = Very High Dispersion (VHD)

SUMMARY

This research aimed to assess how long it takes to prepare documents that need to be obtained from the Office of the Local Civil Registrar in Ormoc City and how satisfied customers are with this timeframe. The study also included an evaluation of the overall impact that the time taken for these services has on customer satisfaction. The researcher explored three aspects regarding how respondents understand processing time: namely, the time taken, the efficiency and organization of work, and the responsiveness of personnel. The method applied for this research included numerical analysis and a questionnaire survey directed at obtaining people’s information about their contacts with office procedures concerning the acquisition of documents. Respondents to the survey were those who had recently made applications for obtaining documents necessary for them such as birth, marriage, and death certificates, which means that their opinions are based on their experience.

The data received from the survey were systemized in tables. The findings were analyzed in detail to draw certain conclusions and to understand how the different factors relate to each other. The researchers found that clients have a positive attitude to the work and performance of the LCRO because they believe that the services provided by the LCRO are efficient. According to the findings of the research, it is possible to conclude that the time of service should matter to clients a lot, especially in governmental institutions. Therefore, this study can be beneficial for the LCRO in Ormoc City and other governmental institutions, as they can find some ideas in this research concerning the introduction of a new processing system with full satisfaction of their clients.

CONCLUSION

The office for local civil registration in the city of Ormoc provides civic services related to the abode for births, marriages, and deaths of local residents. People expressed their satisfaction with the time it took to complete the process and the activities it entailed after turning to this office for help. The office team members assisted their clients effectively. The experts working in the office have developed good techniques for responding to requests for obtaining their records.

The satisfaction of the customers was due to the office's fast work. The personnel of the office were pleasant and serious while dealing with their clients. They explained everything to the people to help them feel relaxed. This helped the clients be satisfied with the service. The results of the study proved that the effectiveness of the service provided was influenced by the attitudes of the workers. When the job is performed quickly, the workers feel good about the service. If the office takes a long time to perform the task, it makes clients unhappy. It shows the necessity of working on improving the service offering.

The data obtained in the course of the study prove that the office of local civil registration in Ormoc city provides a good public service. The agency needs to improve itself. The office must follow the principles and do everything in the right manner. Communication with people is important in this respect. The office must help its staff develop. The workplace needs to use modern technologies to help people. If they do so, the citizens will trust their services even more.

RECOMMENDATIONS

The LCRO of Ormoc City continues with its functions of serving the public; indeed, the public appreciates the service received. The office has to monitor the time required for processing requests as well as compliance with regulations made by the office and installation workers. The office also has to set up a feedback system for people to share their opinions and experience with the service received, for example, a survey form about the service received. The feedback will help to enhance the quality of customer service offered by the LCRO of Ormoc City.

The LCRO of Ormoc City has to take steps to improve the performance of employees making them ready to provide excellent service to all. This can be done through providing of seminars and training courses on customer service, communication skills, record-keeping, and modern technologies. It is also crucial for the employees to keep themselves informed about the current legal regulations and the Civil Service Commission policies. To improve access to services offered by the LCRO, the office can take some steps. Accessing Information Communications Technology (ICT) will help the office to manage records more effectively by providing the capability to automate appointment scheduling through web-based systems and facilitate electronic payments.

In addition to enhancing its service delivery through the use of technology, the office should research potential solutions for managing queues and provide clients with helpful information on how to obtain the services requested. It is important for the local civil registrar to distribute this information via bulletin boards, social network sites, and its own website. This way, clients will be able to understand what they need to do in order to receive civil registration services more effectively. The findings of this research can be used by local government officials to develop effective policies and allocate resources that facilitate the provision of civil registration services. Thus, budget allocations should be made for technology-related expenses so that the local civil registrar will be able to hire personnel who may be required. It is also required for the office to improve its facilities and service infrastructure to provide its services effectively.

Local government officials and policy-makers should cooperate with the Philippine Statistics Authority (PSA) and other involved organizations in order to maintain local civil registration records that may facilitate the delivery of services to consumers. Future research should involve studies similar to this one. This should engage the input and opinions of people from other local civil registrars in other cities and municipalities. It is important for studies to analyze service outcomes in addition to the various services provided, while accounting for client demographics, client digital literacy level, and availability of digital services.

REFERENCES

1. Asian Development Bank. (2021). Improving public service delivery in local government units. Asian Development Bank. <https://www.adb.org>
2. Asuncion, Arjay & Lacap, Jean Paolo. (2021). Impact of Service Quality on Taxpayers' Satisfaction at Revenue District Office 21A, Bureau of Internal Revenue, Pampanga, Philippines. 2. 54-70.
3. Civil Service Commission. (2020). Report on public service delivery standards. CSC Philippines.
4. Hossain, M.A. & Quaddus, M. (2012). Expectation–Confirmation Theory in Information System Research: A Review and Analysis. *Information Systems Theory*, 441-469.
5. Hung, Y.H., Huang, M.L. & Chen, K.S. (2003). Service quality evaluation by the service quality performance matrix. *Total Quality Management & Business Excellence*, 14(1), 79-89.
6. Ilham, D. (2023). Quality of Population Administration Services at the Office of the Population and Civil Registry Service in Jayapura City. *Jurnal multidisiplin madani (mudima)*. Volume 3, No. 8, 1749-1758.
7. James, O., & Moseley, A. (2021). Does performance information shape citizen satisfaction? Evidence from public services. *Public Administration*, 99(2), 365–382. <https://doi.org/10.1111/padm.12679>
8. Kim, S. (2020). Public service performance and citizen satisfaction: Exploring the role of waiting time. *International Review of Administrative Sciences*, 86(3), 507–523. <https://doi.org/10.1177/0020852318791589>
9. Kim, S., & Lee, J. (2020). Managing time-based performance in public service delivery. *Public Management Review*, 22(5), 718–739. <https://doi.org/10.1080/14719037.2019.1640124>
10. Lewis, B. R., & Mitchell, V.W. (1990). Defining and measuring the quality of customer service. *Marketing Intelligence and Planning*, 8(6), 11–17.
11. Morgeson, F. V., VanAmburg, D., & Mithas, S. (2020). Misplaced trust? Exploring the structure of the citizen–government relationship. *Journal of Public Administration Research and Theory*, 30(4), 599–616. <https://doi.org/10.1093/jopart/muz042>
12. Osborne, S. P., Radnor, Z., & Nasi, G. (2021). A new theory for public service management? Toward a public service-dominant approach. *American Review of Public Administration*, 51(6), 379–395. <https://doi.org/10.1177/0275074021998775>
13. Osawe, C.O (2017). Time management: an imperative factor for effective service delivery in the Nigerian public service. *International Journal of Development and Management Review (INJODEMAR)* Vol 12 No. 1 J. 153-155
14. Philipp Nes (1991). Republic Act No. 7160. (amended by RA 8553). Creating the Local Government Code of 199.
15. Quiatchon, J.B. (2024). Republic Act 11032 policy implementation and customer satisfaction in Calamba Water District: basis for action plan. *Journal of Interdisciplinary Perspectives*, 2(7), 562-578. <https://doi.org/10.69569/jip.2024.0225>
16. Rodríguez, P. G., Svensson, G., & Wood, G. (2020). Determinants of service quality in the public sector. *International Journal of Public Sector Management*, 33(2–3), 203–220. <https://doi.org/10.1108/IJPSM-01-2019-0024>
17. Shukla, A., Mishra, A. & Wivedi, Y.K. (2025). Expectation Confirmation Theory: A Review. In S Papagiannidis (Ed.), *TheoryHub Book*. Available at <http://open.ncl.ac.uk> / ISBN: 9781739604400
18. Sulistyawati, N. A., & Listiyanti, N. R. (2024). The Influence of Service Quality and Implementation of Public Relations Customer Satisfaction on Service Recipient Satisfaction at the Yogyakarta Court Office. *International Journal of Accounting Management Economics and Social Sciences (IJAMESC)*, 2(1), 60–75. <https://doi.org/10.61990/ijamesc.v2i1.164>
19. Taufiqurokhman, T., Satispi, E., Andriansyah, A., Murod, M., & Sulastri, E. (2024). The impact of e-service quality on public trust and public satisfaction in e-government Public services. *International Journal of Data and Network Science*, 8(2), 765–772. <https://doi.org/10.5267/j.ijdns.2024.1.002>
20. United Nations. (2020). E-government survey 2020: Digital government in the decade of action. United Nations Department of Economic and Social Affairs.
21. United Nations. (2022). World public sector report 2022: Rebuilding trust in government. United

- Nations.
22. United Nations Children's Fund. (2021). Civil registration and vital statistics: A foundation for inclusive development. UNICEF
 23. Van Ryzin, G. G. (2021). Citizen satisfaction with public services: A review of the literature. *Public Administration Review*, 81(2), 353–365. <https://doi.org/10.1111/puar.13275>
 24. Wisniewski, M., & Donnelly, M. (1996). Measuring service quality in the public sector: the potential for SERVQUAL. *Total Quality Management*, 7(4), 357-365
 25. World Bank. (2018). The state of identification systems in Africa (A synthesis of country assessments). Washington, DC: World Bank
 26. World Bank. (2022). Improving government effectiveness through service delivery reform. World Bank Group.
 27. World Bank. (2023). World development report 2023: Governments and the public. World Bank Group. <https://doi.org/10.1596/978-1-4648-1840-9>
 28. Yogesh, D., Michael, W., Scott, S. (2012). *Information Systems Theory Explaining and Predicting, Our Digital Society*, Vol. 1.
 29. Zamboanga City Civil Registrar's Office. (2019). Client satisfaction survey on civil registry services in Zamboanga City. Zamboanga City, Philippines.