

Implementation of City Market Code and Satisfaction of Registered Stallholders: Basis for an Improvement Plan

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ABSTRACT

This study examined the implementation of Market Ordinance No. 20-02 and the satisfaction of registered stallholders in the Bago City Public Market, Negros Island Region. Specifically, it determined the level of ordinance implementation in terms of communication, resources, disposition, and bureaucratic structure; assessed stallholders' satisfaction in terms of responsiveness, reliability, accessibility, facilities and services, and communication; and determined the significant differences and relationship between the variables. A descriptive-correlational research design was employed involving 187 registered stallholders selected through stratified random sampling. A validated researcher-made questionnaire served as the primary data-gathering instrument. Results revealed that the overall implementation of Market Ordinance No. 20-02 was moderate, with communication and bureaucratic structure rated high, while resources and disposition were moderate. The overall level of stallholders' satisfaction was likewise moderate, with responsiveness rated high and the remaining dimensions rated moderate. No significant difference in satisfaction was found when respondents were grouped according to market section classification, while a significant difference existed based on length of time as registered stallholders. Furthermore, a significant positive relationship was found between ordinance implementation and stallholders' satisfaction. The study concludes that strengthening ordinance implementation, particularly in resources, personnel disposition, and market service delivery, may enhance stallholder satisfaction and improve public market governance.

Keywords: Market Ordinance Implementation; Stallholder Satisfaction; Public Market Governance; Service Delivery Dimensions; Communication and Bureaucratic Structure

INTRODUCTION

Public markets play an important role in local economic and social development by providing spaces for trade, livelihood, food distribution, and community interaction. They support small entrepreneurs while giving consumers access to essential goods. Effective market governance, adequate facilities, responsive services, and consistent enforcement of regulations contribute to orderly operations and positive stakeholder experiences, while weak implementation may result in sanitation and safety concerns, inefficient service delivery, and stakeholder dissatisfaction.

In the Philippines, public markets remain important sources of livelihood, particularly for micro and small entrepreneurs. The Local Government Code of 1991 (Republic Act No. 7160) authorizes Local Government Units (LGUs) to establish, regulate, and administer public markets within their jurisdictions. Their operations are further governed by laws concerning sanitation, consumer protection, solid waste management, and public safety, including Presidential Decree No. 856, Republic Act No. 7394, Republic Act No. 9003, and Republic Act No. 9514. Recent Philippine studies likewise indicate that responsive personnel, accessible services, effective communication, and adequate facilities contribute to positive stakeholder experiences, while inadequate resources, poor facility maintenance, and inconsistent enforcement may negatively affect service quality and satisfaction (Aguda et al., 2022; Estrada & Francisco, 2022; Bonete et al., 2024; Jul, 2025).

In the City Public Market, Market Ordinance No. 20-02, also known as the City Market Code, provides policies governing market administration, sanitation and waste management, security and safety, stall allocation, market fee collection, facility maintenance, and enforcement of market regulations. Registered stallholders, as primary stakeholders, directly experience these provisions through their daily interactions with market administration. Their experiences provide relevant information for assessing ordinance implementation and satisfaction with market services. Implementation is examined in terms of communication, resources, disposition, and bureaucratic structure, while satisfaction is assessed through responsiveness, reliability, accessibility, facilities and services, and communication.

Despite existing studies on public service delivery and stakeholder satisfaction, limited research has specifically examined the implementation of the City Market Code and its relationship with registered stallholders' satisfaction. Localized evidence regarding the actual implementation of Market Ordinance No. 20-02 and stallholders' assessment of market services also remains limited. Hence, this study assessed the implementation of Market Ordinance No. 20-02 and its relationship with the satisfaction of registered stallholders in the City Public Market.

METHODOLOGY

The study employed a descriptive-correlational research design to assess the implementation of Market Ordinance No. 20-02 and the satisfaction of registered stallholders in the City Public Market. The descriptive component was used to characterize the respondents and determine the levels of ordinance implementation and stallholder satisfaction, while the correlational component examined the relationship between ordinance implementation and satisfaction. The design also allowed the researchers to determine whether satisfaction differed according to market section classification and length of time as a registered stallholder without manipulating the study variables or research setting.

The study population comprised 348 registered stallholders of the City Public Market. Using Yamane's formula with a 5% margin of error, a sample size of 187 respondents was obtained. A stratified random sampling technique was employed to ensure proportional representation across the market's distinct sections. The respondents were distributed among the Fish, Meat and Poultry, Dry Goods, Grocery and Sari-sari, Vegetable and Spices, Fruit, and Eateries and Cooked Food sections. Within each stratum, simple random sampling was used to provide eligible stallholders with an equal opportunity for selection.

Data were collected using a researcher-made structured questionnaire consisting of three parts. Part I obtained information on the respondents' market section classification and length of time as registered stallholders. Part II assessed the implementation of Market Ordinance No. 20-02 in terms of communication, resources, disposition, and bureaucratic structure. Part III measured stallholders' satisfaction in terms of responsiveness, reliability, accessibility, facilities and services, and communication. Parts II and III employed a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The researcher-developed questionnaire underwent content validation by five experts using the Content Validity Ratio (CVR) procedure of Lawshe (1975). The validation yielded a CVR of 1.00, indicating unanimous expert agreement on the essentiality and relevance of the questionnaire items. The validators' recommendations were incorporated to improve the clarity, organization, and alignment of the instrument with the study objectives and variables. The revised questionnaire was pilot tested with 30 respondents who were comparable to the target participants but were not included in the final sample. Cronbach's alpha was used to establish internal consistency. The reliability coefficients reported in Appendix G ranged from 0.738 to 0.992 across the individual scales, while the overall satisfaction instrument obtained a Cronbach's alpha of 0.923.

Prior to data collection, the necessary permissions were secured from the appropriate school authorities and concerned offices of the local government, including the Office of the City Mayor and the City Treasurer's Office Market Division. Respondents were provided with written informed consent explaining the purpose of the study and emphasizing the voluntary nature of their participation. The questionnaires were distributed personally to the selected respondents, who were instructed to provide honest and complete responses. The

accomplished questionnaires were subsequently collected, organized, encoded, and prepared for statistical analysis

Descriptive and inferential statistical techniques were employed in accordance with the research questions. Frequency counts and percentages were used to describe the respondents' market section classification and length of time as registered stallholders. Weighted means and standard deviations were used to determine and interpret the levels of Market Ordinance No. 20-02 implementation and registered stallholders' satisfaction across their respective dimensions. To determine whether significant differences existed in stallholders' satisfaction when grouped according to market section classification and length of time as registered stallholders, one-way analysis of variance (ANOVA) was employed. Where applicable, post hoc comparisons were used to identify the specific groups that differed significantly. The Pearson Product-Moment Correlation Coefficient (Pearson's r) was used to determine the strength and direction of the relationship between the implementation of Market Ordinance No. 20-02 and registered stallholders' satisfaction. Statistical significance was evaluated at the 0.05 level of significance. The correlational analysis was used to establish association between the variables and was not interpreted as evidence of a causal relationship. The statistical findings served as the empirical basis for identifying priority areas for intervention and for developing an improvement plan aimed at strengthening the implementation of Market Ordinance No. 20-02 and enhancing the quality of services and satisfaction of registered stallholders.

RESULTS AND DISCUSSIONS

Profile of the Respondents

Table 1. Frequency and Percentage Distribution of the Respondents According to Profile.

Profile	Category	f	%
Market Section Classification	Fish Section	28	14.97
	Meat and Poultry Section	11	5.88
	Dry Goods Section	35	18.72
	Grocery and Sari-sari Section	75	40.11
	Vegetable and Spices Section	9	4.81
	Fruit Section	8	4.28
	Eateries and Cooked Food Section	21	11.23
	Total	187	100.00
Length of Time as Registered Stallholders	Less than 1 year	1	.53
	1–5 years	13	6.95
	6–10 years	61	32.62
	11–15 years	79	42.25
	16–20 years	25	13.37
	More than 20 years	8	4.28
	Total	187	100.00

Of the 187 registered stallholders who participated in the study, the largest proportion came from the Grocery and Sari-sari Section, with 75 respondents (40.11%). This was followed by the Dry Goods Section with 35 respondents (18.72%) and the Fish Section with 28 respondents (14.97%). Meanwhile, the Eateries and Cooked Food Section accounted for 21 respondents (11.23%), whereas the Meat and Poultry Section, Vegetable and Spices Section, and Fruit Section comprised relatively smaller proportions of the respondents.

The distribution reflects the actual composition of registered stallholders in the City Public Market and the proportional allocation employed through stratified random sampling. As a result, every market section was represented in the study according to its corresponding share of the total population. The larger number of respondents from the Grocery and Sari-sari Section is consistent with its larger population of registered stallholders, while sections with fewer registered stallholders were likewise proportionately represented.

The inclusion of respondents from the different market sections provided a broader understanding of how the implementation of Market Ordinance No. 20-02 is experienced across various business classifications within the public market. Since the nature of business operations and daily market activities may vary from one section to another, obtaining responses from all sections contributed to a more comprehensive assessment of the implementation of the ordinance and the satisfaction of registered stallholders.

The findings likewise demonstrate the appropriateness of using stratified random sampling in the study. According to Creswell and Creswell (2023), stratified random sampling enhances the representativeness of a sample by ensuring that all relevant subgroups of the population are adequately included. In the context of public administration research, adequate representation of stakeholder groups contributes to a more accurate assessment of government programs and public service implementation because it captures the perspectives of individuals from different sectors of the population (Bryson, 2022).

Level of Implementation of Market Ordinance 20-02

Table 2. Level of implementation of Market Ordinance No. 20-02 in the City Public Market in terms of Communication, Resources, Disposition and Bureaucratic Structure.

Statements	Mean	SD	Interpretation
Communication	3.57	.45	High
1. Important announcements regarding market operations such as the market hours (opening & closing) and the changes or updates in market policies and rules are communicated promptly.	4.69	.82	High
2. Signs for proper sanitation are displayed in conspicuous spaces to warn vendors and buyers, ex.: "Keep Premises Clean" and "Use Garbage Cans."	3.84	.59	High
3. Market authorities provide clear instructions regarding compliance with market regulations.	3.03	.68	Moderate
4. The procedures for applying for a stall, renewing a lease, and paying market fees are clearly explained by market authorities.	2.55	1.08	Low
5. Vendors are regularly reminded of prohibited acts, as well as penalties & fines are communicated and clearly understood by stallholders and vendors.	3.26	1.84	Moderate
6. I am aware of the provisions of the City Market Code (Market Ordinance No. 20-02) governing the operation of the public market.	4.04	1.16	High
Resources	3.12	.35	Moderate
1. There is an adequate number of personnel in maintaining security, and cleanliness and sanitation.	3.42	.81	High
2. Facilities for sanitation and maintenance are readily available and accessible.	2.63	.80	High
3. The roofing, lightings, drainage, and sewerage systems of the public market are properly maintained to ensure the safety and protection of stalls and merchandise.	2.18	1.29	Low

4. Adequate water supply for sanitation, and potable water & drinking facilities are available.	3.05	1.78	Moderate
5. Ample vehicle parking space are available.	3.90	1.24	High
6. City-provided weighing scales are available for consumer use.	3.52	.95	High
Disposition	3.11	.41	Moderate
1. Market personnel demonstrate commitment in enforcing market regulations and perform their duties responsibly and professionally.	2.94	1.01	Moderate
2. Market personnel conspicuously display their identification cards for proper identification when addressing concerns and interacting with vendors, buyers, and other stakeholders within the public market premises.	3.97	1.36	High
3. Cleaning of market premises is done daily and the garbage are collected and disposed according to schedule.	3.55	1.21	High
4. Market personnel demonstrate strong understanding of market laws, rules and regulations, and show fairness in enforcing the provisions of Market Ordinance No. 20-02, and are willing to assist registered stallholders when needed.	3.06	1.12	Moderate
5. Market personnel regularly collect fees and issue the equivalent official receipts.	2.79	1.15	Moderate
6. Market Committee conducts drawing of lots and bidding procedures fairly among applicants of vacant stalls.	2.32	1.52	Low
Bureaucratic Structure	3.44	.53	High
1. Procedures for market transactions and services are clearly established.	4.00	1.32	High
2. Market sectioning is properly organized and maintained.	3.58	1.16	High
3. Standard procedures for stall application, lease renewal, and fee collection are clearly enforced and followed.	3.73	1.42	High
4. Rental fees are paid regularly every month.	3.32	1.31	Moderate
5. The process for lease revocation are clearly implemented through proper procedures.	2.94	1.25	Moderate
6. Instruments for weights and measures are calibrated and sealed every six months.	3.10	1.36	Moderate
Implementation of Market Ordinance No. 20-02 As a Whole	3.31	.34	Moderate

Legends:(4.21-5.0)-Very High;(3.41 – 4.20)-High;(2.61-3.40) Moderate (1.81 – 2.60)-Low;(1.00 – 1.80)-Very Low

Table 2 presents the level of implementation of Market Ordinance No. 20-02 in the City Public Market in terms of communication, resources, disposition, and bureaucratic structure. The results reveal an overall mean of 3.31 with a standard deviation of 0.34, interpreted as Moderate. This indicates that, from the perspective of the registered stallholders, the ordinance is implemented to a moderately effective extent. While several provisions of the ordinance are consistently observed, the findings also suggest that certain aspects of its implementation require further strengthening to ensure more effective and consistent enforcement across the public market.

Among the four dimensions, Communication obtained the highest mean of 3.57 (SD = 0.45), interpreted as High. This indicates that respondents generally agreed that communication-related provisions of the ordinance are effectively implemented by the market administration. In particular, the highest-rated indicator was "Important announcements regarding market operations such as the market hours (opening and closing) and the changes or updates in market policies and rules are communicated promptly," which obtained a mean of 4.69 (SD = 0.82) and was interpreted as High. This finding suggests that the market administration is effective in disseminating

operational announcements and important updates, enabling stallholders to remain informed about matters affecting their business operations. On the other hand, the indicator "The procedures for applying for a stall, renewing a lease, and paying market fees are clearly explained by market authorities" received the lowest mean of 2.55 (SD = 1.08), interpreted as Low. This result indicates that respondents perceive the communication of administrative procedures as one of the weaker aspects of ordinance implementation and highlights an area where clearer guidance and more consistent information dissemination are needed.

The Bureaucratic Structure dimension ranked second with a mean of 3.44 (SD = 0.53), interpreted as High. The findings suggest that the organizational procedures governing market transactions are generally established and implemented. The highest-rated statement under this dimension was "Procedures for market transactions and services are clearly established," which obtained a mean of 4.00 (SD = 1.32). Conversely, "The process for lease revocation is clearly implemented through proper procedures" obtained the lowest mean of 2.94 (SD = 1.25), interpreted as Moderate. This indicates that while respondents recognize the existence of established procedures, greater consistency, and transparency in implementing specific administrative processes, particularly lease revocation, may still be necessary.

Meanwhile, the Resources dimension obtained a mean of 3.12 (SD = 0.35), interpreted as Moderate. This implies that the availability of personnel, facilities, and physical resources is perceived to be adequate only to a certain extent. The highest-rated indicator was "Ample vehicle parking space are available," with a mean of 3.90 (SD = 1.24), interpreted as High. In contrast, the statement "The roofing, lightings, drainage, and sewerage systems of the public market are properly maintained to ensure the safety and protection of stalls and merchandise" obtained the lowest mean of 2.18 (SD = 1.29), interpreted as Low. This finding suggests that respondents identified deficiencies in the maintenance of the market's physical infrastructure, indicating a need for improvements in facilities that directly affect the safety, sanitation, and day-to-day operations of the public market.

Similarly, Disposition recorded a mean of 3.11 (SD = 0.41), also interpreted as Moderate. This indicates that respondents perceived the commitment, fairness, and responsiveness of market personnel to be satisfactory but not consistently demonstrated. Among the indicators, "Market personnel conspicuously display their identification cards for proper identification when addressing concerns and interacting with vendors, buyers, and other stakeholders within the public market premises" received the highest mean of 3.97 (SD = 1.36), interpreted as High. Conversely, "Market Committee conducts drawing of lots and bidding procedures fairly among applicants of vacant stalls" obtained the lowest mean of 2.32 (SD = 1.52), interpreted as Low. The result suggests that respondents perceive fairness and transparency in the allocation of vacant stalls as an area requiring greater attention from the market administration.

Overall, the findings indicate that communication and bureaucratic structure are relatively stronger aspects of the implementation of Market Ordinance No. 20-02, while resources and disposition received only moderate assessments, reflecting opportunities for improvement. These results support the implementation model of George C. Edwards III, who emphasized that successful policy implementation depends on effective communication, adequate resources, committed implementers, and an efficient bureaucratic structure. Although communication and organizational procedures were generally viewed positively, the lower ratings for infrastructure maintenance, administrative procedures, and fairness in certain market processes suggest that strengthening these areas could contribute to a more effective implementation of the ordinance and improve the overall management of the City Public Market.

Level of Registered Stallholders' Satisfaction

Table 3. Level of Satisfaction of Registered Stallholders in terms of Responsiveness, Reliability, Accessibility, Facilities and Services and Communication.

Statements	Mean	SD	Interpretation
Responsiveness	3.60	.66	High
1. Market personnel respond promptly to requests and concerns without unnecessary delay.	4.14	1.29	High

2. Market authorities promptly attend to complaints raised by stallholders.	3.59	.96	High
3. Market personnel are readily available when assistance is needed.	3.04	.86	Moderate
4. Market authorities act promptly on reported violations of market rules.	3.88	1.42	High
5. Market personnel demonstrate willingness to help registered stallholders.	3.39	1.32	Moderate
6. Market authorities follow-up on previously raised concerns to ensure they have been resolved.	3.57	2.62	High
Reliability	3.09	.46	Moderate
1. Market premises are consistently kept clean and sanitary.	2.82	1.23	Moderate
2. Security measures are consistently implemented.	2.26	1.39	Low
3. Garbage collection is regularly conducted.	3.83	1.44	High
4. Official receipts and cash tickets are always issued upon payment of market fees and rentals.	3.59	1.23	High
5. Market personnel are consistently present during market hours to oversee operations.	3.17	1.16	Moderate
6. Market authorities apply rules and penalties consistently and without favoritism.	2.86	1.19	Moderate
Accessibility	3.32	.51	Moderate
1. Market personnel are easy to approach and accessible when assistance is needed.	2.25	1.42	Low
2. Information regarding market services are easy to understand and readily available.	3.74	1.43	High
3. There is an area/in-charge within the market where/whom registered stallholders can easily raise concerns, complaints, and inquiries regarding market rules and operations.	3.43	1.27	High
4. The City Treasurer's Office is accessible during office hours for payment of market fees and rentals.	3.66	1.62	High
5. Parking spaces are accessible and adequate for stallholders and their suppliers during delivery hours.	3.71	1.22	High
6. Weighing scales for consumers are accessible, regularly calibrated and maintained to ensure accuracy.	3.14	1.06	Moderate
Facilities and Services	3.05	.37	Moderate
1. Market facilities are clean, adequate, and well-maintained such as building maintenance, roofing, lighting, pathways, and drainage and sewerage systems.	2.83	1.12	Moderate
2. Water supply and drinking facilities are adequate.	2.16	1.32	Low
3. Public comfort rooms are properly maintained (clean and sanitary).	3.58	1.61	High

4. Garbage receptacles are adequate and properly maintained & waste dumping area is conveniently located.	3.72	1.18	High
5. The market premises are free from stray animals, rodents, and pests.	3.11	1.10	Moderate
6. The overall condition of the market facilities supports business operations.	2.88	1.17	Moderate
Communication	3.25	.44	Moderate
1. Stallholders are regularly informed of updates or changes in market policies, fees and procedures.	2.28	1.45	Low
2. Important announcements are disseminated promptly.	3.68	1.57	High
3. Market authorities clearly explain the rules and regulations of the Market Code to the stallholders.	4.43	1.03	Very High
4. Market authorities clearly inform stallholders about violations, warnings, and penalties based on Market Ordinance No. 20-02.	3.76	.66	High
5. Market personnel listen to the concerns of registered stallholders as well as their feedbacks are properly acknowledged.	2.97	.78	Moderate
6. Market personnel are courteous and professional in their dealings with vendors/stallholders.	2.36	1.24	Low
Satisfaction As a Whole	3.26	.35	Moderate

Legends:(4.21-5.0)-Very High;(3.41 – 4.20)-High;(2.61-3.40) Moderate (1.81 – 2.60)-Low;(1.00 – 1.80)-Very Low

Table 3 presents the level of satisfaction of registered stallholders in the City Public Market in terms of responsiveness, reliability, accessibility, facilities and services, and communication. As reflected in the results, the overall mean is 3.26 with a standard deviation of 0.35, interpreted as Moderate. This indicates that the registered stallholders are generally moderately satisfied with the services and management provided by the market administration. Although several aspects of service delivery were viewed positively by the respondents, the findings likewise suggest that improvements are still necessary to consistently meet the expectations of registered stallholders and further enhance the quality of public market services.

Among the five dimensions, Responsiveness obtained the highest mean of 3.60 (SD = 0.66), interpreted as High. This finding indicates that market personnel are generally perceived to respond appropriately to the concerns and service needs of registered stallholders. The highest-rated statement under this dimension was "Market personnel respond promptly to requests and concerns without unnecessary delay," with a mean of 4.14 (SD = 1.29), suggesting that respondents appreciate the prompt action taken by market personnel whenever assistance is requested. Likewise, "Market authorities act promptly on reported violations of market rules" also received a relatively high rating (M = 3.88, SD = 1.42), reflecting the respondents' confidence that reported violations are generally acted upon by the market administration. However, "Market personnel are readily available when assistance is needed" obtained the lowest mean of 3.04 (SD = 0.86), interpreted as Moderate. This suggests that although market personnel are generally responsive, their availability may not always be consistent, particularly during situations requiring immediate assistance. Overall, the findings imply that prompt response remains one of the strengths of the market administration and contributes positively to the satisfaction of registered stallholders.

The dimension of Accessibility ranked second, obtaining a mean of 3.32 (SD = 0.51), interpreted as Moderate. This indicates that respondents generally find market services and administrative offices reasonably accessible,

although there are still opportunities to improve accessibility to personnel and services. The highest-rated statement under this dimension was "Information regarding market services is easy to understand and readily available," which obtained a mean of 3.74 (SD = 1.43), closely followed by "Parking spaces are accessible and adequate for stallholders and their suppliers during delivery hours" (M = 3.71, SD = 1.22) and "The City Treasurer's Office is accessible during office hours for payment of market fees and rentals" (M = 3.66, SD = 1.62). These findings suggest that respondents generally have convenient access to important services necessary for market operations. On the other hand, the statement "Market personnel are easy to approach and accessible when assistance is needed" recorded the lowest mean of 2.25 (SD = 1.42), interpreted as Low. This indicates that while physical facilities and offices are generally accessible, respondents perceive that accessibility to market personnel themselves remains an area requiring improvement.

The Communication dimension obtained a mean of 3.25 (SD = 0.44), interpreted as Moderate. The findings indicate that communication between market authorities and registered stallholders is generally adequate but remains inconsistent in certain areas. The highest-rated indicator was "Market authorities clearly explain the rules and regulations of the Market Code to the stallholders," which obtained a mean of 4.43 (SD = 1.03), interpreted as Very High. This demonstrates that respondents highly recognize the efforts of market authorities in explaining the provisions of Market Ordinance No. 20-02, thereby promoting awareness, and understanding of market regulations. Likewise, respondents gave favorable ratings to the prompt dissemination of important announcements (M = 3.68, SD = 1.57) and the communication of violations, warnings, and penalties (M = 3.76, SD = 0.66). However, "Stallholders are regularly informed of updates or changes in market policies, fees, and procedures" received the lowest mean of 2.28 (SD = 1.45), interpreted as Low, while "Market personnel are courteous and professional in their dealings with vendors/stallholders" likewise obtained a relatively low mean of 2.36 (SD = 1.24). These findings suggest that although respondents generally understand the Market Code, improvements are still necessary in providing timely policy updates and strengthening professional communication between market personnel and registered stallholders.

Meanwhile, the Reliability dimension recorded a mean of 3.09 (SD = 0.46), interpreted as Moderate. This indicates that respondents perceive market services to be reasonably dependable but not consistently delivered across all aspects of market operations. The highest-rated statement under this dimension was "Garbage collection is regularly conducted," which obtained a mean of 3.83 (SD = 1.44), followed by "Official receipts and cash tickets are always issued upon payment of market fees and rentals" (M = 3.59, SD = 1.23). These findings suggest that sanitation services and financial transactions are generally carried out consistently by the market administration. Conversely, "Security measures are consistently implemented" received the lowest mean of 2.26 (SD = 1.39), interpreted as Low. This result indicates that respondents perceive security within the public market as one of the aspects requiring greater attention to ensure the protection of both stallholders and consumers. Likewise, the moderate ratings given to the consistent implementation of rules and the presence of market personnel indicate opportunities to further strengthen the reliability of market operations.

Among all dimensions, Facilities and Services obtained the lowest mean of 3.05 (SD = 0.37), interpreted as Moderate. This finding indicates that respondents were only moderately satisfied with the condition and adequacy of the market's physical facilities and support services. The highest-rated indicator under this dimension was "Garbage receptacles are adequate and properly maintained and the waste dumping area is conveniently located," which obtained a mean of 3.72 (SD = 1.18), followed by "Public comfort rooms are properly maintained" (M = 3.58, SD = 1.61). These results suggest that respondents acknowledge the efforts of the market administration in maintaining sanitation-related facilities. Nevertheless, "Water supply and drinking facilities are adequate" obtained the lowest mean of 2.16 (SD = 1.32), interpreted as Low, indicating that respondents are dissatisfied with the adequacy of water facilities within the public market. Similarly, the moderate ratings given to building maintenance, roofing, lighting, drainage, sewerage systems, and the overall condition of market facilities suggest that infrastructure improvements remain necessary to create a safer, cleaner, and more conducive environment for conducting business.

Overall, the findings indicate that registered stallholders expressed the highest level of satisfaction with the responsiveness of the market administration, while facilities and services received the lowest assessment among the five dimensions. The results suggest that although market personnel generally respond promptly to requests

and concerns, improvements in market infrastructure, security, accessibility of personnel, and communication of policy updates remain necessary to further improve the quality of services experienced by registered stallholders. These findings are consistent with recent studies emphasizing that citizen satisfaction is influenced by the responsiveness, reliability, accessibility, communication, and adequacy of public services provided by government institutions (Magno & Polancos, 2023; Reddick et al., 2022). Likewise, the results support the view that satisfaction increases when public services meet or exceed the expectations of service recipients, particularly in terms of service quality, accessibility, and effective communication (Zhang et al., 2022). Therefore, the moderate level of satisfaction reflected in this study indicates that while the City Public Market has established mechanisms for delivering services, there remains considerable opportunity to strengthen service delivery through improvements in market facilities, accessibility of personnel, consistency in service implementation, and timely dissemination of information. Addressing these areas may contribute not only to higher stallholder satisfaction but also to the more effective implementation of Market Ordinance No. 20-02 and the continuous improvement of public market management.

Difference in the Satisfaction of Registered Stallholders when Grouped According to Market Section

Table 4a. Difference in the Level of Satisfaction of Registered Stallholders when grouped according to Market Section.

Market Section Classification	Test Statistics (F)	p-value	Decision for H ₀	Interpretation
Fish Section	6.732	.346	Failed to Reject H ₀	Not Significant
Meat and Poultry Section				
Dry Goods Section				
Grocery and Sari-sari Section				
Vegetable and Spices Section				
Fruit Section				
Eateries and Cooked Food Section				
Total				

Table 4a presents the results of the One-Way Analysis of Variance (ANOVA) conducted to determine whether the level of satisfaction of registered stallholders differs according to market section classification. The analysis yielded an F-value of 6.732 with a p-value of .346, which is greater than the 0.05 level of significance. Consequently, the null hypothesis was not rejected, indicating that there is no significant difference in the level of satisfaction among registered stallholders when grouped according to market section.

This finding suggests that regardless of whether respondents belong to the Fish Section, Meat and Poultry Section, Dry Goods Section, Grocery and Sari-sari Section, Vegetable and Spices Section, Fruit Section, or Eateries and Cooked Food Section, they generally share similar perceptions regarding the services and management provided in the City Public Market. Although each market section differs in terms of commodities sold and daily operational activities, these differences do not appear to substantially influence the overall level of satisfaction experienced by the respondents.

The result further implies that the implementation of market policies and the delivery of market services are generally experienced in a similar manner across all market sections. This consistency may indicate that the market administration applies its policies, procedures, and services uniformly throughout the public market, allowing stallholders from different sections to develop comparable assessments of market operations.

This finding is consistent with the principle that standardized implementation of public services tends to produce relatively similar levels of user satisfaction across different service groups when policies are applied consistently (Reddick et al., 2022). Likewise, the equitable delivery of local government services contributes to more uniform

perceptions of service quality among stakeholders (Magno and Polancos 2023). Therefore, the absence of significant differences across market sections suggests that improvements to market services should continue to benefit all stallholders collectively rather than focusing solely on specific sections.

Difference in the Satisfaction of Registered Stallholders when Grouped According to Length of Time as Registered Stallholders

Table 4b. Difference in the Level of Satisfaction of Registered Stallholders when grouped according to Length of Time as Registered Stallholders.

Length of Time as Registered Stallholders	Test Statistics (F)	p-value	Decision for H_0	Interpretation
Less than 1 year	47.038	<.001	Reject H_0	Significant
1–5 years				
6–10 years				
11–15 years				
16–20 years				
More than 20 years				
Total				

Table 4b presents the results of the One-Way Analysis of Variance (ANOVA) conducted to determine whether the level of satisfaction differs according to the respondents' length of time as registered stallholders. The analysis produced an F-value of 47.038 with a p-value of less than .001, which is lower than the 0.05 level of significance. Accordingly, the null hypothesis was rejected, indicating a significant difference in the level of satisfaction among respondents when grouped according to their length of time as registered stallholders.

The findings indicate that stallholders who have been operating in the public market for different lengths of time do not share the same level of satisfaction with market services and the implementation of Market Ordinance No. 20-02. This suggests that years of experience within the public market influence how respondents evaluate the services, facilities, and management practices implemented by the market administration.

One possible explanation is that long-term stallholders have accumulated greater experience regarding market operations and have observed changes in policies, facilities, and administrative practices over time. Consequently, they may evaluate market services differently from newly registered stallholders, whose assessments are based on more recent experiences. Likewise, respondents who have spent more years operating within the public market may have developed higher expectations regarding service delivery, infrastructure maintenance, and policy implementation.

The findings indicate that registered stallholders' satisfaction is influenced by their actual experiences with the services provided by the market administration. This suggests that the quality of service delivery plays an important role in shaping users' overall perceptions and evaluations of government performance. Citizen satisfaction is largely determined by the extent to which the actual performance of public services fulfills or exceeds users' prior expectations, while individuals with longer experience in utilizing public services tend to evaluate service quality more critically because they are better able to compare changes and improvements in government service delivery over time (Reddick et al., 2022; Zhang et al., 2022).

Table 4b.1. Pairwise Comparisons of Length of Time as Registered Stallholders.

Length of Time		Test-statistic	p-value	Interpretation
Less than 1 year	1–5 years	28.885	.606	Not Significant
	6–10 years	70.811	.192	Not Significant

	11–15 years	108.949	.045	Significant
	16–20 years	81.580	.138	Not Significant
	More than 20 years	22.438	.695	Not Significant
1–5 years	6–10 years	41.927	.011	Significant
	11–15 years	80.065	<.001	Significant
	16–20 years	52.695	.004	Significant
	More than 20 years	-6.447	.790	Not Significant
6–10 years	11–15 years	38.138	<.001	Significant
	16–20 years	10.769	.400	Not Significant
	More than 20 years	-48.374	.017	Significant
11–15 years	16–20 years	-27.369	.027	Significant
	More than 20 years	-86.512	<.001	Significant
16–20 years	More than 20 years	-59.143	.007	Significant

To determine which specific groups differed significantly, a post hoc pairwise comparison was conducted following the significant ANOVA result.

The analysis revealed no significant difference between respondents who had been registered for less than one year and those registered for one to five years, six to ten years, sixteen to twenty years, and more than twenty years, indicating that these groups reported relatively similar levels of satisfaction. Likewise, no significant differences were found between respondents registered for one to five years and more than twenty years, as well as between those registered for six to ten years and sixteen to twenty years.

However, several group comparisons showed statistically significant differences. Specifically, respondents registered for less than one year differed significantly from those registered for eleven to fifteen years. Significant differences were likewise observed between respondents registered for one to five years and those registered for six to ten years, eleven to fifteen years, and sixteen to twenty years. Furthermore, respondents registered for six to ten years differed significantly from those registered for eleven to fifteen years and those registered for more than twenty years. Significant differences were also found between respondents registered for eleven to fifteen years and sixteen to twenty years, eleven to fifteen years and more than twenty years, and sixteen to twenty years and more than twenty years.

Overall, the post hoc analysis demonstrates that the observed difference in satisfaction is primarily associated with respondents' length of experience as registered stallholders rather than occurring uniformly across all tenure groups. The findings indicate that satisfaction changes as stallholders gain more years of experience operating within the public market, suggesting that prolonged exposure to market administration, facilities, and policy implementation influences how services are evaluated.

These findings are consistent with studies in public administration indicating that users' evaluations of government services evolve over time as they accumulate experiences and develop higher expectations regarding service quality (Zhang et al., 2022; Magno & Polanco, 2023). Consequently, market administrators should consider the differing needs and expectations of newly registered and long-serving stallholders when developing programs and policies intended to improve satisfaction.

Relationship Between the Implementation of Market Ordinance No. 20-02, and Satisfaction of Registered Stallholders

Table 5. Relationship Between the Implementation of Market Ordinance No. 20-02 and the Satisfaction of Registered Stallholders.

Variable	Test Statistics	P-value	Decision for Ho	Interpretation
Implementation of Market Ordinance No. 20-02 Vs.Satisfaction	.675**	<.001	Reject Ho	Significant

Table 5 presents the results of the Pearson Product-Moment Correlation analysis conducted to determine whether a significant relationship exists between the implementation of Market Ordinance No. 20-02 and the satisfaction of registered stallholders in the City Public Market. The analysis yielded a Pearson correlation coefficient (r) of .675 with a p -value of less than .001, which is lower than the 0.05 level of significance. Therefore, the null hypothesis was rejected, indicating that there is a statistically significant positive relationship between the implementation of Market Ordinance No. 20-02 and the satisfaction of registered stallholders.

The obtained correlation coefficient of 0.675 indicates a moderately strong to strong positive relationship between the two variables. This means that as the implementation of the provisions of Market Ordinance No. 20-02 improves, the level of satisfaction among registered stallholders also tends to increase. Conversely, weaknesses or inconsistencies in the implementation of the ordinance are likely to be associated with lower levels of stallholder satisfaction.

The findings suggest that the manner in which the ordinance is implemented—including communication of market policies, availability of resources, commitment of market personnel, and adherence to established administrative procedures—plays an important role in shaping the experiences and satisfaction of registered stallholders. When market regulations are implemented consistently, services are delivered efficiently, and personnel perform their responsibilities professionally, stallholders are more likely to develop favorable perceptions of the market administration.

The result is consistent with the theoretical framework of this study, particularly Edwards III's Policy Implementation Theory, which emphasizes that effective policy implementation depends on communication, adequate resources, positive disposition of implementers, and an appropriate bureaucratic structure. When these implementation factors function effectively, the intended objectives of public policies are more likely to be achieved, resulting in better outcomes for stakeholders.

The results of the present study demonstrate that the quality of policy implementation plays a vital role in influencing stakeholders' satisfaction with government services. Citizens are generally more satisfied when government agencies consistently implement policies and deliver public services in an efficient, reliable, and responsive manner (Reddick et al., 2022). Effective implementation of local government programs likewise enhances stakeholders' perceptions of public service quality by promoting accountability, responsiveness, and good governance (Magno & Polancos, 2023). The findings also reflect the principles of the Expectancy-Disconfirmation Theory, which explains that satisfaction develops when the actual performance of public services meets or exceeds the expectations of service recipients (Zhang et al., 2022). In the context of the present study, the significant relationship between the implementation of Market Ordinance No. 20-02 and the satisfaction of registered stallholders suggests that more effective implementation of the ordinance contributes to improved market management and service delivery, enabling the needs and expectations of registered stallholders to be addressed more effectively.

Overall, the findings highlight the importance of strengthening the implementation of Market Ordinance No. 20-02 as a means of improving the satisfaction of registered stallholders. Enhancing communication with stallholders, ensuring adequate market resources and facilities, promoting fairness and professionalism among

market personnel, and consistently enforcing market policies may contribute to more positive experiences among stallholders and improve the overall effectiveness of public market administration.

Table 7. Proposed Improvement Plan to Enhance the Implementation of Market Ordinance No. 20-02 and Improve the Satisfaction of Registered Stallholders in the City Public Market.

Key Findings	Objectives	Proposed Activities / Strategies	Responsible Office / Person	Time Frame	Expected Outcome
Moderate implementation in Communication, particularly in explaining market regulations, lease renewal procedures, and market policies.	Improve dissemination of information regarding Market Ordinance No. 20-02.	Conduct quarterly orientation seminars for registered stallholders; distribute simplified copies of important provisions of the Market Code; install additional information boards; utilize official social media pages and text messaging for announcements.	Market Administrator, City Economic Enterprise Office	Quarterly	Stallholders become better informed regarding market policies, procedures, and updates.
Moderate implementation in Resources, particularly on roofing, lighting, drainage, sewerage, and water supply.	Improve market infrastructure and resource availability.	Conduct regular inspection and preventive maintenance of market facilities; prioritize repair of roofing, drainage, sewerage systems, lighting, and water facilities; prepare annual infrastructure improvement proposals.	City Engineering Office, Market Administration	Semi-annual / Annual	Improved safety, sanitation, and convenience within the public market.
Moderate implementation in Disposition, particularly in policy enforcement, fee collection, and fairness of market transactions.	Strengthen professionalism and accountability of market personnel.	Conduct capability-building seminars on customer relations, public service ethics, ordinance enforcement, and conflict management; implement regular performance monitoring.	Human Resource Management Office, Market Administration	Semi-annual	Improved professionalism, fairness, and public trust among registered stallholders.

Moderate implementation in Bureaucratic Structure, particularly on lease revocation procedures, fee collection, and calibration of weighing instruments.	Ensure consistent implementation of market policies and procedures.	Review and standardize administrative procedures; strengthen monitoring of ordinance compliance; regularly inspect weighing scales and market transactions.	Market Administrator, City Treasurer's Office	Quarterly	More transparent and consistent implementation of market policies.
Moderate satisfaction with Reliability, Accessibility, Facilities and Services, and Communication.	Enhance the quality of services provided to registered stallholders.	Establish a designated customer assistance and feedback desk; strengthen complaint handling procedures; provide regular feedback mechanisms and monitoring of service quality.	Market Administration	Continuous	Higher satisfaction among registered stallholders and improved public service delivery.
Significant relationship between ordinance implementation and stallholder satisfaction ($r = .675, p < .001$).	Sustain continuous improvement in market administration.	Develop a Market Ordinance Monitoring and Evaluation Program to periodically assess implementation and stallholder satisfaction; conduct annual satisfaction surveys and use results for policy improvements.	City Economic Enterprise Office, Market Administration	Annual	Continuous enhancement of ordinance implementation and sustained improvement in stallholder satisfaction.

Overall, the findings of the study revealed that the implementation of Market Ordinance No. 20-02 and the satisfaction of registered stallholders were generally assessed at a moderate level, indicating that while existing market management practices are functional, several aspects require further improvement. The study further established that the implementation of the ordinance has a significant positive relationship with the satisfaction of registered stallholders, emphasizing the importance of effective policy implementation in achieving quality public service. These findings provided a sound basis for the proposed improvement plan, which seeks to strengthen market governance, improve service delivery, and promote a more responsive, efficient, and well-managed public market for the benefit of registered stallholders and other stakeholders.

CONCLUSIONS

Based on the findings of the study, the following conclusions were drawn:

The respondents were well represented across the different market sections of the City Public Market, with the Grocery and Sari-sari Section comprising the largest group. Most respondents had been registered as stallholders for eleven to fifteen years, indicating that the majority possessed considerable experience in market operations and could provide informed assessments regarding the implementation of the Market Ordinance and the quality of services provided by the market administration.

The implementation of Market Ordinance No. 20-02 was generally moderate, suggesting that while several provisions of the ordinance are being implemented satisfactorily, improvements remain necessary, particularly in the areas of market resources and personnel disposition to ensure more effective implementation.

Registered stallholders were moderately satisfied with the services provided by the market administration. Although responsiveness was rated highly, improvements are still needed in reliability, accessibility, facilities and services, and communication to further enhance the quality of public service delivery.

The level of satisfaction of registered stallholders did not significantly differ according to market section classification, indicating that stallholders generally shared similar perceptions regardless of the type of market section where they operated. However, satisfaction significantly differed according to the length of time respondents had been registered as stallholders, suggesting that longer experience in the public market influences how market services and ordinance implementation are perceived.

The implementation of Market Ordinance No. 20-02 was found to have a significant positive relationship with the satisfaction of registered stallholders. This implies that improvements in the implementation of the ordinance are likely to contribute to higher levels of satisfaction among registered stallholders.

The proposed improvement plan directly addresses the areas identified by the study as requiring intervention. Its implementation may contribute to strengthening market governance, improving service delivery, promoting compliance with Market Ordinance No. 20-02, and increasing the satisfaction of registered stallholders in the City Public Market.

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