

**STREAMLINING ONLINE CUSTOMER TRANSACTIONS IN COMPLIANCE
WITH RA 11032 THROUGH ASSESSMENT OF SERVICE DELIVERY
EFFICIENCY IN LTO LAPU-LAPU CITY**

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of the Requirements for the Degree
MASTER IN PUBLIC ADMINISTRATION

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APPROVAL SHEET

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ABSTRACT**STREAMLINING ONLINE CUSTOMER TRANSACTIONS IN COMPLIANCE
WITH RA 11032 THROUGH ASSESSMENT OF SERVICE DELIVERY
EFFICIENCY IN LTO LAPU-LAPU CITY****Ingee G. Kintanar**

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This study examines the efficiency of online customer transactions at the Land Transportation Office (LTO) in Lapu-Lapu City, in line with the mandates of Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act. Using a descriptive-correlational research design, the study assesses the demographic profile of clients, their awareness of the Citizen's Charter, and their perceptions of service quality across key dimensions such as responsiveness, reliability, access, communication, and outcome. Data were collected from 50 respondents who used the online appointment system. Results show that prior awareness of the Citizen's Charter is significantly associated with higher satisfaction levels in online service delivery. While most clients rated the overall service quality as satisfactory, gaps remain in areas such as communication support and access to information. Statistical analysis revealed a moderate positive correlation between Citizen's Charter awareness and perceived service efficiency. These findings underscore the importance of transparency, digital accessibility, and client education in meeting the objectives of RA 11032. Based on the results, the study proposes an action plan focused on digital capacity-building, information drives, and service improvement strategies to support the continuous enhancement of online public service delivery.

Keywords: Public Administration; Online Public Service Delivery; Citizen's Charter; Service Quality Assessment; Land Transportation Office; Cebu, Philippines

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Ingee G. Kintanar
Researcher

DEDICATION

To the public servants who strive each day,

May this work guide a better way.

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CHAPTER 1
THE PROBLEM AND ITS SCOPE
INTRODUCTION

Rationale of the Study

The rapid advancement of digital technology has significantly reshaped public service delivery in the Philippines, prompting government agencies to adopt online systems to meet growing demands for efficiency, transparency, and accountability. The Land Transportation Office (LTO) in Central Visayas, as a key agency overseeing vehicle registration, licensing, and road safety, plays a crucial role in this digital transformation. Online services such as vehicle registration, driver's license applications, and automated queuing systems have been introduced to improve convenience and streamline citizen transactions (Ayala & Aquino, 2023). These efforts are aligned with Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which mandates government offices to reduce bureaucratic red tape and enhance the quality of public service.

In response to this legislative framework, agencies like the LTO are under increasing pressure to deliver efficient, customer-centered services through digital platforms. However, despite technological improvements, public complaints about delays, inefficiencies, and difficulties in navigating online systems persist. These challenges raise questions about how effectively digital initiatives are being implemented at the frontline, particularly in regional offices such as those in Central Visayas. While studies have explored the broader impact of automation in

government, there is limited research focused on service efficiency and client experience specifically in the context of RA 11032 compliance within LTO operations.

Assessing the efficiency of online customer transactions involves examining not only system functionality but also the responsiveness, accuracy, and accessibility of services from the client's perspective (Gupta et al., 2023). Factors such as transaction time, error resolution, and user satisfaction are essential indicators of successful digital service delivery (Rita et al., 2019). Furthermore, the capacity of LTO personnel to effectively manage digital platforms, address customer queries, and ensure smooth processing is central to realizing the goals of RA 11032. Understanding how demographic and organizational variables affect service outcomes can help identify bottlenecks in the current system and inform improvements in implementation.

This study seeks to examine the extent to which LTO offices in Central Visayas have streamlined their online services in compliance with RA 11032. By assessing service delivery efficiency and exploring its relationship with relevant organizational or personnel factors, the research aims to provide evidence-based recommendations for improving customer satisfaction and operational performance. Ultimately, the study contributes to ongoing efforts to promote a more responsive, transparent, and digitally empowered public sector.

Theoretical-Conceptual Background

The increasing adoption of digital platforms in public service delivery highlights the need to assess how these technologies are received and utilized by citizens. To frame this investigation, the study adopts the Technology Acceptance Model (TAM) by Davis (1989) as its theoretical underpinning. TAM explains that two main factors, perceived usefulness and perceived ease of use, determine a user's willingness to accept and engage with a new technology. In the context of the Land Transportation Office (LTO), these constructs help explain how clients interact with online transactions, and how their satisfaction with services is shaped by their experience with the system's efficiency, accessibility, and clarity. Understanding these behavioral responses is crucial for evaluating the success of digitalization efforts, especially for high-volume services such as driver's license applications and vehicle registration.

Complementing this theoretical foundation is the legal mandate provided by Republic Act No. 11032, also known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. This law compels all government agencies to streamline their processes, eliminate red tape, and adopt digital technologies to improve frontline services. It also requires the institutionalization of the Citizen's Charter, which outlines service standards, requirements, and turnaround times. As such, the law provides a clear policy context for evaluating whether the LTO's digital services meet expected standards of efficiency, responsiveness, and client-centered delivery. The study assesses how well LTO

Lapu-Lapu City aligns with RA 11032, especially in terms of customer experience with online transactions.

This study's conceptual framework focuses on several interconnected components. First, it considers the demographic profile of clients, including their age, sex, region, agency visited, service availed, and customer type (e.g., individual, representative, senior citizen, or person with disability). These demographic variables may influence clients' experiences and satisfaction with online services. Second, the study examines Citizen's Charter awareness, including clients' knowledge of the services and requirements listed, the visibility of the charter in the service area, and whether the charter was used as a reference during the transaction. This dimension reflects the extent to which the Citizen's Charter serves as a guide for navigating LTO services.

The third component involves evaluating customer satisfaction across eight service delivery dimensions identified in RA 11032: responsiveness, reliability, access and facilities, communication, costs, integrity, assurance, and outcome. These dimensions capture the quality and performance of digital transactions from the user's perspective. By examining satisfaction levels in relation to both demographic variables and awareness of the Citizen's Charter, the study aims to uncover patterns and correlations that may inform more targeted service improvements.

Hence, this framework guides the development of an Action Plan on Streamlining Online Transactions at LTO Lapu-Lapu City, grounded in empirical findings and aligned with the legal standards of RA 11032. The plan will propose

strategies to enhance client satisfaction, reduce delays, and improve digital service processes, contributing to more transparent, responsive, and citizen-friendly governance.

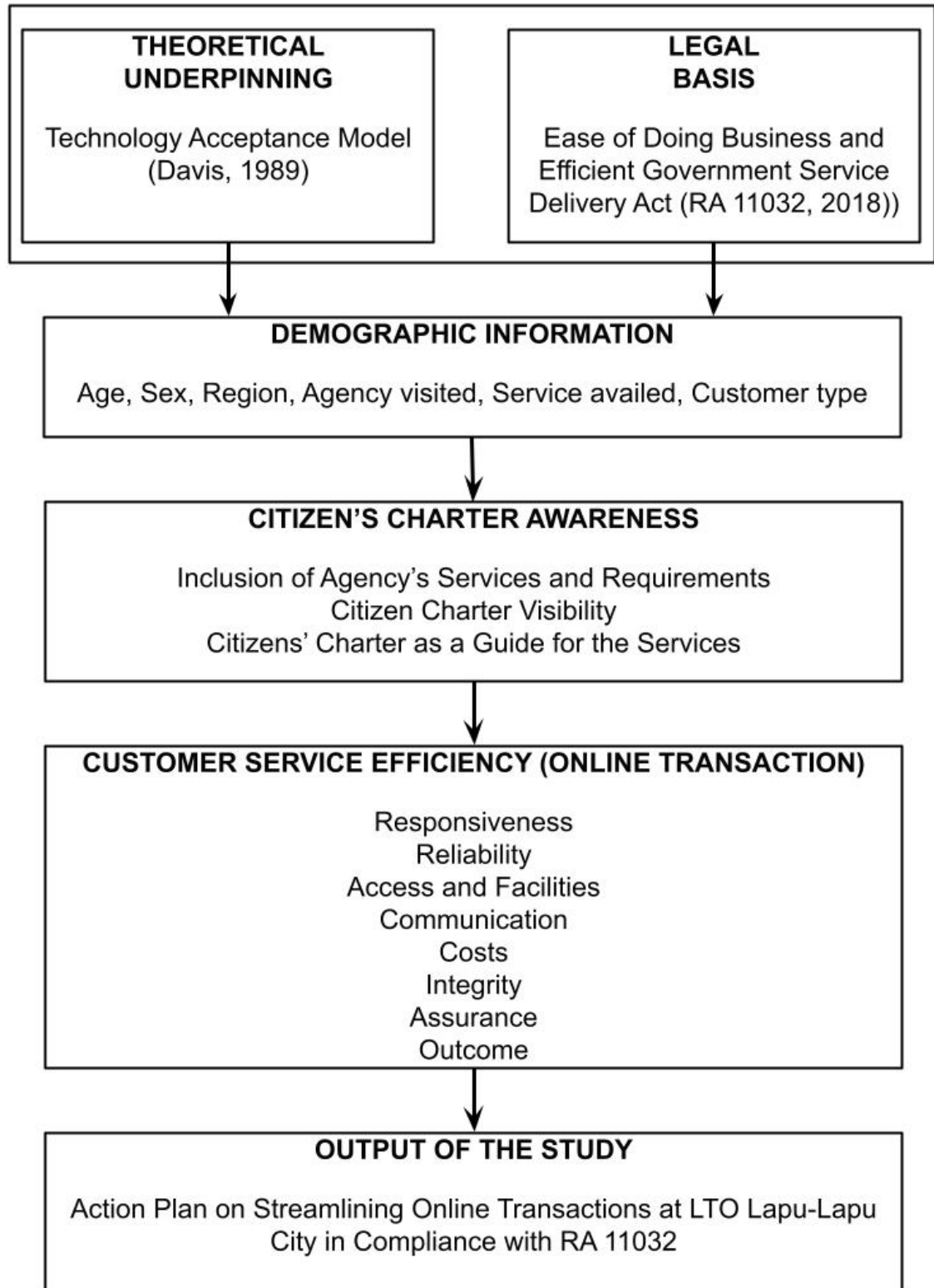


Figure 1. The Theoretical-Conceptual Framework of the Study

THE PROBLEM

Statement of the Problem

This study aims to assess the efficiency of online customer transactions at the Land Transportation Office (LTO) Lapu-Lapu City in Central Visayas during Fiscal Year 2024–2025 in relation to the implementation of Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. By examining citizens' awareness of the Citizen's Charter, assessment of service delivery efficiency, and key demographic variables, the study seeks to identify bottlenecks and propose an action plan for streamlining digital public service transactions. Specifically, this study seeks to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
 - 1.1 Age and sex;
 - 1.2 Region of residence;
 - 1.3 Type of customer;
 - 1.4 LTO agency visited; and
 - 1.4 Type of service availed?
2. What is the level of awareness of the respondents regarding the LTO citizen's charter in terms of:
 - 2.1 Inclusion of agency services and requirements;
 - 2.2 Visibility and accessibility of the Citizen's Charter; and
 - 2.3 Use of the Citizen's Charter as a guide in availing services?

3. How do the respondents assess the efficiency of LTO online services in terms of the following service delivery dimensions based on RA 11032?
 - 3.1 Responsiveness;
 - 3.2 Reliability;
 - 3.3 Access and facilities;
 - 3.4 Communication;
 - 3.5 Costs;
 - 3.6 Integrity;
 - 3.7 Assurance; and
 - 3.5 Outcome of the service?
4. Is there a significant difference in the respondents' assessment of online service delivery efficiency when grouped according to their demographic profile?
5. Is there a significant relationship between the respondents' awareness of the Citizen's Charter and their assessment of customer service delivery?
6. Based on the findings of the study, what action plan can be proposed to enhance online transaction efficiency at LTO Lapu-Lapu City in compliance with RA 11032?

Statement of Hypotheses

H₀₁: There is no significant difference in the level of customer satisfaction with LTO online services when grouped according to demographic profile (age, sex, region, agency visited, service availed, and customer type).

H₀₂: There is no significant relationship between the level of Citizen's Charter awareness and the level of customer satisfaction with LTO online services.

Significance of the Study

This study provides valuable insights for various stakeholders involved in improving the efficiency, responsiveness, and client satisfaction of digital transactions at the Land Transportation Office (LTO) Lapu-Lapu City. By assessing customer awareness of the Citizen's Charter and satisfaction with online services across key performance dimensions, the study supports the goals of Republic Act No. 11032 (Ease of Doing Business and Efficient Government Service Delivery Act of 2018). The findings will inform the development of an action plan to enhance service delivery, improve user experience, and ensure policy compliance.

Land Transportation Office (LTO). The results of this study will help the LTO evaluate the performance of its online service delivery mechanisms from the customer's perspective. By identifying service delivery gaps, such as in responsiveness, communication, or access, the agency can implement targeted improvements to streamline transactions. Additionally, insights into the public's awareness and use of the Citizen's Charter will inform efforts to promote transparency, simplify procedures, and align operations with RA 11032 mandates.

LTO Clients and the General Public. As primary users of LTO services, individual clients, transportation service providers, and vulnerable sectors such as senior citizens and persons with disabilities will directly benefit from improved digital service delivery. By highlighting which aspects of the online service

experience meet or fall short of expectations, the study advocates for more user-centered systems, faster processing, and more transparent procedures. Ultimately, this supports a more responsive and accessible public service.

Government Agencies and Policymakers. The study offers empirical evidence that can guide other government offices in evaluating their digital service delivery performance. The findings may be used by oversight bodies such as the Anti-Red Tape Authority (ARTA) to monitor RA 11032 compliance and recommend best practices. Furthermore, the proposed action plan can serve as a model for integrating customer feedback into ongoing e-governance reforms, particularly in streamlining frontline transactions.

Local Government Units (LGUs) and Public Service Designers. For LGUs and service designers involved in delivering or supporting LTO operations at the local level, this study offers a framework for assessing client satisfaction and service quality. It encourages local innovations in service facilities, communication channels, and digital accessibility that can be replicated across regions.

Academic Community. This study contributes to the growing field of public administration, e-governance, and citizen-centric service delivery. It offers a conceptual and methodological basis for future research on technology acceptance, service efficiency, and government responsiveness. By bridging the perspectives of legal compliance and client experience, it helps expand academic discourse on digital transformation in the public sector.

RESEARCH METHODOLOGY

Research Design

This study employs a descriptive-correlational research design to assess customer satisfaction with online transactions at the Land Transportation Office (LTO) Lapu-Lapu City and to examine its alignment with the mandates of Republic Act No. 11032, also known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. The descriptive component focuses on profiling respondents based on key demographic variables such as age, sex, region, agency visited, service availed, and customer type. It also measures the level of awareness of the Citizen's Charter and satisfaction with service delivery across eight dimensions: responsiveness, reliability, access and facilities, communication, costs, integrity, assurance, and outcome.

The correlational component aims to determine the relationships between Citizen's Charter awareness and customer satisfaction, as well as to identify significant differences in satisfaction levels across demographic groups. This design is appropriate for analyzing patterns in client experiences and identifying potential service delivery gaps that hinder efficient, citizen-centered transactions. By using this approach, the study generates data-driven insights to support evidence-based decision-making, particularly in the formulation of an action plan to streamline online transactions at LTO Lapu-Lapu City in compliance with RA 11032. This methodology allows for a systematic, quantifiable analysis of user

feedback, contributing to the broader goals of transparency, efficiency, and digital transformation in public service.

Flow of the Study

This study follows the Input-Process-Output (IPO) model to systematically assess and improve the efficiency of online customer transactions at the Land Transportation Office (LTO) in Lapu-Lapu City, in compliance with Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

In the Input phase, the study integrates theoretical, legal, and contextual elements relevant to digital public service delivery. The Technology Acceptance Model (TAM) serves as the theoretical underpinning, emphasizing how perceived usefulness and ease of use influence the acceptance of digital platforms by both clients and personnel. The legal foundation is anchored on RA 11032, which mandates the streamlining of government services and the elimination of bureaucratic inefficiencies through automation. Key variables include demographic information (age, sex, region, agency visited, type of customer, and type of service availed), awareness of the Citizen's Charter, and perceptions of customer service efficiency based on responsiveness, reliability, access, communication, integrity, and service outcome.

The Process phase outlines the research steps undertaken. It begins with the sending of transmittal letters to secure permissions from appropriate offices, followed by the crafting and modification of a structured questionnaire to ensure

validity and alignment with study objectives. Ethical considerations are observed by seeking informed consent from respondents, ensuring voluntary participation and data confidentiality. Data were then gathered from individuals who transacted using the LTO's online system. Finally, the study engaged in analyzing and interpreting the data using appropriate statistical tools to examine relationships between awareness, demographic factors, and perceptions of service delivery efficiency.

The Output phase culminates in the development of Digital EDGE (Empowered Delivery, Governance, and Engagement) for LTO Personnel, a competency development program tailored to the study's findings. This output aims to strengthen the digital capabilities, customer service orientation, and adaptability of LTO personnel. By aligning training initiatives with real-world service gaps and client feedback, the program supports a responsive, transparent, and citizen-centered approach to digital governance, thus advancing the objectives of RA 11032 and enhancing public satisfaction with online transactions.

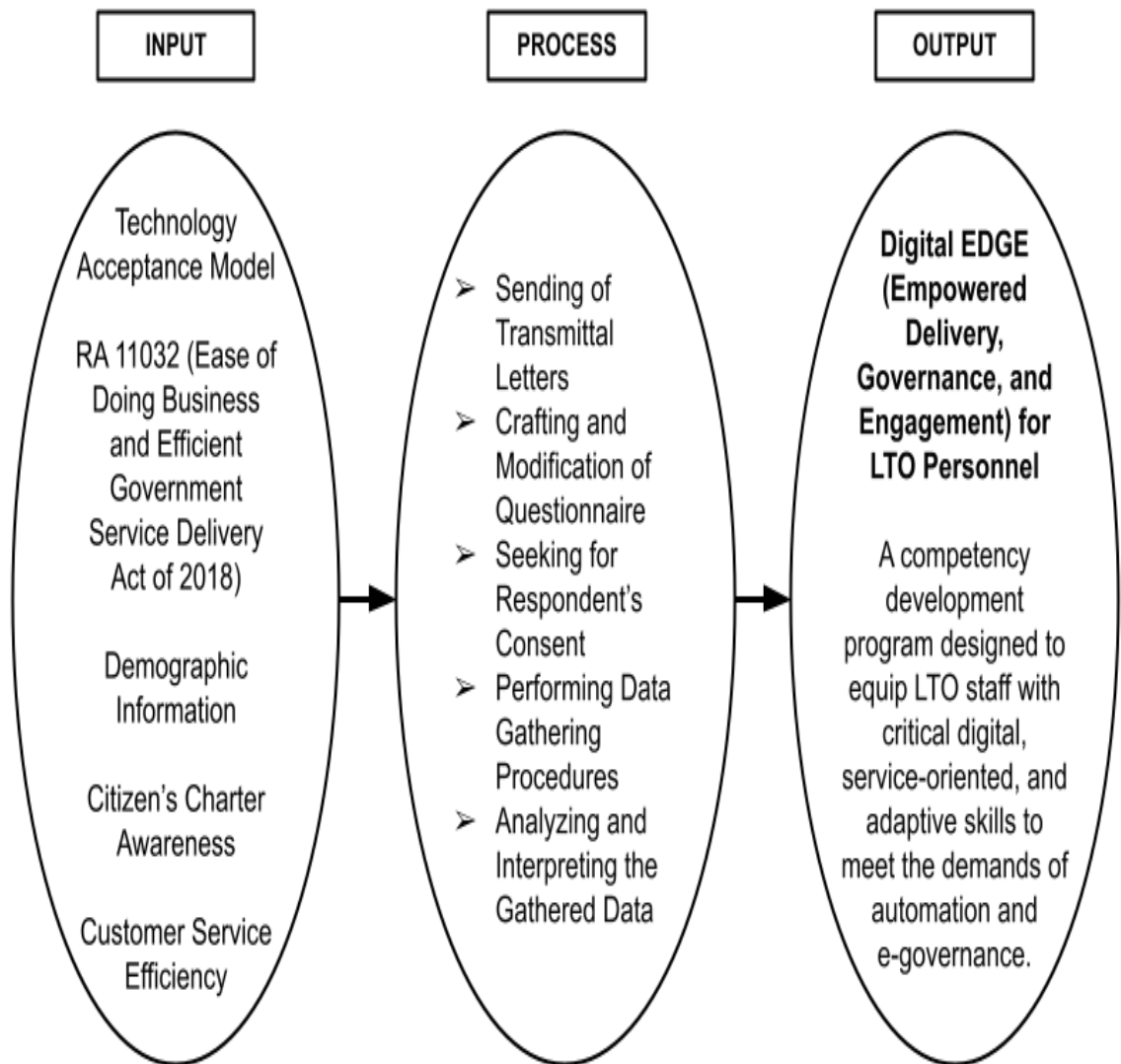


Figure 2. Flow of the Study

Environment

This study was conducted at the Land Transportation Office (LTO) in Lapu-Lapu City, a key service branch in Cebu Province that caters to a large and diverse population of motorists and transportation clients. As one of the high-volume offices in the region, the LTO Lapu-Lapu City branch plays a critical role in delivering frontline services such as driver's license issuance, motor vehicle registration, and traffic adjudication. It has also adopted digital service platforms in compliance with Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which mandates government agencies to streamline transactions and improve service quality through automation.

The LTO Lapu-Lapu City office provides an ideal environment for this study, as it reflects the operational realities of implementing online systems and digital innovations within a busy, urban government setting. The branch receives a steady volume of customer transactions daily, making it suitable for evaluating the effectiveness of its online appointment system and the public's awareness of the Citizen's Charter. This environment also allows for a focused assessment of how digital public service delivery is perceived and experienced by clients.

By concentrating on one key LTO branch, the study offers an in-depth examination of client satisfaction, service quality dimensions, and institutional responsiveness within the context of digital transformation. The findings will directly inform the development of a competency development program and support action planning for service improvement, ensuring that LTO personnel in

Lapu-Lapu City are equipped to meet the demands of a fast-evolving e-governance landscape.



Figure 3. Map of the Research Environment

Respondents

The respondents of this study were clients of the Land Transportation Office (LTO) in Lapu-Lapu City who transacted through the agency's online appointment system. These individuals represent a diverse group of customers, including private vehicle owners, public utility vehicle operators, and first-time applicants or renewals for licenses and registration services. Their inclusion is essential to evaluate the efficiency of digital public service delivery and to assess customer awareness of the Citizen's Charter, as mandated by Republic Act No. 11032.

A total of 50 respondents were selected using purposive sampling, ensuring that only those who completed an online transaction, such as scheduling an appointment or processing a driver's license, were included. The study gathered relevant demographic data (age, sex, region of residence, type of customer, LTO agency visited, and type of service availed) to help analyze possible variations in perceptions. Their level of awareness of the Citizen's Charter and their evaluation of service quality dimensions, such as responsiveness, reliability, communication, access, and outcome, were also collected.

The participation of these clients was vital in generating user-based insights on the strengths and gaps in LTO's online service delivery. Their responses provided a foundation for assessing how customer experience aligns with the principles of efficient, transparent, and client-centered governance, and for informing the design of an evidence-based competency development program for LTO personnel. Ultimately, this ensures that the digital transformation of public services is met with improved satisfaction and stronger institutional performance.

Table 1
Respondents Details

Gender	Frequency	Percentage
Male	28	56%
Female	22	44%
Total	50	100%

Instruments

This study utilized the Land Transportation Office (LTO) Client Satisfaction Measurement (CSM) Survey as the primary instrument for data collection. The CSM tool is a standardized questionnaire designed to capture client experiences, perceptions of service delivery, and awareness of institutional service standards in alignment with Republic Act No. 11032. The instrument was administered to clients who completed online transactions at LTO Lapu-Lapu City.

The survey consists of three main sections. The first section gathers demographic information, including age, sex, region of residence, type of customer (individual or representative of an organization), LTO agency visited, and the specific service availed. This demographic profile helps contextualize responses and identify patterns across different client groups.

The second section focuses on awareness of the Citizen's Charter, with items assessing whether respondents were aware of the charter prior to the transaction, the visibility and accessibility of the charter within the office or online platform, and whether they used the charter as a guide for their transaction. This portion evaluates compliance with service transparency mandates under RA 11032.

The third section measures Service Quality Dimensions (SQDs), including eight core indicators: Responsiveness, Reliability, Access and Facilities, Communication, Costs, Integrity, Assurance, and Outcome. These items were rated using a 5-point Likert scale, enabling respondents to express their level of agreement regarding various aspects of the service experience.

By employing the official CSM survey instrument, the study ensures alignment with national service quality benchmarks, facilitates data comparability across government agencies, and provides robust, client-centered insights to support policy and training recommendations for enhanced public service delivery.

Level of Agreement		Scoring Procedure	
Scale	Category	Mean Range	Interpretation
1	Strongly Disagree	1.00-1.80	Strongly Disagree
2	Disagree	1.81-2.60	Disagree
3	Neutral	2.61-3.40	Neutral
4	Agree	3.41-4.20	Agree
5	Strongly Agree	4.21-5.00	Strongly Agree

Data Gathering Procedures

The data gathering process followed a three-phase approach: pre-data collection, actual data collection, and post-data analysis, conducted in accordance with ethical research standards.

During the pre-data gathering phase, formal permission was secured from the Land Transportation Office (LTO)–Lapu-Lapu City branch to administer the official Client Satisfaction Measurement (CSM) Survey to clients who completed transactions through the online appointment system. Coordination with branch

officials ensured proper scheduling, identification of eligible respondents, and compliance with internal protocols. Because the instrument was based on an existing validated tool mandated by government service quality monitoring systems, additional expert validation was not required. Nonetheless, brief orientation was conducted to align research goals with the LTO's frontline operations and ensure respondent eligibility.

In the actual data gathering phase, the CSM survey was administered to 50 purposively selected clients at the LTO Lapu-Lapu City office. Only those who used the online appointment system were invited to participate. Data collection was conducted through self-administered printed questionnaires, distributed on-site after clients had completed their transactions. Respondents were informed of the purpose of the study, their right to voluntary participation, and the assurance that their responses would be anonymous and treated with full confidentiality. Informed consent was obtained before survey distribution. Trained data collectors were available to assist respondents and clarify any items when necessary to ensure accurate and reliable responses.

In the post-data gathering phase, completed questionnaires were screened for completeness and encoded for analysis. Data were subjected to both descriptive and inferential statistical procedures, including frequency counts, means, standard deviations, ANOVA, and Pearson's r correlation, depending on the research questions. The insights generated were used to develop a proposed competency development program (Digital EDGE) aimed at enhancing digital

service delivery capacity among LTO personnel, informed directly by client feedback and awareness.

Ethical integrity was maintained throughout the study. Participation was voluntary, and respondents were informed of their rights to privacy, anonymity, and data protection. The research complied with Republic Act No. 10173 or the Data Privacy Act of 2012, ensuring that no personal identifiers were collected and that all data would be used solely for academic purposes and reported in aggregate.

Statistical Treatment

The data collected from the respondents were subjected to both descriptive and inferential statistical analyses to examine trends and relationships relevant to the study. Descriptive statistics—including frequencies, percentages, means, and standard deviations—were used to summarize the demographic characteristics of the respondents, such as age, sex, region of residence, customer type, agency visited, and service availed.

Frequency distributions and percentages were also used to describe the respondents' level of awareness regarding the Citizen's Charter, particularly their familiarity with the services and requirements, the visibility and accessibility of the charter, and whether it was used as a reference during their transactions.

The level of customer service efficiency was measured across eight service quality dimensions (responsiveness, reliability, access and facilities, communication, costs, integrity, assurance, and outcome). For each item, mean

scores and standard deviations were computed and interpreted using a five-point Likert scale.

To determine whether there were significant differences in service quality perceptions based on demographic variables, independent samples t-tests and one-way ANOVA were conducted. Additionally, Pearson's correlation coefficient (r) was used to assess the strength and direction of the relationship between Citizen's Charter awareness and customer service efficiency. All statistical analyses were performed using SPSS software to ensure accuracy and reliability in data interpretation.

Definition of Terms

The following terms are defined to provide clarity and ensure a shared understanding of key concepts used in this study.

Access and Facilities. This refers to the respondent's perception of the convenience, simplicity, and user-friendliness of the online appointment system and digital platforms used for their transaction, including access to services, payment portals, and step-by-step instructions.

Agency Visited. This refers to the specific Land Transportation Office (LTO) branch in Lapu-Lapu City where the respondent accessed online services and completed their transaction.

Assurance. This refers to the extent to which the respondent felt supported, guided, and confident in using the online LTO services, particularly in terms of the

availability and responsiveness of customer assistance or digital helpdesks during the transaction process.

Citizen's Charter. This refers to a publicly posted document by government agencies, including the LTO, that clearly states the list of services offered, the requirements, step-by-step procedures, processing times, and fees. In this study, it refers to the respondent's awareness of the Charter and whether it served as a useful guide in completing the online transaction.

Citizen's Charter Awareness. This refers to the respondent's self-reported familiarity with the Citizen's Charter, particularly its content (services and requirements), its visibility, and whether it served as a guide in the completion of their online transaction.

Costs. This refers to the respondent's perceived fairness of the official fees paid for the online service transaction based on clarity, transparency, and reasonableness.

Customer Type. This refers to the classification of the respondent according to their purpose of visit, such as private individual, public utility driver, business representative, or fleet manager.

Integrity. This refers to the level of confidence the respondent had in the online system's security, fairness, and protection from irregularities or corruption during the transaction.

Outcome. This refers to the extent to which the respondent received the expected service output or deliverable from the online LTO transaction.

Readiness for Digital Transformation. This refers to the respondent's self-assessed willingness and ability to engage with online systems, digital platforms, and automated service processes.

Region of Residence. This refers to the geographical location of the respondent's residence; for this study, all respondents were from Region VII (Central Visayas).

Reliability. This refers to the respondent's perception of how accurately the online LTO service followed the official process and requirements.

Responsiveness. This refers to the respondent's perception of the speed and efficiency with which the LTO handled their online service request.

Service Availed. This refers to the type of service transacted by the respondent through the online platform (e.g., renewal of driver's license, student permit application, vehicle registration).

Service Quality Dimensions (SQD). This refers to the eight measurable aspects of customer experience used in the LTO Client Satisfaction Measurement (CSM): responsiveness, reliability, access and facilities, communication, costs, integrity, assurance, and outcome.

Visibility of the Citizen's Charter. This refers to whether the Citizen's Charter was easily found or accessible to the respondent at the LTO premises or online during the transaction.

CHAPTER 2

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

Demographic Information

Among the 50 respondents who accessed LTO services through the online appointment system, 56% were male and 44% were female. The largest age group was 31 to 45 years old (52%), followed by both 18 to 30 years old and 46 and above, each comprising 24%. This suggests that the majority of digital users are working-age adults, highlighting the demographic most comfortable or most required to use digital platforms for government transactions.

Table 2
Age and Sex of Respondents

Variable	Category	Frequency	Percentage
Sex	Male	28	56%
	Female	22	44%
	Total	50	100%
Age Group	18 to 30 years old	12	24%
	31 to 45 years old	26	52%
	46 years old and above	12	24%
	Total	50	100%

Table 3
Region of Residence of Respondents

Variable	Category	Frequency	Percentage
Region of Residence	Region 7 Central Visayas	50	100%
	Total	50	100%

All respondents reside in Region VII (Central Visayas), as the study was conducted exclusively at LTO Lapu-Lapu City. While the region is fixed in scope, this still ensures a relevant and focused assessment of how digital government services are received in a regional urban setting, where infrastructure and internet access may support online engagement with public agencies.

A large majority of online users identified as individual clients (84%), with smaller proportions representing senior citizens (6%), representatives (6%), and persons with disabilities (4%). The data show that while most users are self-transacting individuals, the online appointment system is also being accessed by vulnerable or assisted clients, underscoring the need for inclusive and accessible digital services, especially for those who may face challenges with in-person processing.

Table 4
Type of Customer

Variable	Category	Frequency	Percentage
Customer Type	Individual	42	84%
	Senior Citizen	3	6%
	Representative	3	6%
	PWD	2	4%
	Total	50	100%

All 50 participants reported conducting their transactions at LTO Lapu-Lapu City, which serves as the focal site of this research. This centralized agency-specific sampling ensures consistent assessment of service delivery processes and customer experiences in a single operational context, making it easier to identify strengths and areas for improvement in the digitalization of services within the same administrative environment.

Table 5
LTO Agency Visited

Variable	Category	Frequency	Percentage
LTO Agency	LTO Lapu-Lapu City	50	100%
	Total	50	100%

The most common services availed by respondents were driver's license transactions (40%) and vehicle registration (32%). Additionally, 18% availed of

plate renewal, while the remaining 10% accessed other services such as document authentication or permit-related processing. This distribution reflects typical frontline services that are frequently subject to digital streamlining initiatives and often influence public perception of efficiency in government service delivery.

Table 6
Type of Service Availed

Variable	Category	Frequency	Percentage
Service Availed	Driver's License	20	40%
	Vehicle Registration	16	32%
	Plate Renewal	9	18%
	Other Services	5	10%
	Total	50	100%

Awareness on LTO Citizen's Charter

Findings reveal that awareness of the Citizen's Charter among online LTO clients remains moderately strong but uneven. As shown in Table 2, 36% of respondents were aware of the Charter before their transaction, indicating prior knowledge, likely gained through public information channels or previous visits. Meanwhile, 44% became aware only upon encountering the Charter at the agency, which underscores the role of onsite visibility in promoting policy awareness. However, 20% of respondents were completely unaware of the Citizen's Charter, which is concerning given its role as a legal instrument for ensuring transparency and accountability under RA 11032 (Romero et al., 2019). This suggests that even within digitally supported transactions, the Citizen's Charter is not yet fully integrated into the user's experience, especially at the digital touchpoints.

Table 7
Awareness of the Respondents Regarding the LTO Citizen's Charter

Awareness Component	Response Option	Frequency	Percentage
Inclusion of Agency Services and Requirements	Yes, aware before my transaction	18	36%
	Yes, but only when I saw the Citizen's Charter onsite	22	44%
	No, not aware of the Citizen's Charter	10	20%
	Total	50	100%
Visibility and Accessibility	Yes, the Charter was easy to find	28	70%
	Yes, but it was hard to find	10	25%
	No, I did not see the Charter	2	5%
	Total	40	100%
Use as a Service Guide	Yes, I was able to use the Charter	25	66%
	No, I was not able to use the Charter	13	34%
	Total	38	100%

Regarding visibility and accessibility, 70% of those aware found the Charter easy to locate, while 25% said it was difficult to find, and 5% did not see it at all, even though they were aware of its existence. These data indicate that physical display remains an important factor, but digital display or online embedding of the Charter is equally critical in the context of online appointment systems. As RA 11032 emphasizes that the Citizen's Charter should be "conspicuously posted" in both physical and electronic forms (ARTA, 2019), a more proactive strategy to feature the Charter directly on the LTO website and appointment confirmation pages may improve both visibility and utilization. Accessibility must go beyond location, it must include user comprehension and relevance, particularly when

navigating high-volume services such as driver's license processing (World Bank, 2020).

Of those who saw the Charter, 66% reported using it as a guide, suggesting it plays a valuable role when made accessible and relevant. However, 34% still did not use it, citing a range of informal reasons (e.g., unclear content, perceived irrelevance, or lack of time). This gap points to the need for improving the Charter's design, clarity, and integration into digital workflows, so that users do not bypass it altogether. As supported by Davis's (1989) Technology Acceptance Model (TAM), perceived usefulness and ease of access significantly influence whether users adopt a tool or not. Thus, embedding actionable, easy-to-understand service steps from the Charter into the online system could increase both awareness and satisfaction, further aligning LTO's frontline digital services with the law's mandate (Gonzales, 2024).

Service Quality Dimensions of Online Transactions

Table 8 summarizes the perceived quality of LTO Lapu-Lapu City's online services based on eight service quality dimensions. The results indicate an overall mean of 3.95, interpreted as "Agree," suggesting that most clients were generally satisfied with their online transaction experience. The highest-rated dimension was Outcome ($M = 4.10$, $SD = 0.70$), which indicates that clients were largely successful in obtaining the service they needed. This aligns with the findings of Shareef et al. (2016), who note that successful service delivery, regardless of

channel, is the most influential factor in client satisfaction within government services.

Table 8
Service Quality Dimensions of Online Transactions at LTO Lapu-Lapu City

Service Quality Dimensions	Mean	SD	Verbal Interpretation
SQD1 (Responsiveness). I spent an acceptable amount of time to complete my transaction.	4.12	0.68	Agree
SQD2 (Reliability). The office accurately informed and followed the transaction's requirements and steps.	4.05	0.71	Agree
SQD3 (Access and Facilities). My online transaction (including steps and payment) was simple and convenient.	3.88	0.75	Agree
SQD4 (Communication). I easily found information about my transaction from the office or its website.	3.76	0.82	Agree
SQD5 (Costs). I paid an acceptable amount of fees for my transaction.	3.95	0.64	Agree
SQD6 (Integrity). I am confident my online transaction was secure.	4.02	0.73	Agree
SQD7 (Assurance). The office's online support was available, or (if asked questions) online support was quick to respond.	3.67	0.86	Agree
SQD8 (Outcome). I got what I needed from the government office.	4.10	0.70	Agree
Overall	3.95	0.74	Agree

Notably, Responsiveness ($M = 4.12$) and Integrity ($M = 4.02$) were also highly rated, reflecting client confidence in the transaction process and trust in the system's security. These dimensions speak to the effectiveness of LTO's digital queuing, appointment, and verification systems, which appear to reduce wait times and foster a sense of transparency. According to RA 11032, government agencies are mandated to "adopt simplified procedures and digital mechanisms," which these findings support as being effectively implemented in the Lapu-Lapu office

(ARTA, 2019). The consistently high ratings for Reliability ($M = 4.05$) and Costs ($M = 3.95$) also affirm that clients feel well-informed and fairly charged in the process.

On the other hand, Communication ($M = 3.76$) and Assurance ($M = 3.67$) received relatively lower, though still positive, ratings. These dimensions point to possible improvement areas in information dissemination and customer support responsiveness. While users found the process generally clear, a portion still encountered difficulties navigating the LTO website or getting timely responses to queries. This resonates with the Technology Acceptance Model (Davis, 1989), which posits that perceived ease of access and usefulness of support tools are key to digital platform adoption. Enhancing communication touchpoints and providing prompt, consistent responses to customer inquiries may further improve satisfaction and compliance with ease-of-doing-business standards (Nilashi et al., 2023).

Demographic and Charter Awareness Influences on Service Delivery Perception

Table 9 shows the statistical comparison of respondents' perceptions of online service delivery efficiency across different demographic variables. A significant difference was found in the mean SQD scores across age groups ($p = 0.049$). Clients aged 31–45 rated the service quality highest ($M = 4.11$), compared to those in the 18–30 and 46+ groups. This finding supports existing literature that middle-aged clients are more digitally fluent and likely to navigate online systems efficiently (Meyers et al., 2013; Pirhonen et al., 2020). It suggests that age

influences the comfort and satisfaction level with digital public services, warranting attention for senior-friendly digital design or youth-focused support interventions (Laukka et al., 2024).

In contrast, no significant differences were found in service satisfaction between male and female respondents ($p = 0.412$), indicating that both genders shared relatively equal experiences with the online LTO system. Similarly, no significant variations were found across type of customer ($p = 0.072$) or type of service availed ($p = 0.112$), although senior citizens showed slightly higher satisfaction. These results are encouraging for compliance with RA 11032, which promotes equal and non-discriminatory service access (ARTA, 2019). However, the results also highlight that while general digital mechanisms are working well, certain age groups may require more targeted digital support or user education (Haleem et al., 2022).

Table 9
Differences in Perceptions of Online Service Delivery Efficiency by Demographic Group

Demographic Variable	Grouping	Mean SQD Score	SD	p-value	Interpretation
Sex	Male	3.98	0.72	0.412	Not
	Female	3.91	0.78		Significant
Age Group	18-30	3.88	0.69	0.049	Significant
	31-45	4.11	0.66		
	46 and above	3.82	0.81		
Customer Type	Individual	3.96	0.73	0.072	Not
	Senior Citizen	4.22	0.57		Significant
	PWD	3.64	0.80		
	Representative	3.85	0.69		
Type of Service	Driver's License	4.08	0.69	0.112	Not
	Vehicle	3.95	0.75		Significant
	Registration				
	Plate Renewal	3.89	0.67		
	Other Services	3.62	0.86		

As shown in Table 10, there is a statistically significant relationship between respondents' awareness of the Citizen's Charter and their perceptions of customer service efficiency, as measured by service quality dimensions (SQD). Respondents who were aware of the Charter before their transaction reported the highest mean SQD score ($M = 4.22$, $SD = 0.72$), followed by those who became aware only after seeing it onsite ($M = 3.94$, $SD = 0.78$), and those unaware of the Charter reported the lowest satisfaction ($M = 3.60$, $SD = 0.81$). The Pearson correlation between Charter awareness and perceived service quality yielded an $r = 0.41$, $p = 0.006$, indicating a moderate positive and statistically significant relationship. This means that as awareness of the Citizen's Charter increases, so does the client's satisfaction with online service delivery.

These findings reinforce the role of transparency and client orientation in public service delivery, which are central tenets of Republic Act 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act. The Citizen's Charter serves as a vital tool to inform clients of processes, timelines, and requirements, helping reduce confusion and enhance trust (ARTA, 2019). When clients know what to expect from a government office, they are more likely to evaluate the experience positively, even when minor delays occur (Volden & Welde, 2022).

The results are also consistent with the Technology Acceptance Model (Davis, 1989), which suggests that users are more likely to accept and positively rate a system when they perceive it to be useful and easy to understand. Awareness of the Citizen's Charter improves users' expectations and

comprehension of online services, making them more receptive to digital government platforms. Thus, these findings highlight the importance of embedding the Citizen's Charter visibly and accessibly in all stages of the online transaction process, especially for first-time or less tech-savvy users ((Monsuur et al., 2021; Popescu et al., 2024).

Table 10
Relationship between Citizen's Charter Awareness and Online Service Quality

Variable	Grouping	Mean SQD Score	SD	r	p-value	Interpretation
Citizen's Charter Awareness	Aware before transaction	4.22	0.72	0.41	0.006	Significant; Moderate positive correlation
	Aware only after seeing it onsite	3.94	0.78			
	Not aware of the Citizen's Charter	3.60	0.81			
Service Quality Dimension	Overall Rating	3.95	0.74			

CHAPTER 3

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

Summary of Findings

The majority of respondents who used the LTO's online appointment system were from Region VII, with varied profiles in terms of age, sex, customer type, agency visited, and service availed.

Most respondents were aware of the Citizen's Charter prior to their transaction, found it visible and accessible, and reported using it as a guide for availing services.

Most respondents were aware of the Citizen's Charter prior to their transaction, found it visible and accessible, and reported using it as a guide for availing services.

There was a significant difference in service quality perceptions when respondents were grouped by demographic characteristics, particularly with regard to age and service availed.

A moderate positive and statistically significant relationship was found between Citizen's Charter awareness and perceived customer service efficiency, suggesting that higher awareness correlates with more favorable service evaluations.

Conclusion

The study concluded that the level of awareness of the Citizen's Charter significantly influences clients' perceptions of online service delivery at the LTO in Central Visayas. Respondents who were aware of the Charter prior to their transaction reported higher satisfaction levels across key service quality dimensions such as responsiveness, reliability, and integrity. Differences in satisfaction were also evident across demographic groups, particularly in relation to age and type of service availed. The positive and statistically significant correlation between Charter awareness and perceived service quality affirms the importance of transparency and accessible information in enhancing digital public service experiences. These findings emphasize the critical role of institutional communication, client empowerment, and continuous improvement of online systems in achieving the objectives of Republic Act No. 11032.

Recommendations

1. LTO offices should ensure that the Citizen's Charter is prominently displayed not only onsite but also within the online appointment and transaction portals. Embedding a clear, easy-to-navigate version of the Charter within digital interfaces can further improve client awareness, guide expectations, and enhance user satisfaction.
2. To increase awareness among first-time users or low-engagement customers, the LTO may launch digital campaigns through social media,

SMS alerts, or email confirmations that briefly explain the Citizen's Charter and its benefits for clients availing services online.

3. Client satisfaction was closely linked to perceived responsiveness and communication. Establishing real-time chat support, responsive help desks, or chatbot-assisted FAQs within the online portal can improve responsiveness and help users navigate complex processes more confidently.
4. Demographic differences in service satisfaction suggest that older or less tech-savvy clients may benefit from brief orientation videos, step-by-step tutorials, or optional assisted appointments. These initiatives would support equitable access and smooth digital transition for all client types.
5. LTO offices should regularly assess Citizen's Charter visibility, client awareness, and satisfaction with online service delivery through digital surveys or exit polls. Findings can inform internal service audits and align with the quality assurance mechanisms of RA 11032.

CHAPTER 4

OUTPUT OF THE STUDY

Program Title

Digital EDGE (Empowered Delivery, Governance, and Engagement) for LTO Personnel

Rationale

The Land Transportation Office (LTO) continues to expand its online services in compliance with Republic Act No. 11032, which mandates streamlined and efficient government service delivery. However, research findings indicate gaps in technological proficiency, awareness of institutional guides such as the Citizen's Charter, and readiness for digital transformation among LTO personnel. To respond to these challenges, this competency development program is designed to equip LTO staff with critical digital, service-oriented, and adaptive skills to meet the demands of automation and e-governance. This initiative ensures that LTO's digital transformation is matched by a prepared, client-centered, and technically capable workforce.

Objectives

- To develop the digital skills and technological proficiency of LTO personnel in using automated systems and digital tools

- To enhance customer service competencies aligned with digital public service expectations
- To promote adaptive skills for continuous learning and effective change management amid digital transformation
- To ensure inclusive and ethical digital service delivery respecting data privacy and user accessibility
- To increase public awareness of the Citizen's Charter and promote engagement in digital service processes through targeted information drives

Scheme of Implementation

Phase	Description
1. Planning	Needs analysis review, stakeholder consultation, and finalization of modules
2. Training	Rollout of competency-based training workshops and simulation sessions
3. Support	Provision of user guides, job aids, and peer coaching support for sustainability
4. Evaluation	Monitoring and evaluation of training outcomes and user performance

Matrix of Action Plan

Objectives	Activities	Persons Involved	Timeline	Resources Needed	Expected Output
Develop digital and technical skills	Conduct hands-on training on LTO's online systems, databases, and	ICT Officers, Trainers, HRD Unit	Aug–Sept 2025	Training modules, computers, simulation accounts	Trained LTO staff proficient in digital platforms

	appointment platforms				
Enhance customer service aligned with digital expectations	Workshop on virtual communication, digital responsiveness, and service recovery	Training unit, External speakers	Sept–Oct 2025	Speaker honoraria, modules, virtual role-play tools	Improved service interaction and responsiveness
Promote adaptive skills and change management	Conduct seminars on digital adaptability, learning agility, and coping with automation changes	HRD Unit, Guest facilitators	Oct 2025	Workshop materials, facilitators, learning kits	Increased adaptability and openness to change
Ensure ethical, inclusive, and privacy-respecting service	Briefings on digital ethics, accessibility standards, and data privacy compliance	Legal Affairs, MIS, HRD	Oct–Nov 2025	RA 10173 primer, accessibility tools, evaluation checklists	Personnel awareness on ethical digital governance
Evaluate program effectiveness	Deploy post-training surveys, feedback forms, and system performance analytics	M&E Team, MIS	Nov–Dec 2025	Online forms, analytics tools, survey reports	Report on training impact and areas for improvement
Increase awareness of Citizen's Charter and online service processes	Launch a digital information drive via social media, SMS, and email with infographics and short guides	LTO Communications Office, HRD, Regional Offices	Aug–Nov 2025	Graphic design support, social media accounts, bulk SMS platform	Increased client awareness and visibility of the Citizen's Charter

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APPENDICES

APPENDIX A Transmittal Letter

February 10, 2025

Engr. Lee Everett C. Chuan
Head, LTO Lapu-Lapu City District Office
Lapu-Lapu City, Cebu, Philippines

Dear Sir,

I am writing to respectfully request permission to conduct a research study entitled **"Streamlining Online Customer Transactions in Compliance with RA 11032 through Assessment of Service Delivery Efficiency in LTO Lapu-Lapu City."** This study forms part of my academic research and aims to contribute to the continuing improvement of digital service delivery in government agencies.

Specifically, the study seeks to assess the efficiency of LTO's online services based on the perceptions of clients who have availed of digital transactions, in alignment with the objectives of **Republic Act No. 11032** or the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018*. Using the standard LTO Client Satisfaction Measurement (CSM) survey tool, the research will evaluate service quality indicators and client awareness of the Citizen's Charter. The findings are expected to generate actionable insights that can inform local service improvements and competency-building efforts for LTO personnel.

The data collection will be conducted solely in **LTO Lapu-Lapu City**, and all responses will be kept strictly confidential, reported in aggregate form, and used exclusively for academic purposes. A summary of the findings will be shared with your office for reference and possible integration into service delivery enhancements.

I sincerely hope for your favorable consideration and support in allowing this study to be carried out in your office. Should you require any further information or clarification, I will be glad to provide it.

Thank you for your time and kind attention.

Respectfully yours,

Ingee G. Kintanar
Researcher

Noted:

Leo V. Damole, DPA
Adviser

Recommending Approval:

Nolasco K. Malabago, PhD., Dev.Ed.D.
Dean, Graduate School

APPENDIX B Consent Letter

February 24, 2025

Respondent

Lapu-Lapu City, Cebu, Philippines

Dear Respondent,

You are invited to participate in a research study that aims to evaluate the efficiency of online customer transactions in the Land Transportation Office (LTO) Lapu-Lapu City, in line with the provisions of **Republic Act No. 11032**, or the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018*.

Purpose of the Study:

This study seeks to assess customer satisfaction with LTO's digital service processes, awareness of the Citizen's Charter, and overall perceptions of service delivery efficiency. The findings will help guide service improvement initiatives and capacity-building efforts for LTO personnel to enhance online service implementation.

Procedure:

If you agree to participate, you will be asked to complete a structured survey based on the standard **Client Satisfaction Measurement (CSM)** tool. The questionnaire includes items on your demographic background, awareness of the Citizen's Charter, and perceptions of service quality. Completion should take approximately **15–20 minutes**. Participation is completely **voluntary**, and you may choose to withdraw at any time without penalty.

Confidentiality:

Your responses will be treated with **strict confidentiality**. No personally identifiable information will be collected, and data will be reported in aggregate form only. The collected data will be securely stored and used solely for academic and policy development purposes.

Risks and Benefits:

There are **no anticipated risks** to your participation. Your input will contribute to identifying areas for improvement in digital government services and may help improve efficiency and client satisfaction in LTO operations.

Consent:

By proceeding with and submitting the survey, you confirm that you understand the purpose of the study and voluntarily agree to participate. You also acknowledge that you have been informed of your rights, including the right to withdraw at any point without any consequence.

Contact Information:

If you have any questions or concerns, please do not hesitate to contact me at void_ng@yahoo.com.

Thank you for considering participation in this important research.

Respectfully yours,

Ingee G. Kintanar
Researcher

Noted:

Leo V. Damole, DPA
Adviser

APPENDIX C Survey Questionnaire

ANTI-FEES TAPE AUTHORITY
CLIENT SATISFACTION MEASUREMENT FORM
PSA Approval No. JALIA-2242-3
Expires on 31 July 2022

(Online Version) (Insert agency logo here) (Insert agency name here)
HELP US SERVE YOU BETTER!

This short Client Satisfaction Measurement (CSM) survey aims to track the customer experience of government offices. Your answers will enable this office to provide a better service.

Age: _____ Sex: _____ Region: _____
Agency visited: _____
Service availed: _____

Customer type (Citizen, Business, or Government?): _____

INSTRUCTIONS: Check mark (✓) your answer to the Citizen's Charter (CC) questions.

CC1 Do you know about the Citizen's Charter (document of an agency's services and reqs.)?

- 1. Yes, aware before my transaction with this office
- 2. Yes, but aware only when I saw the CC of this office
- 3. No, not aware of the CC (Skip questions CC2 and CC3)

CC2 If Yes to the previous question, did you see this office's Citizen's Charter?

- 1. Yes, the CC was easy to find
- 2. Yes, but the CC was hard to find
- 3. No, I did not see this office's CC (Skip question CC3)

CC3 If Yes to the previous question, did you use the Citizen's Charter as a guide for the service/s you availed?

- 1. Yes, I was able to use the CC
- 2. No, I was not able to use the CC because _____

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RECEIVED

OCT 26 2022

TIME: 12:35 Min

INSTRUCTIONS: For SQD 1-8, please encircle the number that corresponds to your answer:

Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (NAD)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
SQD1. I spent an acceptable amount of time to complete my transaction (<i>Responsiveness</i>)	1	2	3	4	5
SQD2. The office accurately informed and followed the transaction's requirements and steps (<i>Reliability</i>)	1	2	3	4	5
SQD3. My online transaction (including steps and payment) was simple and convenient (<i>Access and Facilities</i>)	1	2	3	4	5
SQD4. I easily found information about my transaction from the office or its website (<i>Communication</i>)	1	2	3	4	5
SQD5. I paid an acceptable amount of fees for my transaction (<i>Costs</i>)	1	2	3	4	5
SQD6. I am confident my online transaction was secure (<i>Integrity</i>)	1	2	3	4	5
SQD7. The office's online support was available, or (if asked questions) online support was quick to respond (<i>Assurance</i>)	1	2	3	4	5
SQD8. I got what I needed from the government office (<i>Outcome</i>)	1	2	3	4	5

Remarks (optional): _____

CERTIFIED TRUE COPY
FROM A PHOTO COPY ON FILE:
NOT VALID FOR EVIDENCE OR LITIGATION

[Signature]
ADMINISTRATIVE OFFICER V
GEN. SERVICES SECTION
L T O