

**A SYSTEM APPROACH TO OPTIMIZING DRIVER'S LICENSE  
PROCESSING: A DESCRIPTIVE CORRELATIONAL STUDY  
AT LTO-7 LAPU-LAPU CITY, CEBU**

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MASTER IN PUBLIC ADMINISTRATION

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## APPROVAL SHEET

This Master's Thesis entitled: "**A SYSTEM APPROACH TO OPTIMIZING DRIVER'S LICENSE PROCESSING: A DESCRIPTIVE CORRELATIONAL STUDY AT LTO-7 LAPU-LAPU CITY, CEBU**" prepared and submitted by **Norhaima U. Ali** in partial fulfillment of the requirements for the Degree **Master in Public Administration**, has been examined and is recommended for acceptance and approval for Oral Examination.

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## ABSTRACT

### A SYSTEM APPROACH TO OPTIMIZING DRIVER'S LICENSE PROCESSING: A DESCRIPTIVE CORRELATIONAL STUDY AT LTO-7 LAPU-LAPU CITY, CEBU

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This descriptive correlational study examined the optimization of driver's license processing at the Land Transportation Office (LTO) in Lapu-Lapu City, Cebu, through a systems approach. The study investigated clients' perceptions of service efficiency, staff competence, system accessibility, process complexity, client satisfaction, and public trust in LTO services. Data collected from respondents revealed strong agreement on service efficiency, staff competence, and client satisfaction, indicating that clients generally perceive the LTO as providing timely and professional service. However, perceptions of system accessibility showed mixed results, with concerns about difficulties in accessing online appointment systems. Notably, public trust in LTO and government services was consistently low, highlighting a critical gap between service delivery satisfaction and institutional trust. Multiple regression analysis further revealed that demographic variables (age, gender, educational attainment, length of membership) and service-related factors did not significantly predict client satisfaction or public trust. Based on these findings, the study proposes an Enhanced Service and Trust Optimization Program (ESTOP) comprising five strategic initiatives: Client Accessibility Enhancement, Simplified Licensing Orientation, Integrity and Transparency Summit, Gender Sensitivity Training, and Public Service Ethics & Anti-Corruption Workshops. This program aims to bridge the disconnect between service satisfaction and public trust by addressing accessibility challenges, promoting transparency, and fostering ethical conduct among staff. The study underscores the importance of a holistic system approach to public service optimization, combining operational efficiency with transparency and community engagement to rebuild trust. Implications for policy and practice suggest that enhancing public trust requires continuous efforts beyond service delivery improvements, emphasizing institutional integrity and client-centered governance.

**Keywords:** Public Administration; Driver's License Processing; Service Efficiency; Public Trust; System Accessibility; Land Transportation Office; Cebu, Philippines

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**Norhaima U. Ali**  
Researcher

## DEDICATION

For my family,  
The roots that keep me grounded,  
The wings that help me soar.  
In every silent prayer,  
And every hopeful dream,  
You are my home, my heart, my core.

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**CHAPTER 1**  
**THE PROBLEM AND ITS SCOPE**  
**INTRODUCTION**

**Rationale of the Study**

Efficient public service delivery is a cornerstone of governance, yet it remains a challenge in many developing countries. According to Gabriel (2018), public service institutions often struggle with issues such as inadequate resources, bureaucratic red tape, and lack of accountability. In the context of driver's license processing, these challenges manifest as long queues, unclear procedures, and delayed service delivery, which adversely affect client satisfaction and trust in government services (Republic Act No. 10930, 2017). Moreover, in a study by Villamera (2017), clients reported that the complexity of the driver's license application process in the Philippines often leads to frustration and dissatisfaction. Factors such as insufficient staff, lack of digital infrastructure, and unclear guidelines were identified as significant barriers. These findings highlight the need for process optimization to improve service efficiency and meet client expectations.

Furthermore, service efficiency plays a crucial role in shaping client satisfaction. According to Rita et al. (2019), efficient service delivery is characterized by speed, accuracy, and reliability. In the context of LTO, service efficiency can be evaluated through factors such as processing time, the clarity of instructions, and the availability of staff to assist clients. Research by Nguyen et al. (2020) revealed that service efficiency is positively correlated with client satisfaction, emphasizing the importance of streamlining processes and reducing bottlenecks.

In addition to service efficiency, the competence of service providers significantly impacts public trust and satisfaction. Staff competence encompasses knowledge, skills, and attitudes that enable employees to deliver quality services. According to Haleem et al. (2024), competent staff are more likely to address client concerns effectively, thereby enhancing client satisfaction. In the context of LTO, staff competence includes their ability to provide clear instructions, assist clients promptly, and resolve issues efficiently.

Moreover, the transition to digital systems has revolutionized public service delivery, offering opportunities for increased accessibility and efficiency. However, challenges remain in ensuring that digital systems are user-friendly and reliable. A study by Nilashi et al. (2023) highlighted the importance of system accessibility in enhancing client satisfaction. In the Philippines, initiatives such as online appointment systems and digital payment platforms have been introduced to streamline LTO processes, but technical glitches and system downtimes continue to pose challenges (Manila Bulletin, 2022).

Another critical aspect is process complexity, which is a significant barrier to efficient service delivery. Complex procedures often lead to confusion and frustration among clients, particularly when guidelines are unclear or inconsistent. A study by Gavrila et al. (2023) found that simplifying processes and providing clear instructions can significantly improve client satisfaction. In the context of LTO, addressing process complexity involves reducing unnecessary steps, providing clear guidelines, and ensuring that clients are well-informed about the requirements and procedures.

Finally, client satisfaction serves as a key indicator of the effectiveness of public services. According to Manyanga et al. (2022), client satisfaction is influenced by the gap

between client expectations and their actual experiences. In the context of LTO, satisfaction can be assessed through factors such as processing time, staff competence, system accessibility, and overall service quality. Research by Patil et al. (2023) emphasized the importance of client feedback in identifying areas for improvement and optimizing service delivery.

### **Theoretical Background**

Institutional processes shape public service delivery, as highlighted in Institutional Theory by DiMaggio and Powell (1983), which explains how organizations, including government agencies, conform to external pressures to maintain legitimacy. Bureaucratic institutions such as the Land Transportation Office (LTO) are influenced by regulatory frameworks, societal expectations, and operational norms, which affect their ability to deliver efficient and satisfactory services. In the context of driver's license processing, inefficiencies often arise from rigid institutional structures, procedural complexities, and the slow adaptation to technological advancements. Institutional constraints, including regulatory compliance and resistance to change, contribute to challenges such as long queues, inconsistent procedures, and delays in service delivery, which ultimately impact public trust.

Legal frameworks guide and mandate improvements in service efficiency and transparency. Republic Act (RA) 10930, which extends the validity of driver's licenses and mandates competency-based renewal examinations, aims to enhance service efficiency and accountability within LTO operations. Additionally, RA 11032, known as the Ease of Doing Business and Efficient Government Service Delivery Act, reinforces the need for

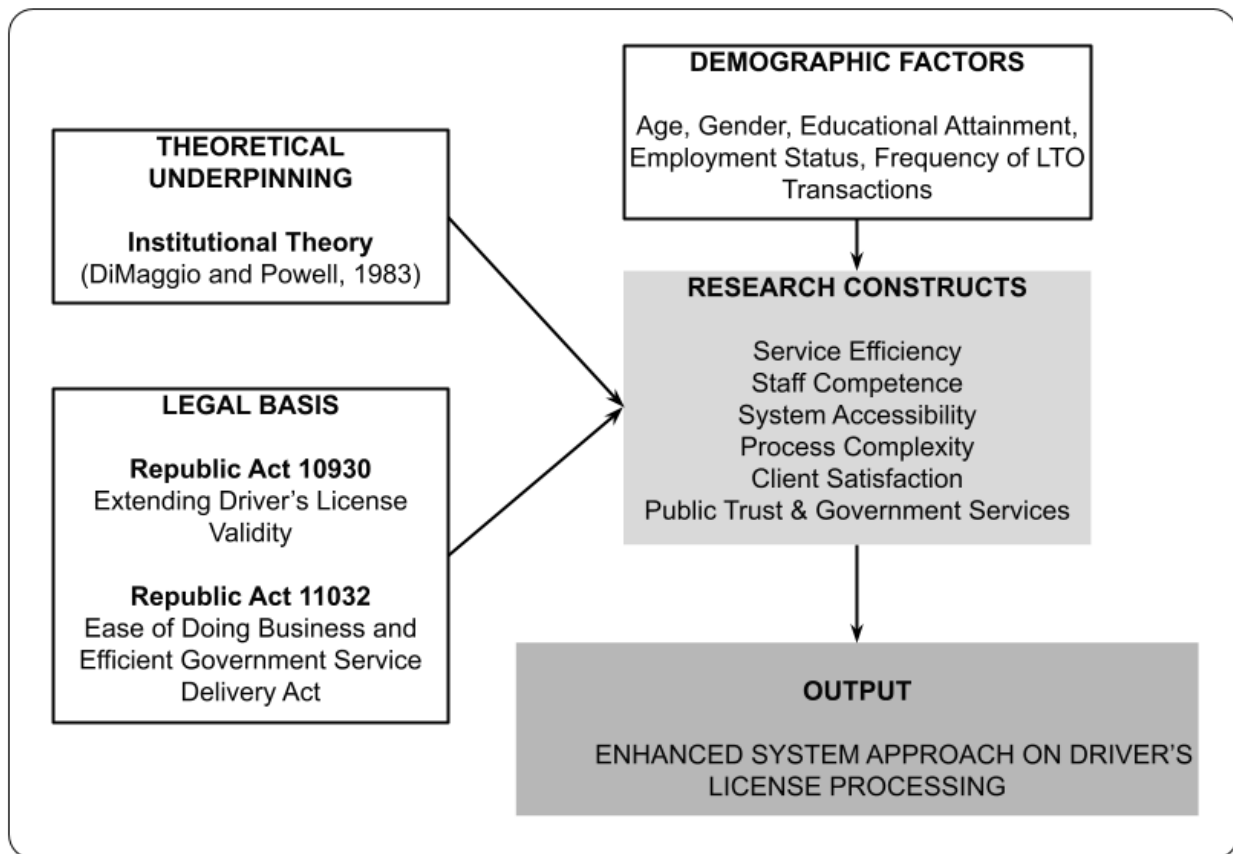
streamlined processes, reduced bureaucratic delays, and improved public sector responsiveness. These laws serve as the foundation for optimizing public service mechanisms, ensuring that government agencies adopt efficient practices to enhance citizen satisfaction. However, despite these legislative efforts, systemic barriers such as limited digital infrastructure, insufficient staffing, and procedural redundancies continue to hinder the full realization of these reforms.

Individual characteristics, including age, gender, educational attainment, employment status, and frequency of LTO transactions, influence how clients perceive and experience the licensing process. Age-related differences can impact adaptability to digital appointment systems and self-service kiosks, with younger clients generally exhibiting greater ease in navigating technological interfaces compared to older applicants. Gender dynamics may also shape expectations and experiences, as certain procedural aspects or service interactions may differ based on societal norms and roles. Educational attainment plays a critical role in determining the perceived complexity of LTO processes, where higher levels of education are often associated with greater comprehension of bureaucratic requirements and digital systems. Employment status, particularly among working professionals with time constraints, can affect perceptions of service efficiency and convenience. The frequency of LTO transactions is another important factor, as first-time applicants may encounter greater challenges compared to those familiar with renewal procedures.

Service efficiency remains a critical determinant of client satisfaction, as government services must ensure speed, accuracy, and reliability to meet public expectations. The ability of staff members to provide clear instructions, assist clients

promptly, and resolve concerns effectively significantly influences satisfaction levels. System accessibility, particularly the availability and usability of digital services, plays a key role in enhancing convenience and reducing physical visits to LTO offices. However, process complexity remains a persistent issue, where unclear guidelines, excessive documentary requirements, and inconsistent procedural enforcement lead to frustration among clients. When these challenges persist, they erode public trust in government institutions, reinforcing negative perceptions of inefficiency and bureaucracy.

Understanding the interrelationship between institutional constraints, legal frameworks, demographic factors, and service delivery constructs provides valuable insights into optimizing the driver's license application process. Addressing inefficiencies through improved digital systems, staff training, process simplification, and strict compliance with RA 11032 can contribute to enhanced client satisfaction and greater trust in public service institutions.



**Figure 1.** The Theoretical-Conceptual Framework of the Study

## THE PROBLEM

### Statement of the Problem

This research aims to examine the perceived challenges faced by clients in processing their driver's licenses at the Land Transportation Office (LTO) 7 - Lapu-Lapu City during the Fiscal Year 2024-2025 and how these perceptions can serve as a basis for improving service management and optimizing administrative processes. Specifically, this study seeks to:

1. What is the demographic profile of the respondents in terms of:
  - 1.1 age and gender;
  - 1.2 highest educational attainment;
  - 1.3 frequency of LTO transactions?
2. How do the respondents perceive the challenges encountered in the driver's license processing in terms of:
  - 2.1 service efficiency;
  - 2.2 staff competence;
  - 2.3 system accessibility;
  - 2.4 process complexity;
  - 2.5 client satisfaction; and
  - 2.6 public trust in government services?
3. Is there a significant difference between respondents' demographic profile and their perceived challenges in driver's license processing in terms of:
  - 3.1 age and client satisfaction;

- 3.2 gender and client satisfaction;
  - 3.3 highest education attainment and process complexity; and
  - 3.4 frequency of LTO transaction and process complexity?
4. Is there a significant correlation between respondents' perceived challenges in driver's license processing in terms of:
- 4.1 service efficiency and client satisfaction;
  - 4.2 staff competence and client satisfaction;
  - 4.3 system accessibility and client satisfaction;
  - 4.4 process complexity and client satisfaction; and
  - 4.5 client satisfaction and public trust in government services?
5. Based on the findings of the study, what enhanced system approach plan can be developed to optimize LTO service delivery and improve client satisfaction and public trust?

### **Statement of Hypotheses**

The following hypotheses are formulated to test the interrelationships among these constructs, providing empirical insights into the effectiveness of LTO services and identifying areas for potential improvement.

**H<sub>01</sub>:** There is no significant difference between respondents' age and perceived challenges in driver's license processing in terms of client satisfaction.

**H<sub>02</sub>:** There is no significant difference between respondents' gender and perceived challenges in driver's license processing in terms of client satisfaction.

**H<sub>03</sub>:** There is no significant difference between respondents' highest educational attainment and perceived challenges in driver's license processing in terms of process complexity.

**H<sub>04</sub>:** There is no significant difference between respondents' number of LTO transactions and perceived challenges in driver's license processing in terms of process complexity.

**H<sub>05</sub>:** There is no significant correlation between respondents' perceived challenges in driver's license processing in terms of service efficiency and client satisfaction.

**H<sub>06</sub>:** There is no significant correlation between respondents' perceived challenges in driver's license processing in terms of staff competence and client satisfaction.

**H<sub>07</sub>:** There is no significant correlation between respondents' perceived challenges in driver's license processing in terms of system accessibility and client satisfaction.

**H<sub>08</sub>:** There is no significant correlation between respondents' perceived challenges in driver's license processing in terms of process complexity and client satisfaction.

**H<sub>09</sub>:** There is no significant correlation between respondents' perceived challenges in driver's license processing in terms of client satisfaction and public trust in government services.

### **Significance of the Study**

This study holds significant value for various stakeholders involved in optimizing the driver's license processing at the Land Transportation Office (LTO) 7 - Lapu-Lapu

City, particularly through a systems approach. The insights derived from this study are expected to benefit the following groups:

**Land Transportation Office (LTO).** The findings will provide the LTO with an in-depth analysis of the current driver's license processing system. By identifying perceived challenges and correlating these with demographic factors, the study can offer actionable recommendations to improve service efficiency, enhance staff competence, and streamline administrative procedures. This could lead to more effective resource allocation and a more responsive service system, ultimately improving the overall quality of service provided to the public.

**LTO Personnel.** For LTO staff, the study highlights the challenges faced by both employees and clients during the driver's license processing. Understanding the factors that influence staff performance and the public's experience can help tailor training programs, enhance operational workflows, and improve job satisfaction by addressing identified bottlenecks in the process.

**Transportation Service Clients.** This study is particularly valuable for the clients who utilize the LTO's services. By examining their perceptions of service efficiency, process complexity, and satisfaction, the study directly addresses the concerns of transportation service users. The results can guide improvements in client interactions, reduce waiting times, and enhance overall customer satisfaction with the licensing process.

**Government Agencies and Policymakers.** Insights from this study can assist government agencies in assessing the effectiveness of current administrative practices

at the LTO. The correlation between demographic factors and perceived challenges will help policymakers understand the public's experience and identify areas where digitalization, procedural adjustments, or other innovations might be implemented to improve service delivery across the region.

**Academic Community.** This study contributes to the body of research on administrative processes in government agencies, specifically focusing on optimizing service management through a systems approach. It provides a framework for further exploration of how demographic factors influence the perception of service delivery and how these perceptions can inform public administration practices, serving as a foundation for future academic inquiries into administrative optimization in the public sector.

## RESEARCH METHODOLOGY

### Research Design

This study employed a descriptive correlational design to examine the perceived challenges faced by clients in processing their driver's licenses at the Land Transportation Office (LTO) 7 - Lapu-Lapu City. Descriptive correlational research is appropriate for exploring the relationships between demographic variables and perceived service challenges, without manipulating the variables (Creswell, 2014). The descriptive nature of this design allows for a comprehensive understanding of the current state of the LTO's administrative processes, service delivery, and customer satisfaction as experienced by clients. By using a correlational approach, the study aims to identify whether and how demographic factors such as age, gender, educational attainment, employment status, and frequency of LTO transactions correlate with the challenges perceived in the driver's license processing system.

Correlational research helps in determining the degree and direction of the relationship between two or more variables (Best & Kahn, 2006). In this study, the relationship between respondents' demographic profiles and their perceptions of challenges, such as service efficiency, staff competence, system accessibility, process complexity, client satisfaction, and public trust, will be assessed. This design is advantageous because it allows the researcher to analyze multiple variables simultaneously, identifying patterns or trends without requiring experimental control (Johnson & Christensen, 2017).

Furthermore, descriptive correlational studies are often used in public administration research to examine how different factors influence client perceptions of service quality (Swanborn, 2010). This study's findings can provide actionable insights for improving the service delivery of government agencies like the LTO by understanding the correlational dynamics between demographic factors and service challenges.

### **Flow of the Study**

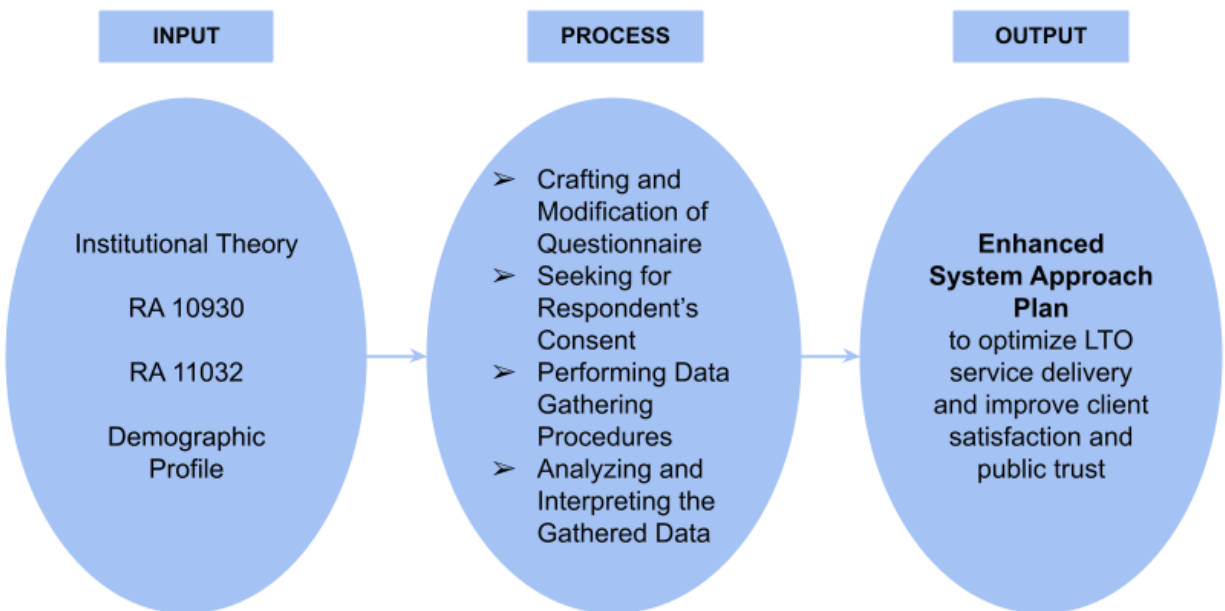
This study is guided by Institutional Theory, which will provide a framework for understanding how established rules, regulations, and organizational structures influence the operations and practices within the Land Transportation Office (LTO). The research will also draw from Republic Act (RA) 10930, which mandates the strengthening of the LTO's services, particularly in driver's license processing, and RA 11032, which advocates for the streamlining of government services through the implementation of efficient systems, including digitalization. These legislative frameworks will serve as a basis for evaluating the effectiveness of the current processes at the LTO.

The study will focus on the demographic profile of the clients, including factors such as age, gender, educational attainment, employment status, and frequency of LTO transactions, as these may influence their perceptions of the driver's license processing system. To gather relevant data, the study will begin with the crafting and modification of a questionnaire, ensuring that the items are tailored to address the research objectives and aligned with the institutional and legislative frameworks.

Following this, the study will proceed to seek respondents' consent to participate in the research, ensuring that ethical guidelines are adhered to. Once consent is obtained,

the data gathering procedures will be performed, which will involve distributing the questionnaire to a representative sample of clients at LTO 7 - Lapu-Lapu City. The gathered data will then be analyzed and interpreted, with a focus on identifying correlations between the demographic profile of respondents and their perceptions of the challenges encountered in the driver's license processing system.

The final output of the study will be an Enhanced System Approach Plan aimed at optimizing LTO service delivery. This plan will propose actionable strategies to address the identified challenges, improve client satisfaction, and foster greater public trust in the LTO's administrative processes. Through this approach, the study will contribute to the continuous improvement of government service delivery in line with legislative mandates and institutional goals.



**Figure 2.** Flow of the Study

## **Environment**

The research was conducted at the Land Transportation Office (LTO) 7 - Lapu-Lapu City, located within the island of Mactan in Cebu, Philippines. LTO Lapu-Lapu City is one of the key regional offices of the LTO, and it serves a significant population of drivers, vehicle owners, and other transportation-related clients. The office plays a crucial role in the administration of driver's licenses, vehicle registration, and the enforcement of traffic laws and regulations within its jurisdiction.

The LTO Lapu-Lapu City office is situated in a growing urban area known for its increasing population and bustling transportation activities, given its proximity to the Mactan-Cebu International Airport and various industrial zones. This dynamic environment will create both opportunities and challenges for the LTO in terms of managing large volumes of clients and ensuring efficient processing of documents, including driver's licenses.

The office operates under a system that includes various divisions and personnel responsible for different aspects of driver's license processing. These will include the receiving and encoding of applications, testing and evaluation of applicants, and the issuance of licenses. In recent years, the LTO Lapu-Lapu City will have begun integrating digital systems to improve the efficiency of its operations. However, the transition to digitalization will not be without challenges, as it will require adaptation from both staff and clients to new technologies and procedures.

The physical environment of the LTO Lapu-Lapu City office will include service counters, waiting areas, and testing facilities. The office will be generally busy, with long lines and peak periods, especially during weekdays when most clients process their

transactions. The atmosphere will reflect a typical government office environment, where clients may experience varying levels of satisfaction based on wait times, service efficiency, and the competence of the staff involved in the transaction.

This setting will provide a rich context for studying the perceived challenges of clients in processing their driver's licenses. It will offer a firsthand look at how administrative systems and digitalization impact service delivery and customer satisfaction. By observing and gathering data from this specific environment, the research will aim to identify opportunities for improvement and optimization in the LTO's service management practices.



Figure 3. Map of the Research Environment

## **Respondents**

The respondents of this study were clients who have undergone the driver's license processing at the Land Transportation Office (LTO) 7 - Lapu-Lapu City. These clients will be selected through a convenience sampling method, where individuals who are available and willing to participate in the research will be invited to complete the questionnaire. The study will aim to gather responses from a diverse group of clients in order to capture a broad range of perspectives on the challenges faced during the driver's license processing.

The respondents included individuals of various demographic profiles, such as different ages, genders, educational attainments, and employment statuses, as well as varying frequencies of LTO transactions (first-time applicants, renewals, and those who frequently use LTO services). This diversity will ensure that the study captures a comprehensive overview of how different factors may influence client perceptions of the LTO's service delivery.

Inclusion criteria for participation will require that the respondents have completed at least one transaction involving the processing of a driver's license at the LTO 7 - Lapu-Lapu City. Respondents who have not undergone such a transaction will be excluded from the study to ensure the relevance of their responses to the research objectives. Furthermore, the study will adhere to ethical guidelines, ensuring informed consent is obtained from all participants, and their responses will be treated with confidentiality and used solely for the purposes of the study.

The respondents' feedback will provide critical insights into the challenges they face, their level of satisfaction, and the impact of the LTO's administrative processes on

their experiences. These responses will be essential for identifying areas of improvement and enhancing the efficiency of the LTO's service delivery.

**Table 1.** Research Respondents Details

<b>LTO Lapu-Lapu City Office</b>	<b>Frequency</b>	<b>Percentage</b>
Male	81	67.50%
Female	39	32.50%
Total	120	100.00%

### **Instruments**

The instrument used in this study will be a modified questionnaire designed to gather data on the respondents' demographic profile and their perceptions of the challenges encountered during the driver's license processing at LTO 7 - Lapu-Lapu City. The questionnaire will consist of two main sections. The first section will collect information on the demographic profile of the respondents, including their age, gender, educational attainment, employment status, and frequency of LTO transactions. These demographic factors will be analyzed to determine if they have any significant influence on the respondents' perceptions of the LTO's service delivery.

The second section will address the various constructs related to the challenges faced by the respondents. These constructs will include service efficiency, staff competence, system accessibility, process complexity, client satisfaction, and public trust in government services. The items in this section will be designed to capture the respondents' experiences and perceptions in relation to these aspects of the LTO's administrative processes, as they are central to understanding the areas in need of improvement.

Since the questionnaire will be a modified version of an existing instrument, it will undergo a validation process to ensure its relevance and accuracy in addressing the specific research objectives. The modified questionnaire will be reviewed by experts in the fields of public administration, transportation, and survey design to assess the clarity, comprehensiveness, and alignment of the items with the study's constructs. Additionally, a pilot test will be conducted with a small sample of respondents to identify any issues related to question comprehension, response options, and overall instrument reliability. Based on the feedback from the validation process and pilot test, necessary adjustments will be made to enhance the instrument's effectiveness in gathering reliable and valid data for the study.

**Table 2.** Level of Agreement Scale and Scoring Procedure

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 procedure for this study will be divided into three phases: pre-phase, during-phase, and post-phase. Each phase will be systematically organized to ensure the integrity, reliability, and ethical standards of the research process.

**Pre-phase.** In the pre-phase, the researchers will begin by obtaining the necessary permissions and approvals from the Land Transportation Office (LTO) 7 - Lapu-Lapu City. This will include coordinating with LTO officials to secure approval for conducting the

study at their premises and ensuring that all ethical guidelines are followed. The research team will also finalize the modified questionnaire, ensuring that the instrument is valid and ready for distribution. A pilot test will be conducted with a small group of respondents to refine the questionnaire based on their feedback, which will help identify any issues with question clarity or response options. Once the instrument is finalized, a briefing session will be held for the researchers involved in data collection to ensure consistent understanding and application of the data gathering process.

**During-phase.** During the data collection phase, the researchers will distribute the finalized questionnaires to eligible respondents at the LTO 7 - Lapu-Lapu City office. Potential participants will be approached at various times throughout the day, and their informed consent will be obtained before participation. The participants will be assured that their responses will be kept confidential and used solely for the purposes of the study. Researchers will be available to answer any questions the respondents may have and will offer clarification on any items in the questionnaire, ensuring that the data is accurately captured. The distribution will occur in areas such as the waiting area or service counters, where clients typically wait to process their driver's license transactions. The data collection will be done over a designated period, ensuring sufficient time for participation from a variety of clients.

**Post-phase.** After the data collection process is complete, the researchers will gather and organize the completed questionnaires. The responses will be coded and inputted into a data analysis software for further processing. In this phase, the researchers will perform an initial review to ensure that the collected data is complete and consistent. Any incomplete or inconsistent responses will be flagged for follow-up or

clarification if necessary. Once the data is cleaned and organized, it will be analyzed to identify trends, correlations, and insights related to the research objectives. The results will then be interpreted to inform the development of an enhanced system approach plan for optimizing LTO service delivery and improving client satisfaction and public trust. Finally, the findings will be communicated to the LTO and other relevant stakeholders to help guide future improvements in service management.

### **Statistical Treatment**

The data collected in this study will be subjected to appropriate statistical analyses to address the research objectives and test the hypotheses. Descriptive statistics will be used to summarize the respondents' demographic profile, including measures of central tendency such as frequency counts, percentages, means, and standard deviations. These will provide a clear picture of the characteristics of the sample population, including age, gender, educational attainment, employment status, and frequency of LTO transactions.

To assess the perceived challenges encountered by the respondents in relation to the constructs of service efficiency, staff competence, system accessibility, process complexity, client satisfaction, and public trust in government services, the study will utilize mean scores and standard deviations for each construct. These descriptive measures will allow for the identification of areas where respondents perceive challenges most significantly.

For examining the relationships between the respondents' demographic profiles and their perceived challenges, inferential statistics will be applied. A Pearson correlation

coefficient will be used to determine the strength and direction of the relationship between continuous variables (e.g., age, frequency of transactions) and their perceptions of LTO processes. In cases where categorical demographic variables (e.g., gender, educational attainment) are involved, Chi-square tests will be employed to identify significant associations between these variables and the perceived challenges in service delivery.

To ensure that the results are valid and reliable, the study will perform a reliability test (such as Cronbach's alpha) on the modified questionnaire to measure internal consistency, particularly for the constructs related to perceived challenges. The analysis will be conducted using statistical software such as SPSS or STATA, with a significance level set at 0.05. The findings from these statistical treatments will contribute to the identification of patterns and insights that inform the development of strategies for optimizing the LTO's service delivery.

### **Ethical Considerations**

This study will adhere to ethical standards to ensure the protection of participants' rights and well-being. Informed consent will be obtained from all respondents, explaining the purpose, procedures, potential risks, and their right to withdraw at any time without penalty. Participants' confidentiality and anonymity will be prioritized by using numerical codes and securely storing data, with access limited to authorized researchers. Participation will be voluntary, and there will be no coercion or consequences for non-participation. The study aims to minimize harm, with no physical or psychological risks expected. Prior to data collection, the study will be reviewed and approved by an ethics

review board to ensure compliance with ethical guidelines, maintaining the highest standards of integrity throughout the research process.

### **Definition of Terms**

In the context of this research, the following terms can be operationally defined as:

**Client Satisfaction.** This refers to the degree to which clients feel that the services provided by the Land Transportation Office (LTO) meet or exceed their expectations, encompassing aspects like service quality, convenience, and overall experience.

**Demographic Profile.** This refers to the characteristics of the respondents, which include age, gender, educational attainment, employment status, and frequency of LTO transactions, used to segment and understand the population under study.

**Digitalization.** This refers to the integration of digital technologies into LTO administrative processes, aimed at improving efficiency, accessibility, and overall service delivery.

**LTO (Land Transportation Office).** This refers to the government agency in the Philippines responsible for managing transportation-related services, including the issuance and renewal of driver's licenses, vehicle registration, and the enforcement of traffic regulations.

**Perceived Challenges.** This refers to the respondents' views and opinions on the difficulties they encounter while processing their driver's licenses, which may include issues related to service efficiency, staff competence, system accessibility, process complexity, client satisfaction, and public trust in government services.

Public Trust in Government Services. This refers to the confidence that clients have in the effectiveness, reliability, and fairness of services provided by the government, including the LTO.

**RA 10930 (Republic Act No. 10930).** This refers to a Philippine law that extends the validity period of driver's licenses to five (5) years or ten (10) years, depending on the conditions and qualifications of the driver.

**RA 11032 (Republic Act No. 11032).** This is also known as the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018," which aims to streamline government services, reduce red tape, and promote efficiency in public service delivery, including services like those offered by the LTO.

**Service Efficiency.** This refers to the ability of the LTO to provide timely, effective, and accurate services, minimizing waiting times and the complexity of procedures for clients.

**Staff Competence.** This refers to the skills, knowledge, and professionalism demonstrated by LTO personnel in performing their duties, which can influence the overall client experience and satisfaction.

**System Accessibility.** This refers to the ease with which clients can access and navigate the LTO's digital and physical platforms, ensuring that technology does not create barriers to service delivery.

**Process Complexity.** This refers to the perceived difficulty or intricacy of the procedures involved in processing driver's licenses at the LTO, which may affect client experience and satisfaction.

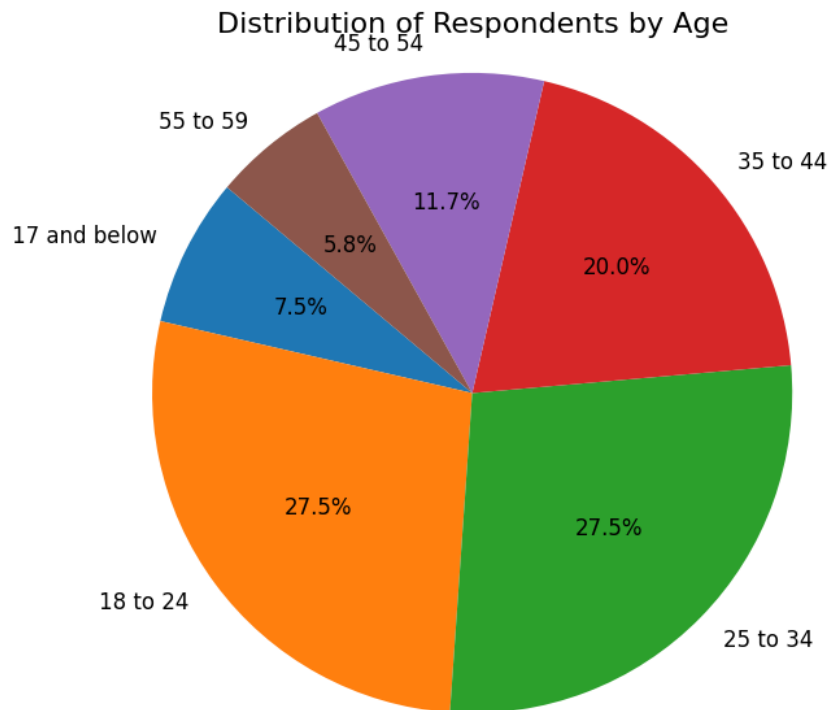
**Transportation Service Clients.** These refer to the individuals who use the services of the LTO, primarily for the processing of driver's licenses, vehicle registrations, and other transportation-related services.

## CHAPTER 2

### PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

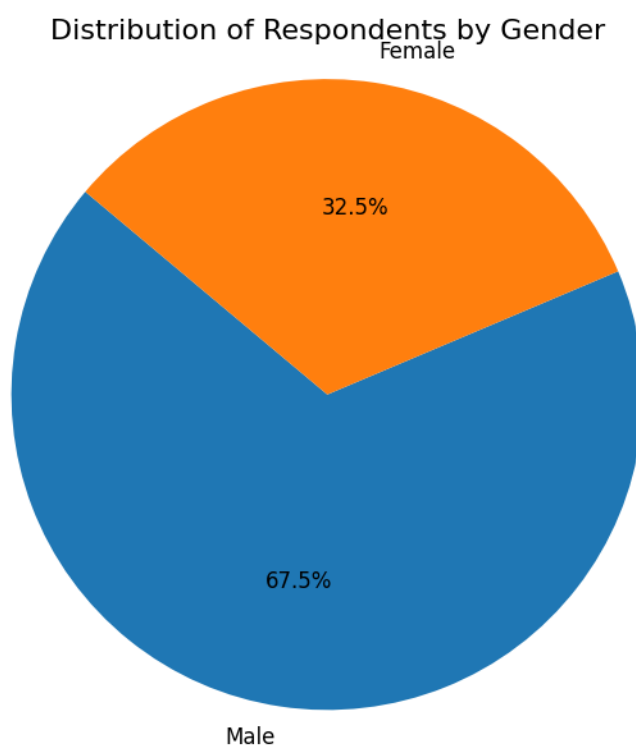
#### Demographic Background

The age distribution of respondents shows a concentration primarily within the young adult groups, with both the 18 to 24 and 25 to 34 age brackets each comprising 27.5% of the sample. Together, these age groups account for more than half of the participants, indicating that the majority of LTO clients involved in this study are in their early working years. The next largest group is those aged 35 to 44 at 20%, followed by smaller proportions of respondents aged 45 to 54 (11.67%), 55 to 59 (5.83%), and 17 and below (7.5%). This distribution suggests a broad age range but highlights the prominence of younger adults engaging with LTO services.



**Figure 4.** Age Distribution of Respondents

The gender profile reveals a notable gender imbalance among respondents, with males representing 67.5% and females 32.5%. This disparity may reflect either a greater number of male drivers or a higher tendency for men to engage with LTO transactions. The predominance of male respondents suggests that gender dynamics could play a role in driving behaviors or licensing needs, which could be considered in tailoring service delivery and communication strategies.

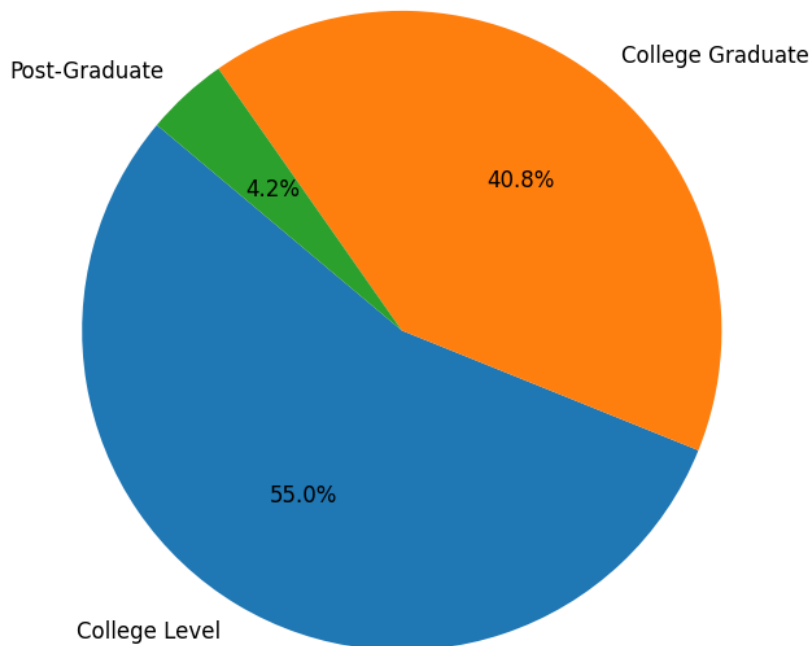


**Figure 5.** Gender Distribution of Respondents

Respondents' educational levels indicate that a majority (55%) are currently at the college level, with a significant portion (40.83%) having already graduated from college. A smaller group (4.17%) holds postgraduate qualifications. This profile suggests that the clientele engaging with the LTO tends to be relatively well-educated, which might

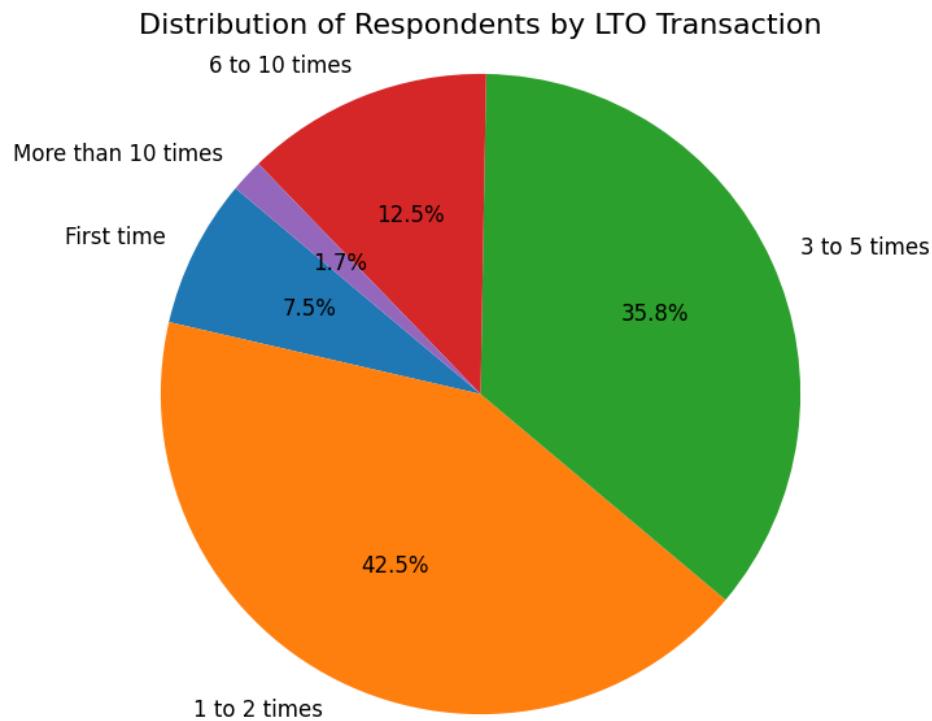
influence their expectations regarding service efficiency and system accessibility. The educational background could also impact how users interact with digital platforms and understand procedural requirements.

Distribution of Respondents by Educational Attainment



**Figure 6.** Educational Attainment Distribution of Respondents

Regarding transaction frequency, most respondents (42.5%) reported engaging with LTO services one to two times, while a substantial number (35.83%) had three to five transactions. Those conducting six to ten transactions made up 12.5%, and first-time clients accounted for 7.5%. A very small fraction (1.67%) reported more than ten transactions. This distribution indicates a mix of both new and repeat clients, reflecting varied familiarity levels with the licensing process, which could affect perceptions of service efficiency and process complexity.



**Figure 7.** LTO Transaction Distribution of Respondents

### **Descriptive Statistics**

Table 3 presents the respondents' perceptions regarding service efficiency at the Land Transportation Office Region 7 (LTO-7) in Lapu-Lapu City, Cebu. The overall mean score of 4.44 with a standard deviation of 0.90 indicates that respondents strongly agree that the LTO-7 office exhibits efficient service delivery. Each individual statement also received high mean scores, ranging from 4.27 to 4.57, further affirming the positive evaluation of service efficiency.

Notably, the highest rated item was "The LTO office operates in a timely manner during peak hours" ( $M = 4.57$ ,  $SD = 0.96$ ), suggesting that even under conditions of high customer volume, the office maintains a consistent standard of timeliness. This is consistent with current public service delivery literature that underscores the critical role

of managing service flow and customer congestion in ensuring efficiency (Alonso et al., 2023). Equally high were perceptions of staff efficiency ( $M = 4.54$ ) and reasonable processing time ( $M = 4.54$ ), which reflect a well-structured service process and competent personnel, a key element emphasized in system optimization models in public administration (Serrano et al., 2022).

Although still categorized as “Strongly Agree,” the lowest mean was observed in the statement “The LTO processing system minimizes waiting time” ( $M = 4.27$ ,  $SD = 0.83$ ). This slight dip may indicate room for improvement in queue management or in digital integration efforts to further reduce idle time. As highlighted by Tan and Yu (2022), integrating automated queuing systems and mobile pre-registration platforms can significantly reduce perceived and actual waiting times in licensing and registration services.

The findings affirm that the respondents perceive LTO-7 Lapu-Lapu City’s driver’s license processing system as efficient and satisfactory. These positive evaluations support the implementation of system-based approaches and continuous improvement strategies to sustain and enhance service performance in government institutions (Delos Santos et al., 2023). Future enhancements may focus on data-driven scheduling, lean process redesign, and digital innovations to sustain peak-hour performance and further minimize wait times.

**Table 3.** Respondents’ Perception on Service Efficiency

Statements	Mean	SD	Verbal Interpretation
1. The processing time for acquiring a driver’s license at LTO is reasonable.	4.54	0.95	Strongly Agree
2. I feel that the LTO staff handles transactions efficiently.	4.54	0.94	Strongly Agree

3. The LTO office operates in a timely manner during peak hours.	4.57	0.96	Strongly Agree
4. The LTO processing system minimizes waiting time.	4.27	0.83	Strongly Agree
5. The speed of service at LTO meets my expectations.	4.30	0.84	Strongly Agree
<b>Overall</b>	<b>4.44</b>	<b>0.90</b>	<b>Strongly Agree</b>

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

Table 4 presents the respondents' perception of staff competence at the LTO-7 Lapu-Lapu City Office. The overall mean score of 4.23 with a standard deviation of 0.90 falls under the interpretation "Strongly Agree," indicating a generally high level of satisfaction with the competence of LTO personnel.

Among the individual items, the highest rated were: "LTO staff members are knowledgeable about the licensing process" (M = 4.43, SD = 0.84) and "I feel confident that LTO personnel can address my concerns effectively" (M = 4.43, SD = 0.87). These results suggest that clients perceive the LTO staff as not only well-versed in technical procedures but also capable of responding effectively to queries and concerns—qualities essential for service quality in frontline government services (Espina & Martinez, 2022; Sison et al., 2023).

Additionally, the statement "LTO employees display professionalism during interactions" also received a high rating (M = 4.38), reflecting respondents' favorable view of interpersonal conduct, which contributes to trust and public satisfaction in government transactions (Dela Peña & Ramos, 2021). Meanwhile, the item "The staff at LTO is well-trained to handle customer inquiries" scored slightly lower (M = 4.24), suggesting that

while training appears adequate, it could be further improved to meet increasing expectations in client service management.

Interestingly, the lowest-rated item was “I am satisfied with the level of expertise exhibited by LTO staff” ( $M = 3.67$ ,  $SD = 0.93$ ), which was interpreted only as “Agree.” This indicates that while general competence is perceived positively, there may be concerns about advanced or specialized expertise, particularly in dealing with complex or non-routine transactions. According to recent studies, public institutions need to continuously invest in capacity-building and professional development to keep pace with evolving service demands and digital innovations (Bautista & Reyes, 2023; OECD, 2022).

While the respondents generally hold a favorable view of LTO-7’s staff competence, the slight variation across items reveals potential areas for targeted improvement, especially in reinforcing specialized knowledge and ongoing staff training. Strengthening these areas aligns with a systems approach that emphasizes human capital development as a core component of service optimization.

**Table 4.** Respondents’ Perception on Staff Competence

<b>Statements</b>	<b>Mean</b>	<b>SD</b>	<b>Verbal Interpretation</b>
1. LTO staff members are knowledgeable about the licensing process.	4.43	0.84	Strongly Agree
2. I feel confident that LTO personnel can address my concerns effectively.	4.43	0.87	Strongly Agree
3. LTO employees display professionalism during interactions.	4.38	0.92	Strongly Agree
4. The staff at LTO is well-trained to handle customer inquiries.	4.24	0.94	Strongly Agree
5. I am satisfied with the level of expertise exhibited by LTO staff.	3.67	0.93	Agree
<b>Overall</b>	<b>4.23</b>	<b>0.90</b>	<b>Strongly Agree</b>

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

Table 5 summarizes the respondents' perceptions of system accessibility. The overall mean of 3.88 (SD = 0.82) suggests that respondents generally agree that the LTO system is accessible, though the results show varied satisfaction across specific aspects of accessibility.

Respondents strongly agreed that "I can easily access the LTO website or system for information about the licensing process" (M = 4.38, SD = 0.86), which indicates that information availability is not a significant barrier. This is consistent with government efforts in the Philippines to enhance digital transparency and public access through improved online platforms (DICT, 2023). Several items were also rated positively but slightly lower, including: "LTO's online platforms are user-friendly for completing transactions" (M = 4.15), "Information regarding driver's license processing is readily available online" (M = 4.12), and "The LTO system provides clear instructions on how to proceed with licensing applications" (M = 4.17). These responses reflect moderate satisfaction with the design and clarity of LTO's digital services, in line with best practices in e-governance which emphasize usability and clear information delivery (UN DESA, 2022; Ramos & Sevilla, 2023).

However, a significant concern is evident in the response to "I have no difficulty accessing the LTO system for scheduling appointments," which received a low mean of 2.60 (SD = 0.49), interpreted as "Disagree." This sharp decline suggests that system accessibility is notably hindered by appointment-related issues. Such challenges may stem from system downtimes, limited slot availability, or inefficient queue management—

problems commonly reported in other e-government systems in Southeast Asia (Navarro & Lumibao, 2022).

This discrepancy highlights a critical gap in the LTO-7's digital service implementation. While general access and information dissemination are functioning adequately, the transactional component, especially in scheduling appointments, is perceived as a major pain point. As emphasized by Cruz and Salazar (2023), accessibility must go beyond information availability and include seamless, uninterrupted user interaction throughout the service cycle.

In light of these findings, optimizing the appointment system through better capacity forecasting, real-time updates, and integration with mobile platforms could significantly enhance system accessibility and user experience. Doing so would support the broader system approach advocated in the study, where both human and digital infrastructures are synchronized for service efficiency.

**Table 5.** Respondents' Perception on System Accessibility

<b>Statements</b>	<b>Mean</b>	<b>SD</b>	<b>Verbal Interpretation</b>
1. I can easily access the LTO website or system for information about the licensing process.	4.38	0.86	Strongly Agree
2. LTO's online platforms are user-friendly for completing transactions.	4.15	0.93	Agree
3. Information regarding driver's license processing is readily available online.	4.12	0.95	Agree
4. The LTO system provides clear instructions on how to proceed with licensing applications.	4.17	0.88	Agree
5. I have no difficulty accessing the LTO system for scheduling appointments.	2.60	0.49	Disagree
<b>Overall</b>	<b>3.88</b>	<b>0.82</b>	<b>Agree</b>

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

Table 6 presents the respondents' perceptions of process complexity in relation to driver's license application procedures at LTO-7 Lapu-Lapu City. The overall mean of 3.62 (SD = 0.67) reflects a general agreement that the licensing process is relatively understandable and manageable, indicating moderate satisfaction with procedural clarity.

Specifically, respondents agreed that "The steps involved in applying for a driver's license at LTO are easy to understand" (M = 3.88, SD = 0.70) and that "The LTO driver's license application process is straightforward" (M = 3.87, SD = 0.73). These perceptions affirm the effectiveness of LTO-7's communication of step-by-step procedures, which aligns with public administration frameworks emphasizing simplification and streamlining of bureaucratic processes (GOVPH, 2022; OECD, 2023).

Moreover, respondents expressed similar agreement with the statements "There is a clear explanation of the requirements for obtaining a license" (M = 3.89, SD = 0.71) and "The documentation required for licensing is easy to gather and submit" (M = 3.85, SD = 0.74), suggesting that the requirements are well communicated and not overly burdensome. This finding supports recent reforms undertaken by LTO and other agencies aimed at reducing red tape and promoting ease of doing transactions in line with the Anti-Red Tape Authority (ARTA) initiatives (ARTA, 2023).

Interestingly, the item "I feel that the LTO licensing process is more complex than it should be" received a lower mean score of 2.63 (SD = 0.48), interpreted as Neutral. This indicates a subset of respondents may still perceive areas of the process to be unnecessarily complicated, possibly due to inconsistencies in implementation, limited assistance during application, or the integration of multiple systems (e.g., medical clearance, theoretical exams, or payment platforms). As highlighted by Villanueva and

Delos Santos (2022), perceived complexity in public processes often arises from systemic fragmentation, despite policy efforts toward simplification.

Taken together, while the process is generally perceived as clear and manageable, attention must be given to specific friction points that could create perceived or real complexity, especially for first-time applicants or digitally disadvantaged individuals. Enhancing process flow visualization, integrating support systems such as real-time chat or help desks, and refining the digital submission interface could further reduce perceived complexity.

**Table 6.** Respondents' Perception on Process Complexity

<b>Statements</b>	<b>Mean</b>	<b>SD</b>	<b>Verbal Interpretation</b>
1. The steps involved in applying for a driver's license at LTO are easy to understand.	3.88	0.70	Agree
2. I find the LTO driver's license application process to be straightforward.	3.87	0.73	Agree
3. There is a clear explanation of the requirements for obtaining a license.	3.89	0.71	Agree
4. The documentation required for licensing is easy to gather and submit.	3.85	0.74	Agree
5. I feel that the LTO licensing process is more complex than it should be.	2.63	0.48	Neutral
<b>Overall</b>	<b>3.62</b>	<b>0.67</b>	<b>Agree</b>

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

Table 7 shows the respondents' perceptions of client satisfaction with the services provided by LTO-7 Lapu-Lapu City. The overall mean rating of 4.46 (SD = 0.69) falls under the "Strongly Agree" category, indicating a high level of client satisfaction across various dimensions of the licensing service experience.

The statement “The quality of service I received at LTO met my expectations” recorded the highest mean at 4.50 (SD = 0.65), followed closely by “I am satisfied with the overall service provided by LTO during my transaction” (M = 4.48, SD = 0.66) and “I feel valued as a customer when interacting with LTO personnel” (M = 4.48, SD = 0.67). These ratings underscore the agency’s effectiveness in delivering services that are not only efficient but also customer-oriented. In public service delivery, satisfaction is closely tied to perceived responsiveness and emotional experience—elements that were evidently well-managed at LTO-7 (Parasuraman, Zeithaml, & Berry, 1988; Ríos & Martín, 2022).

Likewise, the strong agreement on the item “I would recommend LTO services to others based on my experience” (M = 4.43, SD = 0.72) reflects a positive net promoter sentiment among users, which is often considered a proxy for sustained client trust and perceived legitimacy of a public institution (Alawneh et al., 2021).

The high satisfaction levels reported by respondents suggest that the LTO-7 Lapu-Lapu City branch has been successful in enhancing service performance through improvements in staff competence, process clarity, and responsiveness. This aligns with the broader goal of the government’s Ease of Doing Business (EODB) mandate to promote efficiency and customer satisfaction in frontline agencies (ARTA, 2023; Civil Service Commission, 2022).

Furthermore, the consistently low standard deviations across items indicate a general consensus among respondents, implying that positive service experiences are broadly shared rather than isolated. This level of uniform satisfaction suggests that LTO-

7's systems approach is effective not only in optimizing operations but also in ensuring equitable service delivery.

**Table 7.** Respondents' Perceived Client Satisfaction

<b>Statements</b>	<b>Mean</b>	<b>SD</b>	<b>Verbal Interpretation</b>
1. I am satisfied with the overall service provided by LTO during my transaction.	4.48	0.66	Strongly Agree
2. The quality of service I received at LTO met my expectations.	4.50	0.65	Strongly Agree
3. I would recommend LTO services to others based on my experience.	4.43	0.72	Strongly Agree
4. I feel valued as a customer when interacting with LTO personnel.	4.48	0.67	Strongly Agree
5. My overall experience with LTO was positive and satisfactory.	4.43	0.75	Strongly Agree
<b>Overall</b>	<b>4.46</b>	<b>0.69</b>	<b>Strongly Agree</b>

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

Table 8 presents the respondents' perceptions of public trust in government services, specifically in relation to the Land Transportation Office (LTO)-7 in Lapu-Lapu City. The overall mean rating of 2.49 (SD = 0.50) corresponds to a "Disagree" interpretation, indicating low levels of trust in the institution despite previously reported satisfaction with service efficiency, staff competence, and client experience.

The item "I trust that the LTO is committed to serving the public efficiently" received a slightly higher mean of 2.60, but still fell within the "Disagree" category, suggesting that while respondents may be pleased with their immediate service experiences (as seen in Tables 3 and 7), they harbor reservations about the agency's long-term commitment, fairness, and integrity. Other statements, such as "I believe that LTO follows fair

procedures for all clients” (M = 2.49) and “I have confidence in the integrity of LTO’s operations” (M = 2.43), indicate deeper systemic trust issues.

This dissonance, high satisfaction but low trust, is not uncommon in public administration literature. It reflects a phenomenon where citizens may positively evaluate individual service encounters but remain skeptical about the institutional integrity or broader system-level fairness (Christensen & Lægheid, 2022). Trust in public institutions depends not only on the quality of service but also on perceived transparency, procedural justice, and accountability (Bouckaert, 2021; Grimmelikhuijsen et al., 2017).

Furthermore, the statement “LTO’s transparent processes enhance my trust in the institution” garnered one of the lowest means (M = 2.46), underscoring the need for greater institutional transparency and public engagement to rebuild trust. This finding is especially important within the context of government reforms in the Philippines, where agencies like the LTO are under continued scrutiny to eliminate red tape and corruption while modernizing services (Commission on Audit, 2023).

Ultimately, these results suggest that while procedural reforms and frontline service improvements are effective in raising client satisfaction, rebuilding public trust will require deeper, systemic changes—particularly those that enhance transparency, promote fairness, and ensure accountability in public service delivery.

**Table 8.** Respondents’ Perceived Public Trust in Government Services

<b>Statements</b>	<b>Mean</b>	<b>SD</b>	<b>Verbal Interpretation</b>
1. I trust that the LTO is committed to serving the public efficiently.	2.60	0.49	Disagree
2. I believe that LTO follows fair procedures for all clients.	2.49	0.50	Disagree

3. I have confidence in the integrity of LTO's operations.	2.43	0.49	Disagree
4. I trust that the government is continuously improving LTO services.	2.48	0.50	Disagree
5. LTO's transparent processes enhance my trust in the institution.	2.46	0.52	Disagree
<b>Overall</b>	<b>2.49</b>	<b>0.50</b>	<b>Disagree</b>

Level of Agreement: 1.00-1.80 for Strongly Disagree, 1.81-2.60 for Disagree, 2.61-3.40 for Neutral, 3.41- 4.20 for Agree, and 4.21-5.00 for Strongly Agree

## Regression Analysis

Table 9 presents the results of the multiple regression and hypothesis testing used to examine the influence of selected demographic and service-related variables on client satisfaction and public trust at LTO-7 in Lapu-Lapu City. Despite earlier findings indicating generally high levels of satisfaction (Table 7), the regression analysis revealed that none of the hypothesized relationships were statistically significant at the 0.05 level, as indicated by the consistently high p-values (all  $p > 0.05$ ). Consequently, all nine hypotheses (H1–H9) were not supported.

Specifically, demographic factors such as age (H1:  $\beta = 0.028$ ,  $p = 0.758$ ), gender (H2:  $\beta = -0.050$ ,  $p = 0.590$ ), educational attainment (H3:  $\beta = 0.093$ ,  $p = 0.311$ ), and length of membership (H4:  $\beta = -0.108$ ,  $p = 0.239$ ) did not significantly influence perceptions of client satisfaction or process complexity. This aligns with prior studies suggesting that demographic characteristics may have limited or context-dependent effects on satisfaction with government services (Van de Walle & Bouckaert, 2019).

Moreover, key service quality dimensions, including service efficiency (H5:  $\beta = 0.013$ ,  $p = 0.888$ ), staff competence (H6:  $\beta = 0.007$ ,  $p = 0.937$ ), and system accessibility (H7:  $\beta = -0.025$ ,  $p = 0.787$ ), were not statistically significant predictors of client satisfaction, despite being rated favorably in earlier tables. This unexpected result may

suggest a disconnect between perceived service attributes and actual satisfaction outcomes, or potential measurement limitations within the regression model (Parasuraman et al., 1988; Al-Kilidar et al., 2005).

Interestingly, process complexity (H8:  $\beta = 0.148$ ,  $p = 0.107$ ) showed a slightly stronger but still non-significant effect on client satisfaction, hinting that simplifying the licensing process might be a potential lever for enhancing user experience, even if the present data do not confirm it definitively.

Finally, the hypothesized influence of client satisfaction on public trust (H9:  $\beta = -0.132$ ,  $p = 0.150$ ) was not supported. This negative but non-significant relationship reinforces earlier findings (Table 8) that positive service experiences do not automatically translate into higher institutional trust. As previous research has shown, trust in government institutions is shaped by broader issues, such as perceived fairness, transparency, and systemic integrity, not merely by isolated service encounters (Grimmelikhuijsen et al., 2017; Christensen & Lægreid, 2022).

Overall, while descriptive findings suggest high satisfaction and perceived competence at LTO-7, the regression results highlight the complex interplay of factors influencing satisfaction and trust, calling for deeper qualitative inquiry and more robust modeling approaches in future research.

**Table 9.** Multiple Regression and Hypothesis Testing

H	Regression Weights	Beta Coefficient	R <sup>2</sup>	F	t	p	Decision
H1	Age → Client Satisfaction	0.028	0.001	0.095	0.309	0.758	Not Supported
H2	Gender → Client Satisfaction	-0.050	0.002	0.293	0.541	0.590	Not Supported
H3	Educational Attainment → Process Complexity	0.093	0.009	1.036	1.018	0.311	Not Supported

H4	Length of Membership → Process Complexity	-0.108	0.012	1.402	1.184	0.239	Not Supported
H5	Service Efficiency → Client Satisfaction	0.013	0.000	0.020	0.141	0.888	Not Supported
H6	Staff Competence → Client Satisfaction	0.007	0.000	0.006	0.080	0.937	Not Supported
H7	System Accessibility → Client Satisfaction	-0.025	0.001	0.073	0.271	0.787	Not Supported
H8	Process Complexity → Client Satisfaction	0.148	0.022	2.645	1.326	0.107	Not Supported
H9	Client Satisfaction → Public Trust	-0.132	0.017	2.097	1.448	0.150	Not Supported

\*Significance level = 0.05

## CHAPTER 3

### SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

#### Summary of Findings

1. Staff Competence was rated very positively, with an overall mean of 4.23 (Strongly Agree), indicating that LTO personnel are perceived as knowledgeable, professional, and well-trained.
2. System Accessibility received a moderate evaluation, with an overall mean of 3.88 (Agree). Respondents agreed that LTO systems are generally accessible, although scheduling appointments online was identified as a problem area.
3. Process Complexity was rated 3.62 (Agree) overall. While respondents found the process understandable, some still viewed it as more complex than necessary.
4. Client Satisfaction scored very high with a mean of 4.46 (Strongly Agree), indicating that most respondents were pleased with their LTO experience.
5. In contrast, Public Trust in the LTO was low, with an overall mean of 2.49 (Disagree). Respondents expressed concerns about fairness, transparency, and the integrity of LTO services.
6. Multiple Regression Analysis revealed that none of the independent variables (age, gender, education, length of membership, service efficiency, staff competence, system accessibility, process complexity) had a statistically significant influence on either client satisfaction or public trust (all p-values > 0.05).

7. Similarly, client satisfaction was not a significant predictor of public trust, suggesting that positive service experiences do not necessarily lead to institutional trust.

## **Conclusion**

Despite high levels of reported client satisfaction and positive perceptions of staff competence and system accessibility, the study revealed a critical gap in public trust toward the LTO. The findings suggest that while LTO-7 in Lapu-Lapu City performs well in delivering frontline services, this alone is insufficient to build or sustain public trust. Institutional trust appears to be shaped by deeper perceptions related to fairness, integrity, and transparency, factors that go beyond the immediate client experience. The absence of statistically significant relationships in the regression analysis further highlights that satisfaction and trust are influenced by a complex web of variables that may not have been fully captured in the current model.

## **Recommendations**

1. **Improve System Accessibility:** Address specific accessibility issues, such as the difficulty in scheduling appointments online, by enhancing the functionality and responsiveness of digital platforms.
2. **Simplify the Licensing Process:** Streamline documentation and procedural steps to make the process less intimidating and more transparent for clients.

3. Increase Transparency Initiatives: Regularly publish performance metrics, audit results, and procedural updates to demonstrate fairness and build institutional credibility.
4. Conduct Public Information Campaigns: Educate citizens about anti-corruption efforts, fair service policies, and client rights to counter mistrust and misinformation.
5. Invest in Staff Development: Although competence is already rated highly, ongoing training on integrity, accountability, and customer relations could further reinforce public confidence.
6. Expand Research Scope: Future studies should consider including variables such as perceived corruption, prior negative experiences, or media influence to better understand the roots of public distrust.
7. Integrate Qualitative Feedback: Conduct interviews or focus groups to gain deeper insights into why high satisfaction does not translate into higher trust.

## **CHAPTER 4**

### **OUTPUT OF THE STUDY**

#### **Program Title**

Enhanced Service and Trust Optimization Program (ESTOP)

#### **Rationale**

Despite positive perceptions of client satisfaction and staff competence, findings from the study revealed a critical gap in public trust toward the Land Transportation Office (LTO) in Lapu-Lapu City. To address this disparity, a structured and sustainable program that targets both service quality and institutional transparency is needed. ESTOP is designed as a unified strategy comprising five interlinked initiatives. These initiatives, based on the Enhanced System Approach Plan (ESAP), aim to streamline service processes, promote integrity and accountability, and foster deeper engagement with the public. The ultimate goal is to ensure that high service satisfaction translates into strengthened trust in government institutions.

#### **Objectives**

- To enhance LTO personnel's capabilities in ethical, efficient, and inclusive service delivery.
- To address client pain points in system accessibility, process complexity, and public trust.
- To institutionalize transparency, gender sensitivity, and anti-corruption practices.

- To increase public engagement and confidence in LTO services.
- To foster a culture of accountability and continuous improvement in public service.

## **Scheme**

### **Initiative 1: Client Accessibility Enhancement Drive**

**Objective:** Improve client access to LTO services and appointment systems.

**Activities/Strategies:**

- Upgrade online appointment systems
- Establish help desks and digital kiosks in key LTO sites
- Train clients on accessing services online

**Time Frame:** Bi-annually

**Persons Involved:** IT Unit, LTO Admin, Public Assistance Staff

**Budgetary Requirements:** ₱150,000

**Sources of Funds:** LTO Operational Funds

**Expected Output:** Increased ease in system access and reduced appointment delays

**Actual Accomplishment:** (To be completed post-implementation)

**Remarks:** To address low rating on appointment accessibility

### **Initiative 2: Simplified Licensing Orientation**

**Objective:** Educate the public on streamlined and transparent licensing procedures.

**Activities/Strategies:**

- Weekly orientations at LTO site

- Distribution of process flow brochures
- Upload video guides on social media platforms

**Time Frame:** Monthly

**Persons Involved:** Licensing Division, Public Info Office

**Budgetary Requirements:** ₱60,000

**Sources of Funds:** LTO IEC Funds

**Expected Output:** Higher public understanding of licensing requirements and reduced confusion

**Actual Accomplishment:** (To be completed post-implementation)

**Remarks:** Supports positive perceptions of process complexity

### **Initiative 3: Integrity and Transparency Summit**

**Objective:** Promote public trust through open forums on LTO policies and integrity measures.

**Activities/Strategies:**

- Conduct town hall meetings and feedback sessions
- Present audit reports and service performance
- Invite COA and civil society orgs for panel discussions

**Time Frame:** Bi-annually

**Persons Involved:** LTO Regional Office, COA, NGOs, Media

**Budgetary Requirements:** ₱100,000

**Sources of Funds:** National GAA, NGO Partnerships

**Expected Output:** Increased citizen awareness and trust in operations

**Actual Accomplishment:** (To be completed post-implementation)

**Remarks:** Responds to low trust ratings in the study

#### **Initiative 4: Gender Sensitivity Training for LTO Frontliners**

**Objective:** Equip staff to deliver inclusive, respectful services to all clients.

**Activities/Strategies:**

- Quarterly workshops on gender inclusion
- Role-playing and scenario-based simulations
- Partner with PCW and GAD experts

**Time Frame:** Quarterly

**Persons Involved:** HR, GAD Focal Persons, PCW Resource Persons

**Budgetary Requirements:** ₱70,000

**Sources of Funds:** GAD Fund, Local Government

**Expected Output:** Improved gender-sensitive service delivery

**Actual Accomplishment:** (To be completed post-implementation)

**Remarks:** Addresses inclusivity in public service delivery

#### **Initiative 5: Public Service Ethics & Anti-Corruption Workshop**

**Objective:** Strengthen employee ethics and accountability in client transactions.

**Activities/Strategies:**

- Conduct ethics seminars and anti-corruption module
- Develop pledge signing and internal audit reviews
- Recognize exemplary ethical behavior in service

**Time Frame:** Every Semester

**Persons Involved:** CSC, HR, Ombudsman Office, LTO Employees

**Budgetary Requirements:** ₱120,000

**Sources of Funds:** CSC Support, LTO Admin

**Expected Output:** Enhanced ethical awareness and reduced complaints

**Actual Accomplishment:** (To be completed post-implementation)

**Remarks:** Critical for long-term trust-building

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# **APPENDICES**

**APPENDIX A**  
**Transmittal Letter**

**February 24, 2025**

**Engr. Lee Everett C. Chuan**

Head, LTO Lapu-Lapu City District Office  
Lapu-Lapu City, Cebu, Philippines

**Dear Sir,**

I hope this letter finds you well. I am writing to seek formal permission to conduct a research study titled "**A System Approach to Optimizing Driver's License Processing: A Descriptive Correlational Study at LTO-7 Lapu-Lapu City, Cebu**" within the Land Transportation Office (LTO) in Lapu-Lapu City.

This study aims to examine the perceived challenges faced by clients in processing their driver's licenses at the LTO, focusing on key factors such as service efficiency, staff competence, system accessibility, and process complexity. The research will also explore the relationship between these challenges and demographic factors, with the goal of identifying potential strategies to optimize LTO service delivery and enhance client satisfaction and public trust. By understanding the challenges in the current system, the study will provide valuable insights that may lead to improved administrative processes and better service provision.

The research will involve the administration of a structured survey questionnaire among LTO clients, and all data will be handled with strict confidentiality and used solely for academic purposes. The results of this study will be shared with LTO to support efforts aimed at enhancing the overall client experience and improving public trust in government services.

I kindly request your approval to conduct this study within LTO-7 Lapu-Lapu City. Should you need further information or have any questions, please do not hesitate to contact me.

Thank you for your time and consideration. I look forward to your favorable response.

Respectfully yours,

**Norhaima U. Ali**

Researcher

Noted:

**Leo V. Damole, DPA**

Adviser

Recommending Approval:

**Nolasco K. Malabago, PhD., Dev.Ed.D.**

Dean, Graduate School

## APPENDIX B Consent Letter

March 3, 2025

### **Respondent**

Lapu-Lapu City, Cebu, Philippines

Dear Respondent,

I am writing to invite you to participate in a research study titled "**A System Approach to Optimizing Driver's License Processing: A Descriptive Correlational Study at LTO-7 Lapu-Lapu City, Cebu.**"

### **Purpose of the Study:**

The purpose of this study is to explore the perceived challenges faced by clients in processing their driver's licenses at the Land Transportation Office (LTO) in Lapu-Lapu City. Specifically, the study will investigate key factors such as service efficiency, staff competence, system accessibility, and process complexity. The findings will help identify potential strategies for improving LTO service delivery, enhancing client satisfaction, and fostering public trust in government services.

### **Procedure:**

If you agree to participate, you will be asked to complete a questionnaire designed to gather your perceptions and experiences regarding the challenges you face in the driver's license processing process at the LTO. The questionnaire will take approximately 20-30 minutes to complete. Your participation in this study is entirely voluntary, and you may choose to withdraw at any time without any negative consequences.

### **Confidentiality:**

All information you provide will be treated with the utmost confidentiality. Your responses will remain anonymous, and no personally identifiable information will be included in any reports or publications. Only the research team will have access to the data, and all responses will be securely stored.

### **Risks and Benefits:**

There are no foreseeable risks associated with your participation in this study. Your input will, however, provide valuable insights that can help improve LTO services and contribute to better public service management. These improvements may lead to enhanced client experiences and more efficient service delivery.

### **Consent:**

Participation in this study is voluntary. By completing and submitting the questionnaire, you are giving your informed consent to participate in the study.

### **Contact Information:**

If you have any questions or concerns regarding this study, please feel free to contact me at [Enya.norali12@yahoo.com](mailto:Enya.norali12@yahoo.com).

Thank you for considering participation in this important research. Your insights will be invaluable in optimizing the driver's license processing system and improving service delivery at LTO-7 Lapu-Lapu City.

Respectfully yours,

**Norhaima U. Ali**  
Researcher

Noted:

**Leo V. Damole, DPA**  
Adviser

## APPENDIX C

### Survey Questionnaire

**Respondent**

Lapu-Lapu City, Cebu, Philippines

Dear Respondent,

Thank you for agreeing to participate in our research on the perceptions of clients regarding the driver's license processing system at the Land Transportation Office (LTO) in Lapu-Lapu City. Your feedback is essential in helping us understand the challenges you face during the process and how these can be addressed to improve the overall service delivery. Please read and follow the instructions below before proceeding with the questionnaire.

**Response Scale**

For each statement in the questionnaire, please indicate your level of agreement or disagreement using the following scale:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

**Honesty**

Your honest and thoughtful responses are vital to the success of this study. There are no right or wrong answers, so please feel free to express your genuine opinions.

**Personal Experience**

Please answer the questions based on your personal experiences with the driver's license processing system at the LTO. Your unique perspective is highly appreciated.

**Reflection**

Consider your experiences and perceptions during the LTO transactions when responding to the statements. Your insights will provide valuable information for improving service quality.

**Completing the Questionnaire**

Please answer all questions to the best of your ability. If any statement does not apply to you or you are unsure, please select the response that best reflects your perspective.

Thank you again for your time and participation! Your input is invaluable in enhancing the LTO's services and improving the overall client experience.

Sincerely,

**Norhaima U. Ali**  
Researcher

Noted:

**Leo V. Damole, DPA**  
Adviser

## I. Demographic Information

1. Age:        \_\_\_ 17 and below        \_\_\_ 35 to 44        \_\_\_ 60 and above  
               \_\_\_ 18 to 24                \_\_\_ 45 to 54  
               \_\_\_ 25 to 34                \_\_\_ 55 to 59

2. Gender:    \_\_\_ Male  
               \_\_\_ Female

3. Highest Educational Attainment:

\_\_\_ Elementary Level  
 \_\_\_ Elementary Graduate  
 \_\_\_ High School Level  
 \_\_\_ High School Graduate  
 \_\_\_ College Level  
 \_\_\_ College Graduate  
 \_\_\_ Post-Graduate  
 \_\_\_ Others (Please specify): \_\_\_\_\_

4. Number of LTO Transactions

\_\_\_ First-time transaction  
 \_\_\_ 1-2 times  
 \_\_\_ 3-5 times  
 \_\_\_ 6-10 times  
 \_\_\_ More than 10 times  
 \_\_\_ Others (Please specify): \_\_\_\_\_

## II. Survey Proper

Please indicate your level of perception on the following components by rating the following statements:

Statements	SA (5)	A (4)	N (3)	D (2)	S (1)
<b>Service Efficiency</b>					
1) The processing time for acquiring a driver's license at LTO is reasonable.					
2) I feel that the LTO staff handles transactions efficiently.					
3) The LTO office operates in a timely manner during peak hours.					
4) The LTO processing system minimizes waiting time.					
5) The speed of service at LTO meets my expectations.					
<b>Staff Competence</b>					
1) LTO staff members are knowledgeable about the licensing process.					

2) I feel confident that LTO personnel can address my concerns effectively.					
3) LTO employees display professionalism during interactions.					
4) The staff at LTO is well-trained to handle customer inquiries.					
5) I am satisfied with the level of expertise exhibited by LTO staff.					
<b>System Accessibility</b>					
1) I can easily access the LTO website or system for information about the licensing process.					
2) LTO's online platforms are user-friendly for completing transactions.					
3) Information regarding driver's license processing is readily available online.					
4) The LTO system provides clear instructions on how to proceed with licensing applications.					
5) I have no difficulty accessing the LTO system for scheduling appointments.					
<b>Process Complexity</b>					
1) The steps involved in applying for a driver's license at LTO are easy to understand.					
2) I find the LTO driver's license application process to be straightforward.					
3) There is a clear explanation of the requirements for obtaining a license.					
4) The documentation required for licensing is easy to gather and submit.					
5) I feel that the LTO licensing process is more complex than it should be.					
<b>Client Satisfaction</b>					
1) I am satisfied with the overall service provided by LTO during my transaction.					
2) The quality of service I received at LTO met my expectations.					
3) I would recommend LTO services to others based on my experience.					
4) I feel valued as a customer when interacting with LTO personnel.					
5) My overall experience with LTO was positive and satisfactory.					
<b>Public Trust in Government Services</b>					
1) I trust that the LTO is committed to serving the public efficiently.					
2) I believe that LTO follows fair procedures for all clients.					

3) I have confidence in the integrity of LTO's operations.					
4) I trust that the government is continuously improving LTO services.					
5) LTO's transparent processes enhance my trust in the institution.					