

Article

REVITALIZING CUSTOMER RELATIONS: STRATEGIES FOR IMPROVING SATISFACTION IN LAND TRANSPORTATION OFFICE

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Abstract: This research assessed the quality of services provided by the Land Transportation Office (LTO) and customer satisfaction. The findings revealed that while the LTO demonstrated strong performance in certain areas - with employees manifesting high satisfaction across the service areas examined - there were notable discrepancies between employees' and customers' perceptions. While employees rated service quality highly, customers reported issues such as infrastructural inadequacies, service delivery delays, lack of transparency, inconsistent traffic rule enforcement, and accessibility problems. In conclusion, the study provides a basis for developing enhanced training aimed at transforming the LTO into a more service-oriented institution. By addressing the highlighted issues and improving areas of concern, the LTO can enhance its service quality and bolster overall customer satisfaction.

Keywords: Customer relations, satisfaction, land transportation office

Introduction

Customer satisfaction is a critical factor in the success of any service-oriented organization, including local transportation offices. Satisfied customers are more likely to use the services again, recommend them to others, and contribute to positive word-of-mouth (Al-Adwan et al., 2020). According to Deveci, Oner & Canitez (2019) it is crucial for local transportation offices to understand the factors influencing customer satisfaction and develop strategies to address them effectively.



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Despite efforts to provide efficient and reliable services, there is a growing concern regarding customer dissatisfaction in the office of local transportation office. One of the primary reasons for customer dissatisfaction could be poor service quality. This might include factors such as delays, cancellations, inadequate facilities, or rude behavior from staff members (Ercan, 2020). To tackle this, the transportation office should focus on improving the overall quality of services by implementing better maintenance practices, regular vehicle inspections, and providing customer service training to staff members. Insufficient or ineffective communication can significantly impact customer satisfaction (Prado et al., 2020). The transportation office should establish clear and transparent communication channels to provide timely information regarding schedules, disruptions, and any changes in services. This can be achieved through various means such as websites, mobile apps, social media platforms, or customer helplines.

One of the primary objectives of this study is to identify strategies that can enhance service quality and efficiency in the local transportation office. Improving service quality and efficiency can positively impact customer satisfaction and loyalty, leading to increased ridership and revenue. Developing strong customer relations is crucial for the long-term success of any organization (Shamsudin, 2020). Improving customer satisfaction in the local transportation office, we can strengthen the relationship between the transportation office and customers. This study will explore strategies for better communication, effective complaint resolution, and fostering a customer-centric culture within the organization. Building strong customer relations can result in increased trust, improved reputation, and a loyal customer base (Hotha, 2032).

Moreover, customer satisfaction plays a vital role in establishing a competitive advantage. Consistently delivering high levels of customer satisfaction, local transportation offices can differentiate themselves from competitors and attract and retain more customers (Rahimizhian et al., 2020). Customer satisfaction in local transportation office services can have a positive economic impact on the community. Local transportation office services are often considered a reflection of a city or region's overall infrastructure and development. When passengers are satisfied with the services provided by the local transportation office, it contributes to a positive perception of the city or region as a whole. This can attract businesses, tourists, and potential residents, stimulating economic growth and development. Improving customer satisfaction, local transportation offices can enhance the overall experience for customer with diverse needs, such as individuals with disabilities, and those relying on public transportation as their primary mode of transportation (Moschen et al., 2019).

This study will contribute valuable insights and recommendations that can be applied not only to the specific local transportation office but also to the broader local transportation

industry. Identifying best practices and effective strategies, other transportation offices facing similar challenges can benefit from the findings of this research. Ultimately, the study aims to contribute to the overall improvement of customer satisfaction levels and service quality in the local transportation industry, benefiting both the transportation offices and the passengers they serve. Understanding customer satisfaction and feedback allows local transportation offices to continuously improve their services and adapt to changing passenger needs and preferences. Actively seeking customer input and addressing concerns, transportation offices can demonstrate their commitment to providing a customer-centric service and stay responsive to evolving expectations. This adaptability is crucial for long-term success and sustainability in the dynamic transportation industry.

Methodology

The research methodology employed for this study is a descriptive correlational design. This design aims to describe the relationship between variables and explore the extent of their association without inferring causality. In the context of customer satisfaction in a local transportation office, a descriptive correlational approach allows for the examination of various factors that influence customer satisfaction and their interrelationships. The primary data collection method will involve administering surveys to customers of the local transportation office. The survey will include questions related to customer satisfaction (researcher made), service quality dimensions, and demographic information. To determine the service quality of the respondent groups, constructs and indicators will be adapted from Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. These constructs and indicators provide a solid foundation for understanding the SERVQUAL dimensions and their application in assessing service quality and customer satisfaction. Lastly, LTO services will be assessed based on customer satisfaction. A transmittal letter was prepared and addressed to the persons involved in the study. The researchers made necessary communications and arrangements to the respondents on the date, manner, and mode of floating and retrieval of questionnaires. First, the respondents were oriented on how to answer it to avoid confusion in answering the survey questionnaire. Afterwards, the questionnaires will be collected and sorted; derived data were tallied and recorded in the excel file. Second, to ensure that no questionnaire was answered randomly and that no item was left blank, the researchers firmly checked whether all the questions were answered properly. If there were unanswered questions, the respondents will be asked to answer them again.

Results and Discussion

Table 1. Driver's License Issuance and Renewal

Indicators	Employees		Customer	
	Mean	VD	Mean	VD
The application process for obtaining a driver's license was clear and well-explained.	4.22	SA	4.18	A
The waiting time for obtaining a driver's license was reasonable.	4.82	SA	4.70	SA
The staff members were knowledgeable and helpful during the application process.	4.54	SA	3.96	A
The overall experience of obtaining or renewing a driver's license was efficient.	4.31	SA	3.68	A
The requirements for obtaining or renewing a driver's license were reasonable and appropriate.	4.62	SA	3.80	A
Grand Mean	4.50	SA	4.06	A

Table 1 presents the indicators and ratings for the driver's license issuance and renewal services of the Land Transportation Office (LTO), as assessed by the employees and customers. Based on the ratings, respondent groups strongly agreed that the application process for obtaining a driver's license was clear and well-explained, with mean scores of 4.22 and 4.18, respectively. Similarly, they agreed that the waiting time for obtaining a driver's license was reasonable, with mean scores of 4.82 and 4.70. In terms of staff members' knowledge and helpfulness during the application process, employees rated them highly with a mean score of 4.54, indicating a strong agreement, while customers rated them slightly lower with a mean score of 3.96, indicating agreement. Regarding the overall experience of obtaining or renewing a driver's license, both groups expressed satisfaction, although employees had a slightly higher mean score of 4.31 compared to teachers' mean score of 3.68. However, when it comes to the reasonableness and appropriateness of the requirements for obtaining or renewing a driver's license, employees rated them significantly higher with a mean score of 4.62, indicating strong agreement, while customers had a lower mean score of 3.68, indicating agreement. Overall, the grand mean scores indicate that both employees and customers had a positive perception of the driver's license issuance and renewal services provided by the LTO, with a grand mean of 4.50 for employees and 4.06 for customers. These ratings provide valuable insights into the satisfaction levels and perceptions of both employees and customers regarding the driver's license issuance and renewal services. They suggest areas of strength, such as the clarity of the application process and reasonable waiting times, as well as areas for improvement, such as staff knowledge and helpfulness, overall efficiency, and the reasonableness of requirements. These findings can assist the LTO in identifying specific areas to focus on for enhancing the

quality and efficiency of their driver's license issuance and renewal services.

Table 2. Vehicle Registration

Indicators	Employees		Customer	
	Mean	VD	Mean	VD
The vehicle registration process was clear and easy to understand.	4.28	SA	4.02	A
The waiting time for vehicle registration was reasonable.	4.53	SA	4.00	A
The staff members were helpful and provided accurate information during the registration process.	4.63	SA	3.60	A
The overall experience of registering a vehicle was efficient.	4.41	SA	3.80	A
The fees associated with vehicle registration were reasonable and transparent.	4.59	SA	3.40	A
Weighted mean	4.48	SA	3.76	A

Table 2 presents the indicators and ratings for the vehicle registration services of the Land Transportation Office (LTO), as assessed by LTO employees and customers. Both LTO employees and customers agreed that the vehicle registration process was clear and easy to understand, with mean scores of 4.28 for employees and 3.402 for customers. They also agreed that the waiting time for vehicle registration was reasonable, with mean scores of 4.53 for employees and 4.00 for customers. In terms of staff members' helpfulness and provision of accurate information during the registration process, both groups rated them positively, with mean scores of 4.63 for employees and 3.60 for customers. Regarding the overall experience of registering a vehicle, both employees and customers expressed satisfaction, with mean scores of 4.41 for employees and 3.80 for customers.

Furthermore, both groups rated the reasonableness and transparency of the fees associated with vehicle registration positively, with mean scores of 4.59 for employees and 3.40 for customers. The weighted mean scores indicate that both LTO employees and customers had an overall positive perception of the vehicle registration services provided by the LTO, with a weighted mean of 4.48 for employees and 3.76 for customers. These ratings provide valuable insights into the satisfaction levels and perceptions of LTO employees and customers regarding the vehicle registration services. They highlight areas of strength, such as the clarity of the process, reasonable waiting times, helpfulness of staff members, efficiency of the overall experience, and the reasonableness and transparency of fees. These findings can assist the LTO in identifying specific areas to focus on for further improving the vehicle registration services, aiming to enhance customer satisfaction and ensure a smoother and more efficient registration process.

Table 3. Traffic Violation Adjudication

Indicators	Employees		Customer	
	Mean	VD	Mean	VD
The process for appealing or disputing a traffic violation was clearly explained.	4.41	SA	4.20	A
The waiting time for the resolution of traffic violation cases was reasonable	4.53	SA	4.18	A
The staff members handling the adjudication process were knowledgeable and fair	4.22	SA	4.52	SA
The process for submitting evidence or documents for traffic violation cases was straightforward.	4.19	A	4.18	A
The resolution of traffic violation cases was prompt and efficient.	4.41	SA	4.32	SA
Weighted mean	4.35	SA	4.28	SA

Table 3 presents the indicators and ratings for the traffic violation adjudication services of the Land Transportation Office (LTO), as assessed by LTO employees and customers. Both LTO employees and customers agreed that the process for appealing or disputing a traffic violation was clearly explained, with mean scores of 4.41 for employees and 4.20 for customers. They also agreed that the waiting time for case resolution was reasonable, with mean scores of 4.53 for employees and 4.18 for customers. In terms of staff members' knowledge and fairness in handling the adjudication process, both groups rated them positively, with mean scores of 4.22 for employees and 4.52 for customers. Regarding the process for submitting evidence or documents for traffic violation cases, both employees and customers found it straightforward, with mean scores of 4.19 for employees and 4.18 for customers.

Moreover, both groups rated the resolution of traffic violation cases as prompt and efficient, with mean scores of 4.41 for employees and 4.32 for customers. The weighted mean scores indicate that both LTO employees and customers had an overall positive perception of the traffic violation adjudication services provided by the LTO, with a weighted mean of 4.35 for employees and 4.28 for customers. These ratings provide valuable insights into the satisfaction levels and perceptions of LTO employees and customers regarding the traffic violation adjudication services. They highlight areas of strength, such as the clarity of the process, reasonable waiting times, knowledge and fairness of staff members, ease of evidence submission, and promptness and efficiency in case resolution. These findings can help the LTO identify specific areas for further improvement and enhancement of their traffic violation adjudication services, aiming to ensure fairness and transparency.

Table 4. Motor Vehicle Clearance

Indicators	Employees		Customer	
	Mean	VD	Mean	VD
The process for obtaining a motor vehicle clearance was clear and well-defined.	4.38	SA	3.56	A
The waiting time for obtaining a motor vehicle clearance was reasonable.	4.19	A	4.00	A
The staff members were helpful and provided accurate information during the clearance process.	4.19	A	3.96	A
The overall experience of obtaining a motor vehicle clearance was efficient.	4.19	A	4.18	A
The requirements for obtaining a motor vehicle clearance were reasonable and appropriate.	4.34	SA	4.02	A
Weighted mean	4.26	A	3.94	A

Table 4 presents the indicators and ratings for the motor vehicle clearance services of the Land Transportation Office (LTO), as assessed by LTO employees and customers. Both LTO employees and customers strongly agreed that the process for obtaining a motor vehicle clearance was clear and well-defined, with mean scores of 4.38 for employees and 3.56 for customers. They also agreed that the waiting time for obtaining a motor vehicle clearance was reasonable, with mean scores of 4.19 for employees and 4.00 for customers. In terms of staff members' helpfulness and provision of accurate information during the clearance process, both groups rated them positively, with mean scores of 4.19 for employees and 3.96 for customers. Regarding the overall experience of obtaining a motor vehicle clearance, both employees and customers found it efficient, with mean scores of 4.19 for employees and 4.18 for customers.

Moreover, both groups rated the requirements for obtaining a motor vehicle clearance as reasonable and appropriate, with mean scores of 4.34 for employees and 3.94 for customers. The weighted mean scores indicate that both LTO employees and customers had an overall positive perception of the motor vehicle clearance services provided by the LTO, with a weighted mean of 4.26 for employees and 3.85 for customers. These ratings provide insights into the satisfaction levels and perceptions of LTO employees and customers regarding the motor vehicle clearance services. They highlight areas of strength, such as the clarity of the process, reasonable waiting times, helpfulness of staff members, efficiency of the overall experience, and the reasonableness and appropriateness of requirements. However, there is room for improvement, particularly in the ratings provided by customers. These findings can assist the LTO in identifying specific areas to focus on for further improving the motor vehicle clearance services, aiming to enhance customer satisfaction and ensure a smoother and more efficient clearance process.

Table 5. Motor Vehicle Inspection

Indicators	Employees		Customer	
	Mean	VD	Mean	VD
The process for scheduling a motor vehicle inspection was convenient and user-friendly	4.28	SA	3.46	A
The waiting time for the motor vehicle inspection was reasonable	4.12	A	4.20	A
The inspectors conducting the vehicle inspections were professional and thorough.	4.80	SA	3.42	A
The inspection process accurately identified any safety or roadworthiness concerns.	4.28	SA	4.12	A
The overall experience of the motor vehicle inspection was efficient and well-managed.	4.54	SA	4.20	A
Weighted mean	4.40	SA	3.88	A

Table 5 presents the indicators and ratings for the motor vehicle inspection services of the Land Transportation Office (LTO), as assessed by LTO employees and customers. Both LTO employees and customers strongly agreed that the process for scheduling a motor vehicle inspection was convenient and user-friendly, with mean scores of 4.28 for employees and 3.46 for customers. They also agreed that the waiting time for the motor vehicle inspection was reasonable, with mean scores of 4.12 for employees and 4.20 for customers. In terms of the professionalism and thoroughness of inspectors, both groups rated them highly, with mean scores of 4.80 for employees and 3.42 for customers. Regarding the accuracy in identifying safety or roadworthiness concerns during the inspection process, both employees and customers agreed that it was done accurately, with mean scores of 4.28 for employees and 4.12 for customers.

Moreover, both groups found the overall experience of the motor vehicle inspection to be efficient and well-managed, with mean scores of 4.54 for employees and 4.20 for customers. The weighted mean scores indicate that both LTO employees and customers had an overall positive perception of the motor vehicle inspection services provided by the LTO, with a weighted mean of 4.40 for employees and 3.88 for customers. These ratings provide valuable insights into the satisfaction levels and perceptions of LTO employees and customers regarding the motor vehicle inspection services. They highlight areas of strength, such as the convenience of scheduling, reasonable waiting times, professionalism and thoroughness of inspectors, accuracy in identifying safety concerns, and the overall efficiency and management of the inspection process. However, there are areas for improvement,

particularly in the ratings provided by customers. These findings can assist the LTO in identifying specific areas to focus on for further improving the motor vehicle inspection services, aiming to enhance customer satisfaction and ensure a comprehensive and efficient inspection process.

Table 6. Reliability

Indicators	Employees		Customers	
	Mean	VD	Mean	VD
Adherence to published schedules and timeliness of services	4.56	SS	4.12	A
Frequency and consistency of customer services during peak and off-peak hours	4.42	SS	3.52	A
Minimization of delays, cancellations, and disruptions	4.65	SS	3.40	A
Availability and reliability of real-time service updates or notifications	4.46	SS	4.15	A
Weighted mean	4.52	SS	3.80	S

Table 6 presents the indicators and ratings for the reliability dimension of service quality as assessed by LTO employees and customers. Both LTO employees and customers were strongly satisfied with the indicators of reliability. The mean scores for all indicators were above the satisfaction threshold. In terms of adherence to published schedules and timeliness of services, employees rated it highly with a mean score of 4.56, indicating strong satisfaction, while customers also expressed satisfaction with a mean score of 4.12. This suggests that both groups perceived the LTO's adherence to schedules and timeliness as reliable. Similarly, both employees and customers rated the frequency and consistency of customer services during peak and off-peak hours positively. Employees had a mean score of 4.42, indicating strong satisfaction, while customers rated it slightly lower with a mean score of 3.52, indicating satisfaction. Regarding the minimization of delays, cancellations, and disruptions, both employees and customers expressed high levels of satisfaction. Employees rated it with a mean score of 4.65, while customers rated it slightly lower with a mean score of 3.40. Moreover, both groups were satisfied with the availability and reliability of real-time service updates or notifications. Employees had a mean score of 4.46, and customers had a mean score of 4.15. The weighted mean scores indicate that both LTO employees and customers had an overall strong satisfaction with the reliability dimension of the service quality, with a weighted mean of 4.52 for employees and 3.80 for customers. These ratings highlight the LTO's success in maintaining reliability in service delivery. The organization demonstrates adherence to schedules, timeliness, consistency, and minimization of disruptions, thereby instilling confidence in both employees and customers. However, there is a slight difference in

ratings between employees and customers, suggesting an opportunity to align perceptions and improve customer satisfaction in certain areas. These findings can guide the LTO in maintaining and further enhancing the reliability of their services, leading to improved customer satisfaction and overall service quality.

Table 7. Tangibility

Indicators	Employees		Customers	
	Mean	VD	Mean	VD
Cleanliness and maintenance of the area.	4.48	SS	4.60	S
Physical appearance and cleanliness of transportation offices.	4.58	SS	4.22	SS
Availability and condition of seating, signage, and other amenities	4.26	SS	4.40	SS
Professional appearance and behavior of staff members	4.54	SS	4.25	SS
Weighted mean	4.47	SS	4.37	SS

Table 7 presents the indicators and ratings for the tangibility dimension of service quality as assessed by LTO employees and customers. Both LTO employees and customers were strongly satisfied with the tangibility indicators. The mean scores for all indicators were above the satisfaction threshold, indicating a positive perception of tangibility. In terms of cleanliness and maintenance of the area, employees rated it highly with a mean score of 4.48, indicating strong satisfaction, while customers expressed an even higher level of satisfaction with a mean score of 4.60. This suggests that both groups perceived the LTO's efforts in maintaining cleanliness and maintenance as commendable. Similarly, both employees and customers rated the physical appearance and cleanliness of transportation offices positively. Employees had a mean score of 4.58, indicating strong satisfaction, while customers rated it slightly lower with a mean score of 4.22, still indicating satisfaction. Regarding the availability and condition of seating, signage, and other amenities, both employees and customers expressed satisfaction. Employees rated it with a mean score of 4.26, while customers rated it slightly higher with a mean score of 4.40.

Moreover, both groups were satisfied with the professional appearance and behavior of staff members. Employees had a mean score of 4.54, and customers had a mean score of 4.25. The weighted mean scores indicate that both LTO employees and customers had an overall strong satisfaction with the tangibility dimension of the service quality, with a weighted mean of 4.47 for employees and 4.37 for customers. These ratings highlight the LTO's success in providing a tangible environment that is clean, well-maintained, and visually appealing. The organization demonstrates attention to cleanliness, office aesthetics, and amenities, contributing to a positive experience for both employees and customers. These findings can guide the LTO

in maintaining and further enhancing the tangibility of their services, ensuring a pleasant and visually appealing environment that instills confidence and positively impacts the overall service quality and customer satisfaction.

Table 8. Responsiveness

Indicators	Employees		Customers	
	Mean	VD	Mean	VD
Promptness and accuracy of information provided to customers	4.25	SS	4.20	S
Accessibility and availability of customer service channels (phone, email, in-person)	4.48	SS	4.26	SS
Speed and effectiveness in resolving customer inquiries, complaints, or requests for assistance	4.25	SS	4.15	S
Assistance provided to customers with special needs or mobility challenges	4.32	SS	3.62	S
Weighted mean	4.33	SS	4.06	S

Table 8 presents the indicators and ratings for the responsiveness dimension of service quality as assessed by LTO employees and customers. The mean scores for all indicators were above the satisfaction threshold, indicating a positive perception of responsiveness. In terms of the promptness and accuracy of information provided to customers, both employees and customers rated it highly. Employees had a mean score of 4.25, indicating strong satisfaction, while customers expressed a slightly higher level of satisfaction with a mean score of 4.20. Similarly, both employees and customers rated the accessibility and availability of customer service channels positively. Employees had a mean score of 4.48, indicating strong satisfaction, while customers rated it slightly lower with a mean score of 4.26. Regarding the speed and effectiveness in resolving customer inquiries, complaints, or requests, both employees and customers expressed satisfaction. Employees rated it with a mean score of 4.25, while customers rated it slightly lower with a mean score of 4.15.

Moreover, both groups were satisfied with the assistance provided to customers with special needs or mobility challenges. Employees had a mean score of 4.32, and customers had a mean score of 3.62. The weighted mean scores indicate that both LTO employees and customers had an overall strong satisfaction with the responsiveness dimension of the service quality, with a weighted mean of 4.33 for employees and 4.06 for customers. These ratings highlight the LTO's success in being responsive to customer needs and inquiries. The organization demonstrates promptness, accuracy, and accessibility

in providing information and resolving customer issues. The positive ratings for assisting customers with special needs further reinforce the responsiveness dimension. These findings can guide the LTO in maintaining and further enhancing the responsiveness of their services, ensuring a responsive and customer-centric approach that enhances customer satisfaction and overall service quality.

Table 9. Assurance

Indicators	Employees		Customers	
	Mean	VD	Mean	VD
Knowledge and expertise of staff members.	4.80	SS	4.26	SS
Transparency and accuracy of fare calculation and ticketing processes.	4.28	SS	4.45	SS
Safety measures and protocols implemented by the transportation office	4.54	SS	4.26	SS
Security measures and surveillance systems at transportation office.	4.54	SS	4.42	SS
Weighted mean	4.54	SS	4.35	SS

Table 9 presents the indicators and ratings for the assurance dimension of service quality as assessed by LTO employees and customers. Both LTO employees and customers were strongly satisfied with the assurance indicators. The mean scores for all indicators were above the satisfaction threshold, indicating a positive perception of assurance. In terms of the knowledge and expertise of staff members, both employees and customers rated it highly. Employees had a mean score of 4.80, indicating strong satisfaction, while customers expressed slightly lower satisfaction with a mean score of 4.26. Similarly, both employees and customers rated the transparency and accuracy of fare calculation and ticketing processes positively. Employees had a mean score of 4.28, indicating satisfaction, while customers expressed higher satisfaction with a mean score of 4.45. Regarding safety measures and protocols implemented by the transportation office, both employees and customers expressed high levels of satisfaction. Employees rated it with a mean score of 4.54, while customers rated it slightly lower with a mean score of 4.26.

Moreover, both groups were satisfied with the security measures and surveillance systems at the transportation office. Employees had a mean score of 4.54, and customers had a mean score of 4.42. The weighted mean scores indicate that both LTO employees and customers had an overall strong satisfaction with the assurance dimension of the service quality, with a weighted mean of 4.54 for employees and 4.35 for customers. These ratings highlight the LTO's success in providing assurance to customers regarding the knowledge and expertise of staff members, transparency in fare calculation and

ticketing processes, implementation of safety measures and protocols, and security measures at the transportation office. The positive ratings for security and safety further enhance the assurance dimension. These findings can guide the LTO in maintaining and further enhancing the assurance of their services, ensuring a trustworthy and secure environment that instills confidence in customers and positively impacts the overall service quality and customer satisfaction.

Table 10. Empathy

Indicators	Teachers		Administrators	
	Mean	VD	Mean	VD
Friendliness and helpfulness of staff members in assisting customers.	4.48	SS	3.86	S
Consideration and accommodation of customers individual needs and circumstances	4.24	SS	4.20	S
Effective communication and listening skills of staff members	4.32	SS	3.62	S
Provision of special assistance or support for vulnerable or elderly customers.	4.24	SS	4.20	S
Weighted mean	4.32	SS	3.97	S

Table 10 presents the indicators and ratings for the empathy dimension of service quality as assessed by LTO teachers and administrators. In terms of the friendliness and helpfulness of staff members in assisting customers, both teachers and administrators rated it highly. Teachers had a mean score of 4.48, indicating strong satisfaction, while administrators expressed slightly lower satisfaction with a mean score of 3.86. Similarly, both groups rated the consideration and accommodation of customers' individual needs and circumstances positively. Teachers had a mean score of 4.24, indicating satisfaction, while administrators expressed the same level of satisfaction with a mean score of 4.20. Regarding the effective communication and listening skills of staff members, both teachers and administrators expressed satisfaction. Teachers rated it with a mean score of 4.32, while administrators rated it slightly lower with a mean score of 3.62.

Moreover, both groups were satisfied with the provision of special assistance or support for vulnerable or elderly customers. Teachers had a mean score of 4.24, and administrators had a mean score of 4.20. The weighted mean scores indicate that both LTO teachers and administrators had an overall strong satisfaction with the empathy dimension of the service quality, with a weighted mean of 4.32 for teachers and 3.97 for administrators. These ratings highlight the LTO's success in demonstrating empathy towards customers. The organization shows friendliness, helpfulness, consideration for individual needs, and effective communication and listening skills of

staff members. The provision of special assistance for vulnerable or elderly customers further enhances the empathy dimension. These findings can guide the LTO in maintaining and further enhancing the empathy of their services, ensuring a customer-centric approach that fosters positive customer experiences, satisfaction, and overall service quality.

Conclusion

Based on the data, the Land Transportation Office (LTO) exhibits strong performance in certain areas, with employees showing a high level of satisfaction across all the service areas assessed. The most notable strengths are in the issuance and renewal of driver's licenses and vehicle registration processes. In terms of service quality, the LTO excels in reliability, tangibility, assurance, responsiveness, and empathy, as rated by both employees and customers. However, the assessment also identifies several key areas for improvement. The most urgent concerns raised include infrastructural inadequacies, service delivery delays, lack of transparency, inconsistent traffic rule enforcement, and accessibility issues, particularly for individuals with disabilities or special needs. In conclusion, while the LTO has made commendable strides in delivering quality services, there is a clear need for continuous improvement to bridge the gap between employee and customer perceptions and address the identified issues.

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