

Quantitative Assessment of Service Quality and Client Satisfaction in the Philippine Public Sector: A Case Study of a National Regulatory Agency

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Date received: July 18, 2025

Date revised: August 5, 2025

Date accepted: August 21, 2025

Originality: 93%

Grammarly Score: 99%

Similarity: 7%

Recommended citation:

Libunao, M.A., & Gaddi, F.J. (2025). Quantitative assessment of service quality and client satisfaction in the Philippine public sector: A case study of a National Regulatory Agency. *Journal of Interdisciplinary Perspectives*, 3(9), 470-481. <https://doi.org/10.69569/jip.2025.583>

Abstract. This study investigates the relationship between service quality and client satisfaction in the Philippine public sector, with a specific focus on the Games and Amusements Board (GAB). Despite the growing emphasis on citizen-centered governance, limited empirical studies have examined how service quality dimensions influence client satisfaction in regulatory agencies that supervise professional sports and games. Addressing this gap, the study aimed to assess the impact of the SERVQUAL dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy, on the satisfaction of clients using services from GAB. Utilizing a quantitative research design, data were collected from 408 respondents through a structured survey instrument. Descriptive statistics, Pearson correlation, and stepwise multiple linear regression analysis were employed to analyze the data. Results revealed that all five service quality dimensions have a statistically significant and positive correlation with client satisfaction. Among them, empathy ($B = 0.325$, $p < 0.001$) emerged as the strongest predictor, followed by responsiveness ($B = 0.299$, $p < 0.001$) and tangibility ($B = 0.191$, $p < 0.001$). The model yielded an R^2 value of 0.815, indicating that the SERVQUAL dimensions can explain 81.5 percent of the variance in client satisfaction. These findings emphasize the critical importance of strengthening GAB's service delivery, particularly in terms of understanding client needs, providing timely and helpful responses, and maintaining clean facilities, well-maintained equipment, and the professional appearance of staff. While tangibility may not connect with clients on an emotional level like empathy or respond to their needs as directly as responsiveness, it still helps shape how clients perceive the quality of service and whether they can trust it. The study provides empirical evidence to support quality enhancement initiatives and performance reforms in the public service sector. It concludes with recommendations for continuous service quality assessment and stakeholder engagement to sustain client-centered regulatory practices.

Keywords: Client satisfaction; Games and amusements board; Public service; Service quality; SERVQUAL.

1.0 Introduction

In an era where public trust in government is often fragile and fleeting, the quality of frontline services has become a litmus test for institutional credibility. Whether it is obtaining a license, resolving a dispute, or simply seeking assistance, citizens today demand the same level of efficiency, courtesy, and responsiveness from government

agencies as they do from private service providers. Regulatory agencies designed for specific purposes face an increasing demand to provide prompt, trustworthy, and citizen-centric services. This is the case for one agency in the Philippines, which is the Games and Amusements Board (GAB). GAB serves a critical function of protecting sports professionals, which ensures the welfare of athletes and equity in professional sports within the dual framework of sport governance and public service. Given the current reforms in governance frameworks, evaluating its service justifies not only urgency but also significance.

Service quality defines institutional effectiveness in the current landscape. To evaluate institutional effectiveness, one of the most notable frameworks was introduced by Parasuraman et al. (1985): the SERVQUAL model, which measures service performance through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988).

This framework continues to prove relevant in both traditional and emerging service environments (Chuenyindee et al., 2022; Kumar et al., 2022), especially as institutions adapt to digitalization and increasingly demand user-centric governance (Leem & Eum, 2021).

In public service, the stakes are higher. Citizens expect government agencies to be accessible, timely, and efficient. When regulatory agencies fail to deliver, the result is public frustration and eroded trust (Rajabi et al., 2024). Despite widespread rhetoric around citizen satisfaction, many public institutions in the Philippines continue to struggle with persistent service delivery issues.

Research on service quality has primarily focused on commercial sectors, such as banking (Rumiyati, 2021; Ezechi et al., 2025), healthcare (AlOmari, 2021; Babroudi et al., 2021), and education (Shahzad, 2020; Camilleri, 2021; Swani, 2022), while specialized public regulators have received little empirical scrutiny. The GAB, a national regulatory agency under the Office of the President of the Philippines, is one such overlooked institution. It supervises professional sports and games, yet little is known about how well it serves its clients, including professional athletes, managers, promoters, and stakeholders, or how these clients perceive the quality of its services.

Recent literature stresses the need to apply reliable models like SERVQUAL to public institutions with non-traditional clientele, particularly in governance-focused environments (Zhou et al., 2024). Patarai et al. (2025) argue for adapting such models to capture service performance in specialized sectors. Despite SERVQUAL's proven utility, there is a lack of empirical evidence on its application to agencies like GAB, especially in light of reform laws like the Ease of Doing Business and Efficient Government Service Delivery Act (RA 11032), which mandates streamlined, transparent, and efficient services across the bureaucracy.

This study fills that gap. It applies the SERVQUAL model in a quantitative assessment of GAB's service quality and client satisfaction. By identifying the service dimensions that most affect client perception, the research generates actionable insights to guide GAB's strategic improvements. The findings will contribute to policy discussions on regulatory performance, reinforce GAB's commitment to transparency and responsiveness, and align its operations with the goals of RA 11032. Ultimately, this study provides critical evidence to strengthen both GAB's service delivery and the broader effort to professionalize and modernize public administration in the Philippines.

2.0 Methodology

2.1 Research Design

This research utilized a quantitative, non-experimental, correlational design. This framework was fit to achieve the objective of the study, which was to determine the relationship between the various dimensions of service quality and client satisfaction of professional athletes and other licensees of GAB. Since the study was not designed to control or manipulate any independent variable or carry out any intervention, the non-experimental approach was appropriate. The use of the correlational method enabled the researchers to determine and evaluate correlation and prediction relationships among the variables using Pearson correlation and multiple linear regression analysis.

2.2 Research Participants and Sampling Technique

This research study involved 408 professional athletes and other GAB license holders from different parts of the Philippines. A purposive sampling method was carefully applied so that only people with direct, relevant experience involving GAB services were selected. This intended method increased the effectiveness, precision, and relevance of the information gathered for analyzing the requisite qualitative parameters for service mark evaluation and client satisfaction.

While purposive sampling prioritizes data quality over breadth, it naturally limits generalizability due to the non-random nature of participant selection. However, this trade-off was necessary to gather focused insights from the most informed stakeholders. The final response rate of 97.14% demonstrates strong engagement and confirms the relevance of the topic to the target population. To ensure instrument validity and reliability, a pilot test was conducted prior to full deployment. Feedback from this test informed minor revisions in wording and layout, significantly improving clarity and respondent comprehension.

2.3 Research Instrument

This study used a modified version of the SERVQUAL questionnaire developed by Parasuraman et al. (1991), tailored specifically for the GAB context. The original 22 items were streamlined to 20 by merging similar items and removing redundancies, while preserving the five core dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. Each dimension was represented by four items, rated on a five-point Likert scale. In measuring client satisfaction, four emotion-driven statements were taken from other studies and evaluated using the same Likert scale. The revised instrument underwent expert review and pilot testing, which ensured important content validity and clarity for the target respondents. Factor analysis confirmed that the grouped items were valid representations of the intended constructs, while Cronbach's alpha was used to verify the internal consistency of each subscale. The interpretation of scores followed a five-level scale with corresponding descriptive ratings such as "Outstanding," "Very Satisfactory," or "Poor," as outlined in the study's scoring guide.

The instrument was administered in both English and Filipino to ensure inclusivity among respondents. Back-translation was employed for the Filipino version to preserve semantic equivalence with the original English items. This process further enhanced the reliability and cultural appropriateness of the tool used in the study.

2.4 Data Gathering Procedure

The data collection process involved both printed and online distribution of the questionnaires. Respondents were reached through various platforms, including Gmail, Messenger, and Viber. Before answering the survey, participants were informed about the objectives of the study, and their consent was obtained. The data collection period was scheduled from August 2024 to November 2024 to ensure ample time for responses, and efforts were made to include participants from various regions to obtain a diverse and representative sample.

2.5 Data Analysis Procedure

The quantitative data gathered were encoded and analyzed using the IBM Statistical Package for the Social Sciences (SPSS). The statistical treatment of the data involved several procedures designed to ensure the reliability and accuracy of the results. Factor analysis was used to confirm the construct validity of the instrument by checking whether the items measured consistent dimensions. Internal consistency was evaluated through Cronbach's alpha. Descriptive statistics such as frequency and percentage were used to summarize the demographic profile of respondents. The level of service quality and overall client satisfaction were measured using weighted means and standard deviation, with the latter used to determine the homogeneity or heterogeneity of responses. To explore the relationship between the service quality dimensions and client satisfaction, Pearson correlation was used. Furthermore, stepwise multiple linear regression analysis was conducted to identify which dimensions of SERVQUAL significantly predicted client satisfaction. While it is acknowledged that stepwise methods have limitations, such as potential overfitting or the exclusion of theoretically relevant variables, their use in this study was supplemented by theoretical interpretation and supported by prior literature on data-driven model selection. The level of significance for all statistical tests was set at 0.05.

2.6 Ethical Considerations

Prior to the commencement of the study, formal permission was obtained from the GAB. Participants were informed of the nature and purpose of the study and were assured that there were no risks or costs associated with their participation. Informed consent was obtained from each respondent, and all data were treated with strict confidentiality. The researchers ensured that ethical standards were upheld throughout the study by protecting the privacy, anonymity, and voluntary participation of all involved.

3.0 Results and Discussion

3.1 Demographic Profile of the Respondents

Table 1 provides a detailed breakdown of the demographic characteristics of the respondents. The data highlights that most of the participants are male, accounting for 82.1% (n=335), while the female respondents constitute a smaller proportion, with only 17.9% (n=73) of the total sample size. Furthermore, a significant percentage (65.2%) of the respondents reported being single (n=49), with the remaining respondents indicating that they were married (33.8%; n=138) or widowed (1.0%; n=4).

Table 1. Profile of the Respondents by Selected Variables (n=408)

Variables	Category	Frequency	Percentage
Sex	Male	335	82.10
	Female	73	17.90
	Total	408	100.00
Age	18 to 24 years old	82	20.10
	25 to 34 years old	164	40.20
	35 to 44 years old	64	15.70
	45 to 54 years old	58	14.20
	55 to 65 years old	40	9.80
	Total	408	100.00
Marital Status	Single	266	65.20
	Married	138	33.80
	Widowed	4	1.00
	Total	408	100.00

Concerning age, the most prevalent age group among respondents is the 25-34 age category, which comprises 40.2% of the total sample (n=164). In comparison, the 18 to 24-year-old age bracket represents 20.1% of the respondents (n=82), and 15.7% (n=64) are aged between 35 and 44 years old. Additionally, 14.2% of the respondents are between 45 and 54 years old (n=58), while 9.8% of the participants fall within the 55 to 65 years old range (n=40).

The findings suggest that the respondents are predominantly male, which indicates a gender imbalance within the professional sports and games sector under the supervision and regulation of the GAB. The age distribution shows a youthful demographic, with a significant portion of respondents falling within the 25 to 34 age group, followed by those aged 18 to 24. This implies that the sector is composed mainly of younger adults, possibly early in their professional careers or actively engaged in athletic or gaming pursuits. Furthermore, the majority of the respondents reported being single, which is consistent with the younger age profile and may suggest that personal and career priorities at this stage of life tend to delay marriage or long-term commitments. Overall, the findings may influence how GAB designs and implements its programs and services better to address the needs and circumstances of this particular group.

3.2 Services Requested from GAB

The findings presented in Table 2 reveal the services requested by the surveyed individuals. According to their responses, the most commonly sought-after service was license application, constituting a significant majority at 79.9% (n=326). In contrast, a smaller proportion of participants, specifically 10% (n=41), applied for permits, while an even smaller percentage of 4.9% (n=20) requested endorsement or authorization for international competition. The data depicted in Table 2 demonstrates that a minority of respondents, comprising only 3.2% (n=13), initiated administrative case filings. Conversely, a small subset of participants, specifically 2.0%, utilized other services provided by the GAB, which were not explicitly enumerated in the table.

Table 2. *Services Requested from GAB by the Client-Respondents*

Services	Frequency	Percentage
License Application	326	79.90
Permit Application	41	10.00
Endorsement/ Authority to Fight Abroad	20	4.90
Filing of Administrative Cases	13	3.20
Others	8	2.00
Total	408	100.00

The data presented in Table 2 unequivocally illustrate the crucial role that the GAB plays in facilitating the growth and advancement of professional sports in the Philippines. Not only does it work tirelessly to ensure the welfare and safety of all stakeholders involved, but it also carries out its obligations with a sense of authority and professionalism, effectively realizing its objectives in the process.

3.3 Convergent Validity and Consistency Reliability Test

Table 3 displays the outcomes of evaluating the measurement model's factor loadings, Cronbach's Alpha, Construct Reliability (CR), and Average Variance Extracted (AVE) to confirm its reliability and validity.

Table 3. *Results of Convergent Validity and Consistency Reliability Test*

Model Construct	Items	Loading Factors	Cronbach's Alpha	CR	AVE
Tangibility	TAN1	0.96	0.96	0.98	0.90
	TAN2	0.96			
	TAN3	0.94			
	TAN4	0.93			
Reliability	REL1	0.86	0.96	0.94	0.81
	REL2	0.96			
	REL3	0.80			
	REL4	0.96			
Responsiveness	RES1	0.96	0.93	0.94	0.79
	RES2	0.96			
	RES3	0.94			
	RES4	0.67			
Assurance	ASS1	0.98	0.97	0.97	0.90
	ASS2	0.91			
	ASS3	0.96			
	ASS4	0.95			
Empathy	EMP1	0.66	0.92	0.95	0.83
	EMP2	0.98			
	EMP3	0.98			
	EMP4	0.98			
Client Satisfaction	OVS1	0.68	0.82	0.89	0.66
	OVS2	0.80			
	OVS3	0.92			
	OVS4	0.84			

In general, factor loadings that surpass 0.4 or 0.5 are deemed acceptable, while those surpassing 0.7 are deemed strong (Costello and Osborne, 2005; Hair et al., 2010). Based on the factor loadings presented in Table 3, the questionnaire's items seem to be strong, which supports the questionnaire's construct validity. To assess whether the variables are genuine, the study examined the AVE of each variable, which represents the amount of variance in a group of items that is accounted for by the construct they are meant to measure. An AVE above 0.5 is considered a good indicator of convergent validity (Wong, 2013). In Table 3, all AVE values are above this threshold, which confirms each construct explains the variance of its corresponding items. This strongly supports convergent validity and demonstrates the extent to which the items in a given questionnaire are homogeneous and consistent concerning the underlying variables they are designed to measure. Additionally, a CR value of 0.7 or more is considered to demonstrate good internal consistency and reliability (Raykov, 2009). According to Table 3, all CR values indicate that the questionnaire has good internal consistency and reliability. This indicates that the items are closely connected and that they consistently measure the same construct.

Finally, the study employed Cronbach's Alpha to assess the level of internal consistency, and Mallery and George's (2000) guideline was followed, which states that ≥ 0.9 represents Excellent, ≥ 0.8 represents Good, ≥ 0.7 represents Acceptable, ≥ 0.6 represents Questionable, ≥ 0.5 represents Poor, and ≤ 0.5 represents Unacceptable. As

depicted in Table 3, each variable attained either an excellent or good level of reliability. As a result of the convergent validity and consistency reliability test, the outcomes indicate that the measurement model possesses construct reliability and validity, allowing for additional analysis and discussion in this study.

3.4 Clients' Perceived Level of Service Quality in Terms of Tangibility

The findings depicted in Table 4 elucidate that clients perceive the service quality at GAB to be of a "Very Satisfactory" level. This perception implies that the performance of GAB personnel adequately meets the fundamental expectations of their clients. Furthermore, the consistent responses among clients, as indicated by the standard deviation, suggest a uniformity in their evaluation of service quality. Consequently, the study asserts that the service quality provided by GAB employees holds substantial importance, particularly regarding tangibility.

Table 4. *Clients' Perceived Level of Service Quality in Terms of Tangibility*

Descriptors	N	$\bar{x}$	SD	Description
a. GAB personnel are appropriately dressed and neat in appearance.	408	4.39	0.77	Very Satisfactory
b. The physical facilities offered by GAB are adequate and usually appealing.	408	4.30	0.78	Very Satisfactory
c. The GAB office is clean and gives comfort.	408	4.31	0.80	Very Satisfactory
d. Step-by-step procedures are visible at the most conspicuous places of GAB.	408	4.40	0.77	Very Satisfactory
Grand Mean	408	4.35	0.74	Very Satisfactory

The results imply that GAB services are appealing to clients, encompassing the facilities, equipment, and materials utilized by GAB, as well as the demeanor of the employees. Although the current assessment is "Very Satisfactory," the GAB should strive to improve its physical environment and facilities to raise clients' evaluations to the "Excellent" level.

3.5 Clients' Perceived Level of Service Quality in Terms of Assurance

Table 5 presents the data regarding clients' perceived level of service quality in terms of assurance at GAB. The findings indicate that the service quality level is rated as "Very Satisfactory," meeting the minimum expectations of clients. The homogeneity of the standard deviation suggests a uniform recognition among clients that assurance is a crucial aspect of GAB's service quality. The results further underscore the fact that employee conduct is important in cultivating client trust and facilitating secure transactional experiences. GAB employees consistently demonstrate reliability while engaging with clients due to their polite interactions and considerable expertise relating to the matters at hand. Their professionalism and expertise not only guarantee adequate service provision but also cultivate a secure and dependable atmosphere that fortifies client trust in the agency.

Table 5. *Clients' Perceived Level of Service Quality in Terms of Assurance*

Descriptors	N	$\bar{x}$	SD	Description
a. GAB personnel are friendly and courteous in the office.	408	4.40	0.77	Very Satisfactory
b. GAB has fair/equal treatment to clients.	408	4.37	0.78	Very Satisfactory
c. GAB personnel's behavior instill confidence and trust in the clients.	408	4.38	0.80	Very Satisfactory
d. Knowledge of the GAB personnel to answer customer's questions.	408	4.46	0.75	Very Satisfactory
Grand Mean	408	4.41	0.74	Very Satisfactory

Despite achieving a "Very Satisfactory" rating in the current assessment, GAB is working on improving personnel's contemporary interpersonal skill sets to achieve an "Excellent" rating in client assessments.

3.6 Clients' Perceived Level of Service Quality in Terms of Responsiveness

Table 6 illustrates the assessed responsiveness service quality perception GAB. The results indicate that GAB effectively meets clients' minimum expectations, as evidenced by the "Very Satisfactory" service quality rating. The homogeneity of the standard deviation reflects consistent responses from all GAB clients. The findings suggest that GAB employees exhibit eagerness to assist and promptly respond to clients' requests. They actively communicate information about service availability and ensure timely service delivery. These results indicate that GAB employees possess a high level of preparedness to provide swift and effective service to clients, showcasing a strong commitment to promptly addressing client needs.

Table 6. Clients' Perceived Level of Service Quality in Terms of Responsiveness

Descriptors	N	$\bar{x}$	SD	Description
a. GAB personnel inform the clients if there are any deficiencies in the documents submitted to process/procedures taken.	408	4.40	0.77	Very Satisfactory
b. GAB personnel inform clients when document/s services will be provided/performed.	408	4.40	0.77	Very Satisfactory
c. GAB personnel give prompt service to clients.	408	4.40	0.77	Very Satisfactory
d. GAB personnel are never busy to respond to customer's request.	408	4.23	0.84	Very Satisfactory
Grand Mean	408	4.36	0.71	Very Satisfactory

Despite the current assessment of "Very Satisfactory," the GAB should endeavor to enhance its responsiveness in order to elevate clients' evaluations to an "Excellent" level.

3.7 Clients' Perceived Level of Service Quality in Terms of Reliability

Table 7 presents the perceived level of service quality at GAB in terms of reliability. The results indicate that GAB effectively meets clients' minimum expectations, as denoted by the "Very Satisfactory" service quality rating. The homogeneity of the standard deviation suggests consistent responses among GAB customers. The findings suggest that GAB employees exhibit a high level of reliability and diligently fulfill their commitments, encompassing aspects such as timely delivery, service provision, and effective problem resolution. This implies that GAB employees deliver accurate service to clients right from the outset, minimizing errors and ensuring the fulfillment of promised services within the agreed-upon timeframe.

Table 7. Clients' Perceived Level of Service Quality in Terms of Reliability

Descriptors	N	$\bar{x}$	SD	Description
a. GAB can perform promised service dependably and accurately.	408	4.42	0.81	Very Satisfactory
b. GAB performs the service right the first time.	408	4.40	0.77	Very Satisfactory
c. GAB is willing and sincere to help in solving the customer's problems.	408	4.26	0.83	Very Satisfactory
d. GAB provides quality completeness and accuracy of document/s, service/s, information requested.	408	4.40	0.77	Very Satisfactory
Grand Mean	408	4.37	0.75	Very Satisfactory

The current assessment is "Very Satisfactory," but the GAB should continue to enhance its reliability to elevate clients' evaluations to the "Excellent" level.

3.8 Clients' Perceived Level of Service Quality in Terms of Empathy

The level of empathy-based service quality in the GAB is presented in Table 8. The findings indicate that the service quality level is "Very Satisfactory," meeting clients' minimum expectations. The homogeneity of the standard deviation suggests that GAB customers had consistent responses. GAB employees demonstrate an understanding of clients' issues and prioritize their best interests by providing personalized attention and offering convenient operating hours. This conveys to clients that they are valued as individuals, and their unique needs are comprehended and addressed through customized services.

Table 8. Clients' Perceived Level of Service Quality in Terms of Empathy

Descriptors	N	$\bar{x}$	SD	Description
a. GAB personnel give customer personal attention.	408	4.16	0.90	Very Satisfactory
b. GAB Office/Unit has operating hours convenient to clients.	408	4.41	0.77	Very Satisfactory
c. GAB personnel value respect and individual attention.	408	4.41	0.77	Very Satisfactory
d. GAB personnel understand the specific needs of their clients.	408	4.41	0.77	Very Satisfactory
Grand Mean	408	4.35	0.72	Very Satisfactory

Despite the current "Very Satisfactory" assessment, GAB should strive to enhance its empathy to elevate clients' evaluation to "Excellent".

3.9 Perceived Level of Client Satisfaction in the GAB

Table 9 presents the extent of client satisfaction within the GAB, with the findings indicating that clients were categorized as "Satisfied," meeting the minimum expectations of clients. The homogeneity of the standard deviation further suggests consistent responses among clients within the GAB.

Table 9. *Perceived Level of Client Satisfaction in the GAB*

Descriptors	N	$\bar{x}$	SD	Description
a. The GAB meets modern requirements and needs of the citizens	408	4.04	0.87	Satisfied
b. I am satisfied with the way I am treated by GAB personnel	408	4.30	0.82	Satisfied
c. I am satisfied with the information and services provided by GAB personnel	408	4.40	0.77	Satisfied
d. I am satisfied with the overall services provided by GAB	408	4.31	0.79	Satisfied
Grand Mean	408	4.26	0.65	Satisfied

Client satisfaction with the services provided by the GAB employees signifies that the agency has successfully met or surpassed the client's expectations regarding the level of service rendered. This encompasses various factors such as personalized customer service, convenient operating hours, respect, and individual attention, as well as understanding the specific needs of their clients. Client satisfaction serves as a critical metric for assessing the quality of service provided by the GAB, as it indicates whether the agency is effectively addressing the needs and expectations of its clients and stakeholders. Moreover, a satisfactory level of client satisfaction contributes to building trust and confidence in the GAB, fostering positive perceptions of the agency. While the current assessment is "Satisfied," it is recommended that the GAB make further improvements in its services and overall performance to reach a "Very Satisfied" rating from its clients.

3.10 Summary of the Clients' Perceived Level of Service Quality and Level of Satisfaction in the GAB

As shown in Table 10, the present study presents the mean scores of the surveyed client-respondents for each group variable. Notably, the respondents appraised the five dimensions of service quality in the GAB with a high degree of satisfaction, with assurance (4.41), reliability (4.37), responsiveness (4.36), tangibility (4.35), and empathy (4.35) all being assessed as "Very Satisfactory." Additionally, the client satisfaction rating garnered a positive evaluation, with a rating of 4.26, indicating overall satisfaction.

Table 10. *Overall Mean Scores of Each Group Variable*

Variables	N	Mean	SD	Description
Tangibility (IV)	408	4.35	0.74	Very Satisfactory
Reliability (IV)	408	4.37	0.75	Very Satisfactory
Responsiveness (IV)	408	4.36	0.71	Very Satisfactory
Assurance (IV)	408	4.41	0.74	Very Satisfactory
Empathy (IV)	408	4.35	0.72	Very Satisfactory
Client satisfaction (DV)	408	4.26	0.65	Satisfied

When a service is rated as "Very Satisfactory," it means that the service has met the expectations of its clients. In other words, the service has provided a high level of quality and met the needs of its users. A very satisfactory service provided by the GAB means that the agency delivers on its promises, responds promptly to customer inquiries or complaints, demonstrates empathy and understanding towards its users, instills confidence and trust in its customers, and provides tangible evidence of its quality and value. Overall, a rating of "Very Satisfactory" indicates that the service has performed well and has met the expectations of its clients, resulting in high levels of client satisfaction.

3.11 Correlation Analysis

The results presented in Table 11 indicate a robust positive correlation between client satisfaction and the independent variables, namely tangibility ($r = 0.864$, $\rho < 0.05$), reliability ($r = 0.883$, $\rho < 0.05$), responsiveness ($r = 0.881$, $\rho < 0.05$), assurance ($r = 0.879$, $\rho < 0.05$), and empathy ($r = 0.883$, $\rho < 0.05$).

Table 11. *Correlation of SERVQUAL Factors on Client Satisfaction*

Independent Variables		Client Satisfaction		Interpretation
SERVQUAL Factors	N	Pearson Correlation (r)	Sig. (ρ)	
Tangibility	408	0.864	0.000	Very strong positive correlation
Reliability	408	0.883	0.000	Very strong positive correlation
Responsiveness	408	0.881	0.000	Very strong positive correlation
Assurance	408	0.879	0.000	Very strong positive correlation
Empathy	408	0.883	0.000	Very strong positive correlation

A positive correlation suggests that as the values of one variable increase, the values of the other variable(s) also

increase. In this case, as the level of service quality increases in terms of the five dimensions measured, the level of client satisfaction also increases. The statistical significance of the correlation is indicated by the p-value (ρ). In this case, all p-values were less than 0.05, indicating that the observed correlations are statistically significant and not due to chance. Overall, the findings from the evaluations reveal a positive correlation between the five dimensions of service quality and client satisfaction, leading to the conclusion that there exists a significant relationship between the independent and dependent variables.

Supporting this, Navarro and Bacatan (2023) conducted a study on the quality of power service delivery among 415 customers in Samal, Davao del Norte. Using a modified SERVQUAL scale, they assessed service quality across the exact five dimensions. Their results also revealed a very strong positive correlation between all SERVQUAL dimensions and client satisfaction, reinforcing the conclusion that improvements in service quality are strongly associated with increased client satisfaction.

3.12 Stepwise Multiple Linear Regression Analysis

A stepwise multiple linear regression analysis was performed to evaluate whether tangibility, reliability, responsiveness, assurance, and empathy predict the overall satisfaction of the client-respondents. It is observed in Table 12 that empathy, responsiveness, and tangibility are the significant predictors of client satisfaction.

Table 12. *Regressors of the Client Satisfaction (n=408)*

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig. (ρ)
	B	Std. Error	Beta		
(Constant)	0.606	0.088		6.902	0.000
Empathy	0.325	0.058	0.358	5.597	0.000
Responsiveness	0.324	0.056	0.354	5.829	0.000
Tangibility	0.191	0.051	0.216	3.771	0.000

a. Dependent Variable: Client satisfaction

Empathy as a Significant Predictor of Client Satisfaction

Given the findings in Table 12, it appears that empathy is the strongest significant predictor of client satisfaction in the GAB. The unstandardized coefficient for empathy ($B = 0.325$) indicates that for every one-unit increase in empathy, the overall satisfaction of the clients will increase by 0.325 units, holding all other independent variables constant. The standard error of the unstandardized coefficient (0.058) suggests that the estimate of the effect of empathy on the overall satisfaction is relatively precise. The standardized coefficient for empathy ($Beta = 0.358$) tells us that empathy is a relatively strong predictor of client satisfaction, even after accounting for the effects of the other independent variables in the model. It is doubtful that the relationship between empathy and the dependent variable is due to chance because the t-value of 5.597 and the p-value of 0.000 indicate that the relationship between empathy and the overall satisfaction is statistically significant. The model suggests that empathy is an important predictor of client satisfaction. It implies that empathy is a crucial factor in determining how satisfied clients are with the GAB's services.

In other words, the findings suggest that when GAB employees demonstrate more empathy towards their clients, the clients are more likely to feel satisfied with the services they receive. Conversely, when employees demonstrate less empathy, clients may be less satisfied.

This result aligns with the study by Ngo et al. (2020), which is grounded in Social Exchange Theory (SET). Their research found that empathetic interactions from employees significantly enhance customer satisfaction. They proposed a model where employee empathy boosts customer-oriented behavior, which in turn increases satisfaction. Using dyadic survey data from 211 pairs of frontline employees and customers, their study confirmed that employee empathy has both a direct and mediated effect on customer satisfaction, influenced further by customer empathy and available resources.

At its core, SET posits that the expectation of reciprocity drives human interactions. People engage in exchanges that they believe will be mutually beneficial over time. In the context of public service delivery, this theory suggests that when employees exhibit empathy, clients perceive that they are respected, valued, and treated fairly, thereby fulfilling their socio-emotional needs and building trust in public institutions.

Responsiveness as a Significant Predictor of Client Satisfaction

Based on the findings presented in Table 12, it is evident that empathy emerges as a significant predictor of client satisfaction within the GAB. The unstandardized coefficient for responsiveness ($B = 0.324$) indicates that a one-unit increase in responsiveness is associated with a 0.324 unit increase in overall satisfaction, holding all other variables constant. The standard error of the unstandardized coefficient (0.056) suggests that the estimate of the effect of responsiveness on overall satisfaction is relatively precise. The standardized coefficient for responsiveness ($B = 0.354$) indicates that responsiveness is a relatively strong predictor of overall satisfaction, even after controlling for the effects of other independent variables in the model. The t-value of 5.829 and the p-value of 0.000 suggest that the relationship between responsiveness and overall satisfaction is statistically significant. This means that it is very unlikely that the observed relationship between responsiveness and overall satisfaction is due to chance. The model highlights responsiveness as a crucial predictor of client satisfaction, noting its importance in shaping client perspectives of GAB's services. More specifically, the responsiveness of GAB employees, as demonstrated in their attention to and follow-through with client needs, requests, and concerns, directly influences satisfaction levels. Clients often report high levels of satisfaction when they believe personnel are being responsive and supportive.

Nafisah et al. (2024) support this with their regression analysis study of Indonesian micro, small, and medium enterprises (MSMEs) operating in the batik industry, where they found that higher levels of responsiveness improved perceived service quality, which in turn increased customer satisfaction. This demonstrates that rapid and accurate service responses contribute to higher satisfaction levels. Similarly, a study by Sarki et al. (2024) in the banking sector, focusing on Unity Bank, identified responsiveness as a key SERVQUAL dimension that exerted a significant and positive effect on customer satisfaction. Their model confirmed responsiveness as one of the most influential predictors, along with reliability and empathy. In the context of public service delivery, this suggests that when employees respond promptly and effectively to client needs, clients feel acknowledged, valued, and supported. This responsiveness promotes a sense of reciprocity, where clients are more likely to trust and appreciate the institution. In turn, this dynamic contributes to higher overall satisfaction and reinforces a positive perception of public service.

Tangibility as a Significant Predictor of Client Satisfaction

The findings provided by Table 12 demonstrate that tangibility represents the last significant predictor of client satisfaction within the GAB. The unstandardized coefficient for tangibility ($B = 0.191$) indicates that a one-unit increase in tangibility is associated with a 0.191 unit increase in overall satisfaction, holding all other variables constant. The standard error of the unstandardized coefficient (0.051) suggests that the estimate of the effect of tangibility on overall satisfaction is relatively precise. The standardized coefficient for tangibility ($Beta = 0.216$) indicates that tangibility is a relatively weak predictor of overall satisfaction, even after controlling for the effects of other independent variables in the model. The t-value of 3.771 and the p-value of 0.000 suggest that the relationship between tangibility and overall satisfaction is statistically significant. This means that it is very unlikely that the observed relationship between tangibility and overall satisfaction is due to chance. This means that as the level of tangibility increases, overall satisfaction tends to increase as well.

However, the relatively weak standardized coefficient for tangibility indicates that its effect on overall satisfaction is relatively small compared to the other factors included in the model. This suggests that other variables have a more substantial influence on client satisfaction. Overall, the results imply that while tangibility does have an impact on client satisfaction, it is not the most important factor. Other variables, such as empathy and responsiveness, have a more substantial influence on client satisfaction and should be considered when developing strategies to improve client satisfaction.

This result is consistent with the findings of Shrestha (2021), who investigated SERVQUAL dimensions and their impact on customer satisfaction in Surkhet, Nepal. Their study found that although all five SERVQUAL dimensions were significant predictors, tangibility had a lower R^2 contribution compared to reliability, empathy, and responsiveness, echoing the present finding where tangibility ($B = 0.216$) is identified as a weaker predictor. In the context of public service delivery, tangibility refers to things like clean facilities, well-maintained equipment, and the professional appearance of staff. These physical signs show that the agency cares and is committed to

providing good service. While tangibility may not connect with clients on an emotional level like empathy or respond to their needs as directly as responsiveness, it still helps shape how clients see the quality of service and whether they can trust it. These visible and physical details help clients feel that they are valued and respected, which in turn supports a good relationship and builds satisfaction and trust over time.

3.13 Statistical Significance of the Regression Model

Table 13 shows that the ANOVA indicates statistical significance for the regression model.

Table 13. ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig. (ρ)
2	Regression	141.910	3	47.303	593.313	0.001
	Residual	32.210	404	0.080		
	Total	174.1020	407			

a. Dependent Variable: Overall Satisfaction
Predictors: (Constant), Empathy, Responsiveness, Tangibility

The F-value of 593.313 and the corresponding p-value of 0.001 suggest that the regression model is a strong fit, and the independent variables are effective in explaining the variability of the dependent variable.

3.14 Goodness-of-Fit and Predictive Ability of the Regression Model

The Model Summary in Table 14 provides information about the overall fit of the model. The R value is the correlation coefficient, which measures the strength of the relationship between the dependent variable (outcome) and the independent variables (predictors). In this case, the R value is 0.903, indicating a strong positive relationship between the variables. A correlation of $R^2 = 0.815$ shows 81.5% of the variance in the dependent variable is explained by the independent variables in the model. This demonstrates a strong predictive relationship. The other 18.5% is unexplained variance likely due to factors beyond the scope of this study. The Adjusted R^2 value of 0.814 suggests that the model's predictors are robust, as it incorporates a penalty for the number of predictors included. The model retains high explanatory power even after adjustment, which reinforces that the selected predictors are strong and reliable.

Table 14. Model Summary

Model	R	R Square	Adjusted R Square
3	0.903	0.815	0.814

a. Predictors: (Constant), Empathy, Responsiveness, Tangibility
b. Dependent Variable: Overall Satisfaction

Overall, these results suggest that the model is a good fit for the data and that the independent variables included in the model are important predictors of the dependent variable.

4.0 Conclusion

With respect to the operational scope of the Games and Amusements Board (GAB), this study illustrates the influence service quality dimensions have on client satisfaction in the Philippine public service. The findings strengthen the need for a client-centered service approach even in government agencies that cater to a specialized and diverse population of professional athletes and other licensees.

GAB's stakeholders are predominantly single, young, and male, with the largest group between 25 and 34 years old. This indicates a dynamic and adaptable workforce that is still developing and can benefit from strong institutional support. The stark gender gap reveals the limited representation of women in professional sports and games and shows the need for more inclusive and equitable frameworks. Given these observations, GAB is in a strong position to design targeted initiatives such as financial literacy programs tailored to young professional athletes, along with holistic support services to help guide their careers. At the same time, the GAB must promote gender equity by strengthening programs like the Women in Professional Sports Award (WPSA) and introducing mentorship and leadership initiatives that empower women in the industry.

This study also verifies that empathy, responsiveness, and tangibility are the three most significant factors affecting client satisfaction. Clients attach the greatest importance to personalized services, prompt service, and

a professional setting. Although assurance and reliability were sufficiently praised, their weak predictive power suggests that clients regard these factors as bare minimums in the public service sector. This illustrates clearly the aspects GAB needs to focus on to exceed expectations and build public trust. These findings challenge public institutions like GAB to go beyond basic compliance and focus more on human-centered and proactive service delivery.

In practical terms, the results emphasize the need for GAB to prioritize improvements in frontline services, including enhanced customer service training for personnel, infrastructure upgrades, and mechanisms to understand better and respond to client needs. For policymakers, the study offers evidence supporting the institutionalization of quality service frameworks such as SERVQUAL in performance monitoring and evaluation systems across government agencies. Embedding such frameworks can help promote a more responsive and citizen-focused public administration.

In the field of education and training, these findings can inform the development of competency-based programs for civil servants and public managers, with a stronger emphasis on emotional intelligence, communication skills, and client empathy. For future researchers, the study opens avenues for comparative assessments across other national regulatory bodies or local government units, especially those undergoing digital transformation or institutional reforms. Longitudinal studies may also be pursued to examine how changes in service strategies affect client satisfaction over time.

Ultimately, this study contributes to the growing body of literature on public sector service quality in the Philippines and reinforces the value of empirical assessment in guiding meaningful improvements in governance and public service delivery.

5.0 Contribution of Authors

Author 1 led the research project and made substantial contributions to its overall development, including conceptualization, proposal writing, data gathering, statistical computation, and data analysis. Author 2 contributed to data collection, the writing of the related literature, and assisted in data analysis.

6.0 Funding

This study received no external funding.

7.0 Conflict of Interest

The authors declare that there is no conflict of interest related to this study.

8.0 Acknowledgment

The authors extend their heartfelt gratitude to all Filipino professional athletes whose unwavering dedication, resilience, and pursuit of excellence continue to bring honor to the nation and uplift the Philippine flag on the international stage. Their commitment to sport and country serves as a powerful inspiration behind this study. The authors also wish to express their sincere appreciation to Atty. Francisco J. Rivera, whose visionary leadership at the Games and Amusements Board played a significant role in motivating the conduct of this research. His dedication to improving public service for Filipino athletes has encouraged the authors to contribute meaningfully to the advancement of institutional practices. Gratitude is likewise extended to the authors' families for their support and unconditional love, which have provided strength and encouragement throughout the research process. Appreciation is also given to their colleagues, whose passion and diligence in public service continue to inspire and uplift the broader sports community. Above all, the authors give thanks to God Almighty, whose grace sustains, whose wisdom enlightens, and whose presence empowers every step of this journey.

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