

# Client satisfaction on Republic Act 11032 compliance of the business permit and licensing office of a first-class municipality in Nueva Vizcaya: Insights for local government administration

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## Abstract

This study evaluated the level of client satisfaction with the services rendered by the Business Permit and Licensing Office (BPLO) in a first-class municipality in Nueva Vizcaya, with particular emphasis on its adherence to Republic Act 11032, otherwise known as the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018*. The investigation centered on four key areas of compliance: accountability, regulation and implementation, functionality, and technical aspects. These dimensions were analyzed in relation to their influence on client satisfaction, with additional considerations drawn from the Citizen's Charter provisions, access to government services, report card survey mechanisms, and the observance of the zero-contact policy. Data were gathered from 199 registered business owners through a structured survey instrument. Findings revealed a high level of compliance, especially in the domains of regulatory implementation and institutional accountability. However, the study also underscored the need to enhance employee work engagement to further optimize public service delivery. Client satisfaction was generally high, particularly with regard to streamlined procedures and ease of access to services. A statistically significant positive correlation ( $r = 0.5775$ ,  $p = 0.000$ ) was found between compliance with RA 11032 and client satisfaction, indicating that effective implementation of the law contributes to improved service quality. Based on the results, the study recommends intensifying the use of digital platforms, further simplifying licensing procedures, and implementing strategies to boost employee motivation and engagement—critical steps toward achieving a more efficient, citizen-centered governance framework.

**Keywords:** client satisfaction, ease of doing business, local government unit, public service delivery, RA 11032

## **Client satisfaction on Republic Act 11032 compliance of the business permit and licensing office of a first-class municipality in Nueva Vizcaya: Insights for local government administration**

### **1. Introduction**

One of the most urgent and critical challenges currently facing Philippine administrators at national and local levels is steering the country toward sustainable economic recovery after the COVID-19 pandemic. The gravity of this recovery cannot be overstated. Following a global health crisis that placed immense strain on the public health sector and caused severe economic disruptions, this urgent need for recovery is a key focus of this research. According to the Bangko Sentral ng Pilipinas, the country's gross domestic product (GDP) was at 9.6% in 2020, marking one of the most significant economic downturns in Philippine history (Lara-Turpio et al., 2022). Furthermore, millions of Filipinos, particularly those from vulnerable communities, faced job losses, business closures, and financial insecurity as a direct consequence of the pandemic (Fallesen, 2021).

The Philippine government has prioritized improving the Ease of Doing Business (EODB) framework to address these economic setbacks and accelerate recovery. EODB is widely recognized as a key driver of economic development, with various empirical studies demonstrating its positive impact on national economies. For example, Betila (2021) studied 44 African nations and found that improved EODB policies significantly contributed to higher real annual GDP growth rates. Similarly, Vietnam's transition from a war-torn low-income country to a middle-income economy within a few decades has been primarily attributed to its robust reforms in business regulation and administrative efficiency (World Bank, 2017).

The Philippine government has enacted legislative and administrative measures to foster a more business-friendly environment in response to these economic challenges. Key reforms include amendments to the Anti-Red Tape Act (ARTA) of 2007, the passage of Republic Act (RA) 11032 also known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 and improvements in the processing of construction permits as discussed in the Organization for Economic Co-operation and Development in 2018. These measures aim to simplify bureaucratic procedures, curb corruption, and improve the overall efficiency of government services. Establishing a one-stop shop for construction-related permits and simplifying business clearance requirements has significantly reduced administrative processing times, cutting them from 122 days to 36 days.

Under RA 11032, all government agencies, including Local Government Units (LGUs) and government-owned and controlled corporations, must comply with strict timelines in business application processing. This law seeks to eliminate bureaucratic inefficiencies while fostering a culture of transparency, accountability, and ethical governance. Additionally, it introduces a standardized business application form for new business registrations and renewals, addressing long-standing concerns about the country's cumbersome permit and licensing procedures. Despite these regulatory reforms, persistent challenges hinder the realization of the law's intended benefits. High compliance ratings do not necessarily equate to practical implementation, as deficiencies in the capacity, skills, and ethical standards of implementing personnel continue to pose obstacles. Moreover, inconsistencies in policy enforcement highlight the need for continuous assessment and improvement to ensure that the law's benefits are fully realized by business owners, entrepreneurs, and investors, thereby contributing to economic growth and development. This emphasis on continuous assessment underscores the need for ongoing improvement in our administrative processes.

Current research has extensively explored the macro-economic impact of EODB on economic growth and business efficiency; however, there remains a significant gap in the literature concerning its implementation at the local levels of government, particularly in municipalities such as Bambang and Nueva Vizcaya. The lack of

studies focusing on the actual execution of RA 11032 at the grassroots level, specifically within local business permit and licensing offices, hampers our understanding of the challenges and opportunities in implementing these reforms. Whether the mandated reforms have successfully translated into enhanced client satisfaction, reduced bureaucratic bottlenecks, and more efficient service delivery remains unclear. Addressing this research gap is essential for identifying barriers to effective implementation and formulating targeted interventions to optimize government processes further.

Given these concerns, this study is undertaken by the researcher, who serves as a designated Business Permit and Licensing Officer for the Local Government Unit of the Municipality of Bambang, Nueva Vizcaya. In this capacity, the researcher has a deep understanding of the local business environment and the challenges faced in implementing the EODB Act. The study aims to assess client satisfaction and compliance within Bambang's Business Permit and Licensing Office (BPLO) with the implementation of RA 11032, which was executed in the municipality by this office in 2019. The study will employ a mixed-method approach, combining quantitative data from client satisfaction surveys and compliance audits with qualitative data from interviews with BPLO staff and business owners. By examining the effectiveness of these reforms, the study seeks to generate valuable insights that can directly inform the strategic management of the BPLO, ultimately enhancing the effectiveness and efficiency of business registration and licensing processes in the municipality.

This study is firmly anchored in the United Nations Sustainable Development Goals (SDGs) global framework, underscoring the global significance of the research and its potential impact on the broader development agenda. This includes the Sustainable Development Goal area eight (8), decent work and economic growth, which promotes inclusive, sustainable economic growth, productive employment, and decent work. The local implementation of the EODB Act facilitates a business environment that supports job creation, entrepreneurship, and fair employment, contributing directly to economic revitalization, particularly in the post-pandemic context. Likewise, Sustainable Development Goal area nine (9), which gives emphasis on industry, innovation, and infrastructure, encourages innovation and resilient infrastructure. By improving the ease of doing business at the municipal level, LGUs such as Bambang help create an enabling environment for SME's and industries to flourish through improved regulatory systems and service delivery.

Sustainable Development Goal area 16, which includes peace, justice, and strong institutions, emphasizes the importance of accountable and transparent institutions. The simplification of business processes under the EODB Act is a direct step toward improving governance and reducing opportunities for corruption, aligning the Act's objectives with institutional reforms that ensure justice and fairness in public service. Sustainable Development Goal area seventeen (17), such as partnerships for the goals, highlights the importance of collaboration between the public and private sectors. The EODB framework creates opportunities for government-business partnerships that drive sustainable local development and innovation.

The research addressed the pressing economic recovery and administrative reform needs by aligning this local study with these global goals. It contributes to the broader global agenda for inclusive and sustainable development, potentially benefiting the local community in Bambang, Nueva Vizcaya. The potential benefits of this research are significant, offering hope for a more efficient and effective business environment in the municipality and a brighter future for the local community. Furthermore, the findings indicated that sustainable economic growth is achieved by fostering entrepreneurship by supporting small and medium-sized enterprises (SME's). This supports increasing productivity levels, which are crucial for driving economic advancement and reducing inequalities.

In addition, the study explored the role of education and skill development in facilitating access to better job opportunities. By investing in human capital, societies can enhance workforce capabilities, making them more competitive in the global market. Finally, the research underscored the importance of social protection measures that safeguard workers' rights and promote job security. This comprehensive approach aligns with the principles of decent work and can lead to sustainable economic progress that benefits all segments of society.

## 2. Related Literature

Contributions that were made by quality specialists were not all focused on presenting Total Quality Management as a concept in management; instead, these were the tools for its implementation at an organizational level. Hence, these are based on the increasing awareness towards the importance of the philosophy of customer satisfaction as an ultimate organizational goal (Crosby (1996); Deming (1986); Feigenbaum (1991); Ishikawa (1985); and Juran (1992). This was made through focusing on the existing functional continuous improvement internally to reduce costs. Crosby (1979) explained that high-end and mass products have the same high-quality level. On the other hand, Juran (1988) argues that supporting the statistical tools helps in eliminating defects. Similarly, Deming (1993) elaborated that giving focus on the organization's systematic nature on the significance of the environment, leadership, and process variation.

Governments worldwide have continuously sought to improve the ease of doing business (EODB) to foster economic growth, encourage entrepreneurship, and enhance the efficiency of public service delivery. In the Philippines, bureaucratic inefficiencies and excessive regulatory burdens have historically hindered business registration and permit renewal, resulting in significant economic and administrative costs. In response, the government has enacted several policy reforms, including Republic Act No. 9485, or the Anti-Red Tape Act of 2007, aimed at curbing corruption and reducing bureaucratic inefficiencies. This law was later reinforced by Republic Act No. 11032, the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which introduced mandatory process streamlining, digitalization, and compliance monitoring mechanisms to accelerate service delivery in government agencies.

A critical component of these reforms is the establishment of Business One-Stop Shops (BOSS), designed to integrate various regulatory functions into a centralized system to simplify business registration and licensing. Joint Memorandum Circular No. 1, Series of 2021, further institutionalized the implementation of BOSS, mandating local government units (LGUs) to consolidate their business permit and licensing procedures to facilitate more efficient service delivery. These measures align with international best practices that emphasize reducing procedural complexity to attract investment and stimulate economic activity.

Ease of doing business and economic growth. Numerous empirical studies have demonstrated the substantial impact of EODB on economic growth and development. Adepoju (2017) provided statistical evidence that EODB significantly influences the annual GDP per capita growth rate, although the magnitude of its effect varies depending on a country's income level. Similarly, Ani (2015) examined the link between EODB and economic growth in selected Asian economies and found a strong correlation between streamlined business regulations and economic expansion, particularly in nations such as Singapore, China, and South Korea. These findings underscore the role of efficient regulatory environments in fostering entrepreneurial activity, attracting foreign direct investment (FDI), and driving overall economic progress.

Despite these global trends, the Philippines has struggled to improve its EODB ranking. The World Bank's Doing Business Report (2018) placed the country at 113 out of 160 economies, reflecting its declining competitiveness within the Asia-Pacific region. Persistent bureaucratic inefficiencies, excessive regulatory requirements, and delays in public service delivery have been cited as major deterrents to business formation and investment. These challenges underscore the urgent need for comprehensive reforms to streamline business registration, improve transparency, and enhance regulatory efficiency. Challenges in business registration and public service delivery: Traditionally, entrepreneurs in the Philippines have faced considerable challenges in navigating the business registration process. Before regulatory reforms, applicants were required to visit multiple government agencies, submit redundant documentation, and endure long waiting times to obtain permits and licenses. These inefficiencies imposed high transaction costs on businesses, discouraging formalization and contributing to the proliferation of informal enterprises. Gabriel (2018) highlighted that in many municipalities, the presence of fixers and unofficial fees further exacerbated the inefficiencies in business registration, undermining public confidence in government institutions.

Beyond business registration, inefficient revenue collection practices in key agencies such as the Bureau of Internal Revenue (BIR), Bureau of Customs (BOC), and Bureau of Local Government Finance (BLGF) have also contributed to economic distortions. Dramane (2022) and Yilanci & Sasmaz (2023) found that Complex tax systems often lead to increased tax evasion, corruption, and informal economic activities, thereby reducing government revenue. This, in turn, limits the state's ability to fund infrastructure, education, healthcare, and other public services essential for economic development. Resolving these inefficiencies requires a hands-on approach that includes process simplification, digital transformation, and strong governance mechanisms. As an institutional reform to address the structural inefficiencies in business registration and licensing, the Philippine government has implemented BOSS as a comprehensive service integration model. The concept of one-stop-shop services has been widely adopted in various countries, with different levels of integration. According to Kubicek and Hagen (2000), as cited by Howard (2017), BOSS can be classified into three levels:

Empirical research has shown the favorable effect of BOSS on business registration efficiency. Kamal et al. (2021) found that the implementation of a one-stop-shop system in Makassar, Indonesia, resulted in a significant increase in the number of registered businesses. Similarly, Francisco et al. (2020) examined the effects of the electronic Business Permits and Licensing System (e-BPLS) in the Philippines and found that SMEs utilizing the system had an 11.4% higher probability of growth due to reduced registration costs and processing times. These findings underscore the potential of BOSS to improve business compliance, enhance government efficiency, and foster a more conducive business environment.

Digitization of business permits and licensing: the role of e-BPLS In line with global trends toward digital governance, the Philippine government has also adopted the electronic Business Permits and Licensing System (e-BPLS) to modernize business registration and permit renewal. As an e-government initiative, e-BPLS allows entrepreneurs to submit applications, process payments, and receive approvals online, reducing the need for physical transactions. The implementation of e-government services is motivated by two key factors: (1) the inefficiencies associated with traditional paper-based processes, and (2) the increasing demand for proactive, technology-driven government services (Scholta et al., 2019).

Despite its potential benefits, the adoption of e-BPLS has encountered several implementation challenges. Gebreselassie (2020) and Pramita, Rochmah, and Pratiwi (2014) identified major barriers to the successful deployment of one-stop-shop systems, including inadequate digital infrastructure, lack of technical expertise among government personnel, and limited public awareness regarding digital service platforms. In the Philippine context, inconsistencies in LGU implementation, unreliable internet connectivity, and resistance to change have slowed the progress of e-BPLS adoption. Addressing these barriers is essential to ensuring the effectiveness and sustainability of digital business registration initiatives.

Assessing the impact of business permit digitalization in District 3, Quezon City Given the ongoing implementation of digital business registration reforms, this study aims to assess the impact of business permit digitalization in District 3 of Quezon City. Since 2019, the local government has initiated efforts to integrate digital solutions into its business permit and licensing system. However, there is a need to evaluate the extent to which these reforms have improved service efficiency, reduced bureaucratic delays, and facilitated business compliance. Specifically, this study seeks to determine whether digitalization has led to faster processing times, lower transaction costs, and increased satisfaction among business owners.

The shift toward a digitalized and more efficient business registration system is a crucial component of the broader EODB reform agenda in the Philippines. While legislative measures such as the Anti-Red Tape Act and the Ease of Doing Business Act have laid the groundwork for regulatory improvements, their success depends on effective implementation at the local government level. The introduction of BOSS and e-BPLS has the potential to transform business registration processes, reduce corruption, and foster economic growth. However, challenges such as infrastructure limitations, digital literacy gaps, and institutional resistance must be addressed to maximize the benefits of these initiatives. By evaluating the impact of business permit digitalization in

Quezon City's District 3, this study aims to contribute to the ongoing discourse on governance, economic development, and public sector efficiency in the Philippines.

### 3. Methodology

**Research Design.** This study used the quantitative research design utilizing descriptive-correlational research method to assess client satisfaction and compliance with Republic Act 11032, also known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. According to McCombes (2023), a descriptive research design involves various methods to systematically examine one or more variables, providing a detailed and accurate representation of a phenomenon. In this study, the descriptive approach was used to measure and analyze the level of client satisfaction and their adherence to the provisions of RA 11032. In addition, this study utilized a correlational research method to determine the relationships between key variables. A correlational study, defined by Cherry (2023), examines the statistical associations between two or more variables without manipulating them. This type of research is non-experimental, meaning that the researcher measures the variables as they naturally occur rather than controlling or altering them. Correlational studies assess the strength and direction of relationships between variables, helping researchers identify patterns and potential causal links (although causation cannot be definitively established). The correlational approach was particularly suitable for this research because it enabled the identification of significant relationships between client satisfaction and compliance with RA 11032. By analyzing these associations, this study aimed to provide empirical insights into how service efficiency, transparency, and adherence to the law influence public perception and compliance behavior. Furthermore, understanding these relationships can contribute to policy recommendations and improvements in government service delivery.

**Research Environment.** Over the past five years, the Municipality of Bambang in Nueva Vizcaya has demonstrated steady economic and demographic growth. The population increased from 53,433 in 2015 to 55,789 in 2020, reflecting an average annual growth rate of approximately 0.91%. Regarding municipal revenue, Bambang's annual regular income was ₱169,932,800.53 in 2016. While more recent specific figures are not readily available, the province of Nueva Vizcaya recorded significant economic growth in the past years, suggesting a positive economic trajectory for the region, likely influencing Bambang's local economy. Poverty incidence in Bambang has declined, decreasing from 8.41% in 2015 to 7.70% in 2021. This reduction indicates improvements in the standard of living and economic well-being of the municipality's residents. Agriculture remains a significant sector in Bambang's economy. The Nueva Vizcaya Agricultural Terminal (NVAT), located in Bambang, continues to serve as a central hub for distributing local produce to various markets, supporting the livelihoods of farmers and traders in the region. Overall, Bambang's economic development over the past five years has been characterized by steady population growth, increased municipal revenue, declining poverty rates, and a robust agricultural sector, all contributing to a positive outlook for the municipality's future development (PhilAtlas, n.d.).

**Respondents of the Study.** The respondents of this study comprised all the registered business owners in the Municipality of Bambang. These individuals were selected using the purposive sampling method to ensure a comprehensive representation of the business sector in the area. Most businesses in the Municipality of Bambang are small enterprises, making up 75.87% (151 out of 199) of the total. Medium-sized businesses account for 21.62% (43 out of 199), while large businesses make up only 2.51% (5 out of 199). This indicates that the municipality's business sector is dominated by small businesses, with fewer medium and large enterprises.

**Sampling Procedure.** This study made use of the purposive sampling method, a non-random sampling technique in which participants are deliberately chosen based on predefined characteristics relevant to the research objectives. The primary rationale for selecting this method is to ensure that only individuals with direct knowledge and experience such as registered business owners in the Municipality of Bambang are included in the study. Since these business owners actively engage in economic activities, they can provide valuable insights into local business trends, challenges, and opportunities.

**Research Instruments.** A 29-item survey checklist on BPLO Services Client Satisfaction was adapted from the study of Llamó and Heria (2023), titled *Ease of Doing Business in the City Human Resource Management of Butuan City*. This instrument was designed to assess the efficiency, accessibility, and overall satisfaction of business owners regarding the services provided by the Business Permits and Licensing Office (BPLO). The research instrument underwent expert validation from the panel members and to ensure clarity and comprehensibility, the survey statements were translated into Filipino. This allows respondents to better understand the questions and provide more accurate responses. This translation aims to eliminate language barriers, making it easier for participants to express their opinions based on their firsthand experiences with BPLO services. To assess the respondents' compliance with the implementation of Republic Act 11032, also known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, the Ease of Doing Business Act Survey and Level of Stakeholder's Compliance was adopted from the study of M. Biglete (2023). This instrument was originally utilized in her research titled *Compliance to RA 11032 Ease of Doing Business (EODB) and Efficient Government Service Delivery Act 2018: An Input to Policy Procedure of the Local Government Unit of San Pablo, Laguna, Philippines*. The survey was designed to measure the extent to which business owners and stakeholders adhere to the provisions of RA 11032, particularly in relation to streamlined government transactions, transparency, and service efficiency. To ensure clarity and comprehension among respondents, the survey statements were translated into Filipino. This translation aims to provide a more accessible and accurate understanding of the questions, especially for respondents who are more comfortable using the Filipino language.

**Statistical Tools.** The data collected from the questionnaire were analyzed using appropriate statistical tools to ensure accurate interpretation.

- **Mean.** This was used to measure the average level of client satisfaction and compliance with RA 11032. This provided a clearer understanding of overall trends in the respondents' perceptions.
- **Pearson correlation coefficient (Pearson-r).** This was applied to determine the relationship between client satisfaction and compliance with RA 11032. This analysis helped assess whether higher satisfaction was associated with better compliance.

To test the study's hypotheses, a 0.05 or 5% level of significance was used, ensuring that the results were statistically valid and not due to chance. These tools facilitated an objective and meaningful analysis of the gathered data.

#### 4. Results and Discussion

**Problem 1.** What is the respondent's level of compliance with the Ease of Doing Business Act regarding accountability, regulation and implementation, functionality, and technical aspects?

The implementation of the Ease of Doing Business (EODB) initiatives in the Local Government Unit (LGU) of Bambang, Nueva Vizcaya, demonstrated generally high levels of compliance across multiple operational dimensions, aligning with the mandates of Republic Act No. 11032, also known as the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018." Among the key dimensions assessed, *Regulation and Implementation* achieved the highest mean score of 4.67 with a standard deviation of 0.56, interpreted as *very high*. This result reflects the LGU's strong adherence to simplified and transparent business processes, including the observance of standardized permits, licensing procedures, and turn-around times for service delivery. Moreover, the low variability in responses indicates a consistent perception among participants, further affirming the systematic and uniform application of rules.

Closely following was the dimension of *Accountability*, which received a mean score of 4.62 (SD = 0.51), also interpreted as *very high*. This implies that governance practices in Bambang exhibit commendable levels of transparency, ethical conduct, and responsiveness, essential to curbing red tape and reinforcing public trust. The

integration of mechanisms for feedback, grievance redress, and performance monitoring may have contributed to this favorable rating.

**Table 1**

*Respondents' evaluation on the level of compliance with the Ease of Doing Business Act (N=199)*

Compliance with the ease of doing business	Area Mean	Standard Deviation	Qualitative Description
Accountability	4.62	0.51	Very High
Regulation and Implementation	4.67	0.56	Very High
Functionality and Technical Aspect	4.36	0.53	High
Work Engagement	3.53	1.02	High
Grand Mean	4.29	0.48	High

However, *Work Engagement*, which pertains to the dedication, enthusiasm, and involvement of public employees in implementing the EODB reforms, garnered the lowest mean score of 3.53 with a higher standard deviation of 1.02, suggesting moderate engagement and significant variability in perception among respondents. While still falling within a satisfactory range, this result suggests that not all personnel may feel equally motivated or empowered in the reform process, potentially due to uneven training, unclear responsibilities, or varying levels of support from leadership. This discrepancy may impact overall service consistency and organizational commitment to reform initiatives. The overall mean score for EODB compliance was reported at 4.29 (SD = 0.48), interpreted as *high*, underscoring that the municipality is performing well in implementing the provisions of RA 11032 but still has room for strengthening human resource engagement and internal collaboration.

**Problem 2.** What is the respondents' level of client satisfaction regarding the citizens' charter provision, access to government services, report card survey, zero-contact policy, and streamlined procedures for issuing local business licenses, clearances, permits, certifications, and authorizations?

**Table 2**

*Respondent's level of client satisfaction (N=199)*

Client Satisfaction	Area Mean	Standard Deviation	Qualitative Description
Citizens Charter Provision	4.56	0.50	Excellent
Access to Government Service	4.58	0.48	Excellent
Report Card Survey	4.48	0.58	Very Good
Zero Contact Policy	4.45	0.62	Very Good
Streamlined Procedures	4.63	0.55	Excellent
Grand Mean	4.54	0.47	Excellent

Client satisfaction, a critical measure of public service quality and the effectiveness of bureaucratic reforms, also yielded *high to very high* ratings across evaluated service areas. Among these, the dimension of *Streamlined Procedures* emerged with the highest mean score of 4.63 and a standard deviation of 0.55, suggesting that clients recognized significant improvements in the speed, simplicity, and clarity of government transactions, particularly those involving business registration, permits, and frontline services. This finding supports the premise that simplifying and standardizing procedures leads to more positive client experiences. The *overall client satisfaction score* stood at 4.54 (SD = 0.47), categorized as *excellent*. This indicates that most clients were satisfied with the quality, efficiency, and professionalism of services delivered by the LGU. The consistency in high ratings affirms that the implementation of EODB policies is not only compliant on paper but is also translating into tangible benefits for service recipients. These outcomes align with the intent of RA 11032 to promote a more business-friendly environment that fosters ease, accessibility, and trust in government transactions.

**Problem 3.** Is there a significant relationship between the respondents' level of client satisfaction and their evaluated level of compliance with RA 11032 of the BPLO under study?

A significant *moderate positive correlation* was found between client satisfaction and LGU compliance with RA 11032, as evidenced by a computed Pearson r-value of 0.5775 and a p-value of 0.000, which denotes strong

statistical significance. This relationship suggests that as the level of compliance with EODB provisions increases, so does the degree of client satisfaction. This underscores the fundamental connection between efficient governance practices and positive public perception. When LGUs successfully institutionalize reforms—such as streamlined workflows, digitized systems, reduced processing times, and accountability frameworks—citizens and businesses alike are more likely to perceive services as responsive, reliable, and user-friendly.

**Table 3**

*Summary of Correlation between the respondents' level of client satisfaction and their evaluated level of compliance with RA11032 (N=199)*

Variables Correlated	Computed <i>r</i> -value	Critical <i>r</i> -value	<i>p</i> -value	Remarks
Client satisfaction				
VS Level of Compliance with RA11032	0.5775	0.1391	0.000	Very Significant

df: 197

Overall, the findings highlight the importance of sustained implementation of RA 11032 through continuous monitoring, capacity building, and personnel empowerment. To optimize both compliance and satisfaction outcomes, the LGU of Bambang is encouraged to address gaps in employee engagement by investing in training, motivation strategies, and inclusive decision-making. Furthermore, institutionalizing feedback loops and digital solutions can further strengthen accountability and streamline operations, ultimately ensuring that the goals of the Ease of Doing Business Act are fully realized for the benefit of constituents and the local economy.

## 5. Conclusions

Based on the significant findings presented above, the following conclusions can be drawn:

1. Implementing the Ease of Doing Business (EODB) in the Local Government of Bambang, Nueva Vizcaya, demonstrated strong adherence to regulatory standards and effective governance, with generally high to very high levels of compliance across all evaluated areas. The highest performance was observed in Regulation, Implementation, and Accountability, reflecting the local government's commitment to clear procedures and transparent service delivery. While Functionality and Technical aspects showed that supporting systems are largely effective, the area of Work Engagement revealed the most significant variability, indicating a need for staff motivation and involvement improvement. Overall, the findings affirm a commendable level of compliance with EODB principles yet emphasize the importance of strengthening internal workforce engagement to sustain and further enhance the quality and consistency of public service.

2. The study showed that clients are delighted with the government's delivery service. The most positive feedback was for Streamlined Procedures, which helped reduce delays. Access to Government Services also received high marks, indicating timely and responsive services. The Citizens Charter Provision was well-rated, reflecting clear communication of service standards. Although the Report Card Survey and Zero Contact Policy were rated very good, there is still room for improvement. Overall, the high client satisfaction score highlights strong public approval and trust, with a focus on continuously improving feedback and interaction systems.

3. The study revealed a moderate positive relationship between client satisfaction and compliance with RA 11032. Higher compliance with the law's provisions is linked to greater client satisfaction. This significant correlation highlights that the successful implementation of RA 11032 plays a crucial role in improving the quality of public service and enhancing the overall client experience.

4. The study highlights areas where local governments can improve service delivery. Expanding digital services will make transactions faster and more accessible. Simplifying processes and centralizing services will reduce inefficiencies. Building public trust through clear communication, transparency, and feedback will

strengthen relationships with citizens. Investing in employee training will ensure better service, while strong anti-corruption measures will help remove informal fees and dishonest practices. Regular monitoring and adapting reforms to meet changing needs is important.

**Recommendations.** Based on the findings and conclusions of the study, the following are hereby recommended:

- While the government has strongly complied with EODB principles, it is still recommended to improve and increase the motivation and involvement of the staff. This can be done by offering regular training, rewards for good performance, and opportunities for employees to participate in decision-making. Creating a positive work environment and recognizing employee efforts will help maintain high service quality and ensure ongoing success in public service delivery.
- The Local Government of Bambang may refine the Report Card Survey and Zero Contact Policy to maintain and further enhance high client satisfaction. While these areas received positive feedback, there is still room for improvement. Regularly updating these mechanisms and ensuring that feedback is acted upon will help strengthen public trust and service quality. Additionally, continuing to streamline procedures and ensure accessible services will keep satisfaction levels high. Regularly engaging with citizens and providing clear, transparent communication will further build long-term positive relationships.
- The local government of Bambang may prioritize the comprehensive implementation of Republic Act 11032, which aims to enhance the quality of public services. By effectively executing the provisions of this act, the government can streamline operations, increase efficiency, and ultimately provide a higher standard of service to its constituents. This strategic focus will not only improve the overall experience for clients but also foster continuous satisfaction among the community, ensuring that their needs are met consistently and effectively.
- Simplifying processes and centralizing services may help reduce inefficiencies. Building public trust through transparent communication and regular feedback will strengthen relationships with citizens. Investing in employee training will improve service quality, while enforcing strong anti-corruption measures will help eliminate informal fees and dishonest practices. Regular monitoring and adapting reforms to meet evolving needs is essential. Local governments can provide more efficient, transparent services by focusing on these strategies, leading to higher citizen satisfaction.
- The findings of the study may serve as a reference for future researchers who would want to venture into a similar context and variables

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