

# Clients' Satisfaction on the Business One Stop Shop Program of the City Government of Puerto Princesa, Palawan Among Accommodation Establishments

Mariel D. Ipil<sup>1</sup>, Ronald T. Magbanua<sup>2</sup>

<sup>1</sup>Student, Western Philippines University

<sup>2</sup>Faculty, Western Philippines University

## ABSTRACT

The main objective of this research was to analyze the socio-demographic characteristics of the respondents including age, sex, civil status, educational attainment, position, accommodation classifications, and years in business. Another aim was to assess the satisfaction levels of accredited accommodation establishments in Puerto Princesa City with the implementation of the Business One Stop Shop program by the city government, specifically focusing on pre-registration, assessment and payment, and release of business permits. Additionally, the study aimed to identify the challenges encountered by the respondents in the operation of the Business One Stop Shop program and to establish if there is a significant correlation between the socio-demographic profile of the respondents and their satisfaction level with the program, as well as the problems encountered.

The research employed a descriptive research design and utilized a survey questionnaire to collect data from participants selected through a stratified random sampling method. The hypotheses were tested using Pearson correlation at significance levels of .05 and .01, providing valuable insights into the perceptions and satisfaction of accommodation establishments regarding the Business One Stop Shop program in Puerto Princesa.

The study of respondent's demographics revealed that most respondents are single, females, aged 30-36 with a college degree, and holding managerial positions in the mabuhay accommodations industry. They showed satisfaction with the Business One Stop Shop program, particularly in pre-registration, assessment and payment, and the release of business permits. While there were differing opinions on encountered problems, overall satisfaction ratings for the program remain satisfactory, contradicting the common perception of dissatisfaction.

The analysis also found a significant correlation between respondents' demographics and their satisfaction levels, as well as a relationship between their positions and premise problems in the program's operation by the city government of Puerto Princesa.

## CHAPTER 1

### INTRODUCTION

#### Background of the Study

One-stop-shops (OSSs) have been a longstanding approach to public service delivery, but they have gained

renewed popularity as governments seek to streamline and improve the efficiency of their services. In response to public complaints about the fragmentation and complexity of accessing various government services, one-stop-shops have emerged as a solution to provide a centralized and convenient point of access for citizens. By consolidating multiple services under one roof, OSSs aim to simplify the process for individuals and businesses to interact with the government, ultimately enhancing the overall customer experience. This approach not only benefits the public by saving time and reducing frustration, but it also allows governments to optimize resource allocation and improve service delivery. As governments continue to prioritize citizen-centric service delivery, one-stop-shops are likely to remain a key strategy in addressing the challenges of fragmented public services (Askim et al., 2011).

In addition, according to (Fredriksson, 2020) one-stop shops have become a key component of New Public Management, aimed at enhancing the delivery of government services to the public. By adopting a customer-centric approach inspired by successful private sector models, government entities seek to improve citizen satisfaction and accessibility to essential services. The implementation of one-stop shops is designed to facilitate easy access to necessary services, thereby fostering a sense of convenience and efficiency for citizens. Ultimately, this streamlined process is intended to promote greater compliance with government regulations, as individuals find it easier to fulfill their obligations through the one-stop shop framework.

Moreover, in the Philippine context the Republic Act No. 11032, also known as RA 11032, was enacted in May 2018 with the aim of enhancing the Ease of Doing Business and Efficient Government Services Delivery Act of 2018. This legislation builds upon the Anti-Red Tape Act of 2007, Republic Act No. 9485, by requiring local government units and the Bureau of Fire Protection (BFP) to streamline their processes. The Anti-Red Tape Authority (ARTA) was given the authority to propose policies, procedures, and systems to enhance regulatory management and provide technical support for the evaluation of existing procedures. The Implementing Rules and Regulations (IRR) of Republic Act No. 11032 mandates ARTA, in collaboration with relevant government departments, to issue a Joint Memorandum Circular (JMC) to further implement the streamlining requirement for Local Government Units (LGUs) under Section 11 of RA 11032. This includes the use of a unified form, the organization of Business One-Stop Shops (BOSS), automation of business permitting and licensing systems, integration of barangay clearances, and the provision of software for computerization.

The Anti-Red Tape Authority (ARTA) has called upon all Local Government Units (LGUs) to diligently execute their Business One-Stop Shops (BOSS) for business registration and license renewals. Non-compliance with the stipulations outlined in Republic Act 11032 may result in auditing and potential investigation. The ARTA also expects BOSS to provide a singular platform for submission, a streamlined three-step process, a transparent Citizen's Charter, and an application processing system not exceeding three days. Failure to comply may result in a Notice of Deficiencies and formal investigation.

On the other hand, according to the Ordinance No. 408 also known as "an ordinance institutionalizing the business one stop shop program of the city government of Puerto Princesa and appropriating funds therefor and for other purposes" Puerto Princesa is committed to achieving financial self-sufficiency and promoting a business-friendly environment. It aims to implement efficient procedures for revenue generation and the issuance of permits and licenses to support the business community and attract new ventures, ultimately leading to increased employment opportunities and economic growth.

The diligent efforts of the concerned departments and personnel of the City Government in fulfilling supplementary responsibilities alongside their regular duties have significantly enhanced the quality of

services provided and the revenue generated. This initiative has achieved commendable accomplishments in fulfilling its objectives.

Furthermore, it is imperative to conduct a comprehensive study in order to identify potential areas for future innovation aimed at enhancing the delivery of services to the general public. Such an in-depth analysis will effectively highlight the advantages and disadvantages of the program, thus serving as a valuable reference for the development of the Business One-Stop Shop.

In conclusion, the implementation of the Business One-Stop Shop (BOSS) program is crucial for streamlining processes, enhancing efficiency, and promoting economic growth in local government units. Compliance with relevant legislation and the commitment to providing quality services are essential for achieving these objectives.

### **Statement of the Problem**

This study aimed to determine the level of clients' satisfaction on the Business One Stop Shop (BOSS) program of the city government of Puerto Princesa among accommodation establishments. Specially, it sought to answer the following questions:

1. What is the socio-demographic profile of the respondents in terms of;
  - 1.1. Age;
  - 1.2. Sex;
  - 1.3. Civil status;
  - 1.4. Educational attainment;
  - 1.5. Position;
  - 1.6. Accommodation classification; and
  - 1.7. Years in business?
2. What is the level of clients' satisfaction on Business One Stop Shop program (BOSS) of the city government of Puerto Princesa among accommodation establishments in applying and renewing business permits in terms of:
  - 2.1. Pre-registrations;
  - 2.2. Assessment and Payments; and
  - 2.3. Release of Business Permits?
3. What are the problems encountered by the respondents in the operation of Business One Stop Shop (BOSS) of the city government?
4. Is there a significant relationship between the socio-demographic profile of the respondents and the level of satisfaction on the Business One Stop Shop (BOSS) of the city government?
5. Is there a significant relationship between the socio-demographic profile of the respondents and the problems encountered in the operation of Business One Stop Shop (BOSS) of city government?

### **Objectives of the Study**

Generally, this study aimed to determine the level of clients' satisfaction on the Business One Stop Shop (BOSS) program of the city government of Puerto Princesa among accommodation establishments. Specifically, the study aimed:

1. To determine the socio-demographic profile of the respondents in terms of:
  - 1.1 Age;
  - 1.2 Sex;

- 1.3 Civil Status;
- 1.4 Educational attainment;
- 1.5 Position;
- 1.6 Accommodation classification; and
- 1.7 Years in business.
2. To determine the level of clients' satisfaction on Business One Stop Shop program (BOSS) of the city government of Puerto Princesa among accommodation establishments in applying and renewing business permits in terms of;
  - 2.1 Pre-registration;
  - 2.2 Assessment and Payments; and
  - 2.3 Payment and Release of Business Permits.
3. To identify the problems encountered by the respondents in the operation of Business One Stop Shop (BOSS) of the city government;
4. To determine if there is a significant relationship between the socio-demographic profile of the respondents and the level of satisfaction on the Business One Stop Shop (BOSS) program of the city government; and
5. To determine if there is a significant relationship between the socio-demographic profile of the respondents and the problems encountered in the operation of Business One Stop Shop (BOSS) program of the city government.

### **Significance of the Study**

This study provides contribution to the existing literature of the Business One Stop Shop (BOSS) in the Philippines. Hence, contributing to the following:

**To the City Government of Puerto Princesa.** This study will provide valuable insights for the city government of Puerto Princesa, particularly in understanding the perspectives of their clients towards the Business One Stop Shop (BOSS) program. The feedback obtained will enable the city government to gauge the satisfaction levels of their constituents with the services offered through the BOSS program. This assessment will in turn indicate the effectiveness of the program in achieving its intended purpose of streamlining the application and renewal processes for business permits.

**To the Clients' (Accommodation Owners).** This study aims to effectively convey the viewpoints and suggestions of accommodation owners to the city government in relation to the Business One Stop Shop (BOSS) program. The objective is for this study to prompt the city government to proactively strive for the enhancement and advancement of the BOSS program, ultimately resulting in benefits for the clients.

**To the future investors.** This study aims to offer in-depth insights into the strategies and mechanisms employed by the city government of Puerto Princesa to safeguard and promote the interests of potential investors. By examining the policies, initiatives, and support systems in place, the research will shed light on the city's commitment to creating a conducive environment for investment. Through a thorough analysis of the regulatory framework, investment incentives, and business support services, this study seeks to uncover the ways in which the city government fosters a pro-business climate.

Additionally, by exploring the experiences and perspectives of current investors, the research aims to highlight the effectiveness of the city's efforts in attracting and retaining investment.

Ultimately, this study endeavors to provide valuable insights that can inform decision-making and policy development, contributing to the sustainable economic growth and development of Puerto Princesa City.

**To the future researchers.** The study can serve as a valuable point of reference for other researchers conducting similar study.

The findings of this study will yield valuable data that can be effectively utilized in related research endeavors. The results will offer insights and information that can contribute to the advancement of knowledge in the relevant field.

**To the general public.** The research findings are expected to offer valuable perspectives not only to academics but also to professionals, and policymakers involved in accommodation businesses related initiatives. The insights derived from the study could potentially influence decision-making processes and strategic planning within the business community.

### **Hypotheses of the Study**

**Ho1.** There is no significant relationship between the socio-demographic profile of the respondents and the level of satisfaction on the Business One Stop Shop (BOSS) program of the city government of Puerto Princesa.

**Ho2.** There is no significant relationship between the socio-demographic profile of the respondents and the problems encountered in the operation of Business One Stop Shop (BOSS) program of the city government of Puerto Princesa.

### **Scope and limitation of the Study**

The research was focused on the 79 Department of Tourism accredited accommodation establishments in Puerto Princesa and was conducted during the 2nd quarter of 2024.

Moreover, the study documented the challenges faced by their accommodation sector clients and their satisfaction with the city government's business one-stop shop program.

The scope of the respondents was limited to the 79 accredited accommodation establishments of Puerto Princesa, specifically, resorts, hotels and mabuhay accommodations (tourist inns, Pension houses, motels, bed and breakfast, vacation homes, hostels, and other similar accommodation establishments).

Furthermore, the actual respondents have included the following individuals; owners, managers, supervisors, secretaries, or specifically the individuals responsible for processing the business permits of the accommodation establishment.

Certainly, there is potential to broaden the scope in future research endeavors. This presents an opportunity for further exploration and progress in the field. This expansion could lead to valuable advancements and contribute to the overall development of the subject matter.

## **CHAPTER II**

### **REVIEW OF RELATED LITERATURE**

This chapter provides an overview of relevant literature and previous studies, as well as the hypothesis of the study. Additionally, it includes the theoretical framework and conceptual framework that will guide the research.

#### **Satisfaction**

Satisfaction is a psychological state experienced when an individual's needs or desires are fulfilled. It is the result of meeting or exceeding one's expectations. As described by Kotler & Keller (2004), satisfaction is the emotional response, whether positive or negative, that arises from comparing perceived performance

with initial expectations. Similarly, Oliver (1977), views satisfaction as the perception of achieving a pleasurable service experience. When individuals believe that a service meets their standards, they experience satisfaction; conversely, if the service falls short of their expectations, they experience dissatisfaction.

Satisfaction is a multifaceted concept that holds various meanings and has diverse applications. It is utilized in disciplines such as sociology, economics, religion, law, psychology, urban and regional planning, marketing, music, and entertainment, showcasing its widespread relevance. Conceptually, satisfaction is generally subjective and laden with values, as it is based on individual standards, including expectations, cherished values, and beliefs, as evident from literature on the topic (Sirgy, 2012).

Oliver (1997) discussed the concept of satisfaction, focusing primarily on consumer satisfaction. They define satisfaction as a judgment of the pleasurable level of consumption-related fulfillment, encompassing both under-fulfillment and over-fulfillment. This definition emphasizes the subjective nature of satisfaction, as it can vary from person to person. Additionally, Rai (2013) views satisfaction as the gratification, pleasure, or fulfillment of desires. According to Rai, satisfaction can be understood as either an emotional or cognitive experience, and its assessment is based on the comparison between what is received and what was expected. In essence, satisfaction is deeply rooted in the fulfillment of needs and wants, and its interpretation can differ based on individual perspectives.

Moreover, satisfaction is influenced by both psychological and physical variables, and is considered a latent construct that can only be estimated through indicators (Geise et al., 2000). This suggests that satisfaction has both causes (determinants) and consequences. As noted, the concept of satisfaction does not have a single universal meaning, and its determinants are diverse. Satisfaction can be based on individual or group standards and the extent to which these standards are met, or it can be related to one's state of mind or attitude, which can significantly impact an individual's thought patterns (Fisher., 2000). It can also be conceptualized as stepping away from an experience and evaluating it. Satisfaction can manifest in various contexts, such as the accomplishment of life goals, outstanding performance, job satisfaction, basic bodily functions, and more. Ultimately, satisfaction represents a state of happiness, contentment, or fulfillment; therefore, it is possible for an individual to lack satisfaction and experience negative feelings such as discontent, boredom, or sadness, leading to a state of dissatisfaction.

Furthermore, the level of satisfaction experienced by individuals can be significantly influenced by a variety of factors, including environmental, socio-cultural, psychological, and personal characteristics. The specific determinants of satisfaction are heavily influenced by the type of satisfaction being considered and the individual's subjective judgment. Research by Rai (2013), suggests that an individual or group's knowledge base, worldview, perception, and environmental factors play a crucial role in either facilitating or inhibiting satisfaction in various situations. It is evident that personality traits, belief systems, and the surrounding environment all contribute to shaping an individual's level of satisfaction.

### **Customer Satisfaction**

According to Hill et al, (2007), customer satisfaction is undeniably a critical factor in the success of any business. It encompasses the overall evaluation of a customer's experience with a product or service over time, as well as their expectations regarding the facilitation of goods and services by the company. It is essential for companies to gather actionable information on how to enhance customer satisfaction, as this directly impacts customer retention and product repurchase. Maximizing customer satisfaction involves not only selling products or services, but also providing comprehensive information and documentation

to ensure that customers are fully informed before making a purchase. For example, when purchasing a car, customers expect to have a thorough understanding of its specifications, condition, and any potential issues, in order to avoid post-purchase disappointment. Failing to meet these expectations can result in customer dissatisfaction and complaints. Ultimately, customer satisfaction serves as a barometer for predicting future customer behavior, making it a crucial aspect of a business strategy. Therefore, it is imperative for companies to prioritize customer satisfaction as a means to drive success and longevity in the marketplace.

In order to meet or exceed customer satisfaction, it is crucial for organizations to focus on the product and its features, functions, reliability, sales activity, and customer support. Satisfied customers not only tend to make repeat purchases, but also act as advocates for the brand, sharing their positive experiences with potential customers (Hague et al., 2016). The value of retaining a customer is significantly higher than acquiring a new one, emphasizing the importance of maintaining strong relationships with existing clients. Providing high-quality goods and services in the 21st century is not only about satisfying customers, but also about establishing a secure market position, benefiting customers by offering qualitative products (Rebekah et al., 2004).

Customers seek value in the overall service, necessitating internal collaboration among departments responsible for different elements of the offering, including the core product (goods or services), product documentation, and more. From a profitability and productivity standpoint, it is essential to focus on activities that add value for customers. This requires a deep understanding of customers' needs and preferences, as well as building trust to facilitate effective feedback collection. Developing customer-oriented products or services hinges on this understanding and trust (Hill et al., 2007).

Moreover, prioritizing the product and its associated aspects, as well as understanding and meeting customer needs, is essential for achieving and maintaining customer satisfaction. This approach not only leads to repeat business and positive word-of-mouth marketing, but also contributes to the organization's long-term success in the marketplace.

Customer satisfaction is a dynamic and relative concept that is crucial for the success of any business. Adopting a customer-centric approach is essential for companies to continuously improve satisfaction and retain their customer base. Conversely, failure to prioritize customer satisfaction may result in the loss of corporate customers to competitors who excel in this area. It is important to note that customer expectations play a significant role in shaping satisfaction levels, and factors such as service quality, product quality, and value for money directly impact customer satisfaction.

Furthermore, employee satisfaction is equally vital as it ultimately contributes to the overall customer satisfaction. Satisfied employees can have a positive influence on customer interactions, thereby enhancing the level of customer satisfaction. It is essential for companies to recognize that satisfaction is a dynamic and evolving target, influenced by various factors. Particularly in cases where product usage or service experience occurs over time, satisfaction levels may vary at different stages of the customer journey.

Customer satisfaction is also influenced by specific product or service features, as well as perceptions of quality. Emotional responses and perceptions of equity also play a significant role in shaping customer satisfaction. The benefits of increased customer satisfaction are substantial, including improved customer loyalty, prolonged customer life cycle, extended merchandise life, and positive word-of-mouth communication.

When customers are satisfied with a company's products or services, they are more likely to make frequent purchases and recommend the company to potential customers. It is evident that neglecting the needs of customers can hinder the growth of a business organization. Therefore, prioritizing and continuously improving customer satisfaction is imperative for long-term success and sustainability in the competitive business landscape. (Lovelock et al., 2007.)

## **Measuring Customer Satisfaction**

Measuring customer satisfaction is a critical aspect of business performance and is often included in the balanced scorecard. The primary objective of measuring customer satisfaction is to enable timely decision-making for the continual enhancement of business transactions. It is essential to measure customer satisfaction in order to attract new customers and build on existing relationships. Similarly, retaining the current customer base also necessitates the measurement of customer satisfaction. Obtaining actionable information on how to increase customer satisfaction is crucial, as it enables organizations to focus their improvement efforts in the right areas and maintain competitiveness in the market. Recognizing and satisfying customer needs is paramount, and measuring customer satisfaction is instrumental in achieving this goal. The methods for measuring customer satisfaction may vary across different organizations, but the ultimate aim is to monitor customer perception and ensure that their requirements are being met. Organizations strive to understand customer satisfaction in order to tailor their services accordingly. Possible dimensions for measuring customer satisfaction include quality, price, trust, relationships, complaints, and other factors. The key focus of measuring customer satisfaction is to identify opportunities for improvement and to cultivate strong relationships with both existing and potential customers.

The International Organization for Standardization (ISO) 9000: 2000 emphasizes the importance of monitoring customer perception as a key measurement of the Quality Management System's performance. It is stated that organizations should gather information regarding customer satisfaction and whether their requirements have been met, and determine the methods for obtaining and utilizing this information. This requirement is outlined in the Quality Management System (QMS) 9000 standard clause 4.1.6, which specifies the documentation of trends in customer satisfaction and indicators of dissatisfaction, supported by objective information. These trends are to be compared with those of competitors or appropriate benchmarks, and reviewed by senior management. International Customer Satisfaction (ICS) serves as a global quality guideline that promotes the establishment and implementation of a Quality Management System (QMS), while ISO certification 9001 enables organizations to work towards achieving quality goals. While numerous strategies exist for measuring customer satisfaction, overlooking the fundamentals of how to do so can have detrimental effects on a business. Measurement of customer satisfaction involves the collection of data to provide insights into customer satisfaction levels with products and services, enabling organizations to understand the underlying reasons for satisfaction or dissatisfaction. This understanding can drive customer focus and contribute to improvements in service delivery.

Engaging in negotiations with customers enables a deeper understanding of their needs and requirements. Establishing mutual cooperation and trust between customers and suppliers is essential for soliciting feedback on customer contentment. Furthermore, comprehensive consideration of factors such as product pricing, quality, and variety is imperative when addressing customer satisfaction. Key dimensions for measuring customer satisfaction include service quality, speed, pricing, handling of complaints, trust in employees, relationship closeness with the firm's contacts, additional service requirements, and brand recognition (National Business Research Institute, 2009).



### **Importance of Customer Satisfaction**

Customer satisfaction is a critical component for businesses as it provides valuable feedback for managing and improving operations. It serves as an indicator of future prospects and aids in conducting SWOT analysis to facilitate business development in a strategic manner. Additionally, it assists in making informed decisions regarding resource allocation for product manufacturing. Furthermore, maintaining strong relationships with existing customers and attracting new ones are also outcomes of ensuring customer satisfaction (SSRS research 2016). In a market flooded with similar products, customers seek perfection over quantity, presenting an opportunity for businesses to understand and cater to these preferences. Customer satisfaction serves as a key metric for evaluating organizational success in the marketplace, taking into account the diverse tastes and expectations of consumers, which may vary across national and international markets (Kotler & Keller, 2004).

The evaluation of customer satisfaction must adhere to international market standards in order to meet global requirements. The process of ensuring customer satisfaction, encompassing both physical and technological aspects, has undergone significant changes. Despite this, there remains a lack of standardized methods for measuring customer satisfaction. However, customer feedback serves as a crucial tool in this regard (European Institute of Publication Administration, 2017). It is important to note that retaining existing customers is more cost-effective than acquiring new ones. The marketing team expends substantial resources in convincing customers of the company's excellence. Ultimately, customer satisfaction is a primary objective for every business, as it ensures repeat purchases and positive recommendations to friends and family, thereby contributing to business growth. Conversely, a dissatisfied customer can lead to decreased revenue, while a satisfied customer has a positive impact on profitability.

### **Citizen/Public Satisfaction**

Public satisfaction with government services is a multifaceted concept that encompasses various factors such as accessibility, affordability, courtesy, and timeliness. This comprehensive measure provides valuable insights into the overall performance of services at a national level (Baredes, 2022). Moreover, public satisfaction with services plays a crucial role in shaping trust towards the government and related institutions, including the civil service (OECD, 2022). Recognizing and addressing the diverse components that contribute to public satisfaction is essential for governments and public institutions aiming to improve their service delivery and establish trust with their constituents. By acknowledging the complex nature of public satisfaction, policymakers and service providers can collaborate to enhance the overall quality and effectiveness of public services, ultimately fostering a stronger sense of confidence and trust in the government and public institutions.

Citizen satisfaction with public services is a multifaceted concept that encompasses various factors, as discussed in the literature. It is influenced by the interplay of expectations, experiences, and previous attitudes (Van de Walle, 2018). According to Oliver (1997), satisfaction is essentially a judgment that stems from comparing the pre-service provision with the post-service provision evaluation of the product or service experience. This comparison between expectations and actual service experience forms the basis of citizen satisfaction. It represents a mental state that emerges after interacting with a service and evaluating it against prior experiences (Oliver, 1980).

Citizens gauge their satisfaction by comparing their initial service expectations with the actual service experience, ultimately determining whether they are satisfied or not. Therefore, satisfaction is essentially

the result of disparities between expected and perceived service (Parasuraman et al., 1988). In essence, citizens are more likely to be satisfied if the quality of public service meets their expectations. The quality of public services exerts a significant influence on citizen satisfaction, with higher-quality services leading to greater satisfaction. This underscores the argument put forth by Oliver (1977) that satisfaction is intricately linked to service quality, with satisfaction levels increasing in tandem with enhanced service quality (Engdaw, 2020). As a result, maintaining high-quality service delivery generally leads to high levels of satisfaction.

Furthermore, it is important to note that high-quality public service not only fosters satisfaction but also nurtures citizen confidence and trust. Thus, it is imperative for public sector institutions to prioritize the delivery of high-quality services to meet the expectations of citizens. By doing so, public sector organizations can not only enhance citizen satisfaction but also cultivate a sense of confidence and trust among the populace. Therefore, a focus on delivering high-quality services is essential for public sector institutions seeking to effectively meet the needs and expectations of citizens.

The increase in citizen satisfaction with public services is a positive indicator of successful governance. As public service institutions face growing demands for efficient and high-quality services, ensuring citizen satisfaction remains a priority. This topic has gained significant interest among academics and managers studying governance and public administration (Chatterjee et al., 2019). It is essential for public service institutions to continue striving for excellence in meeting the needs and expectations of citizens. (Hailu et al., 2019).

### **Business One Stop Shop (BOSS)**

One Stop Shops (OSSs) have become a widely utilized tool for government service delivery, offering a centralized location, whether physical, virtual, or both, for the public to access a variety of products and services (Reid et al., 2015). While the concept of OSSs is not new, their popularity has surged in recent years due to concerns about the fragmentation of public service delivery, which can lead to inefficiency and suboptimal outcomes for service users. Additionally, there is a growing emphasis on treating government service users as 'customers' and minimizing the inconvenience of dealing with multiple dispersed and disconnected service providers (Dutil et al., 2008)

As a result, OSSs have been implemented across the OECD, spanning various levels of government and service areas such as social assistance, health care, environmental regulation, and business licensing. The OSS model draws inspiration from the private sector department store model and reflects a longstanding interest in integrating public service delivery dating back to at least the 1970s (Sharkansky, 1979).

Concerning one-stop shop services, the introduction of these services has been discovered to have a favorable influence on business start-up rates and local progress.

Illustrate, the establishment of a Business Creation Support Office in Senegal significantly decreased the time needed to register a business, resulting in heightened business investments and reduced corruption. Likewise, the One Stop Shop (OSS) approach in Bangladesh endeavors to render public services centered on the needs of citizens and inclusive, although challenges like a scarcity of personnel and absence of innovation have been identified. Overall, while research specifically focusing on the satisfaction of entrepreneurs with one-stop shop services is limited, the implementation of such services has demonstrated positive effects on business operations.

In public administration, One-stop shop (OSS) is a governmental establishment that provides various services, enabling customers to access these services in a centralized location rather than multiple separate

locations. The term was initially coined in the late 1920s or early 1930s in the United States to depict a business model that offers customers the convenience of addressing multiple needs in a single physical setting, similar to department stores and big-box stores, which offer a diverse range of products. The phrase is commonly used informally to describe platforms such as websites, television shows, and mobile apps that provide users with most of their necessary resources, including information, in one place.

One-stop shops are a component of New Public Management, aiming to enhance the provision of government services to the public. By leveraging the successful approach employed by the private sector in delivering customer-focused service to enhance customer satisfaction, government organizations adopt the one-stop shop model to facilitate citizens' seamless access to essential services. Consequently, the convenience offered by the one-stop shop, similar to that of private sector services, promotes wider adherence to government regulations.

According to Janenova (2016), the objective of one-stop shops is to establish public services that prioritize customer satisfaction by providing a single point of contact for citizens to manage various interactions with the government, encompassing both local and regional as well as national levels. These establishments contribute to the enhancement of convenience, reduction of waiting times, and streamlining of bureaucratic procedures. Furthermore, in certain countries, they have proven effective in supporting anti-corruption initiatives by eliminating opportunities for public officials to solicit bribes during the process of document application. Presently, more than 80 nations, such as Brazil, India, Canada, Australia, Sweden, and several South-East Asian countries, have implemented some form of one-stop shop.

Segal (2024) stated that, in numerous instances, the accessibility of citizens is enhanced by the establishment of one-stop shops. This is achieved by simplifying the process of acquiring similar or related services, which may not necessarily align in terms of focus or governmental approach, but are often utilized in conjunction. A notable example can be observed in Norway, where municipalities are tasked with providing welfare benefits, while the national government oversees pensions and unemployment benefits. Instead of compelling unemployed individuals to visit separate offices, located in different buildings and operated by distinct government entities, in order to access their complete entitlements, the one-stop shop empowers them to save both time and effort.

According to Arash et al. (2021), the notion of a one-stop shop is associated with the facilitation of conducting business. The implementation of the one-stop shop concept can be observed across different fields, encompassing research, public services, and service provision. In the realm of research, a novel tool known as Dataset Statistical View (DSV) has been devised to grant easy access to question-answering datasets for emerging researchers in the domain of question answering. In the realm of public service delivery, the one-stop shop concept has been put into practice in Bangladesh to offer citizens effortless access to a multitude of services, although challenges such as a scarcity of manpower and a lack of innovation have been recognized. All in all, the model of the "One-stop shop" confers convenience and efficiency by consolidating services in a singular location or through a sole provider.

The emergence of Business One-Stop Shop (BOSS) marks a paradigm shift in administrative processes, aiming to create conducive environments for business growth. By consolidating regulatory requirements and services into a single platform, BOSS endeavors to simplify procedures, expedite business setups, and enhance overall competitiveness.

According to the statement provided by Arifur et al, (2023), the "One-stop shop" business model has gained significant popularity across different industries, such as building redevelopment, medical imaging, and public service delivery. This particular approach entails the involvement of a solitary entity or

contractor responsible for undertaking all essential tasks or services, thereby streamlining the process for the customer.

OECD (2020), asserted that the notion of one-stop shops originated as a comparatively modest concept aimed at providing information to users of public services in a singular location, while also aiding citizens in navigating the intricacies of multiple service providers. Over time, the business sector model expedited the advancement of one-stop shops into a new phase of digitization, influenced by the emergence of New Public Management, which prioritizes placing users at the forefront of public service provision. Technological advancements have granted citizens access to the state, consequently facilitating interactions between the state and its citizens through various digital and physical channels. One-stop shops have become inseparably entwined with e-government, thereby impacting both developed and developing nations, including states governed by authoritarian regimes. Despite the limited evidence regarding the impact of one-stop shops, primarily due to the evolving nature of the concept, notable improvements include heightened citizen satisfaction, decreased corruption, and enhanced efficiency.

According to Howard, (2017), one-stop shops (OSSs) are popular tools of government service delivery. An OSS is a place – physical, virtual, or both – where the public can obtain multiple products and services. The OSS concept has gained new popularity with governments in recent years, there is growing concern that public service delivery is excessively fragmented, leading to duplication and therefore inefficiency, and to poor outcomes for vulnerable service users. OSSs face a different threat and conquer it by updating and innovating the process so that the customers make it easily to use.

As stated by Hamed (2011), the term "one stop shop" is a concise way to describe a comprehensive range of services provided. This phrase originated in the late 1920s as a strategic positioning approach for an automotive repair shop. During that time, the business model was quite unique. Auto parts, auto repairs, and auto sales were operated as distinct entities. Consequently, a customer requiring car repairs would have to visit multiple stores. The integration of parts and services within a single establishment at a single location represented a significant shift in the automotive industry during the 1920s and 30s. Ultimately, this innovation offered considerable value to customers.

In addition, according to Fox (2020), the phrase one-stop shop alludes to a retail establishment that presents a broad range of goods or services, attending to varied consumer requirements within a solitary setting. Throughout time, the notion has developed to encompass diverse industries, such as retail, healthcare, and e-commerce. In the context of retail, a one-stop shop endeavors to furnish patrons with the convenience of discovering a comprehensive assortment of items in one place, obviating the necessity to frequent multiple establishments for distinct purchases.

Moreover, as stated by Fox (2020), a one-stop shop can be defined as a retailer that provides customers with a wide range of products, all conveniently located on a single website or in a single store. This eliminates the need for consumers to visit multiple websites or stores to fulfill their various needs. By offering a one-stop shopping experience, retailers not only save consumers time and effort, but also reduce shipping costs. Additionally, one-stop shops enhance the perception of product availability and assortment, which plays a crucial role in building relationships between retailers and consumers.

On the other hand, according to European Union, a company or consortium that provides a wide range of products or services to its customers is known as a one-stop shop. This term can also refer to a specific location where all of a client's requirements can be fulfilled. For instance, a bank may not only offer personal banking services and loans, but also provide investment advice, investment options, and

insurance policies. The one-stop shop is advantageous to consumers as it saves them significant amounts of time and energy compared to visiting multiple institutions for each specific need.

According to the OECD (2020), the expeditious and timely provision of services to a significant number of citizens on an annual basis has proven to be one of the most immediate advantages. The feedback received thus far, primarily from citizens who have availed themselves of the services offered by the five currently operational CSCs, has been overwhelmingly positive.

The impact on the economy is as follows: 1. The establishment of the one-stop shop is contributing to the increased competitiveness of businesses in Mexico and enhancing the country's appeal to foreign investors. 2. Efforts are being made to develop electronic centers that complement the existing physical centers, aiming to make modern government services more easily accessible to users nationwide. 3. The centralization of databases and the augmentation of available information regarding economic activity in Mexico are contributing to better policy decisions and result monitoring. The introduction of the new electronic one-stop shop, which creates a more favorable business environment, is attracting both domestic and foreign investors, regardless of their size. 4. By consolidating the current federal procedures into simplified processes and providing user-friendly access to a business portal, entrepreneurs are directly benefiting from these improvements. Smaller businesses, which bear a disproportionate burden of conforming to regulations, are likely to experience the most significant advantages as a result of this process of simplifying administrative procedures. The reform is clearing the path for the establishment of new enterprises in the official sector, which, over time, is expected to expand the tax foundation. Consequently, both businesses and individuals will reap the benefits. As enterprises, whether new or established, and especially smaller businesses, transition to the official sector, they will discover that the working conditions for their employees will enhance, encompassing safety and social security.

Angelique Diop, in the year 2002, expressed that the establishment of a one-stop shop was deemed the most optimal choice due to its potential to eradicate the inconvenience associated with visiting multiple agencies, which was identified as the primary cause of delays. Additionally, according to OECD (2020), the presence of a business-oriented environment within the one stop shop instilled a sense of business culture among the employees, as business-related discussions and facilitation were prevalent. For individuals accustomed to government practices, the perspective of the private sector could serve as a valuable source of motivation.

World Bank (2024), indicates that, these centers act as a citizens' primary contact point for accessing multiple public services and information, and vary in both scope and form. Some deliver a variety of services under one roof, others focus on a single sector, such as judicial or transport services. They can be operated by a central government or by municipal authorities and can target different groups such as citizens or firms.

The model of a one-stop-shop can encompass a variety of structures, ranging from complex singular agencies at the forefront to umbrella structures for multiple agencies. It can also include integrated technological platforms that provide access to various government agencies and services, as well as physically collocated services within one building or on one floor to ensure a single point of access. In essence, the one-stop-shop model shares characteristics with customer service models seen in business organizations, such as physical locations, internet services, service center kiosks, and call centers spread across different locations. Numerous studies conducted worldwide have recognized the one-stop-shop model for its ability to enhance efficiency in public service delivery through improved accessibility and coordination. While the one-stop-shop model in Kenya may not explicitly address accountability or policy

reforms, it has to some extent reduced instances of extortion and bribery in government agencies (Askim et al. 2011).

One of the main objectives of one-stop-shop models is to create a seamless experience for users by providing a single-entry point for government services through the use of modern information and communication technology. These models also strive to deliver services in a customer-focused and responsive manner, ensuring easy accessibility. Many governments around the world have adopted the one-stop-shop model as part of their efforts to establish efficient, accessible, coordinated, and cost-effective public service delivery mechanisms. However, despite its popularity in service delivery, the one-stop-shop model remains underdeveloped as a concept in public administration. There is still confusion regarding whether the one-stop-shop and e-governance should be considered separate models or one and the same (Askim et al., 2011).

### **Drivers of Adaptation of One Stop Shop**

The increasing complexity of business and citizen interactions with governments reflects the interconnected nature of our modern economy. As businesses, citizens, and governments become more intertwined, it is essential to streamline the interface between them to avoid unnecessary impediments to growth opportunities.

One-stop shops have been introduced by governments as a solution to reduce transaction costs and simplify the process of interacting with them. This initiative aims to create a more efficient and user-friendly environment for businesses and citizens when dealing with regulatory requirements.

Economic prosperity is closely tied to the development of a pro-business environment. By making it easier for existing firms to operate and facilitating the entry of new businesses into the marketplace, governments can promote competitiveness and growth. However, while regulations governing business operations are important, their implementation can sometimes become burdensome and costly, which may discourage entrepreneurial activity.

Citizen interaction with governments often occurs during stressful times in their lives, such as when they move to a new area, purchase a house, or experience a family loss. Therefore, it is crucial to ensure that the interfaces between citizens and governments are as stress-free as possible.

The OECD (2012) Recommendation on Regulatory Policy and Governance emphasizes the need for countries to review the means by which citizens and businesses interact with the government to satisfy regulatory requirements and reduce transaction costs. It also encourages governments to leverage information technology and one-stop shops for licenses, permits, and other procedural requirements to make service delivery more streamlined and user-focused.

In conclusion, creating a more efficient and user-friendly interface between businesses, citizens, and governments is crucial for promoting economic growth and prosperity. By reducing transaction costs and simplifying regulatory requirements, governments can foster a more conducive environment for businesses to thrive and for citizens to navigate important life events with ease.

The establishment of one-stop shops is driven by several interrelated reasons, as identified in the literature. These include enhancing coordination across different levels of government, providing holistic and user-friendly services, integrating multi-policy service delivery, and serving as a mechanism for joined-up government services. Additionally, one-stop shops are established to reduce regulatory and administrative burdens, ultimately improving the provision of public services. From an economic standpoint, the main rationale for introducing one-stop shops is to enhance overall economic welfare by reducing transaction

costs, which can disproportionately affect SMEs and hinder competition and societal welfare. Moreover, there are costs associated with navigating unstructured government services, which can be challenging for citizens. Therefore, improving the provision of various government services through one-stop shops is justified to address these difficulties and enhance overall efficiency.

Moreover, One-stop shops for government services are diverse in their operations, spanning various policy areas and geographical locations. They can range from small, specialized entities to large organizations with over 10,000 staff members. The scope, purpose, and communication tools used by these one-stop shops also vary significantly. As a result, the design, operation, and improvement of these models present unique challenges for both governments and the users of the services.

It is important to recognize the vast differences among one-stop shops and view the principles as general advice rather than strict guidelines. Additionally, the relative importance of these principles may change over time as the landscape of government services evolves. Therefore, the principles aim to address issues associated with the establishment, operation, and continual improvement of one-stop shops.

Furthermore, physical one-stop shops bring together a range of information requirements in a single location, allowing citizens and businesses to access multiple public services under one roof. These offices can be established at new or existing government facilities, or by utilizing the network of offices of other public entities. In some cases, informational one-stop shops may also provide advice and guidance for carrying out transactions with the administration.

There are two basic models for physical one-stop shops: individual services and integrated services. In the individual services model, different government entities are present at the one-stop shop, each providing their own services through separate counters. On the other hand, the integrated services model aims to address a single life event (e.g., "having a child" or "starting a business") by allowing a single official to resolve all related transactions in a holistic manner.

Online one-stop shops primarily provide individual or integrated services based on user needs. These "umbrella" portals typically encompass all government services, with some specialized ones existing alongside individually focused platforms. Central management and oversight ensure seamless service delivery for users, maintaining a consistent look and feel across websites depending on the required services. Online one-stop shops offer the most comprehensive range of services.

In conclusion, one-stop shops for government services play a crucial role in providing convenient access to a wide array of public services. Understanding the diverse nature of these one-stop shops and addressing the associated challenges is essential for governments to effectively meet the needs of their citizens and businesses.

The establishment of one-stop shop offices for government services is a crucial initiative that aims to streamline and simplify the process for citizens to access various government services. While the focus is often on central government procedures, it is important to note that these offices can also offer services from regional and local governments. This comprehensive approach ensures that citizens can access a wide range of services in one convenient location.

It is essential to recognize that the configuration of these offices and the services provided can vary based on the specific needs and demands of the local population. What works well in one region may not necessarily be the best approach for another. Therefore, it is important to tailor the setup and services of each office to meet the unique requirements of the local community.

Furthermore, the availability of resources plays a significant role in determining the scope of services that can be offered at these offices. Local governments may have varying levels of resources and capabilities,

which can impact the range of services that can be provided. Collaboration with other entities at the local level, such as non-profit organizations or community groups, can also enhance the services available at these one-stop shop offices.

Flexibility and adaptability are key principles when it comes to the establishment of these offices. It is crucial to assess the specific needs of the community and adjust the services provided accordingly. This may involve conducting thorough research and engaging with local stakeholders to understand their requirements.

In addition to providing convenience for citizens, one-stop shop offices can also contribute to greater efficiency within government operations. By centralizing services and eliminating bureaucratic hurdles, these offices can improve the overall delivery of government services. This, in turn, can lead to higher levels of citizen satisfaction and trust in the government.

Ultimately, the goal of one-stop shop offices is to make government services more accessible, efficient, and citizen-centric. By considering the unique needs of each locality and fostering collaboration with local entities, these offices can truly become valuable hubs for accessing a wide array of government services.

### **Business One Stop Shop in the Philippines**

The National Business One-Stop Shop (NBOSS) is set to revolutionize the process of registering new businesses in the Philippines. With the launch scheduled for early 2020, this one-stop facility will streamline the entire registration process, allowing applicants to complete all necessary procedures from one central access point. This includes company name verification, unified form submission, employer and employee reporting, and fee payment. Currently, the cumbersome process requires visits to multiple government agencies. Initially available in the National Capital Region before expanding nationwide, NBOSS will integrate services from various agencies and local government units. While the facility will offer an offline interface, inter-agency coordination will be conducted online through the Central Business Portal (CBP). The government anticipates a significant reduction in the time and steps required to start a business, aiming to cut the current 31-day process down to less than six days and streamline the 13 required steps to just three. This initiative aligns with efforts to improve the country's Ease of Doing Business Index and enhance government service delivery while combatting corruption.

On the initial day of January in the year 2021, The Anti-Red Tape Authority (ARTA) is issuing a proclamation to all Local Government Units (LGUs) to diligently carry out their Business One-Stop Shops (BOSS) in order to accomplish the procedures for this year's business registration and business license renewals. The adherence of the Local Government Units (LGUs) will undergo examination in accordance with the provisions delineated in Republic Act 11032, as well as other current regulations established by the Anti-Red Tape Authority (ARTA), the Department of Interior and Local Government, the Department of Trade and Industry, and the Department of Information and Communications Technology pertaining to the Business One-Stop Shop (BOSS).

The inception of one-stop shops, as an advancement in customer service provision, originated within the private sector. The government sector has also embraced this concept due to the convenience and effectiveness it offers to clients.

When it comes to Local Government Units (LGUs), the establishment of a one-stop shop entails the allocation of a specific area either within the vicinity (onsite) or outside (offsite) the premises of the city or municipal hall. This designated space serves as the central hub for all transactions related to business permits. In this arrangement, the applicant is spared the need to visit multiple offices such as the BPLO,



local health, engineering or planning offices, BIR, SSS, and others. The applicant simply needs to visit the one-stop shop and will be able to fulfill all the requirements for the Business Permit License (BPL).

For an instance, according to the official website of LGU Naga, One-Stop Shop Registration in Naga for four (4) consecutive years has been adjudged by the National Competitiveness Council as among the most competitive Cities in the country and at the top, in terms of government efficiency in adding the needs of business. Among other institutions, measures have been adopted to speed-up the processing of business-related permits and documents.

Business Registration is a service that seeks to facilitate the registration of businesses by providing central access to government agencies involved in the registration process. There are 2 modes of one-stop business registration in Naga, each complementing the other: Annual One-Stop Business Registration All city hall departments and government agencies involved in the processing of business licenses or permits form a one-stop processing center from January 2 to 20, every year. This period corresponds to the time for renewal of permits. Business licenses are secured within 30 minutes.

While, according to the Inquirer.net, the local government of Manila introduced the Bagong Maynila Business One-Stop Shop (BOSS) with the aim of streamlining the process for obtaining business permits and licenses. This initiative, led by Manila Mayor Isko Moreno and Department of Trade and Industry Secretary Ramon Lopez, is designed to reduce red tape and lower the processing time from one week to just one day.

According to, Atty. Paul Vega, chief of the Manila Business Permits and Licenses Office, outlined the simplified three-step process of "File, Pay and Claim" for permit applicants. With the assurance that complete requirements are filed, permits and licenses can now be obtained within a day. The BOSS features seven windows, including a dedicated one for senior citizens, pregnant women, and PWDs, and is conveniently located inside the Manila City Hall. Furthermore, an agreement between Mayor Moreno and the SM Group will establish a satellite branch for the BOSS at SM City Manila, set to open in January 2020. This development comes after the signing of Executive Order No. 8 by Mayor Moreno, emphasizing the promotion of ease of doing business in the city.

On the other hand, according to the official website of LGU of Tacurong, they initiated the Business One Stop Shop (BOSS), aimed at expediting the processing of permits for individuals and companies engaged in business activities within the city. Under the BOSS, clients can complete the business permit processing in less than thirty minutes, provided all necessary requirements are submitted.

According to Licensing Officer Rene Torreflores, business operators were given ample time since October last year to fulfill the requirements. The renewal process involves three main steps: completing the Business Permit Unified Form, making payment and obtaining the business permit with the City Treasurer's signature, and obtaining approval from the City Mayor or City Administrator. Additional steps are required for new business applications, such as registration with the Bureau of Internal Revenue (BIR). For those who have yet to comply with the requirements, relevant offices under the LGU and national line agencies are available at the BOSS venue. The venue is staffed by personnel from seven LGU offices and six national line agencies involved in business licensing. While initial attendance at the BOSS venue was limited, City Administrator Eduardo Nicolo anticipates a higher turnout from business operators in the coming weeks.

### **Business Permits and Licensing Office**

The Business Permit and Licensing Office (BPLO) in the Philippines plays a crucial role in facilitating

business operations within the country. Established under the Republic Act 11032, also known as the “Ease of Doing Business and Efficient Government Service Delivery Act of 2018”, the BPLO is mandated to streamline the process of applying for and renewing business permits.

The primary purpose of the BPLO is to handle business permit applications and renewals, ensuring that businesses comply with local government policies and directives. By doing so, the BPLO aims to create a more competitive and business-friendly environment, ultimately contributing to the growth and development of the economy.

In line with its mandate, the BPLO is committed to making it easier for business owners to navigate the administrative procedures involved in operating a business. Through its streamlined processes, the BPLO seeks to enhance efficiency and reduce bureaucratic red tape, ultimately improving the overall ease of doing business in the Philippines.

The mission of the BPLO is centered on fostering a business environment that is conducive to growth and innovation. By simplifying the permit application and renewal process, the BPLO aims to empower entrepreneurs and promote economic development. Furthermore, the BPLO envisions a fully-automated Integrated Business One Stop Shop, which will further enhance client satisfaction and convenience.

In pursuit of its vision, the BPLO is dedicated to leveraging technology to create a seamless and efficient experience for business owners. By embracing automation and digitalization, the BPLO aims to eliminate unnecessary delays and enhance transparency in its operations. This aligns with its vision of establishing an Integrated Business One Stop Shop, where entrepreneurs can access all necessary services in one centralized location.

Overall, the BPLO's role is integral to the facilitation of business activities in the Philippines. Through its commitment to simplifying processes and embracing technological advancements, the BPLO is actively contributing to the country's goal of fostering a conducive environment for business growth and prosperity.

### **Business One Stop Shop in Puerto Princesa City**

In accordance with Section 11 of Republic Act No. 11032, which promotes Ease of Doing Business and Efficient Delivery of Government Services, the local government of Puerto Princesa annually organizes the Business One-Stop Shop (BOSS) every January. This initiative aims to streamline and simplify the process for business registration and permit applications, providing a convenient and efficient experience for entrepreneurs and business owners. The BOSS serves as a centralized platform where various government agencies come together to facilitate the issuance of permits and licenses, reducing the time and effort required to start or renew a business. By bringing all necessary services under one roof, the local government is committed to fostering a more business-friendly environment and supporting economic development in Puerto Princesa.

According to, Mayor Lucilo Bayron in one of his interviews, he observed that through the Business One-Stop Shop (BOSS), he aspires for the city government to enhance the customer experience of current business proprietors and potential investors. Mayor Bayron stated, "We highly value the manner in which our constituents experience the services we provide. Our intention is for members of the business sector to experience convenience in conducting their operations here. Our aim is to provide them with prompt, effective, and efficient service." The BOSS has been meticulously crafted to accommodate three vital sections essential for business application, which include filing/submission, assessment and payment, and release of business permits. This streamlined process now allows business owners to complete the necessary steps in order to secure a permit, which include receiving and assessing requirements, making

the necessary fee payments, and obtaining the permit. In order to ensure that establishments continuously adhere to all regulatory measures and requirements, the Business Permits and Licensing Office will conduct a post-audit one month after the approval of a business application. Furthermore, the number of documents required for a business application has been reduced from 12-14 to a more manageable 10. The processing time for permits has also been significantly reduced from more than two days to a mere 20-30 minutes. Additionally, the BOSS will house the Department of Trade and Industry-Negosyo Center, which will provide services such as business name registration and business consultancy.

Mayor Bayron stated, "Underlying this endeavor is a desire to bring about improvement not only in our work processes, but also in how we provide public service. Our aim is to promote a cultural transformation within the workplace. This entails ensuring that employees exhibit care for their work and clients, and that they actively contribute towards achieving the city government's vision."

### **Barriers to successful implementation of One Stop Shop**

The successful implementation of one-stop-shops can be influenced by various barriers and drivers, as identified in the literature. These factors can be classified into four main groups: turf, culture, resources, and capabilities.

In the context of establishing and operating one-stop-shops, several barriers and challenges may arise, stemming from various organizational, cultural, and resource-related factors. These barriers can impede the effective implementation of one-stop-shop initiatives and hinder their success. It is crucial for organizations to understand and address these barriers while leveraging the drivers that promote collaboration and efficiency in order to create streamlined and customer-centric service delivery models. According to Askim et al. (2011), one of the primary challenges that organizations may face when implementing one-stop-shops is the potential for turf issues to arise. This can occur when different organizations or departments are involved, leading to conflicts over jurisdiction and responsibilities. In order to mitigate these issues, clear communication and collaboration protocols should be established to delineate the roles and responsibilities of each party involved in the one-stop-shop initiative. Additionally, establishing a governance structure that outlines decision-making processes and dispute resolution mechanisms can help address turf issues and ensure smooth operation.

On the other hand, as stated by (Flumian et al. 2007), cultural barriers can also pose a significant challenge to the effective implementation of one-stop-shops. Resistance to change or differing attitudes towards collaboration can hinder the willingness of stakeholders to fully engage in the initiative. Overcoming these cultural barriers requires proactive efforts to foster a culture of openness, collaboration, and continuous improvement. This may involve change management strategies, stakeholder engagement activities, and ongoing communication to build trust and buy-in for the one-stop-shop concept.

While, according to Howard (2017), limited resources, both in terms of funding and personnel, can present another obstacle to the establishment and operation of one-stop-shops. Inadequate funding may restrict the ability to invest in necessary infrastructure, technology, and staff training, while understaffing can impact the capacity to deliver comprehensive services effectively. Organizations need to explore creative funding mechanisms, such as public-private partnerships or grant opportunities, and prioritize resource allocation to support the successful implementation of one-stop-shops. Additionally, investing in staff development and cross-training can enhance the capabilities of personnel to handle diverse service needs within the one-stop-shop framework.

Furthermore, as explained by Blackburn (2014), the capabilities of the involved parties play a crucial role in determining the success of one-stop-shop initiatives. Technical expertise, organizational skills, and operational capacity are essential for delivering integrated services efficiently. Organizations should conduct thorough assessments of their own capabilities and those of their partners to identify gaps and develop capacity-building strategies. This may involve training programs, knowledge sharing initiatives, and performance monitoring to ensure that all stakeholders possess the necessary skills and resources to contribute effectively to the one-stop-shop model.

Despite these barriers, there are several drivers that can promote collaboration and efficiency in the implementation of one-stop-shops. For instance, aligning organizational goals and incentives towards the success of the initiative can foster a shared sense of purpose among stakeholders. Creating a governance structure that facilitates joint decision-making and fosters a sense of ownership can also promote collaboration and accountability. Additionally, leveraging technology to enable seamless information sharing and service delivery across different agencies or departments can enhance efficiency and improve the overall customer experience.

Finally, by understanding and addressing these barriers while capitalizing on the enabling factors, organizations can create streamlined and customer-centric service delivery models through one-stop-shops Askim et.al (2011). These models not only benefit service providers by improving operational efficiency but also enhance the experience of recipients by providing convenient access to integrated services. Ultimately, overcoming these challenges and leveraging the drivers of collaboration and efficiency is essential for the successful implementation of one-stop-shops and the realization of their full potential in meeting the diverse needs of service recipients.

### **Accommodations**

According to Cooper, (2008), tourism is a multifaceted phenomenon encompassing social, cultural, and economic dimensions, involving the displacement of individuals from their habitual environment to other countries or locations. The purpose of such movement may vary, ranging from personal leisure to professional or business objectives. These individuals, referred to as visitors, encompass a diverse range of categories including tourists, excursionists, residents, and non-residents. The essence of tourism lies in the activities they engage in during their travels, many of which incur tourism-related expenditures such as accommodation and dining. Accommodation serves as the cornerstone of their travel experience, providing a base from which tourists can partake in various activities at their chosen destination. Therefore, the concept of travel is inherently intertwined with the provision of suitable accommodation, without which the travel experience would be incomplete.

Meanwhile, as stated by Raju (2009), accommodation is an essential aspect of travel for tourists, providing them with the necessary facilities to rest and rejuvenate during their journey. The diverse range of accommodation options caters to the varying needs and preferences of travelers based on factors such as price, location, visitor type, and services offered.

From luxurious five-star hotels to economical one-star camping sites, the accommodation industry offers a wide spectrum of choices for travelers. These options also vary based on geographical location and target clientele, with some establishments catering specifically to business travelers, families, or leisure tourists. In addition, as explained by Raju (2009) traditional hotels, supplementary accommodation options have emerged to meet the evolving needs of travelers. These alternatives, such as youth hostels, motels, camping sites, and bed and breakfast establishments, provide more economical and minimal services, making them

a cost-effective choice for many guests. Despite the reduced amenities, supplementary accommodation plays a crucial role in accommodating both domestic and international tourists, contributing to the overall tourist accommodation in destination countries.

Overall, the accommodation industry continues to evolve to meet the diverse needs of travelers, offering a range of options to suit different preferences and budgets.

Meanwhile, in the Philippine context According to Memorandum Circular No. 2022-001 “Accommodation Establishments” shall refer to establishments operating primarily for accommodation purposes including, but not limited to, hotels, resorts, apartment hotels, mabuhay accommodation establishments (tourist inns, motels, pension houses, bed and breakfast, vacation homes, hostels, and other similar accommodation establishments) private homes used for homestay, ecolodges, serviced apartments, and condotels.

### **Accommodation Classifications**

As stated by, Cooper et al. (2008), accommodation classification is a crucial process for categorizing different types of accommodation establishments based on the services they offer. This process involves comparing quality through various grading and classification schemes, which can be on a national or regional basis, as well as public or private. While this system can be applied to all sub-sectors of accommodation, it is primarily used for hotels, guesthouses, bed and breakfasts (B&Bs), farmhouse accommodations, camping, and caravans.

In addition, according to VisitBritain, (2016), the assessment of quality is essential for customers to make informed decisions based on their budget and preferences. It is important to note that there is currently no international standard classification, leading to varying classification methods across different countries. For instance, the United Kingdom has a Quality Assessment Scheme that uses a one to five-star rating system for all types of accommodations, providing customers with an indication of the general quality of the establishment. This assessment takes into account tangible and intangible elements, including personal service and the quality of products.

However, challenges arise in creating a transnational classification system due to the diverse nature of the tourism industry in each country. Despite these challenges, accommodation classification remains a valuable tool for both customers and establishments (Cooper et al., 2008).

Meanwhile, in the Philippine context according to the Department of Tourism, the implementation of the new National Accommodation Standards for Hotels, Resorts, and Apartment Hotels utilizing the Star Rating System is currently underway. These updated standards utilize a points-based rating system that focuses on the inventory, availability, condition, and quality of specific facilities and services. This initiative is in line with the DOT Memorandum Circular 2012-02 and is part of the DOT’s policy reforms as mandated by the Tourism Act of 2009. The Tourism Act empowers the DOT to establish and uphold standards for the operation and maintenance of tourism enterprises, setting forth minimum and progressive levels of operating quality and efficiency that align with both local and international standards. Furthermore, the Tourism Act also calls for the establishment and enforcement of a comprehensive system for mandatory accreditation for primary tourism enterprises, as well as voluntary accreditation for secondary tourism enterprises, in accordance with prescribed guidelines and standards.

According to the secretary of Tourism, Ramon Jimenez Jr., The implementation of the new standards and star rating system for classifying hotels, resorts, and apartment hotels is a crucial step in enhancing industry competitiveness, particularly in anticipation of upcoming significant events such as the World

Competitiveness Forum next year, APEC in 2015, and the ASEAN Tourism Forum in 2016. To ensure the integrity and credibility of this process, the Department of Tourism (DOT) will be enlisting the services of a private quality assurance firm to engage external auditors for conducting the assessment. This use of a third-party auditing firm is designed to uphold the impartiality of the audit team and guarantee the credibility of the results. It is worth noting that many developed countries employ a similar scheme, recognizing the enhanced credibility that independent audits bring to such processes.

### **Accreditation**

Accreditation plays a crucial role in the process of securing the mayor's permit for businesses, whether they are start-ups or seeking renewal. According to Republic Act 9593 (Tourism Act of 2009), accreditation is the certification issued by the Department of Tourism to recognize a tourism enterprise as having met the minimum standards for operating tourism facilities and services.

Moreover, as stated in the Tourism Act of 2009, the objectives of accreditation include promoting global competitiveness, enhancing data collection and research in tourism, and supporting the promotion of individual enterprises and the industry as a whole. Additionally, accreditation serves as a means to ensure quality customer service, security, and the protection of tourists from unscrupulous establishments. It is important to note that under RA 9593, accreditation is mandatory for primary tourism enterprises and voluntary for secondary tourism enterprises. For primary tourism enterprises, obtaining DOT accreditation is a prerequisite for obtaining the mayor's permit.

Furthermore, According to Republic Act 9593 (Tourism Act of 2009), Tourism enterprises refers to facilities, services and attractions involved in tourism, such as, but not limited to: travel and tour services; tourist transport services, whether for land, sea or air transportation; tour guides; adventure sports services involving such sports as mountaineering, spelunking, scuba diving and other sports activities of significant tourism potential; convention organizers; accommodation establishments, including, but not limited to, hotels, resorts, apartelles, tourist inns, motels, pension houses and home stay operators; tourism estate management services, restaurants, shops and department stores, sports and recreational centers, spas, museums and galleries, theme parks, convention centers and zoos.

In addition, tourism enterprises are divided into two parts specifically, primary tourism enterprises and secondary enterprises. According to Tourism act of 2009, Primary tourism enterprises refer to travel and tour services; land, sea and air transport services exclusively for tourist use; accommodation establishments; convention and exhibition organizers; tourism estate management services; and such other enterprises as may be identified by the Secretary, after due consultation with concerned sectors. On the other hand, Secondary Tourism Enterprises refers to the tourism related facilities and services. They can apply for accreditation on a voluntary basis. They cover health and wellness services, tourism related establishments, and tourism trainers.

Also, according to the Tourism Act of 2009, the accreditation process typically involves several important steps. First, the organization seeking accreditation must conduct a thorough self-assessment to evaluate its own compliance with relevant standards and requirements. Following this, the organization must file an application for accreditation and submit all necessary documentary evidence to support their request. Subsequently, designated inspectors from the Department of Tourism will conduct an inspection of the organization to verify its compliance with accreditation criteria. Finally, upon successful completion of the inspection and review process, the organization will receive official accreditation status. These steps

are essential in ensuring that accredited organizations meet the necessary standards and requirements, and demonstrate their commitment to upholding quality and professionalism in their respective fields.

### Theoretical Framework of the Study

#### Thomassen’s Theory of Customer Satisfaction

Thomassen's comprehensive overview of customer satisfaction highlights the importance of understanding the customer's perception in relation to their expectations. This perception, whether conscious or unconscious, plays a significant role in determining the level of satisfaction. Building on this, Kotler (2004) emphasizes that customer satisfaction is closely linked to the degree of happiness or disappointment with the actual performance of a product compared to their expectations. When performance falls short, it leads to dissatisfied customers, while meeting or exceeding expectations results in satisfied customers. Thomassen's customer satisfaction model identifies key factors such as word-of-mouth, personal requirements, previous experiences, and marketing efforts that influence customer satisfaction. These factors play a crucial role in shaping the overall level of satisfaction by comparing experiences and expectations. Therefore, Thomassen's model provides valuable insights into customer satisfaction levels and areas for potential improvement.

Ultimately, understanding the dynamics of customer satisfaction is essential for businesses aiming to enhance their products and services. By considering the interplay between customer experiences and expectations, organizations can effectively gauge and address customer satisfaction levels, leading to improved customer relationships and business success.

In conclusion, upon thorough examination of existing theories, the researcher determines that ensuring client satisfaction is indispensable within the organization. This theory may offer valuable guidance to individuals seeking to prioritize satisfaction as providers of products or services.

### Conceptual Framework of the Study

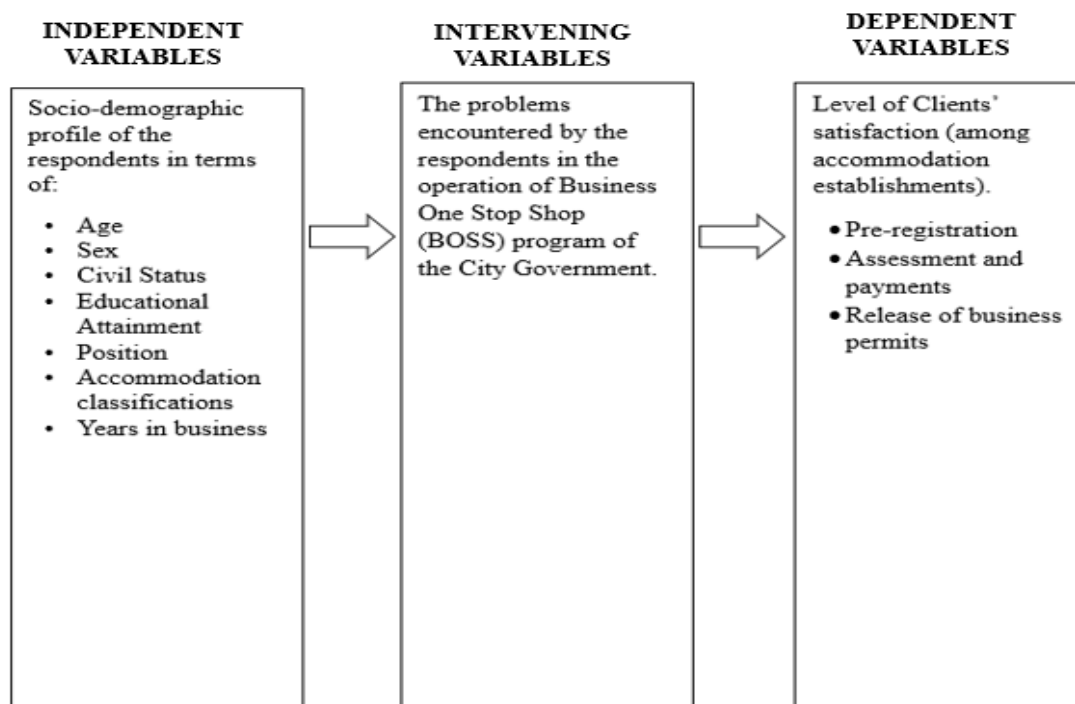


Figure 2. Conceptual framework of the study showing the relationship of variables.

### Operational Definition of Terms

To facilitate comprehension of this research, the terms will be operationally defined.

**Accreditation** – refers to a certification issued by the Department to a tourism enterprise that officially recognizes it as having complied with the minimum standards for the operation of tourism facilities and services.

**Business One Stop Shop (BOSS)** – refers to a singular shared site or place, or a singular online website or portal that is specifically designated for the Business Permit and Licensing System (BPLS) of a Local Government Unit (LGU) to accept and handle applications, collect payments, and grant approved licenses, clearances, permits, or authorizations.

**Business Permit and Licensing System (BPLS)** – refers to the simplification of business permits and licensing operations through the automation of the process of applying for permits, evaluating taxes and fees, issuing bills, making payments, and settling collections.

**Customer Centric Service Delivery** – refers to the business strategy used by Business one stop shop that focuses on understanding and meeting customer needs and expectations throughout the service delivery process.

**Homestay** - refers to the accommodation classification, an alternative form of tourism where tourists will stay with the host family in the same house to experience the everyday way of life of the family and the local community.

**Hotel** – refers to the accommodation classification, a full-service accommodation with reception and guest rooms generally offering private facilities with dining facility and services.

**Mabuhay Accommodations** - refers to accommodation classification, a Tourist Inns, Pension Houses, Motels, Bed and Breakfast, Vacation Homes, Hostels, and other similar accommodation establishments.

**Problems Encountered**- refers to the premise statements used in the survey questionnaire of this study.

**Resort** – refers to accommodation classification, a full-service accommodation located in a more natural, relaxed environment, with a reception and guest rooms generally offering private facilities with dining and recreation facilities and services.

**Satisfaction**- refers to the fulfillment of accommodation establishments to the Business One Stop Shop program of Puerto Princesa.

## CHAPTER III

### METHODOLOGY

This chapter presents the process and methodologies used to enable the researcher to know how the study was conducted. This chapter introduces the locale of the study, sampling procedure, instrumentation, respondents of the study, data collection procedure and treatment of data.

#### Locale of the Study

The study was conducted in Puerto Princesa City which is located on the elongated and slender island of Palawan. As a first-class highly urbanized city, Puerto Princesa has become a significant hub for tourism in the Philippines. In addition to its prominence in the tourism sector, the city also serves as a major center for commercial activities and trade within the province.

The city is comprised of 66 barangays, with 35 of them classified as urban and the remaining 31 designated as rural. This diverse composition offers a unique blend of urban and rural dynamics, providing an interesting context for research and study.



Overall, Puerto Princesa City's unique position as a first-class highly urbanized city, its role as a tourism focal point, and its recognition for environmental cleanliness make it an intriguing and relevant locale for research endeavors. The city's blend of urban and rural barangays offers a rich tapestry of socio-economic and environmental dynamics that can enrich scholarly inquiries and contribute to a deeper understanding of various subject areas



**Figure 3. Map of Puerto Princesa showing the study area**  
 (Source: <https://puertoprincesa.ph/?q=about-our-city/google-maps>)

**Research Design**

This study utilized a descriptive survey methodology to assess the level of clients’ satisfaction on Business One Stop Shop program of the City government among the accommodation establishments of Puerto Princesa, Palawan.

The questionnaire is comprised of close-ended inquiries that pertain to the respondents' demographic background. On the other hand, some questions were succeeded by alternative inquiries that offer corresponding alternative responses for selection.

**Respondents of the Study**

The respondents mainly came from the 79 Department of Tourism accredited accommodation establishments located in Puerto Princesa City, Palawan., this included hotels, resorts, and Mabuhay accommodations (Tourist Inns, Pension Houses, Motels, Bed and Breakfast, Vacation Homes, Hostels and etc.). These establishments were formed the basis of the respondent pool for the survey.

The respondents included individuals such as the owners, managers, supervisors, secretaries, or individuals responsible for processing the business permits of the accommodation establishment.

**Sampling Procedures**

Slovin’s Formula was used to determine the number of the respondents since there is no available estimate of *p* showing 50% of the satisfied respondents from the past related studies (Tejada and Punzalan, 2012). Likewise, the study have looked into the level of satisfaction thus, the variable of interest is proportion of the satisfied clients. A total of 79 target respondents were randomly selected based on the following categories and apportioned sample size:

Slovin Formula:  $n = \frac{N}{1+Ne^2}$

N- Total Population

e- 0.05

n- Sample size

$$n = \frac{98}{1 + 98 (0.05)^2}$$

$$n = \frac{98}{1 + 98 (0.0025)}$$

$$n = \frac{98}{1.245}$$

$$n = 78.713$$

$$n = 79$$

The sample size required for stratified random sampling was drawn from a population of size N= 98 and assuming e= 0.05, conservative estimate with 95% confidence level that the estimate of the proportion of Accommodation establishments in Puerto Princesa is within the target margin of at least 79. Table 1. Shows the distribution of respondents.

**Table 1. Population distribution of the respondents of the study**

Accommodation classifications	Population size	Sample size needed
Resorts	7	6
Hotels	19	15
Mabuhay accommodations (Tourist Inns, Pension Houses, Motels, Bed and Breakfast,	72	58

Vacation Homes, Hostels and etc.)		
	98	79

Source: List of DOT accredited tourism enterprises and frontliners MIMAROPA REGION as of May 5, 2024. (<http://www.tourism.gov.ph/files/08-2022/08-23-2022/MIMAROPA/TOR.pdf>)

### Research Instrumentation

A structured survey questionnaire was formulated based on the review of previous studies as well as questionnaires used in other theses related to the study. To gather the necessary data, the research instrument was divided into three sections as follows: Part I is consist of the socio-demographic profile of the respondents including their age, sex, civil status, educational attainment, accommodation classification, and years in business; Part II is consist of questions that measured the clients' level of satisfaction on business one stop shop program of the city government of Puerto Princesa among accommodation establishments in applying and renewing business permits in terms of a.) filing; b.) assessment & payment; and c.) release of business permits; Part III Contains questions that helped assess the problems encountered by the respondents in the operations of the Business One Stop Shop.

To interpret the problems encountered by the respondents, the responses were examined using a 5-point rating Likert scale and its corresponding equivalents.

Numerical Rating	Adjectival Rating
5	Strongly Agree
4	Agree
3	Moderately Agree
2	Disagree
1	Strongly Disagree

To interpret the respondent's level of satisfaction on Business One Stop Shop (BOSS) the 5-point Likert scale and its corresponding equivalent was used.

Range of Scale	Adjectival Rating
4.50 - 5.0	Very much Satisfied
3.50 – 4.49	Satisfied
2.50 – 3.49	Moderately satisfied
1.50 – 2.49	Dissatisfied
1.0 – 1.49	Very much Dissatisfied

### Data Gathering Procedures

The initial process was sending a formal request letter, endorsed by the adviser, to the owners of the accommodation establishments. The purpose of the letter is to seek authorization for the implementation of the research project. This step was to ensure that the necessary permissions and cooperation was obtained from the authorities before proceeding with the study. The template for this correspondence can be found in Appendix "C".

Following the receipt of a favorable response from the owner of the accommodations, granting permission for the administration of the survey questionnaire, this research was conducted through the distribution of questionnaire to the accredited accommodation establishments of Puerto Princesa City. All respondents

were given sufficient time to thoroughly review and complete the questionnaire. The data collected were subsequently processed and subjected to analysis.

### **Treatment of Data**

The data collected were carefully analyzed using various statistical methods such as frequency counts, percentages, and means. This analysis was focused on the socio-demographic characteristics of the respondents.

The responses on the satisfaction of the Business One Stop Shop (BOSS) Program and the issues encountered were evaluated using a 5-point Likert rating scale. Furthermore, the corresponding equivalents of the Likert scale were taken into consideration for interpretation.

In order to test the null hypothesis of the study, statistical methods such as Pearson's correlation and t-tests for analyzing suggested means was utilized. These methods would provide valuable insights into the relationships within the data, allowing for a comprehensive understanding of the factors at play.

## **CHAPTER IV**

### **RESULTS AND DISCUSSION**

This chapter presents the results of the analysis of data and the discussion. Presentations are logically arranged parallel to the formulated statement of the problems.

#### **Socio- Demographic Profile of the Respondents**

The socio-demographic profile of the respondents in terms of age, sex, educational attainment, position, accommodation classification, and years in business are shown in Table 2.

The data presented in the table indicates that the age range of the respondents spans from 23 years old to 64 years old. The majority of respondents, comprising 28 or 35.4%, fall within the 30 to 36 years old category, followed by 19 or 24.1% in the 37 to 43 years old category, and 14 or 17.7% in the 23 to 29 years old category. There are also smaller percentages in the 44 to 50 years old (10 or 12.7%), 51 to 57 years old (5 or 6.3%), and 58 to 64 years old (3 or 3.8%) categories. This distribution shows a predominance of respondents in the 30 to 36 years old age group. It implies that the hospitality industry in Puerto Princesa tends to employ a younger workforce over older individuals. This observation aligns with a study by Lucas (1993), which states that the hospitality industry has a preference for younger employees, resulting in a smaller representation of older workers in comparison to their younger counterparts. In addition, Idowu et al., (2020), states that hospitality industry hires younger workers primarily due to their flexibility and willingness to fill entry-level positions, which are crucial as older generations retire. However, Brown (2020), states that older employees often bring valuable skills in customer service and problem solving, developed over years of experience, which can enhance overall service quality. On the other hand, it is possible that older workers are not attached to working in the hospitality industry, however, it is also possible that employer's discriminatory attitudes limit the ability of older job seekers to secure hotel employment (Poulston & Jenkins, 2013).

In terms of sex, the data reveals that the majority of respondents, accounting for 89.9%, are female, while a smaller proportion, comprising 10.1%, are male. This implies that accommodation establishments in Puerto Princesa prefer hiring female employees over male employees. This finding aligns with a study by Darioly (2019), which highlights the prevalent stereotype of the hospitality industry as a service-oriented "care" sector where women have historically had greater access to employment opportunities. Also,

research revealed that women constituted 55.5% of the workforce in the hospitality industry but are underrepresented in leadership roles, indicating systemic gender inequities (Campbell et al, 2017). However, the hospitality sector remains traditional and male-dominated. It notes that while women represent a significant portion of the workforce, they are often relegated to roles that align with societal expectations of femininity, such as housekeeping or service positions. In contrast, men are more frequently assigned to management and physically demanding roles, which are often better compensated. This segregation reinforces gender stereotypes and limits women's advancement into leadership positions (Silva, 2023)

In terms of civil status, the result shows that the largest proportion of respondents, comprising 40 or 50.6%, are categorized as single. This is closely followed by married individuals, accounting for 37 or 46.8% of the total respondents. A smaller percentage, 2 or 2.5%, are identified as widowed. It is consistent with the study of Dayoub (2021), which found that 53.55 of hospitality workers were single, influenced by factors such as low pay, irregular hours, and high stress, which strain their civil status.

The table further shows that the majority of the respondents, comprising 70 individuals or 88.6% of the total sample, hold a college degree. This is followed by 6 individuals or 7.6% who have completed some college-level education. Additionally, 2 individuals or 2.5% of the respondents are high school graduates. Interestingly, only 1 individual or 1.3% has pursued post-graduate education. These findings shed light on the educational attainment of the surveyed population and highlight the prevalence of college graduates among the respondents. It is evident that a significant proportion of the sample possess at least a college degree, indicating a relatively high level of educational attainment within the surveyed group. This implies that accommodation establishments in Puerto Princesa typically employ individuals with a college degree. This finding is in line with the study by Hsu et al. (2017), which emphasizes the significance of having adequate education of employees in the hotel industry is of paramount importance to achieve such goal. In addition, the study also emphasizes the importance of education in the hospitality industry dates back to 1893. Furthermore, the result of analysis also conforms with the statement by UNWTO (2022), in its document Tourism in the 2030 Agenda, where importance of education is also highlighted which identifies education as a Goal 4; Quality Education and points out that a well-educated and skilled workforce is critical for hospitality industry to thrive. Moreover, the results aligned with the study of Elsharnouby et al. (2021) which states that hospitality industries rely heavily on the experience, knowledge, and skills of its employees.

In addition, the data reveals that the majority of respondents hold managerial positions, accounting with 24 or 30.4% of the total, followed by human resource officers at 20 or 25.3%, supervisors with 16 or 20.3%, owners with 15 or 19.0%, and accounting officers with 4 or 5.15%. These findings shed light on the distribution of positions within the surveyed population and indicate a significant presence of managerial and human resource roles. It implies that the managerial and human resource functions play a prominent role within the accommodation establishments in Puerto Princesa, with supervisors and owners also making substantial contributions. The findings agree with Baker (2001), that the nature of these establishments requires managers who can handle a variety of situations and adapt to changes on a daily basis. Also, it conforms to the study of Mayaka et al. (2007), that all employees, particularly managers, are key players in the delivery of service and a hands-on management style contributes greatly to guest satisfaction, good service and organizational performance.

Based on their accommodation classifications, the majority of them fall under the category of mabuhay accommodations (tourist inns, Pension houses, motels, bed and breakfast, vacation homes, hostels, and

other similar accommodation establishments), comprising 57 or 72.2% of the total. This is followed by hotels, accounting for 16 or 20.3%, and lastly resorts, with 6 or 7.6%. This implies that majority of the accommodation establishments in Puerto Princesa are mabuhay accommodations. This conforms with the Department of Tourism that mabuhay accommodations are predominant in the Philippines due to their affordability and accessibility, catering primarily to budget-conscious travelers. The result conforms with the principle of Memorandum Circular No. series 2018-03, which established the mabuhay accommodation standards to enhance service quality across various low-end lodging types, including tourist inns, pension houses and the like. This initiative aims to elevate the hospitality sector’s competitiveness by ensuring consistent quality and improving market perceptions of these establishments. Moreover, the survey revealed that the range of years in business for the respondents varies from 1 year to over 21 years. The majority of respondents, comprising 27 or 34.2%, reported having been in business for 6 to 10 years, followed closely by those with 1 to 5 years and 11 to 15 years, each accounting for 23 or 29.1% of the respondents. A smaller percentage, 4 or 5.1%, indicated having been in business for 16 to 20 years, while only 2 or 2.5% reported 21 years or more in business. This finding implies a younger demographic of hospitality businesses in Puerto Princesa. The finding is aligned with Philippine News Agency (2024), which states that Puerto Princesa City’s hospitality industry is relatively new due to its rapid urban development and increased tourist arrivals, which surged by 76% in 2023 compared to the previous year. In addition, according to Alvior (2024), this growth is attributed to the local government’s efforts in improving infrastructure and promoting the city as a prime investment hub for tourism and real estate. Moreover, the results conform with the study of Lock (2022), which states that high growth rate in hospitality industry is partly due to recovery from global travel restrictions.

**Table 2. Socio-demographic profile of the Respondents**

<b>Characteristics</b>	<b>Frequency n=79</b>	<b>Percentage (%)</b>
<b>Age</b>		
23 – 29	14	17.7
30 – 36	28	35.4
37 – 43	19	24.1
44 – 50	10	12.7
51 – 57	5	6.3
58 – 64	3	3.8
Mean = 43.5		
<b>Sex</b>		
Male	8	10.1
Female	71	89.9
<b>Civil Status</b>		
Single	40	50.6
Married	37	46.8
Widowed	2	2.5

<b>Educational Attainment</b>		
High School Graduate	2	2.5
College Level	6	7.6
College Graduate	70	88.6
Post Graduate	1	1.3
<b>Position</b>		
Owner	15	19.0
Manager	24	30.4
Supervisor	16	20.3
Accounting Officer	4	5.1
HR Officer	20	25.3
<b>Accommodation classifications</b>		
Resort	6	7.6
Hotel	16	20.3
Mabuhay Accommodation	57	72.2
<b>Years in Business</b>		
1 – 5	23	29.1
6 – 10	27	34.2
11 – 15	23	29.1
16 – 20	4	5.1
21 and above	2	2.5

### Level of Satisfaction on Business One Stop Shop (BOSS) of the City Government of Puerto Princesa among Accommodation Establishments.

The level of satisfaction on Business One Stop Shop of the city government of Puerto Princesa among accommodation establishments is shown in Table 3. Their assessment is based on three factors; pre-registration, assessment and payments, and release of business permits.

The findings presented in Table 3 indicates that, in terms of pre-registration category, the satisfaction ratings for various statements related to the application and renewal of business permits were notably satisfied with a 4.13 overall mean rating. While, in terms of assessment and payment, respondents show also satisfaction with the process with an overall mean rating of 4.04, it is evident that all assessment and payment indicators have been well received and are considered satisfactorily. On the other hand, with regards to the release of business permits, it received also a satisfied ratings from the respondents with an overall mean rating of 4.34, reflecting a collective affirmation of the strides made in enhancing the business permit release procedures.

These results implies that the purpose of Business One stop shop to streamline and simplify the process for applying and renewing business permits have been positively received by the accommodation establishments in Puerto Princesa, reflecting a positive impact on their operations. These findings agree

with the OECD (2020), which states that one stop shops have emerged as a way for governments to provide better services and improve regulatory delivery to citizens and businesses. Also, the results agree with the study of Peters et al. (2007), that one-stop-shop is a public service delivery process that makes exchange between citizens and the public bureaucracy easier in transparent and accessible manner which results to the high satisfaction of citizens.

Based on the data, it is clear that the assessment and payment stage received the lowest overall mean rating, while the release of business permits obtained the highest mean rating in terms of overall satisfaction. Implying that the processes involved in the assessment and payment stage are more intricate compared to those in the release of business permits. This complexity may require a more detailed approach and thorough understanding of the requirements and regulations involved. It is important to allocate sufficient resources and expertise to ensure the smooth execution of these processes. Thus, the cost-efficient indicator under the assessment and payment stage received a lowest mean rating of 3.86. This result conforms with World Bank (2012), which states that many governments still rely on outdated methods, leading to delays and increased costs, which diminish user satisfaction. Additionally, the complexity of payment systems, combined with insufficient customer service and high transaction fees, further alienates users (GFOA, 2018).

Moreover, the reduce time in the issuance of business permits indicator under the release of business permit stage received a highest mean rating of 4.35. Implying that clients experienced the difference when there is Business one stop shop compared to the time when it’s not yet implemented. This result conforms with Garph (2019), that local government have implemented measures to reduce processing times, often to just two days, for new registrations and one day for renewals, fostering a more business-friendly environment. Additionally, the establishment of one-stop shops simplifies procedures by consolidating services, minimizing bureaucratic hurdles (DILG, 2017).

**Table 3. Level of Satisfaction on the Business one stop shop of the city government of Puerto Princesa among Accommodation Establishment.**

Indicator/Statement	Mean Rating	Descriptive Rating
<b>Pre – registration</b>		
Streamlined the process for the Application/renewal of business permits.	4.13	Satisfied
Meets/exceeds your expectations in applying/renewal of business permits.	4.05	Satisfied
Removes unnecessary requirements for the applications/renewal of permits.	4.01	Satisfied
Eased time in applying/renewing of business permits.	4.04	Satisfied
Helps gather the requirements faster for the application and renewal of business permits.	4.23	Satisfied
Elimination of long lines in processing business permits.	4.15	Satisfied
Uncomplicated processing of applications and renewal of business permits.	4.11	Satisfied
Unified Form is easy to understand	4.28	Satisfied



<b>Overall Mean</b>	<b>4.13</b>	<b>Satisfied</b>
<b>Assessment and Payment</b>		
Co-location of other government offices.	4.04	Satisfied
Eliminate delays/inconvenience in the assessment process.	4.04	Satisfied
Cost efficient processing of applications/renewal of business permits.	3.86	Satisfied
Streamlined the process of assessment for application and renewal of business permits.	4.08	Satisfied
Streamlined financial operations (Faster tax computation)	4.10	Satisfied
Quick feedback on the assessment process.	4.13	Satisfied
Offers customer-friendly assessment processes.	4.00	Satisfied
<b>Overall Mean</b>	<b>4.04</b>	<b>Satisfied</b>

**Table 3 (continued.)**

<b>Indicator/Statement</b>	<b>Mean Rating</b>	<b>Descriptive Rating</b>
<b>Release of Business Permits</b>		
Reduce time of issuance of business permits.	4.35	Satisfied
Eliminate irrelevant process in the issuance of business permits.	4.33	Satisfied
Efficient issuance of business permits.	4.34	Satisfied
Fast paced release of permits better than the previous experience without BOSS.	4.32	Satisfied
<b>Overall Mean</b>	<b>4.34</b>	<b>Satisfied</b>

Legend:

- 4.50 – 5.00 Very much satisfied
- 3.50 – 4.49 Satisfied
- 2.50 – 3.49 Moderately satisfied
- 1.50 – 2.49 Dissatisfied
- 1.00 – 1.49 Very much dissatisfied

**Problems Encountered by the Respondents in the Operation of Business One Stop Shop of the City Government of Puerto Princesa.**

The findings from the survey on the operation of the Business One Stop Shop (BOSS) program of the Puerto Princesa city government reveal a significant level of disagreement among the respondents regarding the premise statements. Specifically, the data presented in Table 4 demonstrates a notable level

of disagreement, with overall mean rating of 2.01, suggesting that the respondents did not concur with it, indicating that the respondents disagreed with the presumptive statements.

This implies that the accommodation establishments in Puerto Princesa disagreed with the premise problems and are satisfied with the current operation of the Business one stop shop program. The results agree with the principle of expectation confirmation theory (Oliver, 1977), which states that satisfaction is influenced by the disconfirmation of prior expectations and perceived performance. When actual performance meets or exceeds expectations, it results in positive confirmation, leading to satisfaction

Based on the data, the duration of boss’s annual event is not enough indicator gained a highest mean rating of 2.14, which implies that the respondents are satisfied with the current duration of Business one stop shop program in processing the application and renewal of business permits. It is aligned with the study of Fox (2024), which states that businesses are satisfied with annual durations of one stop shops due to their convenience and efficiency. Such systems foster better coordination among agencies and improve service delivery, benefiting both businesses and government entities (OECD, 2020).

**Table 4. Problems Encountered by the Respondents in the operation of Business One Stop Shop of the City Government of Puerto Princesa.**

Statement/Indicator	Mean Rating	Descriptive Rating
The agencies’ location is far from each other.	1.87	Disagree
The duration of BOSS’s annual event is not enough.	2.14	Disagree
The location is not accessible to the public.	1.84	Disagree
Time consuming processes.	2.01	Disagree
The respective agencies are tied-up to their other tasks.	1.91	Disagree
The given requirements are hard to comply.	1.90	Disagree
Plenty of requirements to comply.	1.80	Disagree
Complicated processing for application and renewal of business permits.	1.91	Disagree
Expensive processing of application and renewal of business permits.	1.78	Disagree
Long lines for processing the application and renewal of business permits.	1.87	Disagree
Slow computation of tax	1.77	Disagree
Slow assessment feedbacks.	1.84	Disagree
Delayed release of the business permits.	1.84	Disagree

**Table 4 (continued.)**

Indicator/Statement	Mean Rating	Descriptive Rating
Unreliable / slow internet connections.	1.90	Disagree
Not everyone is willing to avail electronic application	1.81	Disagree
<b>Overall Mean</b>	<b>2.01</b>	<b>Disagree</b>

Legend:

4.50 – 5.00	Strongly agree
3.50 – 4.49	Agree
2.50 – 3.49	Moderately agree
1.50 – 2.49	Disagree
1.00 – 1.49	Strongly disagree

## **Relationship between the socio-demographic profile of the respondents and the level of satisfaction on the Business One Stop Shop (BOSS) program of the city government of Puerto Princesa.**

### **Pre-registration**

The hypothesis that there is no significant relationship between the socio-demographic profile of the respondents and the level of satisfaction on the business one stop shop program of the city government of Puerto Princesa was tested using Pearson correlation coefficient ( $r$ ) for the degree of relationship and  $t$ -test for the significance. The degree of relationship ranges from .041 to .274 with a description of negligible to low correlation. Nevertheless, the findings, presented in Table 5, under the key factor of pre-registration indicates that there is a significant relationship between accommodation classification and satisfaction level, as evidenced by a  $p$ -value of .014, which is deemed significant at the .05 level. Furthermore, the coefficient of .274 implies that bigger establishments like hotels and resorts, exhibited a higher level of satisfaction with the program compared to the smaller accommodation establishments like mabuhay accommodations (tourist inns, pension houses, motels, bed and breakfast, vacation homes, hostels, and other similar accommodation establishments). The results agree with Saliendres (2023), that bigger businesses often have more resources to navigate complex regulations and benefit from economies of scale, allowing them to leverage government services more effectively thus, resulting to their satisfaction. Also, the results conform with the study of McKinsey (2022), which states that larger firms typically possess better access to information and networks, enabling them to influence policy and service delivery. Conversely, smaller businesses may struggle with bureaucratic hurdles and lack the same level of engagement, leading to greater dissatisfaction (DAP-PDC, 2023).

In relation to the pre-registration category within the level of satisfaction assessment, the analysis reveals a significant relationship between the number of years in business and the satisfaction levels reported by the respondents, with a  $p$ -value of .024, indicating significance at the .05 level. Furthermore, the coefficient of .253 implies that accommodations with a longer duration of business operations tend to provide higher satisfaction ratings compared to those with a shorter tenure in the industry. This result affirms the study of Edin et al. (2022), that businesses with long tenure typically have better understanding of service expectations and may benefit from a history of consistent service quality and also often report higher satisfaction with government services due to established relationships and familiarity with processes.

However, factors such as age, sex, civil status, educational attainment, and position did not show a significant correlation with satisfaction levels. Therefore, based on the data analysis, the null hypothesis that there is no significant relationship between the socio-demographic profile of the respondents and the level of satisfaction on the BOSS program is accepted.

**Table 5. Relationship between the respondent’s socio-demographic profile and the level of satisfaction on business one stop shop of the city government of Puerto Princesa in terms of pre-registration.**

Profile Characteristics	Coefficient r	P. Value	Decision
Age	.068	.549	Accept Null Hypothesis
Sex	.151	.184	Accept Null Hypothesis
Civil Status	.041	.719	Accept Null Hypothesis
Educational Attainment	.054	.635	Accept Null Hypothesis
Position	.118	.301	Accept Null Hypothesis
Accommodation Classification	.274*	.014	Reject Null Hypothesis
Years in Business	.253*	.024	Reject Null Hypothesis

Legend:

- 0.01 – 0.09 Negligible
- 0.10 – 0.29 Low
- 0.30 – 0.49 Moderate
- 0.50 – 0.79 High
- 0.80 – 0.99 Very High

**Assessment and Payment**

The results show the degree of relationship ranges from .020 to .329 with the description of negligible to moderate correlation. However, the results, as presented in table 6, specifically focusing on the assessment and payment aspect, revealed a significant correlation between the number of years in business and the level of satisfaction. This correlation was supported by a p-value of .003, indicating statistical significance at the .01 level. Moreover, the coefficient of .329 implies that accommodation establishments with a longer duration of operation tend to give higher satisfaction ratings compared to those with a shorter tenure in the industry. The result aligned with Development Academy of the Philippines (2022), which states that long term businesses benefit from consistent service interactions that build trust and reliability, leading to higher satisfaction ratings compared to newer businesses that may face more bureaucratic hurdles or lack experience navigating government processes. Additionally, established firms often have a better access to resources and support, enhancing their overall experience with government services (DAP, 2022).

Based on the analysis of the socio-demographic profile of the respondents, which includes factors such as age, sex, civil status, educational attainment, position, and accommodation classifications, it is apparent from the data presented in table 6 that there is negligible correlation between these factors and the level of satisfaction. As a result, the null hypothesis is accepted.

**Table 6. Relationship between the respondent’s socio-demographic profile and the level of satisfaction on business one stop shop of the city government of Puerto Princesa in terms of assessment and payment.**

Profile Characteristics	Coefficient r	P. Value	Decision
Age	.020	.863	Accept Null Hypothesis
Sex	.131	.248	Accept Null Hypothesis
Civil Status	.059	.605	Accept Null Hypothesis
Educational Attainment	.087	.445	Accept Null Hypothesis

Position	.037	.746	Accept Null Hypothesis
Accommodation Classification	.138	.226	Accept Null Hypothesis
Years in Business	.329**	.003	Reject Null Hypothesis

Legend:

- 0.01 – 0.09 Negligible
- 0.10 – 0.29 Low
- 0.30 – 0.49 Moderate
- 0.50 – 0.79 High
- 0.80 – 0.99 Very High

### Release of Business Permits

The results show the degree of relationship ranges from .112 to .297 with the description of low correlation. But, the findings, as outlined in Table 7 with a specific emphasis on the release of business permits, have unveiled a significant correlation between educational attainment and satisfaction levels. This association is substantiated by a p-value of .032, signifying statistical significance at the .05 level. Furthermore, the negative coefficient of .241 indicates that individuals with lower educational attainment tend to provide higher ratings for the satisfaction level on the business one-stop shop program. This result disagrees with the study of OECD (2022), that higher educated people have a higher average rate of satisfaction than lower educated people.

In addition, the results, as outlined in Table 7, regarding the issuance of business permits reveal a significant correlation between accommodation classification and satisfaction level. This is supported by a statistically significant p-value of .008, indicating significance at the .01 level. Moreover, with a coefficient of .297, it implies that bigger establishments such as hotels and resorts have demonstrated a higher satisfaction level with the program in comparison to smaller accommodations such as mabuhay accommodations. The findings aligned with the study of Gabiana et al. (2011), which states that larger accommodations tend to be more satisfied with the Business One-Stop Shop program due to better service quality, resource availability, and alignment with their operational needs. Smaller accommodations, on the other hand, may not fully utilize or benefit from these services, leading to lower satisfaction levels.

Based on the comprehensive analysis of the socio-demographic profile of the respondents, which encompasses factors such as age, sex, civil status, position, and years in business, it is evident from the data outlined in table 7 that there is no significant correlation between these factors and the level of satisfaction. Consequently, based on the statistical analysis, the null hypothesis is accepted.

**Table 7. Relationship between the respondent’s socio-demographic profile and the level of satisfaction on Business one stop shop of the city government of Puerto Princesa in terms of release of Business Permits.**

Profile Characteristics	Coefficient r	P. Value	Decision
Age	.137	.230	Accept Null Hypothesis
Sex	.189	.095	Accept Null Hypothesis
Civil Status	.112	.326	Accept Null Hypothesis
Educational Attainment	-.241*	.032	Reject Null Hypothesis
Position	.185	.103	Accept Null Hypothesis
Accommodation Classification	.297**	.008	Reject Null Hypothesis

Years in Business	.221	.050	Accept Null Hypothesis
-------------------	------	------	------------------------

Legend:

- 0.01 – 0.09 Negligible
- 0.10 – 0.29 Low
- 0.30 – 0.49 Moderate
- 0.50 – 0.79 High
- 0.80 – 0.99 Very High

**Relationship between socio-demographic profile and the problems encountered in the operation of business one stop shop program of the city government of Puerto Princesa.**

The results show the degree of relationship ranges from .006 to -.245 with the description of negligible to low correlation. However, the results presented in Table 8 reveal a significant correlation between job position and the presumptive statements. This connection is supported by a p-value of .029, indicating statistical significance at the .05 level. Moreover, the negative coefficient of .245 implies that individuals in lower positions are more likely to express stronger disagreement with the premise problems. The result affirms the study of Lopez et al. (2020), which states that individual in lower job positions often appreciate government services more than those in higher positions due to their direct reliance on these services. Additionally, the study elaborate that they may feel more connected to community outcomes, unlike higher ranking officials who might view services through a bureaucratic lens, resulting to lower satisfaction in government services.

In terms of the analysis of the socio-demographic profile of the respondents, which includes factors such as age, sex, civil status, educational attainment, accommodation classifications, and years in business it is apparent from the data presented in table 8 that there is a negligible correlation between these factors and the presumptive statements. As a result, the null hypothesis is accepted.

**Table 8. Relationship between socio-demographic profile and the problems encountered in the operation of business one stop shop of the city government of Puerto Princesa.**

Profile Characteristics	Coefficient r	P. Value	Decision
Age	.025	.829	Accept Null Hypothesis
Sex	.074	.515	Accept Null Hypothesis
Civil Status	.117	.304	Accept Null Hypothesis
Educational Attainment	.042	.716	Accept Null Hypothesis
Position	-.245*	.029	Reject Null Hypothesis
Accommodation Classification	.006	.957	Accept Null Hypothesis
Years in Business	.098	.391	Accept Null Hypothesis

Legend:

- 0.01 – 0.09 Negligible
- 0.10 – 0.29 Low
- 0.30 – 0.49 Moderate
- 0.50 – 0.79 High
- 0.80 – 0.99 Very High

## CHAPTER V

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter contains the summary, conclusions and recommendations based on the findings of the study.

#### Summary

The characteristics of the respondents as shown in their socio-demographic profile are as follows:

The survey indicates that the majority of respondents are single, female between the ages of 30 and 36, holding a college degree and serving in managerial positions within the mabuhay accommodations industry. It is noteworthy that a large number are employed by establishments that have been operational for 6 to 10 years.

In terms to the satisfaction level of the respondents on the Business One stop shop program. The Puerto Princesa City Government's Business One Stop Shop program earned exceptionally satisfaction ratings across vital areas such as pre-registration, assessment and payment, and the release of business permits. Particularly, pre-registration received an overall mean of 4.13, assessment and payment garnered overall mean of 4.04, and the release of business permits achieved a rating of 4.34, showcasing a favorable experience for users availing the services.

As to the problems encountered in the operations of Business one stop shop, the survey shows a clear difference in the opinions of the respondents about the premise statements in the operation of Business One Stop Shop (BOSS) program by the Puerto Princesa city government. Despite the overall mean rating of 2.01, indicating varied views on the specified statements, it contradicts the common belief of widespread dissatisfaction. Satisfaction indicators demonstrate a favorable rating for the BOSS program's services, highlighting the current satisfaction of the respondents with the program.

Moreover, the survey results show a significant relationship between respondents' socio-demographic characteristics and their satisfaction levels in pre-registration, assessment and payment, and release of business permits. Specifically, data indicates that accommodation classification and years in business are significant factors in pre-registration satisfaction, while years in business is influential during assessment and payment. Moreover, the satisfaction levels during the release of business permits are significantly correlated to educational attainment and accommodation classification.

Furthermore, the analysis also uncovers a low correlation between the respondents' positions and the presumptive statements in the operation of the business one-stop shop program by the city government of Puerto Princesa.

#### Conclusions

The following conjectures are deduced from the summary of findings of the study:

1. The survey reveals that the majority of participants are 30 to 36 years old, predominantly single females. Most hold college degrees and work in managerial roles in the mabuhay accommodations industry. Additionally, a significant proportion are associated with businesses operating for 6 to 10 years.
2. Puerto Princesa's business one-stop-shop program has garnered satisfied ratings, reflecting respondent satisfaction. The program's streamlined processes for pre-registration, assessment and payment, and release of permits have notably influenced stakeholder perceptions.

3. A significant number of respondents expressed their disagreement with the presumptive statements in the operation of the business one-stop shop program implemented by the city government of Puerto Princesa.
4. The survey analysis has found significant relationship between the socio-demographic characteristics of respondents and their satisfaction levels at three key stages: pre-registration, assessment and payment, and release of business permits. At pre-registration, a low correlation exists between accommodation classification, years in business, and satisfaction levels. Similarly, at the assessment and payment stage, there is a moderate correlation with years in business. Conversely, the release of business permits shows a low degree of relationship with educational attainment and accommodation classification impacting satisfaction levels.
5. The analysis reveals a low degree of relationship between the position held by the respondents and the presumptive statements in the operation of the business one-stop shop program by the city government of Puerto Princesa.

### Recommendations

From the aforementioned conclusion the following are recommended:

**Business Permit and Licensing Office.** Ensuring high satisfaction and effective change management hinges on continuous program monitoring. Regular surveys are key to reassessing needs, offering vital feedback for necessary improvements. This proactive method emphasizes continuous enhancement and customer satisfaction, allowing issue resolution before escalation. Moreover, surveys detect changing preferences or trends, aiding in adaptation and innovation. Staying tuned to evolving needs strengthens relationships and preserves satisfaction.

**City Government of Puerto Princesa.** It is imperative for policy makers and those responsible for the business one stop shop program to continuously innovate and adapt the program to meet the evolving needs of society. As societal changes are inevitable, it is crucial that the program remains responsive and relevant. By staying abreast of technological advancements, regulatory shifts, and the ever-changing business landscape, the program can effectively support businesses and streamline processes. Embracing innovation will ensure that the program remains a valuable resource for entrepreneurs and businesses seeking to navigate the complexities of starting and operating a business. Therefore, a commitment to ongoing improvement and modernization is essential to uphold the program's effectiveness and efficiency in serving the needs of the business community.

**Clients (Accommodation establishments).** It is essential to actively engage in the government's innovation programs in order to directly experience their potential benefits for your business. By doing so, you are fulfilling your role as a beneficiary of these services, and in turn, you can expect more efficient and tailored services. Your involvement in this study also functions as a representation of other businesses with similar classification perspectives on the BOSS. As a result, the local government will gain valuable insight into your position regarding the program.

**Future Investors.** The results of this study demonstrate the readiness of the Puerto Princesa government to support a growing number of business ventures and partnerships. This study is a valuable tool for gaining insight into the creative strategies being utilized by the local government to prioritize the needs of business organizations. As a result, potential investors can be confident that Puerto Princesa offers a favorable environment for establishing business ventures, making it a perfect destination for investment.



**Future Researchers.** Further studies can be recommended to expand and validate the findings of the current study. Conducting additional research can help to deepen our understanding of the topic and provide more comprehensive insights. By broadening the scope of the investigation, we can gain a more complete picture of the subject matter and identify any potential limitations or areas for improvement. Furthermore, exploring related areas or conducting follow-up studies can help to confirm the validity and generalizability of the current study's conclusions. This approach can contribute to the advancement of knowledge in the field and provide a more robust foundation for future research and decision-making.

## BIBLIOGRAPHY

### THESES & DISSERTATIONS

1. **Abdultalib, A.**, 2019, *Clients' satisfaction on the services of the Social Security System in Palawan*. [Masteral Thesis, Western Philippines University].
2. **Beberlyn, G.**, 2019, *Motivators of job satisfaction of Philippine National Police personnel from municipal police stations in Southern Palawan*. [Masteral Thesis, Western Philippines University].
3. **Roxanne, C.**, 2023, *Farmers' satisfaction with the palay procurement practices of the National National Food Authority in Palawan*. [Masteral Thesis, Western Philippines University].

### JOURNALS/ RESEARCH/ REPORTS/ PERIODICALS

1. **Allan, F.**, (2011). "LGU holds one stop shop for business licensing," retrieved from <https://tacurong.gov.ph/lgu-holds-one-stop-shop-for-business-licensing/>
2. **Alvior, D. Jr.** (2024). "Puerto Princesa's rapid rise to progress," retrieved from <https://business.inquirer.net/455434/puerto-princesas-rapid-rise-to-progress>
3. **Arash, Sahebe, Ghulam, Farooq, Keskin, Rashed, Sahebe, Ziawodin, Hakimee.** (2021). *One-Stop Shop: Overview and Characterization for Government Effectiveness, Evidence from Afghanistan and Azerbaijan*. 2(3), retrieved from doi: 10.47310/HJEBM.2021.V02I03.011
4. **Arifur, Rahman, Bhuiyan.** (2023). *Role of One Stop Shop for e-service delivery: Case Study on Union Digital Center in Bangladesh*. *Social sciences review (Dhaka)*, retrieved 39(1):91-102. doi: 10.3329/ssr.v39i1.64876
5. *Arta provides measures for creation of one-stop shops in government agencies*, retrieved from <https://arta.gov.ph/press-releases/arta-provides-measures-for-creation-of-one-stop-shops-in-government-agencies/>
6. *Arta inspects lpus for mandatory establishment of electronic business one-stop shops*, retrieved from <https://arta.gov.ph/press-releases/arta-inspects-lpus-for-mandatory-establishment-of-electronic-business-one-stop-shops/>
7. *Arta signs moa with dilg, bbc to improve ease of doing business in ph, mulls coalition*, retrieved from <https://arta.gov.ph/press-releases/arta-signs-moa-with-dilg-bbc-to-improve-ease-of-doing-business-in-ph-mulls-coalition/>
8. **Askim, J., Fimreite, AL, Moseley, and Pederson, LH.** (2011). *One-stop shops for social welfare: the adaptation of an organizational form in three countries*. *Public Administration*, 89 : 1451 – 1468, retrieved from [https://www.researchgate.net/publication/227689621\\_One-stop\\_shops\\_for\\_social\\_welfare\\_The\\_adaptation\\_of\\_an\\_organizational\\_form\\_in\\_three\\_countries](https://www.researchgate.net/publication/227689621_One-stop_shops_for_social_welfare_The_adaptation_of_an_organizational_form_in_three_countries).
9. **Baker, T.** (2001). *Customer-focused organisations: Challenges for managers, workers and HR practitioners*. *Journal of Management Development*, 21(4), 306–314. <https://doi.org/10.1108/02621710210423892>

10. **Baredes, B.** (2022), “*Serving citizens: Measuring the performance of services for a better user experience*”, OECD Working Papers on Public Governance, No. 52, OECD Publishing, Paris, retrieved from <https://doi.org/10.1787/65223af7-en>.
11. **Bernadette, P.** (2022). *memorandum circular no. 2021- revised interim guidelines governing applications for accreditation during the state of calamity due to covid-19*, retrieved from <https://mirror.officialgazette.gov.ph/downloads/2022/03mar/20220323-DOT-MC-2022-01-RRD.pdf>
12. **Blackburn, G** (2014). *Elements of successful change: the service Tasmania experience to public sector reform*. Australian Journal of Public Administration , 73 : 103 – 114, retrieved from [https://www.researchgate.net/publication/261476917\\_Elements\\_of\\_Successful\\_Change\\_The\\_Service\\_Tasmania\\_Experience\\_to\\_Public\\_Sector\\_Reform](https://www.researchgate.net/publication/261476917_Elements_of_Successful_Change_The_Service_Tasmania_Experience_to_Public_Sector_Reform).
13. **Brown, R.** (2020). *The origins of the minimal group paradigm*. Hist. Psychol. 23, 371–382. doi: 10.1037/hop0000164
14. *Business one stop shop registration*, retrieved from <https://www2.naga.gov.ph/ccgovernment-service/business-one-stop-shop-boss-registration/>
15. *Business One Stop Shop, 2020, Business Permit Application and Renewal*, retrieved from <https://puertoprincesa.ph/?q=investment-profile/business-one-stop-shop-2020-business-permit-application-and-renewal>
16. **Campbell, K., & Minguez-Vera, A.** (2008). *Gender diversity in the boardroom and firm financial performance*. *Journal of Business Ethics*, retrieved from <https://acspublisher.com/journals/index.php/pjhas/article/view/11889>
17. **Chatterjee, R., & Suy, R.** (2019). *An overview of citizen satisfaction with public service: Based on the model of expectancy disconfirmation*. Open Journal of Social Sciences, 7(4), 243-258, retrieved from <https://doi.org/10.4236/jss.2019.74019>
18. **Clinton, A. and Wellington, T.** (2013). *A Theoretical Framework of Users Satisfaction/ Dissatisfaction Theories and Models in 2nd International Conference on Arts, Behavioural Sciences and Economics Issues (ICABSEI'2013) Dec. 17-18, 2013 Pattaya (Thailand) page 48*, retrieved from [cirp.org/reference/referencespapers?referenceid=2689826](http://cirp.org/reference/referencespapers?referenceid=2689826)
19. **Cooper, C., Fletcher, J., Fyall, A., Gilbert, D. & Wanhill Stephen.** (2008). *Tourism principle and practice*. 4th ed. Harlow, England: Prentice Hall, retrieved from <https://search.worldcat.org/title/Tourism-principles-and-practice/oclc/845261589>
20. **DAP-PDC**, (2023). “*2021 e-bizsat reveals ten key drivers of business satisfaction in frontline government services*”, retrieved from <https://dap.edu.ph/2021-e-bizsat-reveals-10-key-drivers-of-business-satisfaction-in-frontline-government-services/>
21. **DAP-PDC**, (2022). “*MSME Development Plan 2017-2022*.” Retrieved from <https://dtiwebfiles.s3-ap-southeast-1.amazonaws.com/e-library/Growing+a+Business/MSME+Development+Plan+2017-2022.pdf>
22. **Darioly, A.** (2019). *Why the hospitality industry needs women in managerial positions: The positive influence of female leadership on employee motivation*, retrieved from <https://acspublisher.com/journals/index.php/pjhas/article/view/11889>
23. **Dayoub, D.** (2021). *Why are we surprised that hospitality workers are moving to other sectors?* Ludwig institute for shared economic prosperity, retrieved from <https://www.lisep.org/content/why-are-we-surprised-that-hospitality-workers-are-moving-to-other-sectors>

24. **DILG**, (2017). "Establish one-stop shops, reduce processing time for building permits," retrieved from <https://www.dilg.gov.ph/news/DILG-to-LGUs-Establish-one-stop-shops-reduce-processing-time-for-building-permits/NC-2017-1275>
25. **Diop, A.** (2002). "*Best Practices in One-Stop Customer Service*," retrieved from <https://govinfo.library.unt.edu/npr/library/papers/benchmrk/onestp.html>
26. *DOT implements the new national accommodation standard*, 2013, retrieved from <https://mirror.officialgazette.gov.ph/2013/08/14/dot-implements-new-national-accommodation-standards/>
27. **Dutil, PA., Howard, C., Langford, J. and Roy, J.** (2008). *Rethinking government-public relationships in a digital world: customers, clients, or citizens?* Journal of Information Technology & Politics, 4 : 77 – 90, retrieved from [https://www.researchgate.net/publication/233342800\\_Rethinking\\_Government-Public\\_Relationships\\_in\\_a\\_Digital\\_World](https://www.researchgate.net/publication/233342800_Rethinking_Government-Public_Relationships_in_a_Digital_World).
28. **Edin M.** (2022). "*Job satisfaction and citizen satisfaction with street level bureaucrats*". retrieved from <https://academic.oup.com/jpart/article/33/2/279/6568049s>
29. **Elsharnouby, T. H. and Elbanna, S.** (2021). "*Change or perish: Examining the role of human capital and dynamic marketing capabilities in the hospitality sector*", *Tourism Management*. retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S0261517720301102>
30. **Engdaw, B. D.** (2020). *The impact of quality public service delivery on customer satisfaction in Bahir Dar city administration: The case of Ginbot 20 sub-city*. International Journal of Public Administration, 43(7), 644-654, retrieved from <https://doi.org/10.1080/01900692.2019.1644520>
31. **European Institute of Public Administration.** (2017). *Measuring Customer satisfaction through customer feedback*. Retrieved from <http://www.eipa.eu/en/projects/show/&tid=18>
32. **Faye, O.**, 2019, *Manila LGU launches one-stop shop for business permits, licenses*, retrieved from <https://newsinfo.inquirer.net/1144747/manila-lgu-launches-one-stop-shop-for-business-permits-licenses#ixzz8buCSk8kT>
33. **Fisher, C.D.** (2000). *Mood and emotions while working: Missing pieces of job satisfaction?* Journal of Organizational Behavior, 21 (Special Issue: Emotions in Organization), 185-202. retrieved from [https://www.researchgate.net/publication/27464601\\_Identifying\\_Group\\_Task\\_Satisfaction\\_at\\_Work](https://www.researchgate.net/publication/27464601_Identifying_Group_Task_Satisfaction_at_Work)
34. **Flumian, M, Coe, A and Kernaghan, K** (2007). *Transforming service to Canadians: the Service Canada model*. International Review of Administrative Sciences, 73 : 557 – 568, retrieved from [https://www.researchgate.net/publication/249688540\\_Transforming\\_service\\_to\\_Canadians\\_The\\_Service\\_Canada\\_model](https://www.researchgate.net/publication/249688540_Transforming_service_to_Canadians_The_Service_Canada_model)
35. **Fox, G.** (2020). "*One-stop-Shop Business Model Pattern*". retrieved from <https://www.garyfox.co/patterns/one-stop-shop/>
36. **Fredriksson, A.** (2020). "*One Stop Shops for Public Services: Evidence from Citizen Service Centers in Brazil*." Journal of Policy Analysis and Management 39, no. 4 (2020): 1133–1165, retrieved from [https://en.wikipedia.org/wiki/One-stop\\_shop](https://en.wikipedia.org/wiki/One-stop_shop)
37. **Gabiana, M. & Ruiz, G.** (2011). "*High Level of Client Satisfaction on the Business One-Stop Program of the Local Government Unit of Island Garden City of Samal*," retrieved from <https://ejournals.ph/article.php?id=2530>
38. **Garph**, (2019). "*Assessment on the Implementation of the Business Permit and Licensing System (BPLS) in Local Government Units*", retrieved from <https://garph.co.uk/IJARMSS/Feb2019/G-12.pdf>

39. **Geise, J.L. & Cote, J.A.** (2000). *Academy of Marketing Science Review Volume 2000 No. 1*, retrieved from <http://www.amsreview.org/articles/giese01-2000.pdf>
40. **GFOA**, (2018). "Accepting Payment Cards and Selection of Payment Card Service Providers," retrieved from <https://www.gfoa.org/materials/accepting-payment-cards-and-selection-of-payment-card>
41. **Government of Hungary** (2019), *Government Decree about the government offices in the capital and the county, and the district offices in the capital 86/2019 (IV 23)*, retrieved from <https://www.oecd-ilibrary.org/sites/c2844c5b-en/index.html?itemId=/content/component/c2844c5b-en>
42. **Jana** (2017). "Citizen Service Centers: Pathways Toward Improved Public Service Delivery," retrieved from
43. **Hague, P. & Hague, N.** (2016). *Customer Satisfaction Survey: The customer experience through the customer's eyes*. London. Cogent Publication. retrieved from <https://core.ac.uk/download/pdf/161421179.pdf>
44. **Hailu, A. G., & Shifare, H. G.** (2019). *Service delivery and customer satisfaction in the public service sector: An Ethiopian experience*. *Public Policy and Administration Research*, 9 (9), 24-37, retrieved from <https://doi.org/10.7176/PPAR>
45. **Hamed, G. and Mahdi, K.** (2011). *Evaluation of urban management performance based on citizen satisfaction with municipal services in city of Tehran* *International Conference on Social Science and Humanity IPEDR vol.5* (2021). Singapore: IACSIT Press, retrieved from [https://www.researchgate.net/profile/Hamed-Goharipour/publication/228449306\\_Evaluation\\_of\\_urban\\_management\\_performance\\_based\\_on\\_citizen\\_satisfaction\\_with\\_municipal\\_services\\_in\\_city\\_of\\_Tehran/links/585dadad08ae8fce48fe62ce/Evaluation-of-urban-management-performance-based-on-citizen-satisfaction-with-municipal-services-in-city-of-Tehran.pdf](https://www.researchgate.net/profile/Hamed-Goharipour/publication/228449306_Evaluation_of_urban_management_performance_based_on_citizen_satisfaction_with_municipal_services_in_city_of_Tehran/links/585dadad08ae8fce48fe62ce/Evaluation-of-urban-management-performance-based-on-citizen-satisfaction-with-municipal-services-in-city-of-Tehran.pdf)
46. **Hill, N., Roche, G. & Allen R.** (2007). *Customer Satisfaction: The customer experience through the customer's eyes*. London: Cogent Publishing Ltd. retrieved from <https://core.ac.uk/download/pdf/161421179.pdf>
47. **Howard, C** (2017). *Rethinking post-NPM governance: the bureaucratic struggle to implement one-stop-shopping for government services in Alberta*. *Public Organization Review*, DOI: 10.1007/s11115-014-0272-0, 1 – 18, retrieved from <https://search.informit.org/doi/pdf/10.3316/informit.181839185135226>
48. **Hsu, C. H., Xiao, H. and Chen, N.** (2017). "Hospitality and tourism education research from 2005 to 2014: "Is the past a prologue to the future?"", *International Journal of contemporary hospitality Management*, retrieved from [https://www.researchgate.net/publication/312665988\\_Hospitality\\_and\\_tourism\\_education\\_research\\_from\\_2005\\_to\\_2014\\_Is\\_the\\_past\\_a\\_prologue\\_to\\_the\\_future](https://www.researchgate.net/publication/312665988_Hospitality_and_tourism_education_research_from_2005_to_2014_Is_the_past_a_prologue_to_the_future)
49. **Idowu, S., Schioppiu, A.B. & Del Baldo, M.** (2020). "A Driver of Attractiveness of the Hospitality Industry for Young Workers," retrieved from <https://pmc.ncbi.nlm.nih.gov/articles/PMC8871732/>
50. **Janenova, S., & Kim, P. S.** (2016). "Innovating Public Service Delivery in Transitional Countries: The Case of One Stop Shops in Kazakhstan". *International Journal of Public Administration*, 39(4), 323-333, retrieved from doi: 10.1080/01900692.2015.1064445

51. **Keller, K.L.** (2013). *Strategic brand management*. London: Pearson Education, retrieved from [https://scholar.google.com.ph/scholar?q=Keller,+K.L.+2017.+Strategic+brand+management.+London:+Pearson+Education.&hl=en&as\\_sdt=0&as\\_vis=1&oi=scholar](https://scholar.google.com.ph/scholar?q=Keller,+K.L.+2017.+Strategic+brand+management.+London:+Pearson+Education.&hl=en&as_sdt=0&as_vis=1&oi=scholar)
52. **Kotler, P., and Armstrong, G.** (2004). *Principles of marketing*. (10th ed), Upper Saddle River, Pearson Prentice Hall. Lindstrom, M. (2014). *Brand Sense*. New York: Free Press, retrieved from <http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/5050/1/Marketing%20Management%2015th%20Edition%20by%20Philip%20Kotler%20%28%20PDFDrive%20%29-2.pdf>
53. **Lock, S.** (2022). “*Global hotel and resort industry market size worldwide 2012-2022*”. Retrieved from <https://www.statista.com/statistics/1186201/hotel-and-resort-industry-market-size-global/>
54. **Lopez, R. T.** (2020). “*The Role of Organizational Support in Mitigating the Negative Effects of Social Media Addiction on Job Performance among Government Employees*”. *Public Administration Review*, 75(3), 422-437. doi:10.1111/puar.13243
55. **Lovelock, C. & Wright, L.** (2007). *Principles of Service Marketing and Management*. 5<sup>nd</sup> ed. New Jersey: Prentice Hall.
56. **Lucas, R. E.** (1993). *Ageism and the UK hospitality industry. Employee Relations*, retrieved from <https://www.proquest.com/docview/235226869?sourcetype=Scholarly%20Journals>
57. **Mayaka, M., & Akama, J.S.** (2007). *Systems approach to tourism training and education: The Kenyan case study*. *Tourism Management*, 28(1), 298–306. <https://doi.org/10.1016/j.tourman.2005.12.023>
58. **Mckinsey,** (2022). “*The State of Organizations 2023*,” retrieved from <https://www.mckinsey.com/~/media/mckinsey/business%20functions/people%20and%20organizational%20performance/our%20insights/the%20state%20of%20organizations%202023/the-state-of-organizations-2023.pdf>
59. **Memo, Circular No. 2018-03**, “Establishment of the progressive accreditation system (pas) and its implementing guidelines”, retrieved from <https://elibrary.judiciary.gov.ph/thebookshelf/showdocs/10/90444>
60. **Monica, S.** (2023). “*DAP launches 2023 industry regulatory reviews*”, retrieved from <https://dap.edu.ph/dap-launches-2023-industry-regulatory-reviews/>
61. **NBRI.** (2009). *Measuring and Managing Customer Satisfaction*. retrieved from <https://www.nbrii.com/custoner-survey-white-papers/measuring-and-managing-customer-satisfaction/>
62. **OECD** (2012), *Recommendation of the Council on Regulatory Policy and Governance*, OECD Publishing, Paris, retrieved from <https://www.oecd.org/governance/regulatory-policy/49990817.pdf>.
63. **OECD** (2020), “*One Stop shop for citizens and business*”, OECD Publishing, Paris, retrieved from <https://www.oecd-ilibrary.org/docserver/5323d59e-en.pdf?expires=1727689808&id=id&accname=guest&checksum=EF3E562A264226CDB912559E24138777>
64. **OECD** (2022), “*Building trust to reinforce democracy: Main Findings from the 2021 OECD survey on Drivers of Trust in Public Institutions*”, Buildingtrust in Public Institutions, OECD Publishing, Paris, retrieved from <https://doi.org/10.1787/b407f99c-en>.
65. **OECD** (2022), “*Satisfaction with public services*”, in *Government at a Glance 2023*, OECD Publishing, Paris, retrieved from DOI: <https://doi.org/10.1787/2d7e1194-en>

66. **Oliver, R.L.** (1977). *Effect of Expectation and Disconfirmation on Post Exposures Product Evaluations and Alternative Interpretation*. *Journal of Applied Psychology*, 62(4):480, retrieved from DOI:[10.1037/0021-9010.62.4.480](https://doi.org/10.1037/0021-9010.62.4.480)
67. **Oliver, R.L.** (1980). *A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions*. *Journal of Marketing Research*, 17(11):460-469, retrieved from <https://scirp.org/reference/referencespapers?referenceid=1866905>
68. **Parssuraman A., Zeithaml, V. A., & Berry, L.L.** (1988). *SERVQUAL A multiple item scale for measuring consumer perception of service quality*. *Journal of Retailing*, 64(1), 12-40, retrieved from [https://www.researchgate.net/publication/225083802\\_SERVQUAL\\_A\\_multiple-Item\\_Scale\\_for\\_measuring\\_consumer\\_perceptions\\_of\\_service\\_quality](https://www.researchgate.net/publication/225083802_SERVQUAL_A_multiple-Item_Scale_for_measuring_consumer_perceptions_of_service_quality)
69. **Peters Guy and Pierre Jon.** (2007). *Handbook of public administration*, retrieved from <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-8500.2007.00533.5.x>
70. **PNA.** (2024). "Palawan posts almost 90% rise in tourist arrivals in 2023," retrieved from <https://www.pna.gov.ph/articles/1217233>
71. **Poulston, J., & Jenkins, A.** (2013). *The persistent paradigm: Older worker stereotypes in the New Zealand hotel industry*. *Journal of Human Resources in Hospitality & Tourism*, 12 (1), 1-25
72. **PPCI,** (2024). "The Pitfalls of Inadequate Personal Delivery in Tax Assessments," retrieved from <https://www.pwc.com/ph/en/tax/tax-publications/taxwise-or-otherwise/2024/the-pitfalls-of-inadequate-personal-delivery-in-tax-assessments.html>
73. **Rai, A. K.** (2013). *Customer Relationship Management: Concept and Cases*. Delhi: PHI Learning Private Limited, retrieved from [https://www.researchgate.net/publication/308917433\\_Customer\\_Relationship\\_Management\\_Concepts\\_and\\_Cases](https://www.researchgate.net/publication/308917433_Customer_Relationship_Management_Concepts_and_Cases)
74. **Raju. G.P.** (2009). *Tourism marketing and management*. Retrieved from <https://portal.cou.fi/ebRARY/lib/cop/docDetail.action?docID=10416095&p00=accom>
75. **Rebekah R.S., & Sharyn R. T.,** (2004). *Customer Satisfaction Should not be the only goal*. *Journal of service marketing*, retrieved from [\(PDF\) Customer satisfaction should not be the only goal \(researchgate.net\)](#)
76. **Reid, R. & Wettenhall, R.** (2015). *Shared services in Australia: is it not time for some clarity?* *Asia Pacific Journal of Public Administration*, 37 : 102 – 114, retrieved from <https://nibmehub.com/opac-service/pdf/read/Public%2520Management%2520and%2520Administration%2520An%2520Introduction%2520by%2520Owen%2520E.%2520Hughes.pdf>
77. **Richard, G. & Edgardo, C.,** (2009). *Republic act No.9593*, retrieved from <https://www.officialgazette.gov.ph/2009/05/12/republic-act-no-9593-s-2009/>
78. **Saliendres, M.** (2023). "2023 Business Satisfaction Survey for Frontline Government Services," retrieved from <https://pdc.dap.edu.ph/index.php/dap-to-launch-2023-business-satisfaction-survey-for-frontline-government-services/>
79. **Segal, T.** (2024). "Full Accessibility by 2025: Wil Your Business be ready? ". Retrieved from <https://iveybusinessjournal.com/publication/full-accessibility-by2025-will-your-business-be-ready/>
80. **Sharkansky, I.** (1979). *Wither the State? Politics and Public Enterprise in Three Countries*, Chatham House Publishers Chatham, retrieved from [https://ideas.repec.org/a/cup/apsrev/v74y1980i03p859-860\\_16.html](https://ideas.repec.org/a/cup/apsrev/v74y1980i03p859-860_16.html)

81. **Silva, S.** (2023). *"Gender Bias in the Hospitality Sector: Female and Male Jobs"*, retrieved from <https://papers.academic-conferences.org/index.php/ictr/article/view/1095>
82. **Sirgy, M. J.** (2012). *The Psychology of Quality of life: Hedonic Well-Being, Life Satisfaction and Eudaimonia. Second Edition.* Social Indicator Research Series 50. Springer, retrieved from [https://www.researchgate.net/publication/271706493\\_The\\_Psychology\\_of\\_Quality\\_of\\_Life](https://www.researchgate.net/publication/271706493_The_Psychology_of_Quality_of_Life)
83. **SSRS.** (2016). "Customer Satisfaction and Customer Loyalty" retrieved from [http://ssrs.com/wp-content/uploads/2016/06/Customer\\_Satisfaction\\_SSRS\\_2016\\_Copy\\_pdf](http://ssrs.com/wp-content/uploads/2016/06/Customer_Satisfaction_SSRS_2016_Copy_pdf).
84. **Thomassen, J. P., Ahaus, K., Van de Walle, S., & Nabitz, U.** (2014). *An implementation framework for public service charters: results of a concept mapping study.* Public Management Review, 16(2): 570-589, retrieved from [https://www.researchgate.net/publication/263611910\\_An\\_Implementation\\_Framework\\_for\\_Public\\_Service\\_Charters\\_Results\\_of\\_a\\_concept\\_mapping\\_study](https://www.researchgate.net/publication/263611910_An_Implementation_Framework_for_Public_Service_Charters_Results_of_a_concept_mapping_study)
85. **Troy S.** (2022). One-Stop-Shop: Definition, Example, History, Pros and Cons, retrieved from [One-Stop-Shop: Definition, Example, History, Pros and Cons \(investopedia.com\)](https://www.investopedia.com/terms/o/onestopshop/)
86. **UNWTO,** (2022). *"Tourism in 2030 agenda"*, retrieved from <https://www.unwto.org/tourism-in-2030-agenda>
87. **Van de Walle, S.** (2018). *Explaining citizen satisfaction and dissatisfaction with public services.* In *E. Onagri & S. Van Thiel (Eds.). The Palgrave handbook of public administration and management in Europe* (pp.227-241)., retrieved from [https://doi.org/10.1057/978-1-137-55269-3\\_11](https://doi.org/10.1057/978-1-137-55269-3_11)
88. **World Bank,** (2024). *"Citizen Service Centers: Pathways Toward Improved Public Service Delivery,"* retrieved from <https://documents1.worldbank.org/curated/ar/694331498754384995/pdf/117084-BRI-P157228-PUBLIC-06-CSC-Survey-Results-Final.pdf>