

Service Delivery and Stakeholders' Satisfaction in The Public Market Office of Batangas City: Basis for Policy Enhancement

Mary-Ann B. Macatangay

PhDPA, JD

maryann.macatangay@ub.edu.ph.

Peer Review Information

Type: Article

Received: 23 July 2026

Revised: 26 Aug 2026

Accepted: 20 Sept 2026

Published: 24 Oct 2026

Abstract

This study examined the level of stakeholders' satisfaction on the service delivery of the Public Market Office in Batangas City, specifically in terms of service quality, vendor relations, and market policies and regulations. Using a mixed-method approach, quantitative data were gathered from stallholders and clients through structured questionnaires, complemented by qualitative insights from key informant interviews. Descriptive and inferential analyses were employed to determine satisfaction levels, while thematic coding captured stakeholders' issues and concerns.

Results revealed that stakeholders generally rated their satisfaction as satisfactory, reflecting the market office's adequate service responsiveness and professional conduct. However, aspects such as sanitation maintenance, vendor communication, and equitable enforcement of market regulations were noted as areas needing improvement. Findings underscore that satisfaction levels are influenced by perceived service consistency, fairness in vendor relations, and clarity of policy communication.

Anchored on the SERVQUAL, Stakeholder, and New Public Service Theories, the study supports the principles of citizen-centered governance and collaborative service design. In alignment with SDG 11 (Sustainable Cities and Communities), SDG 8 (Decent Work and Economic Growth), and SDG 16 (Peace, Justice, and Strong Institutions), it advocates for transparent, participatory, and sustainable market governance. Policy inputs were proposed to strengthen feedback mechanisms, reinforce vendor partnerships, and modernize market management systems to ensure inclusive and innovative public service delivery.

Keywords: Stakeholder Satisfaction; Service Quality; Vendor Relations; Market Governance; Participatory Policy

How to Cite This Article

Macatangay, M.-A. B. (2026). Service delivery and stakeholders' satisfaction in the public market office of Batangas City: Basis for policy enhancement. *International Journal of Research and Development: A Management Review*, 15(2), 697–705.

Introduction

Public markets have long served as vibrant spaces for community interaction, culture, and economic activity. In developing cities like Batangas, they are vital nodes for food distribution, microenterprise development, and citizen engagement. Their efficient administration is therefore crucial to sustaining inclusive growth, ensuring equitable access to economic opportunities, and strengthening the social and economic fabric of the community. The Public Market Office of Batangas City oversees Market I, Market II, and Market III—establishments that collectively contribute to local economic vitality and promote urban resilience.

Beyond their economic function, public markets are reflections of good governance in action. The efficiency, cleanliness, fairness, and transparency of their operations embody the responsiveness of local government to the needs of its citizens. Effective market management fosters public trust and demonstrates the government's capacity to provide accessible and quality services. Conversely, lapses in sanitation, unclear policies, or inconsistent regulation can lead to dissatisfaction and diminished public confidence in local institutions.

The Philippine Local Government Code of 1991 mandates local government units (LGUs) to establish, maintain, and regulate public markets as part of their devolved responsibilities. This decentralization empowers LGUs to tailor services to the needs of their constituents while holding them accountable for service efficiency and inclusivity. However, despite these structural provisions, challenges remain in the form of sanitation issues, policy inconsistency, limited stakeholder consultation, and communication gaps—all of which can affect public perception of market service delivery.

Stakeholder satisfaction is therefore an essential benchmark for evaluating the quality and inclusivity of local governance. It reflects the degree to which citizens and market participants—such as vendors, employees, and consumers—perceive public services to be fair, reliable, and responsive. High levels of satisfaction signify efficient service delivery and strong institutional trust, while low satisfaction levels may point to administrative inefficiencies or inequities that require policy attention. Measuring satisfaction also enables local governments to develop evidence-based policies, allocate resources effectively, and cultivate participatory mechanisms for continuous improvement.

Anchored on the SERVQUAL Model (Parasuraman, Zeithaml, & Berry, 1988), Stakeholder Theory (Freeman, 1984), and the New Public Service Theory (Denhardt & Denhardt, 2000), this study seeks to evaluate the satisfaction of stakeholders with the service delivery of the Public Market Office in Batangas City. These frameworks collectively emphasize citizen-centered governance, collaborative engagement, and the value of fairness and accountability in public service.

Specifically, this study aims to determine the level of stakeholders' satisfaction relative to the following dimensions:

1. Service quality;
2. Vendor relations; and
3. Market policies and regulations.

Through this assessment, the study seeks to provide empirical evidence that can guide the formulation of policy inputs to improve the efficiency, inclusivity, and responsiveness of market management. The findings are intended to support the development of sustainable, participatory, and transparent governance practices that can be replicated across similar local institutions.

In doing so, the research contributes to the advancement of the United Nations Sustainable Development Goals (SDGs) specifically SDG 11 (Sustainable Cities and Communities), SDG 8 (Decent Work and Economic Growth), and SDG 16 (Peace, Justice, and Strong Institutions). These global frameworks highlight the importance of sustainable urban management, inclusive economic participation, and accountable institutions principles that are foundational to effective local governance and stakeholder satisfaction.

The theoretical foundation of this study integrates three complementary perspectives that collectively explain how service delivery quality and stakeholder participation influence satisfaction and governance outcomes: SERVQUAL Model, Stakeholder Theory, and New Public Service (NPS) Theory.

SERVQUAL Model

The SERVQUAL Model developed by Parasuraman, Zeithaml, and Berry (1988) provides the analytical basis for assessing perceived service quality. It identifies five key dimensions such as tangibility, reliability, responsiveness, assurance, and empathy that shape client satisfaction. In the context of a public market, these dimensions correspond to the cleanliness of facilities (tangibility), consistency of market services (reliability), promptness in addressing vendor or consumer concerns (responsiveness), professionalism of market personnel (assurance), and genuine concern for stakeholders' welfare (empathy). Applying the SERVQUAL framework enables this study to quantify satisfaction in specific operational areas and identify performance gaps that influence public perception of service delivery.

Stakeholder Theory

Freeman's (1984) Stakeholder Theory provides the relational and participatory lens for understanding how different groups employees, vendors, consumers, and the local government interact within the market system. This theory posits that organizational success depends on balancing the interests and expectations of all stakeholders. Within the public market context, equitable vendor relations, transparent revenue collection, and inclusive policy-making are indicators of stakeholder-oriented governance. This perspective underscores that satisfaction is co-produced, emerging from the quality of interaction between the market office and its stakeholders rather than being a one-sided evaluation.

New Public Service (NPS) Theory

The New Public Service (NPS) framework, articulated by Denhardt and Denhardt (2000), emphasizes that public administrators should "serve rather than steer." It promotes citizen-centered governance, collaborative decision-making, and ethical accountability. Under this framework, the role of the Public Market Office extends beyond managerial efficiency—it includes fostering civic engagement, promoting transparency, and co-creating solutions with stakeholders. This theory supports the view that genuine satisfaction arises when stakeholders perceive themselves as partners in governance, not merely as service recipients.

These three theories provide a comprehensive lens for analyzing stakeholder satisfaction in public market governance. The SERVQUAL Model assesses how well services are delivered, Stakeholder Theory explains how relationships and communication influence satisfaction, and the NPS framework contextualizes how governance values translate into inclusive practices. By integrating these perspectives, the study establishes a model wherein service quality, vendor relations, and market policies serve as independent variables influencing the dependent variable—stakeholders' satisfaction. This conceptual framework aligns with the objectives of efficient, transparent, and participatory local governance, contributing directly to the pursuit of sustainable and inclusive public administration.

Methodology

This study employed a mixed-method descriptive–correlational research design to comprehensively examine the service delivery and stakeholder satisfaction in the public markets of Batangas City. The quantitative component measured the levels of satisfaction among stakeholders using structured survey instruments, while the qualitative component explored contextual experiences and perceptions through interview narratives. The integration of quantitative and qualitative data provided a holistic understanding of stakeholder experiences, allowing for both statistical interpretation and contextual explanation of results.

The respondents of the study consisted of 482 participants, including 332 stallholders and 150 market clients drawn from three market sites—Market I, Market II, and Market III—to ensure a representative perspective of market operations across Batangas City. A convenience sampling technique was adopted to ensure accessibility and inclusivity of participants given their diverse daily schedules and operational constraints. This approach enabled the researchers to obtain comprehensive insights from individuals directly engaged in or affected by market services.

A researcher-made questionnaire was constructed based on the SERVQUAL framework, focusing on the dimensions of service quality, vendor relations, and market policies and regulations. The instrument underwent content validation by subject matter experts to establish reliability and alignment with the study objectives. It consisted of two major parts:

1. Demographic Profile – covering age, gender, occupation, and years of market engagement; and
2. Satisfaction Indicators – categorized into the three SERVQUAL-based dimensions.

A four-point Likert scale was utilized to measure responses, where 4 signified *Very Satisfied*, 3 *Satisfied*, 2 *Dissatisfied*, and 1 *Very Dissatisfied*.

To complement the survey, semi-structured interviews were conducted with selected stallholders and market employees to capture deeper insights and lived experiences. These qualitative narratives provided context for interpreting the quantitative data and identifying gaps or inconsistencies in service delivery.

Prior to data collection, the researchers sought permission from the Public Market Office of Batangas City and secured the consent of all participants. Questionnaires were distributed personally by the researchers, ensuring that respondents were guided throughout the process. Interview sessions were audio-recorded, transcribed verbatim, and validated through member-checking to maintain credibility and accuracy of qualitative data.

The quantitative data were processed using descriptive statistics, specifically mean and standard deviation, to determine the level of satisfaction across various service delivery dimensions. To identify relationships between variables, inferential statistics such as the t-test and Pearson r correlation were employed. Meanwhile, the qualitative data were subjected to thematic analysis, wherein recurring ideas and patterns were coded and clustered into broader themes reflecting key issues such as transparency, fairness, and communication. The

integration of both data strands enabled triangulation, enhancing the validity and depth of the study's findings.

Result and Discussion on the Stakeholder Satisfaction with Market Office Services

Stakeholders, consisting of stallholders and market clients, rated key aspects of service delivery such as courtesy, responsiveness, reliability, and competence of personnel. The evaluation also examined customer service efficiency, communication of policies and schedules, and opportunities for stakeholder feedback. Responses were gathered using a 4-point Likert scale and analyzed to determine the overall satisfaction level. These results offer valuable insight into how well the market office meets stakeholder needs and expectations, and help identify areas for improvement toward more responsive and people centered public service.

Service Quality

This measures the extent to which the Batangas City Public Market Office meets stakeholder expectations in providing courteous, reliable, timely, consistent, and well-organized services, while ensuring fairness, effective communication, and prompt problem resolution. It reflects stakeholder perceptions of the overall competence and responsiveness of market office staff in daily interactions and service transactions.

Table 1 presents the assessment of stakeholder satisfaction with the quality of services, showing each indicator's mean and standard deviation for both stakeholders and employees, the overall mean and standard deviation, and the total scores for all indicators.

Table 1. *Service Quality*

Indicators	Market Employee		Stallholder/Consumer		Overall	
	Mean	SD	Mean	SD	Mean	SD
The market office staff are courteous and respectful when dealing with stallholders and clients.	3.67	0.60	3.05	0.59	3.11	0.62
I receive the services I expect from the market office.	3.67	0.57	3.03	0.66	3.10	0.68
Customer service at the market is efficient and timely.	3.70	0.50	2.99	0.62	3.07	0.65
Services provided by the market office are consistent and reliable.	3.70	0.56	2.97	0.67	3.05	0.70
The market office has an organized system for handling transactions and services.	3.65	0.58	2.96	0.67	3.03	0.70
I find the market office personnel to be knowledgeable and competent in their duties.	3.55	0.81	2.95	0.67	3.02	0.71
I am satisfied with how the market office communicates updates, policies, and schedules to stakeholders.	3.65	0.58	2.92	0.67	3.00	0.70
The market office resolves service-related issues in a timely manner.	3.63	0.61	2.90	0.71	2.98	0.73
Market employees respond promptly to inquiries, concerns, or complaints.	3.65	0.61	2.84	0.76	2.93	0.79
The market office ensures that clients are given equal treatment regardless of their status.	3.62	0.67	2.83	0.74	2.92	0.77
Overall	3.65	0.47	2.94	0.54	3.02	0.58

The results on market office service quality reveal a consistent difference in perception between market employees and stallholders or consumers. The highest-rated indicators come from employees, who generally view the office as courteous, efficient, and organized. For example, employees rated customer service efficiency and timeliness and service reliability equally high, each with a mean of 3.70 (SD = 0.50 and 0.52, respectively). These scores indicate confidence in the ability of the market office to provide timely and dependable services. Stallholders and consumers, however, rated these aspects notably lower—2.99 and 2.97—resulting in overall means of just 3.07 and 3.05. This suggests that while systems may be in place, their consistency and impact are not always experienced in the same way by clients.

Other areas of strength, according to employees, include the courtesy and respect shown by staff (Mean = 3.67, SD = 0.60) and the alignment between services received and expectations (Mean = 3.67, SD = 0.57). Yet again, stallholders and consumers rated these lower at 3.05 and 3.03, showing a moderate gap in perceived service quality. Such differences highlight that while staff interactions are generally positive internally, there may be gaps in meeting client expectations or ensuring consistent quality across transactions.

Indicators that scored lowest from the stakeholder perspective include promptness in responding to inquiries or complaints (Overall Mean = 2.93, Stallholder/Consumer Mean = 2.84, SD = 0.76) and equal treatment regardless of client status (Overall Mean = 2.92, Stallholder/Consumer Mean = 2.83, SD = 0.74). These results point to concerns about response time and fairness in service provision. Additionally, the perception of timely resolution of service-related issues was lower among stallholders and consumers (Mean = 2.90) than employees (Mean = 3.63), further emphasizing a potential gap in transparency or responsiveness.

In sum, while the market office demonstrates strengths in maintaining an organized system, courteous staff interactions, and reliable service delivery, the consistent lower ratings from stallholders and consumers suggest that these strengths are not fully visible or felt at the stakeholder level. Addressing these gaps may require not only reinforcing operational standards but also improving communication, responsiveness, and fairness in handling stakeholder needs. Efforts such as setting clear service timelines, publicly displaying complaint resolution procedures, and regularly gathering client feedback could help bridge these perception gaps and enhance stakeholder trust in the market office.

Vendor Relations

This part evaluates how well the market office fosters a supportive, respectful, and collaborative environment, addresses vendors' concerns, and maintains open communication. Vendor relations play a key role in overall stakeholder satisfaction, as positive engagement enhances operational efficiency, vendor loyalty, and the market's reputation. The analysis examines vendors' perceptions and experiences to assess the effectiveness of the market office's relationship management practices. Table 8 presents the assessment of stakeholder satisfaction with vendor relations, showing each indicator's mean and standard deviation for both stakeholders and employees, the overall mean and standard deviation, and the total scores for all indicators.

Table 2. Vendor Relations

Indicators	Market Employee		Stallholder/Consumer		Overall	
	Mean	SD	Mean	SD	Mean	SD
I feel respected and acknowledged as a vendor by the market authorities.	3.68	0.57	3.15	0.75	3.21	0.75
The market office maintains open and regular communication with stallholders.	3.68	0.73	3.02	0.63	3.09	0.68
The market personnel treat vendors fairly and equally, regardless of stall size or location.	3.75	0.54	3.00	0.64	3.08	0.67
Concerns and suggestions raised by vendors are welcomed and considered by the market office.	3.68	0.60	3.00	0.61	3.07	0.64
I am given opportunities to participate in meetings, forums, or consultations relevant to market operations.	3.70	0.56	3.00	0.63	3.07	0.66
The market office supports the livelihood of stallholders.	3.65	0.61	2.97	0.67	3.04	0.70
The market office regularly consults stallholders regarding policies or changes that affect them.	3.62	0.69	2.96	0.66	3.03	0.69
The relationship between the market office and vendors is professional and collaborative.	3.63	0.69	2.93	0.69	3.00	0.72
Disputes or conflicts between vendors and the office are handled fairly and transparently.	3.65	0.61	2.82	0.75	2.91	0.78
I feel that the needs and concerns of stallholders and market clients are valued by the market management.	3.60	0.74	2.75	0.80	2.84	0.84
Overall	3.67	0.53	2.96	0.54	3.04	0.58

The results on vendor relations and stakeholder engagement show a consistent pattern: market employees rate the quality of relationships and engagement practices higher than stallholders and consumers, indicating a perception gap between internal and external stakeholders. The highest-rated indicator is treating vendors fairly and equally regardless of stall size or location, with a mean of 3.75 (SD = 0.54) among employees. Stallholders and consumers, however, rated this at 3.00 (SD = 0.64), leading to an overall mean of 3.08. This gap suggests that while fairness is a recognized value internally, its application may not be consistently perceived by those directly affected, a finding consistent with stakeholder engagement literature that emphasizes the need for both procedural fairness and visible equity in practice (OECD, 2024).

Similarly, employees gave high ratings to acknowledging and respecting vendors (Mean = 3.68, SD = 0.57) and maintaining open and regular communication (Mean = 3.68, SD = 0.73), but stallholder and consumer ratings were notably lower at 3.15 and 3.02, respectively. These differences indicate that while employees perceive communication efforts as regular and respectful, stakeholders may experience them as insufficient or inconsistent. This aligns with research by Men, Yue, and Liu (2022), which found that communication effectiveness hinges not only on frequency but also on inclusivity, clarity, and responsiveness.

Other key areas, such as welcoming and considering concerns (Overall Mean = 3.07), providing opportunities for participation in meetings or consultations (Overall Mean = 3.07), and supporting the livelihood of stallholders (Overall Mean = 3.04), all reflect the same trend: employees view these practices positively, but stakeholders report lower satisfaction. This suggests a need for more proactive and participatory governance, where stakeholders feel genuinely included in decision-making processes rather than simply informed after policies are set.

The lowest-rated aspects from the stallholder and consumer perspective are handling disputes fairly and transparently (Overall Mean = 2.91) and valuing the needs and concerns of stallholders and market clients (Overall Mean = 2.84). These results highlight possible weaknesses in conflict resolution mechanisms and in demonstrating that stakeholder feedback leads to tangible action—both of which are central to trust-building in market governance (Bryson, Crosby, & Bloomberg, 2023). Addressing these issues may involve setting up independent grievance handling systems, publishing summaries of actions taken in response to concerns, and conducting periodic satisfaction surveys to monitor progress.

Market Policies and Regulations

This aspect examines how effectively the market office communicates and enforces policies that maintain order, ensure compliance, and uphold fairness among vendors, consumers, and other stakeholders. Assessing satisfaction in this area is important, as well-implemented regulations help create an organized market environment, build trust, and support the sustainable management of market operations.

The analysis focuses on stakeholders' views regarding the adequacy and impact of market policies and regulations on their overall satisfaction.

Table 3 presents the assessment of stakeholder satisfaction in this area, showing each indicator's mean and standard deviation for both stakeholders and employees, the overall mean and standard deviation, and the total scores for all indicators.

Table 3. *Market Policies and Regulation*

Indicators	Market Employee		Stallholder/Consumer		Overall	
	Mean	SD	Mean	SD	Mean	SD
There is a clear process for introducing new or revised policies to stallholders.	3.65	0.66	3.11	0.79	3.17	0.79
I am aware that there are established policies and guidelines governing the market.	3.77	0.43	3.05	0.68	3.13	0.69
The market office consistently enforces the rules and policies.	3.68	0.60	3.00	0.68	3.08	0.70
The market policies and regulations are clearly communicated to stallholders and stakeholders.	3.67	0.66	3.01	0.68	3.08	0.71
The policies are fair and consider the needs of both small and large vendors.	3.68	0.65	3.00	0.68	3.07	0.71
Sanctions and penalties are applied fairly and without bias.	3.67	0.68	2.97	0.69	3.04	0.72
The market office provides written copies or official announcements regarding policy updates.	3.70	0.56	2.95	0.69	3.03	0.72
I am satisfied with how market rules and regulations are developed, implemented, and enforced.	3.62	0.72	2.96	0.69	3.03	0.72
I am consulted or informed before new regulations that affect my livelihood are implemented.	3.72	0.49	2.89	0.75	2.98	0.77
I understand the rules and regulations that apply to my business in the	3.65	0.66	2.85	0.80	2.93	0.82

market.						
Overall	3.68	0.52	2.98	0.57	3.06	0.61

The results on policy implementation and enforcement reveal that market employees consistently rate these processes higher than stallholders and consumers, suggesting a perception gap between those responsible for administering policies and those affected by them. The highest-rated indicator from employees is awareness of established policies and guidelines (Mean = 3.77, SD = 0.43), which indicates a strong internal understanding of the regulatory framework governing the market. However, stallholders and consumers gave this a lower rating of 3.05 (SD = 0.68), resulting in an overall mean of 3.13. This difference suggests that while employees are well-informed about policies, communication efforts may not be equally effective in reaching stakeholders, echoing findings that transparent and inclusive policy communication is essential for compliance and trust (OECD, 2024).

Other relatively high-rated areas from the employee perspective include consistent enforcement of rules and policies (Mean = 3.68, SD = 0.60) and fair consideration of both small and large vendors in policy-making (Mean = 3.68, SD = 0.65). Stallholder and consumer ratings, however, hover around 3.00 for these indicators, reflecting a more moderate perception of fairness and consistency. This aligns with Bryson, Crosby, and Bloomberg's (2023) emphasis on the importance of visible fairness in rule enforcement to strengthen stakeholder confidence in public governance.

The lowest-rated indicator from stakeholders is being consulted or informed before new regulations are implemented (Mean = 2.89, SD = 0.75), compared to employees' higher rating of 3.72 (SD = 0.49). This gap results in an overall mean of 2.98, highlighting a critical area where participatory governance is lacking. Similarly, understanding the rules and regulations that apply to their business scored low from stakeholders (Mean = 2.85, SD = 0.80), suggesting that some vendors may operate with incomplete knowledge of market policies—potentially affecting compliance and operational efficiency.

While employees express confidence in the existence, clarity, and enforcement of market policies, stallholders and consumers report lower satisfaction and awareness levels, particularly regarding consultation and communication before new regulations take effect. Addressing these concerns would require enhancing stakeholder engagement mechanisms, such as structured consultations, public forums, and simplified policy briefings. By ensuring that policies are not only fair and consistent but also co-created with stakeholder input, the market office can bridge perception gaps and foster stronger compliance and cooperation (Men, Yue, & Liu, 2022).

Summary Level of Stakeholder Satisfaction

Service Quality

Stakeholders rated service quality at a moderate level, indicating that while basic expectations are being met, there remains considerable room for improvement. The overall weighted mean for this dimension was 2.94, suggesting that services are functional but not consistently delivered at a level that fosters high satisfaction. Respondents acknowledged the market's ability to maintain essential services but pointed to gaps in timeliness, responsiveness, and the visible presence of support personnel. This indicates a need to enhance service delivery mechanisms to ensure they are both efficient and responsive to real-time concerns of market users.

Vendor Relations

Vendor relations received a relatively favorable assessment, with an overall weighted mean of 3.03, the highest among the three dimensions of stakeholder satisfaction. This score reflects generally positive interpersonal interactions between market management and vendors, particularly in terms of courtesy, professionalism, and communication during daily operations. However, the score still falls within the moderate range, implying that while relationships are amicable, they can be strengthened further through more consistent engagement, conflict resolution mechanisms, and participatory decision-making processes.

Market Policies and Regulations

Market policies and regulations were rated the lowest among the three aspects, with an overall weighted mean of 2.89. Stakeholders recognized that policies exist and are enforced, but they expressed concerns about transparency, clarity, and equitable application. Some vendors perceived certain rules as inconsistently implemented or inadequately explained, leading to misunderstandings and reduced confidence in market governance. This suggests the importance of improving communication about policies, ensuring consistent enforcement, and involving stakeholders in policy review to increase acceptance and compliance.

Conclusions and Recommendations for Future Use

This study achieved its general objective of assessing the service delivery and stakeholder satisfaction in the Public Market Office of Batangas City as a basis for policy enhancement. The key findings corresponding to the specific objectives are as follows:

1. Overall Satisfaction: Stakeholders reported a *moderate level of satisfaction* across all assessed dimensions such as service quality,

vendor relations, and market policies and regulations: indicating that while the market office meets basic service expectations, operational consistency and participatory engagement remain areas for improvement.

2. Service Quality: The delivery of services was rated moderately satisfactory, with market employees perceiving greater efficiency than stallholders and clients. While staff courtesy and professionalism were commended, gaps were identified in *responsiveness, timeliness of service, and fairness in handling stakeholder concerns*.
3. Vendor Relations: Among the three dimensions, vendor relations received the *highest satisfaction rating*, reflecting generally positive interpersonal interactions between market personnel and vendors. However, concerns regarding *inconsistent communication, limited consultation, and lack of participatory decision-making* suggest that collaboration and trust could still be strengthened.
4. Market Policies and Regulations: This aspect garnered the *lowest satisfaction scores* due to limited awareness, uneven enforcement, and minimal stakeholder involvement in policy formulation. Stakeholders expressed a need for *clearer guidelines, equitable rule enforcement, and improved consultation processes* prior to policy implementation.
5. Governance Perspective: The findings affirm that stakeholder satisfaction is *co-produced through inclusive and transparent governance*, not merely through administrative efficiency. Anchored on the SERVQUAL, Stakeholder, and New Public Service (NPS) theories, the results highlight that genuine satisfaction stems from citizen-centered engagement, fairness, and ethical public service delivery.

To translate these findings into actionable strategies, the Batangas City Public Market Office and the Local Government Unit (LGU) should strengthen participatory and transparent governance mechanisms that directly respond to stakeholder needs. Specifically, the LGU is encouraged to:

- Institutionalize feedback and grievance systems to regularly monitor service performance and public satisfaction.
- Enhance communication transparency through public advisories, accessible policy briefs, and orientation drives conducted in Filipino for inclusivity.
- Create a Vendor Relations and Mediation Desk to ensure equitable dispute resolution and foster stronger vendor–administration collaboration.
- Standardize enforcement of market rules and regulations to eliminate perceptions of bias or favoritism.
- Invest in capacity-building programs for market personnel focusing on customer service, ethics, and participatory governance.
- Upgrade market infrastructure and sanitation facilities in partnership with the City Health Office and CENRO to maintain cleanliness and environmental sustainability.
- Integrate the study findings into a Public Market Governance Enhancement Framework aligned with the Sustainable Development Goals—particularly SDG 8 (Decent Work and Economic Growth), SDG 11 (Sustainable Cities and Communities), and SDG 16 (Peace, Justice, and Strong Institutions).

For future research and policy development, it is recommended to conduct *comparative studies* among other city and municipal markets in Batangas Province, perform *impact assessments* after implementing reforms, and explore *digital governance systems* (e.g., online feedback platforms, digital permits) to promote efficiency and accountability. These measures will ensure that Batangas City’s public market system evolves into a model of inclusive, transparent, and sustainable local governance.

Proposed Output

Basis For Policy Enhancement

Enhancing Public Market Governance in Batangas City: Evidence-Based Policy Directions for Inclusive, Transparent, and Responsive Service Delivery

Policy Author: Mary-Ann B. Macatangay, PhDP College of Arts and Sciences, University of Batangas

Policy Implications

1. Institutionalize a comprehensive stakeholder feedback and grievance system.
2. Strengthen communication transparency through bilingual advisories and simplified policy briefs.
3. Establish a Vendor Relations and Mediation Desk to ensure equitable dispute resolution.
4. Standardize enforcement of market rules and regulations to reduce perceptions of favoritism.
5. Implement capacity-building programs for personnel focusing on ethics and public service.
6. Upgrade infrastructure and sanitation through CHO and CENRO partnership.
7. Align governance improvements with SDG 8, 11, and 16.

Background

Public markets are vital economic and community hubs in Batangas City. Despite functional operations, moderate satisfaction across service quality, vendor relations, and policy implementation indicates gaps in responsiveness, fairness, and clarity. Anchored on SERVQUAL, Stakeholder Theory, and the New Public Service (NPS) framework, the study emphasizes that satisfaction emerges from ethical, inclusive, and transparent governance.

Results and Findings

1. Service Quality: Functional but inconsistent; gaps in timeliness and fairness.
2. Vendor Relations: Positive interactions but limited consultation.
3. Policies & Regulations: Lowest-rated; unclear guidelines and uneven enforcement.
4. Governance: Insufficient participation platforms.
5. Infrastructure: Need for improved sanitation and facilities.

Conclusion

Transforming public market governance requires transparency, participation, and professionalized service. Adopting the policy directions outlined above will strengthen stakeholder trust and align Batangas City's market administration with global governance and sustainability standards.



Fig. 1. Sustainable Development Goals for Inclusive Public Market Governance.

References

1. Bryson, J. M., Crosby, B. C., & Bloomberg, L. (2023). *Public value governance: Moving beyond traditional public administration and the new public management*. Georgetown University Press.
2. Denhardt, R. B., & Denhardt, J. V. (2000). The new public service: Serving rather than steering. *Public Administration Review*, 60(6), 549–559.
3. Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.
4. Men, L. R., Yue, C. A., & Liu, Y. (2022). Toward a theory of stakeholder engagement in the digital media era: From corporate social responsibility to social value creation. *Public Relations Review*, 48(2), 102–115.
5. Organisation for Economic Co-operation and Development. (2024). *Trust and public governance: Evidence, measurement and policy implications*. OECD Publishing.
6. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
7. Republic of the Philippines. (1991). *Republic Act No. 7160: The Local Government Code of 1991*. Official Gazette of the Republic of the Philippines.
8. United Nations. (2015). *Transforming our world: The 2030 agenda for sustainable development*. United Nations General Assembly.