(REVIEW ARTICLE)

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Service Quality and Client Satisfaction in the Events Management Companies - A Basis for Strategic Improvement

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Abstract

This study examines how clients perceive the quality of services provided by event management companies, focusing on the factors that shape their satisfaction. It explores key service dimensions such as communication, reliability, resource availability, process management, and the company's ability to meet specific client needs. Using a structured survey, the research gathered feedback from individuals who recently hired event management services. Findings revealed that clients were generally very satisfied, consistently disagreeing with negative statements about their providers. Many noted that companies communicated clearly, delivered services on time, and carefully addressed their requests. These results suggest that event managers are effectively ensuring smooth, well-organized events that align with client expectations. The study also emphasizes the importance of strong communication, efficient coordination, and respect for client preferences. Although feedback was largely positive, the research recommends ongoing staff training, improved technical support, and continuous client feedback collection to maintain high service quality and strengthen client relationships.

1. Introduction

The events management industry plays a vital role in shaping personal, social, and corporate experiences by delivering organized, creative, and memorable events. In Cabanatuan City, Nueva Ecija, the demand for professional event planning has grown as individuals, businesses, and institutions increasingly seek organized and personalized services. Along with this growth, client expectations have become more sophisticated, emphasizing not only functional service but also customized, innovative, and emotionally engaging event experiences.

Despite the increasing demand, many events management companies in Cabanatuan struggle to consistently meet client expectations. Common issues include poor staff and supplier coordination, unclear communication, unmet service commitments, and lapses in professionalism. Logistical problems, limited staffing, and insufficient experience can further lead to service failures that negatively affect event outcomes. These shortcomings result in client dissatisfaction, reduced loyalty, and reputational damage—serious consequences in an industry where word-of-mouth significantly influences business success. These challenges highlight the need for a systematic evaluation of service quality and a deeper understanding of factors that shape client satisfaction in the local context.

This study examines the relationship between service quality and client satisfaction among events management companies in Cabanatuan City. Although service quality has long been recognized as a major determinant of customer satisfaction across various industries, its specific implications for small, localized event management businesses remain

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underexplored. Identifying which aspects of service quality most strongly influence satisfaction can guide companies in improving operational processes, customer handling, and overall service delivery.

A key strength of this study is its focus on a research gap. While global literature—from Ali et al. (2016), Prentice et al. (2019), Kitapci et al. (2014), and Wu (2020)—highlights the importance of service quality in shaping consumer behavior, most studies center on larger cities or industries that differ from the realities of event management in smaller urban areas. Cabanatuan's unique cultural values, client expectations, and resource limitations require context-specific insights.

The study's findings are expected to benefit event managers, business owners, clients, and local institutions by informing improvements in service standards, training initiatives, and policy support. Ultimately, this research aims to strengthen the competitiveness and professionalization of Cabanatuan's events management sector through evidence-based, client-centered strategies.

2. Methodology

This chapter outlines the research methodology employed in examining the relationship between service quality, perceived service failures, and client satisfaction among events management companies operating in Cabanatuan City, Nueva Ecija. To address the objectives of the study, a descriptive-correlational quantitative research design was adopted. This methodological approach is appropriate because the study seeks not only to describe existing conditions within the events management industry but also to evaluate whether measurable associations exist among selected variables. By relying on numerical data, statistical analysis, and objective measurement, this design enables the researcher to generate empirical evidence that can support actionable recommendations and strategic improvements for participating firms.

The descriptive component of the research focuses on presenting a detailed profile of the events management companies and the clients they serve. This includes documenting organizational characteristics such as years of operation, services offered, staffing patterns, and typical client demographics. It also involves describing the current state of service quality as perceived by both company representatives and clients, using established SERVQUAL dimensions—tangibles, reliability, responsiveness, assurance, and empathy. Additionally, client satisfaction levels are assessed to provide a clear picture of how well the companies meet customer expectations. The descriptive portion lays the groundwork for understanding the environment in which the businesses operate and the baseline quality of services they deliver.

The correlational component, meanwhile, explores the statistical relationships among the study's variables. Specifically, it examines whether there is a significant connection between the aspects of service quality and the degree of client satisfaction. Another focus of the correlational analysis is the possible link between corporate profile variables—such as business size, experience, or number of staff—and the occurrence or perception of service failures. By identifying whether certain organizational characteristics are associated with perceived lapses in service delivery or lower client satisfaction, the study aims to provide evidence-based insights that can guide managerial decision-making. Correlational analysis does not establish causation, but it offers valuable information about patterns and tendencies that may help firms improve their service offerings.

To gather the necessary data, the research utilized a structured survey questionnaire grounded in the SERVQUAL model, which is widely recognized for measuring service quality across industries. The questionnaire was divided into several parts. The first section collected profile information from both companies and clients. The second section measured service quality along the five SERVQUAL dimensions, using Likert-scale items that quantify respondents' perceptions. The third section assessed client satisfaction, while an additional portion included items addressing perceived service failures. This structured format ensured standardization of responses, facilitated statistical processing, and enhanced the reliability of the data.

The study engaged two categories of respondents: representatives of events management companies and clients who had recently availed of their services. To identify company participants, purposive sampling was used. This non-probability technique was appropriate because the study required respondents who met specific criteria—namely, individuals currently employed or managing events management firms within Cabanatuan City and directly involved in service delivery. On the other hand, convenience sampling was employed to reach clients, given the practical challenges of locating and contacting customers who had engaged with these companies within a defined timeframe. While convenience sampling has limitations in terms of generalizability, it is often suitable for exploratory studies and for

populations that are difficult to list or fully enumerate. Both sampling strategies ensured that the research gathered relevant and context-specific data from participants with firsthand knowledge of the service experience.

To analyze the collected data, several statistical tools were used. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were applied to summarize and interpret the profiles of respondents, assess service quality ratings, and determine overall client satisfaction levels. These measures allowed for a clear and organized presentation of the data, making it easier to identify common trends and prevailing perceptions. For the correlational component, Pearson's correlation coefficient was utilized to determine the strength and direction of the relationships among the variables—specifically, the links between service quality dimensions and client satisfaction, as well as between organizational profiles and perceived service failures. Pearson's r is widely used in quantitative studies because it provides an effective means of establishing linear relationships between continuous variables.

The results derived from these analyses served as the basis for crafting a strategic improvement plan aimed at enhancing the quality of services provided by events management companies. This plan considers areas where service quality may have been rated lower or where notable associations with client satisfaction were observed. It also highlights organizational factors potentially linked to service failures. By translating quantitative findings into practical recommendations, the study bridges the gap between academic inquiry and real-world application, helping companies refine their practices, allocate resources more efficiently, and strengthen client relations.

Throughout the research process, strict attention was given to ethical considerations to ensure the integrity of the study and the protection of all participants. Informed consent was obtained from every respondent before data collection commenced. Participants were made fully aware of the purpose of the study, the voluntary nature of their involvement, and their right to withdraw at any point without any negative consequences. Confidentiality was also maintained by ensuring that no personal identifiers were disclosed in the study's reporting. Data were stored securely, and only the researcher had access to the raw survey responses. These measures ensured compliance with ethical research standards and fostered trust between the researcher and the participants.

In summary, the use of a descriptive-correlational quantitative research design allowed for a systematic and objective examination of service quality, perceived service failures, and client satisfaction within the events management industry in Cabanatuan City. The structured SERVQUAL-based survey, the combination of purposive and convenience sampling, the application of appropriate statistical tools, and the adherence to ethical protocols all contributed to the credibility and usefulness of the study's findings. Ultimately, this methodological framework supports the development of strategic interventions that can help events management companies enhance their service performance and better meet the expectations of their clients.

3. Results and Discussion

3.1. Business Profile

The event management companies in Cabanatuan City demonstrate a well-established business profile, offering diverse types of event services and operating with structured staffing, adequate resources, and strategic promotion channels. Their years of experience, size, type of ownership, and accreditation reflect stability and credibility. These factors collectively indicate the companies' capacity to efficiently manage multiple events, respond to client needs, and maintain operational consistency across different event types and scales.

3.2. Client Satisfaction

Survey results indicate that clients are highly satisfied with the services provided, particularly in dimensions such as reliability, assurance, tangibles, empathy, and responsiveness. Clients appreciate the company's ability to deliver services accurately and on time, while staff demonstrate professionalism, attentiveness, and adaptability. The high satisfaction levels reflect the companies' consistent commitment to meeting client expectations and providing personalized, high-quality experiences that foster trust and long-term relationships.

3.3. Service Failure Dimensions

Clients reported minimal issues in key service areas, including performance, reliability, service delivery, communication, process management, technical support, resource availability, compliance with client requirements, and billing or payment concerns. This suggests that event management companies are effectively minimizing service failures, ensuring smooth operations, and maintaining quality standards. Their proactive planning, preparedness, and attention to detail contribute to clients perceiving a dependable and professional service environment.

3.3.1. Relationship Between Business Profile and Client Satisfaction:

The study indicates a positive relationship between the companies' business profiles and client satisfaction levels. Elements such as operational experience, staffing structure, available resources, and accreditation contribute to reliable and efficient service delivery, which directly enhances client perceptions. Companies with organized and experienced operations tend to provide smoother event experiences, address client concerns promptly, and maintain higher levels of client trust and overall satisfaction with their services.

3.3.2. Relationship Between Business Profile and Perceived Service Failures:

Findings show that companies with well-structured operations, sufficient staffing, and proper resource management experience fewer perceived service failures from clients. Operational stability, process standardization, and preparedness contribute to minimizing errors, delays, and technical issues during events. This relationship underscores the importance of a strong business foundation in ensuring consistent service quality and client satisfaction, as companies with robust profiles are better equipped to handle challenges effectively.

3.4. Strategic Improvement Plan

Based on the study's findings, a strategic improvement plan is recommended that focuses on continuous enhancement of staff skills, resource management, communication practices, and client feedback mechanisms. By implementing these measures, companies can further reduce service failures, improve efficiency, and ensure every event is executed professionally. The plan aims to sustain high client satisfaction, strengthen trust, and promote long-term growth while maintaining consistent service quality across all events.

Recommendations

- Ensure Clear and Proactive Communication. Clients highly value prompt and

transparent communication, which helps build trust and avoid misunderstandings. Event management companies should continue providing regular updates that are concise, approachable, and easy to understand. By proactively sharing relevant information about schedules, changes, or potential issues, staff can ensure clients feel informed and confident throughout the planning and execution process, strengthening long-term relationships and client satisfaction.

- Maintain Streamlined and Coordinated Service Delivery. Delivering flawless

events requires clear role definitions, strong teamwork, and ongoing training for staff. Companies should continue to refine operational workflows, ensuring each team member knows their responsibilities during planning and event execution. Coordinated service delivery helps prevent errors, delays, or miscommunication, while fostering efficiency and professionalism. By keeping service delivery organized and reliable, companies can consistently meet client expectations and maintain a reputation for excellence.

- Prioritize Equipment and Technical Support. Reliable equipment

and technical systems are critical for successful events. Companies should ensure all tools, technology, and technical support personnel are ready, tested, and maintained regularly. Having backup systems and immediate technical assistance available can prevent disruptions, build client confidence, and guarantee smooth event execution. By consistently managing technical aspects, companies can minimize risk, enhance service reliability, and maintain professional standards that clients trust.

- Continue Prudent Resource Planning. Proper preparation of resources,

including personnel, materials, and logistical support, is essential to avoid last-minute problems and ensure smooth operations. Event management companies should carefully allocate staff, supplies, and equipment according to event scale and requirements, anticipating potential challenges. Effective resource planning allows the team to respond quickly to unforeseen circumstances, maintain service quality, and create a seamless, stress-free experience for clients at every event.

- Recognize and Accommodate Client Preferences. Clients value when their

opinions and unique needs are heard and reflected in event planning. Companies should actively gather and consider client preferences, adapting services and experiences to provide personalization. By showing attention to detail and responsiveness, staff can enhance client satisfaction, foster loyalty, and create meaningful, memorable events. Prioritizing client-centered customization demonstrates commitment to delivering experiences tailored to individual expectations and desires.

- Learn Continuously from Client Feedback. Even with positive outcomes,

there is always room to improve. Companies should consistently seek client feedback to understand what worked well and identify areas for enhancement. This practice encourages ongoing learning, innovation, and service refinement. By analyzing feedback and applying insights, event management teams can adapt practices to better meet client priorities, improve service efficiency, and sustain long-term excellence and satisfaction in every event they manage.

4. Conclusion

This study demonstrates that event management companies in Cabanatuan City generally deliver high-quality services that lead to strong client satisfaction and very few perceived service failures. The results highlight that effective communication, reliable operations, skilled staff, and well-managed resources play essential roles in shaping positive client experiences. Companies with solid business structures and greater operational readiness were shown to provide smoother, more dependable events, reinforcing client trust and satisfaction. The strategic improvement plan developed from the findings underscores the need for continuous staff development, enhanced technical preparation, improved coordination, and consistent client feedback to maintain and elevate service standards. In conclusion, this research provides valuable, evidence-based insights that can guide event management companies in refining their practices, strengthening client relationships, and contributing to a more professional and competitive local events industry—ultimately benefiting the community by ensuring well-organized, meaningful, and memorable events.

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