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Client Satisfaction With Human Resource Services in Central Luzon Cities

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Abstract: This study evaluated the quality of human resource (HR) service delivery in selected cities of Central Luzon by examining client satisfaction across six dimensions: reliability, responsiveness, assurance, empathy, communication, and efficiency. Using a quantitative correlational design, data were gathered from 380 respondents through a structured survey questionnaire to determine both satisfaction levels and the influence of demographic factors. The results revealed a generally high level of satisfaction, with responsiveness and communication identified as the strongest aspects of service, reflecting positive interpersonal engagement between HR personnel and clients. However, reliability emerged as an area needing improvement, particularly in ensuring accuracy and consistency in service processes. The analysis further showed that educational attainment and occupation significantly influence satisfaction, indicating that expectations tend to increase with professional and educational advancement. These findings suggest that while strong communication practices build trust and satisfaction, achieving higher levels of HR service excellence requires strengthening administrative precision through standardized procedures and system-based quality controls. Overall, the study contributes to a more integrated understanding of HR service delivery by highlighting the need to balance human-centered approaches with efficient and reliable organizational systems.

Index Terms - client satisfaction, human resource, service quality, service delivery, HR services

I. INTRODUCTION

Across the globe, public sector institutions continue to face increasing pressure to improve the quality of their services amid rising public expectations, fiscal constraints, and rapid socio-economic transformations. Within this global discourse, human resource (HR) services occupy a critical yet often understated position. This gap persists despite the widely acknowledged role of human resources as the backbone of organizational effectiveness. Research shows that disparities in local HR practices and resource availability influence employee satisfaction and organizational outcomes (Siswidiyanto & Sahputri, 2023).

Human resource units that demonstrate clarity in communication, consistency in procedures, empathy toward employee concerns, and efficiency in transaction processing contribute significantly to a positive organizational climate. Conversely, weak HR service delivery often leads to delays, grievances, and diminished trust in institutional processes. When HR systems function well, they strengthen the capacity of government institutions and improve the quality of public service delivery (Van de Walle & Migchelbrink, 2022). For this reason, many governments are paying closer attention to the quality of HR services provided within their organizations.

Client satisfaction has become an important measure in evaluating public sector services. Traditionally, satisfaction studies focused mainly on external clients such as citizens and service users. However, internal clients such as government employees also depend heavily on administrative units like HR departments. Their level of satisfaction with HR services can influence motivation, work performance, and trust in the organization (Menezes et al., 2022). Across many countries, governments are strengthening HR systems as part of broader administrative reforms. Modern public management practices emphasize accountability, service quality, and responsiveness to clients. These reforms recognize that internal support units, including HR offices, contribute significantly to organizational efficiency and employee engagement (World Bank, 2022). As a result, improving HR service delivery has become a priority in many public institutions.

In the Philippines, the pursuit of responsive and accountable governance is established in constitutional principles and supported through various administrative reforms. Policies related to recruitment, promotion, performance management, and employee welfare are crafted to ensure fairness and competence across government institutions. HR offices within the local government units are expected to deliver the best quality of public service to the people and improve the overall performance of the organization (Brillantes & Fernandez, 2021).

Despite the strategic importance of HRMOs, their service delivery performance has not been as extensively examined as other government functions. Existing studies on client satisfaction in the Philippines tend to focus on external services such as business permit processing, health services, social protection programs, and frontline transactions covered under the Ease of Doing Business

Act. These studies have contributed valuable insights into responsiveness, efficiency, and transparency in citizen-facing services, but they do not give a clear picture of how internal services work.

Central Luzon combines rapidly urbanizing cities with agricultural municipalities, creating diverse administrative and governance needs. Cities in the region serve as hubs of government and economic activity, making the effectiveness of HR management crucial for local service delivery. Understanding how employees experience HR services in this context can provide insights for improving organizational practices (Menezes et al., 2022).

1.1 Statement of the Problem

This study evaluated the satisfaction of the clients on the services of Human Resource (HR) among cities in Central Luzon. Specifically, it sought to answer the following research questions:

1. What is the demographic profile of the respondents in terms of:
 - 1.1 Age
 - 1.2 Gender
 - 1.3 Educational background
 - 1.4 Occupation
 - 1.5 Length of experience in availing HR services
 - 1.6 Frequency of availing HR services
2. How is the client satisfaction with HR services be described and evaluated in terms of:
 - 2.1 Responsiveness
 - 2.2 Reliability
 - 2.3 Assurance
 - 2.4 Empathy
 - 2.5 Communication
 - 2.6 Efficiency
3. Is there a significant relationship between the demographic profile and satisfaction of the clients in availing HR services?
4. What challenges affect client satisfaction with HR services?
5. What measures can be proposed to enhance client satisfaction with HR services?
6. What are the implications of this study for Human Resource Management and Development in Local Government Units in the Philippines?

1.2 Delimitations of the Study

This research evaluates client satisfaction with HR services in city governments across Region III (Central Luzon), Philippines specifically Baliwag, Malolos, San Jose del Monte, Cabanatuan, Gapan, Science City of Muñoz, Palayan, San Jose, Angeles, Mabalacat, San Fernando, Tarlac, and Olongapo. Employing a quantitative correlational design, it examines links between demographics like age, gender, education, occupation, service experience length, and frequency against satisfaction dimensions. Data collection occurred in 2026 from internal clients (employees) and external clients who directly handled HR transactions such as hiring, leaves, benefits, certifications, training, performance and others.

The study gathered insights via a structured survey questionnaire distributed through onsite, Google Forms and links for flexible, device-based responses, accommodating participants' busy schedules. This approach targeted those with firsthand HR interactions, using clear questions to rate service aspects like promptness, dependability, staff expertise, personal care, clear updates, and smooth processing. Such methods kept data focused, reliable, and reflective of real client encounters without delving into office internals.

To keep the study tightly focused, it excluded municipalities, provincial or national agencies, and non-HR city services like business permits or health offices. HR staff and managers were not surveyed to prevent bias in feedback about their own work, and the research skipped policy audits, compliance reviews, or comparisons between cities. Respondent privacy was safeguarded by anonymizing all survey data wherein no names or personal details were collected or linked to responses to ensure confidentiality.

1.3 Literature Review and Related Studies

Evaluating client satisfaction in human resource (HR) services is necessary in determining how effectively these services support the internal operations of local government units and respond to the needs of their clients. The quality of HR service becomes especially important because clients often rely on HR offices for concerns that affect their employment, records, benefits, and professional development. When these services are provided in a timely, reliable, and respectful manner, clients are more likely to feel that their concerns are properly addressed. In contrast, delays, unclear instructions, inconsistent procedures, and poor communication may result in dissatisfaction and weaken trust in the service process.

In local government units, human resource work covers formal personnel actions and other employment-related processes handled under government rules. The Civil Service Commission stated in its 2025 Omnibus Rules on Appointments and Other Human Resource Actions that the rules serve as a comprehensive guide on appointments, promotions, reassignments, and other personnel actions in the career service, and the issuance expressly covers local government units (Civil Service Commission, 2025). This shows that HR offices in LGUs deal with transactions that directly affect employment status and personnel movement, which makes HR service delivery an important part of local administration.

According to the study of Padon and Segundo (2025), the adoption of PRIME-HRM in local government units in Palawan was intended to support the shift from traditional human resource management to strategic human resource management. Their study found that LGU respondents performed roles across the four core HRM systems and that common implementation problems included lack of resources, unclear understanding of HR-related roles, absence of formal training, and difficulty in managing stakeholder demands. These findings are relevant to the present study because they show that HR services in LGUs are not only rule-based

functions. They also depend on office capacity, staff readiness, and organizational support, all of which may affect how clients experience HR transactions.

The use of client satisfaction as a basis for assessing government services is also supported by official policy. ARTA Memorandum Circular No. 2022-05 stated that all covered government agencies, including LGUs, must embed feedback mechanisms and client satisfaction measurement in their process improvement efforts. The same memorandum explained that the purpose of the harmonized client satisfaction measurement is to promote a standardized framework in measuring client satisfaction across all levels of government and to support continuous improvement toward a more meaningful client-centered Citizen's Charter (Anti-Red Tape Authority, 2022).

Client satisfaction in public sector HR services may be understood as the client's evaluation of the service received after completing an HR-related transaction. The Harmonized Client Satisfaction Measurement is an after-service availability survey that assesses the overall satisfaction and perception of clients regarding the government service they availed (LGU Mabinay Official Website, n.d.). In this sense, client satisfaction in HR services is not separate from public service quality, it is one way of determining how clients view the usefulness, clarity, timeliness, and manner of the service they received (Anti-Red Tape Authority, 2022).

A service quality framework provides a structured way of assessing how clients judge the service they receive from an office. One of the most widely used frameworks in service quality research is SERVQUAL, which was developed by Parasuraman, Zeithaml, and Berry. The framework identifies five core dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. Its main value is that it helps researchers examine service quality through specific and measurable aspects of client experience rather than through a general or impression-based assessment alone (Parasuraman et al., 1988).

Although SERVQUAL was originally developed outside government, recent studies show that it continues to be used in public sector settings. According to Cammayo (2024), the SERVQUAL model served as the primary framework in assessing service quality and Citizen's Charter implementation in a Philippine state university, and the model was used to evaluate tangibles, reliability, responsiveness, assurance, and empathy by comparing stakeholder expectations and perceptions.

In the same direction, Libunao and Gaddi (2025) found in a Philippine public sector study involving a national regulatory agency that all five SERVQUAL dimensions had a statistically significant and positive correlation with client satisfaction. Their findings also showed that empathy and responsiveness were among the strongest predictors of satisfaction. These studies are useful to the present research because they show that service quality frameworks remain applicable in Philippine public institutions and can explain how clients form their level of satisfaction with government services.

Responsiveness refers to the willingness to help customers and provide prompt service. It involves being attentive to customer needs and responding quickly to requests or complaints (Dixon, n.d.). Responsiveness is especially important in HR services because many HR transactions depend on timeliness. The Civil Service Commission stated in 2025 that the Philippine Civil Service Modernization Project is expected to bring faster processing of HR transactions, streamlined recruitment and onboarding processes, and improved accessibility in government operations (Civil Service Commission, 2025). The World Bank likewise explained that the modernization project would support an integrated, web-based Human Resources Management Information System and payroll system to improve workforce planning, training, and continuity of public service delivery, while reducing service interruptions, delays, and loss of information (World Bank Group, 2025). Recent empirical studies also show that responsiveness is strongly associated with satisfaction. In a Philippine public sector study involving the Games and Amusements Board, Libunao and Gaddi (2025) found that all five SERVQUAL dimensions had a statistically significant and positive correlation with client satisfaction. Among the predictors, empathy emerged as the strongest, while responsiveness was the second strongest predictor ($B = 0.299, p < 0.001$) of client satisfaction. The authors also noted that providing timely and helpful responses was among the important areas for strengthening service delivery in the agency (Libunao & Gaddi, 2025).

Reliability refers to the ability to perform the promised service dependably and accurately. It's often considered the most important dimension of service quality (Dixon, n.d.). In a recent study on service quality in a government banking setting, Isaac et al. (2024) described reliability as the ability to deliver promised services accurately and consistently, and they noted that this dimension matters because clients expect services to be carried out correctly and in line with stated procedures. Reliability is widely regarded as a core component of service quality because clients rely on service providers to deliver accurate results. Administrative errors can create serious consequences for employees, particularly when they involve payroll calculations, benefits processing, or employment records. Because of this, employees often judge HR offices based on the consistency and accuracy of their services (Ocampo et al., 2023). Recent studies also show that reliability remains a relevant service quality dimension in public service settings. In a public-service study by Liestyanti and Prawiraatmadja (2021), the largest negative gaps between customer expectations and perceptions included attributes such as "provide service when promised" and "dependability in handling customers' service problem." This finding suggests that reliability-related attributes continue to be areas where clients are especially sensitive to service quality. When a public office does not meet what clients were told to expect, dissatisfaction can arise even if the transaction is eventually completed. This point is important for HR services because personnel-related transactions often involve clear requirements, documented procedures, and expected timelines, all of which shape how clients judge whether the service was dependable or not (Fikri & Nawangsari, 2023). In HR-related services, reliability is also closely tied to internal customer satisfaction. According to Ibrahim et al. (2024), all service quality dimensions in their study of HRM services and internal customer satisfaction had a significant relationship with customer satisfaction except tangibles, and reliability was one of the dimensions found to be significantly related to satisfaction.

Assurance refers to the knowledge and courtesy of employees and their ability to inspire trust and confidence. (Dixon, n.d.). In recent Philippine public-service literature, Cammayo (2024) treated assurance as one of the core SERVQUAL dimensions and measured it through the professionalism and confidence displayed by frontline employees. Recent empirical studies also show that assurance is positively related to client satisfaction. In the Philippine public-sector study of Libunao and Gaddi (2025), assurance was

rated Very Satisfactory and had a very strong positive correlation with client satisfaction ($r = 0.879$, $p = 0.000$). Their indicators for assurance included courteous personnel, fair treatment, behavior that inspires confidence and trust, and staff knowledge in answering questions. In a different government-to-government setting, Andrew et al. (2021) found that assurance had a moderate and positive correlation with client satisfaction among employees availing of government counter services from another government agency. These studies are relevant because they show that assurance matters not only in citizen-facing services but also in transactions involving employees and internal service users.

Empathy is providing care and individualized attention to customers. It's about treating customers as individuals and showing that the company understands and cares about their specific needs (Dixon, n.d.). In a recent Philippine study on service quality and Citizen's Charter implementation, Cammayo (2024) treated empathy as one of the core dimensions of service quality in public institutions. According to Andrew et al. (2021), empathy had a strong and positive correlation with client satisfaction among employees of one government agency who availed of counter services from another government agency. In the Games and Amusements Board study, Libunao and Gaddi (2025) found that all five SERVQUAL dimensions had statistically significant and positive relationships with client satisfaction, but empathy emerged as the strongest predictor among them. The authors emphasized the importance of understanding client needs and maintaining service delivery that is sensitive to those needs. This is relevant to the present study because it suggests that public-sector clients do not judge service quality only through speed or compliance. They also give weight to whether the office shows concern and understanding during the transaction.

Communications is the bloodstream of an administrative organization. (Scientist, 2023). Communication in public service refers to keeping clients informed in a language they can easily understand and listening to their feedback. This dimension is highly relevant to HR services because HR transactions often depend on clear instructions, documentary requirements, procedural steps, timelines, and updates. When information is incomplete, difficult to understand, or hard to access, clients may become unsure about what to submit, where to go, or what to expect from the process. Recent Philippine government reports also suggest that communication can become a weak point in service delivery even when overall satisfaction remains high. In the John Hay Management Corporation report, communication received a 89.90% rating and was the lowest-rated service quality dimension among the eight dimensions measured. This is an important finding because it suggests that clients may still experience difficulty in accessing or understanding transaction-related information even when the office performs well in other aspects of service quality (John Hay Management Corporation, 2024).

Efficiency in service delivery generally refers to the ability of an office to provide the needed service within a reasonable time, with proper use of resources, and with as few unnecessary delays or steps as possible. This description is useful to the present study because HR services in local government units also involve transactions that depend on timely processing, orderly procedures, and proper handling of requests. In HR settings, efficiency is reflected when services are completed without avoidable delays, duplication of steps, or excessive waiting time for clients (Martir, 2025). Efficiency is also closely linked to client satisfaction in government services more broadly. The American Customer Satisfaction Index Federal Government Study 2024 reported that improvements in two satisfaction drivers—process and information—helped drive the increase in government satisfaction and specifically noted improvements in the efficiency and ease of government processes from 70 to 71 (American Customer Satisfaction Index, 2024). This finding is relevant because it shows that clients do not judge government services only by outcomes or courtesy. They also respond to how easy and efficient the process feels. For HR services, this means that clients are likely to rate the office more favorably when procedures are simpler, steps are clearer, and transactions are completed with less waiting and less inconvenience.

1.4 Conceptual Framework

The paradigm of this study was framed around the Input-Process-Output (IPO) model, which serves as a logical guide to understanding the dynamics of client satisfaction in human resource services. The input represents the foundational elements that influence client experiences - the demographic profile or characteristics of the respondents and the evaluation of the service quality dimensions (responsiveness, reliability, assurance, empathy, communication and efficiency). By identifying these inputs, the study acknowledges that client satisfaction is not determined by a single factor, but rather by a combination of measurable service attributes and individual client backgrounds, including demographic variables like age, gender, and professional experience. The process component captures the active steps undertaken in the research to transform these inputs into meaningful insights. This involves conducting structured surveys to collect data directly from clients, followed by a careful assessment and statistical analysis of the results. The process also includes identifying patterns, discrepancies, and challenges in service delivery that might affect client satisfaction. Finally, the output reflects the tangible and practical outcomes of the study. This includes proposed measures and recommendations aimed at improving client satisfaction and HR service delivery, as well as broader implications for human resource management and development practices in the Philippines.

II. RESEARCH METHODOLOGY

The research methodology describes the research design, the study area, and the characteristics of the respondents, the research instrument and the procedures for data collection and analysis. It also includes the ethical considerations which covers the informed consent and confidentiality of data.

2.1 Research Design

This study utilized a quantitative research design to assess client satisfaction with human resource services. Quantitative research is suitable for this study because it focuses on collecting numerical data and analyzing it statistically to measure perceptions and examine relationships among key service quality dimensions. The study covered the cities of Region III Central Luzon Philippines where human resource services are actively provided. A non-experimental research design is adopted to support the study's primary purpose of evaluating how HR services are delivered from the standpoint of clients and service providers. Since the research

examines existing services without manipulating variables or influencing how services are delivered, a non-experimental design enables observation of real practices as they naturally occur. This design is appropriate for survey-based research where no experimental treatment or intervention is applied, allowing the findings to reflect authentic conditions of service delivery and client experience.

2.2 Population and Sample

The study was conducted in cities within Region III – Central Luzon, Philippines. The cities represent key administrative, industrial, commercial, and service centers where human resource services play a critical role in supporting both public and private sector operations. The respondents included clients, most specifically the employees that have availed human resource services. The appropriate sample size was determined using the Cochran formula to ensure the reliability of the results. Cochran's formula is commonly used in survey or cross-sectional studies, where the researchers plan to sample data from a large population (infinite population). However, in this study, the target population is known and finite which is the total number of employees per city.

The Cochran's formula was applied and then adjusted for the Finite Population Correction (FPC). The sample size was determined at a 95% confidence level and 5% margin of error. After applying finite population correction for the total population of 35,170 city government employees, the computed sample size was 379, rounded to 380 respondents. Proportionate stratified sampling was used to determine the number of respondents per city. The study involves two main groups of respondents – the external clients (applicants, NGAs, former employees, interns, etc.) and the internal clients who have directly availed of HR services which are the employees. Including both groups allows the research to capture different perspectives from the service recipients.

2.3 Research Instrument

The study utilized a self-developed survey questionnaire as the main instrument for collecting data. The questionnaire was divided into two primary components. The first component collects information related to the respondents' demographic profile, including age, gender, educational attainment, occupation, and length of experience in availing HR services. The second component consists of structured statements that measure client satisfaction based on the six service quality dimensions which are responsiveness, reliability, assurance, empathy, communication, and efficiency. A Likert-type rating scale was employed to record respondents' answers, allowing them to express varying levels of satisfaction with each statement. The questionnaire has undergone expert evaluation to establish content validity before it was administered for data gathering. Professionals with background and experience in human resource management and public service delivery are consulted to assess the instrument.

2.4 Data Gathering Procedure

The data gathering process of this study is carried out through a carefully planned and systematic procedure to ensure that the information collected is accurate, reliable, and ethically obtained.

Ethical considerations are fundamental to this study. All participants were informed of the purpose of the research, their voluntary participation, and their right to withdraw at any time without penalty. Informed consent was obtained to uphold transparency and respect for participant autonomy. To keep everything private, all responses were anonymized and the data was stored securely. The survey questions were kept neutral and unbiased, and the entire collection process was handled professionally so that participants felt at ease.

2.4.1 Securing Permission. Prior to the conduct of the survey, the researcher formally seek the approval from the concerned city government offices and human resource units involved in the delivery of HR services.

2.4.2 Administration of the Survey Questionnaire. After securing the necessary approvals, the survey questionnaire is administered to the selected respondents using methods that are appropriate to the context of each city. Depending on accessibility and logistical considerations, the questionnaires were provided in two ways: through printed copies and via Google Forms.

2.4.3 Interview. This data gathering procedure was used in the study to validate the response of the respondents on the survey questionnaire, also in determining the problems they actually encountered.

2.5 Data Analysis

The study used descriptive statistics and to make the results easy to see, the data was organized into tables. The data will then be analyzed using the following statistical methods:

2.5.1 Frequency. Frequency counts were used to determine the number of times a particular response, experience, or challenge was reported by the respondents. This statistical method helped identify common patterns in client satisfaction and recurring issues encountered in human resource service delivery. Frequency provided a clear initial overview of the most common perceptions and concerns among the respondents by showing how often specific responses occurred.

2.5.2 Percentage. To show the proportion of respondents who selected a specific answer, experience, or challenge relative to the total number of participants, the study used percentages. This method provided a clear view of the overall trends and the relative importance of each response, making it easier to compare findings across service dimensions, challenges, or demographic groups. This helped create a clear picture of the general patterns within the data.

2.5.3 Ranking. Ranking will be applied to arrange the challenges encountered in human resource service delivery from the most to the least significant based on respondents' assessments. This method allows the study to identify which problems have the greatest impact on client satisfaction and which are less critical. Ranking helps prioritize issues that require immediate attention and guides the formulation of appropriate improvement measures.

- 2.5.4 **Weighted Mean.** The weighted mean was used to determine the overall level of client satisfaction with human resource services and to assess the importance of the challenges affecting service delivery. Weighted mean scores were computed for each service dimension to quantify the perceptions of the participants and to identify areas of strength as well as those requiring improvement.
- 2.5.6 **Person Correlation.** This statistical test was used to see if there was a significant link between the demographic profile of the respondents—such as their age, years in service, or position—and their level of satisfaction with the HR services. The study determined whether certain groups of employees were more or less satisfied than others by calculating the correlation coefficient.
- 2.5.7 **Likert Scale.** This study employed a 1-to-5 Likert Scale which allows respondents to assess the level of client satisfaction with human resource services and the significance of challenges encountered. The Likert scale was structured as follows:

Numerical Equivalent	Range	Adjectival Description
5	4.50 – 5.00	Strongly Agree
4	3.50 – 4.49	Agree
3	2.50 – 3.49	Neutral
2	1.50 – 2.49	Disagree
1	1.00 – 1.49	Strongly Disagree

This study was committed to upholding the highest ethical standards to protect the rights, privacy, and well-being of all participants. Before any data collection, participants were fully informed about the study's objectives, methodology, and potential implications. The study collected demographic information, including age, gender, educational background, occupation, and length of service or experience with HR services, solely for research purposes. All demographic and survey data were treated with strict confidentiality. Identifiers were removed or coded to prevent the identification of individual participants, and data were securely stored with access limited to authorized personnel. In compliance with the Data Privacy Act of 2012 (Republic Act No. 10173), personal information was processed with strict measures to guarantee the security and responsible management of respondent data.

III. RESULTS AND DISCUSSIONS

3.1 Demographic Profile of the Respondents

Table 1: Age

Age Group	<i>f</i>	%	R
25 – 34	109	28.68	1
35 – 44	86	22.63	2
45 – 54	79	20.79	3
18 – 24	58	15.26	4
55 and above	48	12.63	5
Total	380	100.00	

Table 1 illustrates that the workforce is primarily driven by the 25–34 age group (28.68%), followed closely by those aged 35–44 (22.63%) and 45–54 (20.79%), indicating a mid-career demographic that serves as the administrative backbone of Central Luzon's local government units.

Table 2: Gender

Gender	<i>f</i>	%	R
Male	242	63.68	1
Female	138	36.32	2
Total	380	100.00	

Table 2 illustrates a male-dominated workforce at 63.68%, representing a 27.36% gap over female respondents.

Table 3: Highest Educational Attainment

Educational Attainment	<i>f</i>	%	R
Bachelor's Degree	311	81.84	1
High School	38	10.00	2
Graduate Studies	16	4.21	3
Vocational/Technical	14	3.68	4
Elementary	1	0.26	5
Total	380	100.00	

Table 3 illustrates that the workforce is highly professionalized, with 81.84% of respondents holding a bachelor's degree and a combined 86.05% possessing at least a college education.

Table 4: Occupation

Occupation	<i>f</i>	%	R
LGU Employee (Permanent)	195	51.32	1
LGU Employee (Job Order)	162	42.63	2
LGU Employee (Casual)	16	4.21	3
Others	7	1.84	4
Total	380	100.00	

Table 4 illustrates a workforce divided primarily between Permanent LGU employees (51.32%) and Job Order (JO) workers (42.63%), revealing a significant reliance on non-regular personnel for municipal operations.

Table 5: Length of Experience in Availing HR Services

Length of Experience	<i>f</i>	%	R
More than 10 years	138	36.32	1
4 – 6 years	75	19.74	2
1 – 3 years	68	17.89	3
7 – 10 years	63	16.58	4
Less than 1 year	36	9.47	5
Total	380	100.00	

Table 5 illustrates a workforce with deep institutional roots, as over 36% of respondents have utilized HR services for more than a decade.

Table 6: Frequency of HR Service Use

Frequency of HR Service Use	<i>f</i>	%	R
More than 10 times per year	154	40.53	1
2 – 5 times per year	123	32.37	2
6 – 10 times per year	74	19.47	3
Once a year	29	7.63	4
Total	380	100.00	

Table 6 illustrates that the majority of the workforce are frequent users of HR services, with 40.53% interacting with the department more than 10 times a year.

3.2 Client Satisfaction of the Respondents

Table 7: Overall Evaluation of Client Satisfaction with Human Resource Services

Service Quality Dimensions	Grand Mean	Adjectival Description
Assurance	4.22	Satisfied
Responsiveness	4.14	Satisfied
Empathy	4.13	Satisfied
Communication	4.13	Satisfied
Efficiency	4.09	Satisfied
Reliability	4.04	Satisfied
Overall Grand Mean	4.13	Satisfied

Table 7 illustrates the overall evaluation of HR service delivery across the cities in Central Luzon, showing an overall grand mean of 4.13, which signifies that clients are "Satisfied." The data reveals that the primary strength of HR services in Central Luzon lies in the dimension of Assurance. This suggests that the workforce places high value on the professionalism, courtesy, and integrity demonstrated by HR personnel. The lower score for Reliability indicates that while the staff is perceived as competent and respectful, there are occasional challenges in the consistency of service delivery or the fulfillment of promises within the expected timeframe. The identical scores for Empathy and Communication suggest that these two factors function as a balanced middle ground, where the "human touch" of HR is present but standardized. Overall, the findings show a service environment that is stable and professional, though it faces slight friction in terms of technical consistency and operational speed.

3.3 Correlation between Demographic Profile and Satisfaction of the Respondents

Table 8: Correlation between Demographic Profile of the Respondents and their Satisfaction with HR Services

Demographic	Pearson <i>r</i>	<i>p</i> -value	Decision	Result
Age	0.024	0.637	Accept H_0	Not Significant
Gender	0.006	0.902	Accept H_0	Not Significant
Education	-0.136	0.008	Reject H_0	Significant
Occupation	-0.157	0.002	Reject H_0	Significant
Length of Experience	0.008	0.881	Accept H_0	Not Significant
Frequency of HR Services Use	0.006	0.905	Accept H_0	Not Significant

Table 8 illustrates the statistical results that for the majority of the respondents, personal and professional backgrounds do not dictate how HR services are perceived. Variables such as age ($p=0.637$), gender ($p=0.902$), length of experience ($p=0.881$), and frequency of service use ($p=0.905$) all yielded significance levels well above the 0.05 threshold. Because these relationships are not statistically significant, the null hypothesis is accepted for these categories. This lack of correlation suggests that the HR systems in these cities provide a standardized experience that remains consistent regardless of a worker's tenure, biological sex, or how often they interact with the department. Conversely, Education ($r = -0.136$, $p = 0.008$) and Occupation ($r = -0.157$, $p = 0.002$) show a significant negative correlation with satisfaction. This indicates that as academic attainment and professional rank increase, satisfaction with HR services tends to decrease.

3.4 Challenges that affect Clients' Satisfaction with HR Services

Table 9: Challenges that affect Clients' Satisfaction with HR Services (n=380)

Problems	SQD	f	R
Errors in HR records or processed documents	Reliability	135	1
Late or ineffective communication of policy or requirement changes	Communication	82	2
Limited time or attention given to individual concerns	Empathy	80	3
Uncertainty about HR staff's ability to handle complex concerns	Assurance	77	4
Repeated visits required to complete a single HR transaction	Efficiency	72	5
Delays in completing HR requests beyond the expected timeframe	Responsiveness	67	6

Table 9 illustrates the top challenges encountered by the respondents per service quality dimension. Errors in HR records or processed documents emerged as the most significant challenge. This issue falls under the Reliability dimension and suggests an urgent need for data integrity and perhaps a shift toward automated record management. In a public sector context, frequent errors do not just stall paperwork, they diminish the perceived legitimacy of the institution, highlighting a critical area for Digital Transformation to minimize human error and safeguard institutional memory. The second and third most frequent challenges were Late or ineffective communication and Limited time or attention to individual concerns, point to gaps in Communication and Empathy. These issues suggest that while the HR staff may be technically capable, the "human side" of the service delivery chain is under strain, likely due to high workloads. The remaining challenges regarding Assurance, Efficiency, and Responsiveness such as repeated visits and delays suggest the need for streamlined workflows.

3.5 Proposed Measures to Enhance Client Satisfaction with HR Services

Table 10: Proposed Measures

Proposed Measures	Objectives	Strategies	Outcomes	Person/s Responsible
Establish fixed internal deadlines for every document type to eliminate processing delays.	To reduce the time spent waiting for document processing and approvals.	Define and post clear service level agreements for every specific HR document type.	A consistent 48-hour completion rate for all standard personnel document requests.	HRMO (Head of Office) and Supervising Admin Officers
Deploy an automated SMS and email alert system to keep employees updated on the status of their requests.	To keep employees informed about the progress of their requests in real-time.	Link the internal database to an automated SMS and email gateway for status triggers.	Every employee receives a status update on their mobile phone the moment a task moves to the next stage.	T/MIS Department and HR Records Officer
Implement a digital appointment scheduling tool to reduce physical waiting times at the HR office.	To eliminate long physical lines and waiting periods at the HR office.	Launch a digital booking page where employees select their preferred time slots for visits.	The total elimination of physical lines and waiting times at the HR service counter.	IT/MIS Office and HR Frontline Staff
Conduct bi-annual digital scrubbing and verification of all personnel files to ensure 100% data accuracy.	To remove errors and inconsistencies in personnel and payroll records.	Set up a bi-annual schedule for the technical team to cross-check all digital and physical files.	Personnel records that are entirely free of data mismatches and clerical errors.	HR Records Officer and Internal Audit Team
Require all staff to follow a unified step-by-step manual to guarantee consistent service for every transaction.	To ensure every employee receives the exact same service regardless of the staff member assigned.	Compile a master step-by-step guidebook that dictates exactly how every task must be finished.	A uniform service experience where the outcome remains the same regardless of which staff member is on duty.	QMS Committee and HRMO
Use digital checklists to verify all requirements are met before a request is accepted to prevent repeated visits.	To stop the cycle of repeated office visits caused by incomplete paperwork.	Provide digital checklists to employees that must be ticked off before a file can be submitted.	The complete removal of the need for employees to return to the office for missing documents.	HR Frontline Staff and Section Chiefs
Provide advanced technical training and certifications to build expert-level knowledge in labor laws among HR staff.	To build a workforce of HR experts capable of solving complex labor issues.	Enroll HR staff in specialized certificate courses and legal workshops for public sector management.	An HR team capable of providing expert-level advice on complex labor laws without consulting outside manuals.	Training & Development Officer and LCE (Mayor)
Enforce role-based data access and mandatory non-disclosure agreements to protect sensitive employee information.	To secure sensitive data against unauthorized access or leaks.	Set up role-based file encryption and require all staff to sign annual non-disclosure agreements.	Zero reported cases of data breaches or unauthorized sharing of private employee information.	Data Privacy Officer (DPO) and IT Administrator
Launch an internal searchable database of civil service rules to provide instant and accurate policy answers.	To provide immediate and accurate answers to all policy-related questions.	Build a searchable internal FAQ site that pulls directly from updated civil service codes.	Immediate, 100% accurate answers provided to any employee who asks about current policies.	HR Legal Officer and MIS Staff

Assign specific HR officers to dedicated departments to provide more personalized and attentive service.	To shift from transactional processing to personalized employee support.	Divide the workforce into blocks and assign a specific HR officer to manage each one.	A shift where employees feel they have a personal advocate within the HR department.	HRMO and Assigned HR Liaisons
Form a review committee to evaluate and handle non-standard or urgent personal cases with fairness.	To ensure fair and considerate handling of unique or urgent personal situations.	Designate a rotating team of senior staff to review and decide on urgent, non-routine requests.	Prompt and fair resolutions for all employees facing unique or urgent life circumstances.	HR Grievance Committee / Senior Management
Adopt a continuous service schedule and late-hour digital support to make HR more accessible to all shifts.	To make HR services available during all working hours and shifts.	Rotate lunch breaks among staff and enable a 24/7 digital ticketing system for off-hour help.	Full-service availability for all staff members, including those working late-night or early-morning shifts.	HR Admin Staff and IT Support
Create a real-time broadcast channel for the immediate sharing of new government mandates and policy changes.	To guarantee that every staff member receives policy updates the moment they change.	Set up a verified group messaging channel to push out policy news the moment it is released.	A workforce that is fully informed of any policy change within minutes of its official release.	PIO and HR Communications Officer
Produce simple infographics and instructional videos to explain complex administrative procedures.	To make complicated administrative steps easy for the average employee to understand.	Convert technical manuals into one-page graphics and short, high-speed demonstration videos.	A significant increase in the number of employees who can complete their own paperwork correctly on the first try.	PIO Unit and HR Process Experts
Set up an anonymous digital platform for employees to voice grievances and suggest service improvements.	To create a safe and anonymous way for employees to report service issues.	Install a secure, encrypted online portal for anonymous submissions of complaints and ideas.	A steady stream of honest feedback used to fix small service issues before they become major problems.	Integrity Management Committee
Transition all submission and approval processes to a centralized cloud portal to allow for one-session completions.	To allow employees to finish entire transactions in a single digital session.	Integrate all HR forms and signatures into a single, cloud-based web application.	The ability for any staff member to finalize a multi-step transaction using only a single digital log-in.	LGU Dept Heads and IT/MIS Department
Replace manual paper-based logging with a fully integrated Human Resource Information System.	To modernize the department by removing slow and outdated paper-based habits.	Invest in an Enterprise HRIS to digitize every piece of paper and manual logbook currently in use.	A modern, paperless office environment where all historical and current files are instantly searchable.	LCE (Mayor), Budget Officer, and MIS
Conduct a systematic audit to remove redundant signatures and unnecessary forms from all workflows.	To speed up workflows by deleting redundant signatures and unnecessary forms.	Map out every current process to find and delete any signature or step that adds no value.	A leaner administrative process that requires fewer signatures and significantly less time to finish.	ARTA Focal Person and HRMO

Table 10 illustrates the proposed measures to enhance client satisfaction with human resource services. It outlines strategic interventions designed to address key service gaps identified in terms of efficiency, accessibility, accuracy, transparency, and responsiveness. Each measure is aligned with specific objectives, actionable strategies, expected outcomes, and designated responsible personnel, ensuring accountability and feasibility.

3.6 Implication of the Study to Public Administration

The state of human resource management in the local government units of Central Luzon reveals a fundamental tension between traditional bureaucracy and the urgent need for a service-oriented culture. The data shows that the gap between employee expectations and actual service delivery is not merely a technical issue but it is a symptom of a system that has historically prioritized the process over the person. When demographic profiles show a diverse workforce varying in age, tenure, and rank yet the satisfaction levels remain inconsistent across dimensions like reliability and responsiveness, it implies that the current HR framework is too rigid to cater to the specific needs of its people.

One of the most pressing implications is the erosion of the "psychological contract" between the local government and its staff. In management theory, this contract represents the unwritten expectations an employee has regarding how they will be treated in exchange for their labor. When the study identifies recurring problems like delayed communication, the need for repeated office visits, and a lack of transparency in record-keeping, the institution is effectively breaking that contract. This neglect suggests that the LGU views its employees as administrative units rather than as its primary stakeholders. If a teacher or a health worker feels that their own HR department does not value their time, their motivation to provide high-quality service to the public will inevitably decline.

Furthermore, the lack of a significant correlation between certain demographic profiles and satisfaction levels implies that the frustrations within the system are universal. It does not matter if an employee is a young new hire or a seasoned veteran, the friction caused by manual logging and redundant signatures affects everyone equally. This uniformity of dissatisfaction points to a systemic failure. It suggests that the "old ways" of doing things such as relying on paper trails and physical presence for every transaction are

no longer sustainable in a digital age. The implication for HR development is clear: the department must move away from being a mere "record-keeper" and become a "service-enabler."

The implications also extend to the "Capability Maturity" of the LGU. The findings suggest that many HR departments are currently operating at a transactional level, focusing on compliance and survival rather than strategic development. This is a critical barrier to achieving higher levels of PRIME-HRM (Program to Institutionalize Meritocracy and Excellence in Human Resource Management). For the Civil Service Commission, this evidence can inform the development of more targeted technical assistance, capacity-building interventions, and monitoring frameworks that address the specific systemic weaknesses that are most consistently identified as sources of client dissatisfaction across the Central Luzon region. For individual LGU executives and HR managers, the study's implications center on the strategic importance of positioning the HR department as a genuinely valued institutional partner rather than an administrative overhead. This repositioning requires both budgetary commitment, in the form of adequate staffing, technology investment, and professional development funding, and cultural commitment, in the form of visible leadership endorsement of HR excellence as an organizational priority.

The findings also carry implications for the broader field of public administration research in the Philippines. This study demonstrates that internal HR service quality is a legitimate and important domain of public administration inquiry. Future research should build on this foundation by examining how improvements in internal HR service quality translate into tangible improvements in the performance and motivation of public servants across a wider range of government institutions. Perhaps the most fundamental implication of this study is its affirmation of the principle that good governance begins from within. The quality of service that government employees receive from their own institutions shapes their understanding of what public service means.

Moreover, the findings of this study carry substantial implications for the transformation of Human Resource Management and Development (HRMD) in Local Government Units (LGUs) in the Philippines, particularly in advancing a more citizen-centered, technology-enabled, and performance-driven HR system.

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To my family, every page of this study was written with your future in my mind. I always wanted to share this success with you all.

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