



# Performance of Calamba City Health Office Employees and Citizens' Satisfaction: Basis for Action Plan

Melody I. Tenorio

Laguna College of Business and Arts, Calamba City, 4029, Philippines

**Abstract**— The study assessed the past performance of employees in the Calamba City Health Office (CHO) and its relationship to citizens' satisfaction to develop an action plan for improvement. Surveys were conducted to collect quantitative data from CHO employees and citizens/clients, focusing on performance dimensions such as quality/effectiveness, quantity/efficiency, and timeliness, as well as citizen satisfaction factors including tangibility, reliability, responsiveness, assurance, and empathy. The data were statistically processed using weighted mean, Likert-scale, and Pearson Product Moment Correlation Coefficient to quantify the impact. This study used the descriptive correlational method with a quantitative approach. The respondents of the study were the (5) heads and (181) clients of the City Health Office of the City Government of Calamba, Laguna.

The findings revealed that CHO employees exhibited a high level of performance, indicating their dedication to delivering quality healthcare services in the past. However, significant differences were observed between employee and citizens/clients assessments, highlighting areas that needed improvement. Based on these findings, an action plan was proposed, encompassing strategies such as employee training, performance management, communication, resource allocation, customer feedback mechanisms, fostering a culture of continuous improvement, and monitoring progress. The implementation of the action plan in the future was expected to optimize CHO's performance, enhance citizen satisfaction, and improve healthcare service delivery. Recommendations for future research included conducting longitudinal studies, comparative analyses, and patient-centered research to further contribute to the field of healthcare management. Overall, this study provided valuable insights into enhancing past employee performance and addressing citizen satisfaction, with the ultimate goal of improving the overall quality of healthcare services provided by the Calamba City Health Office.

**Keywords**— Performance, Calamba City Health Office, Employees, Citizen's Satisfaction, Action Plan.

## INTRODUCTION

Access to quality healthcare is a fundamental human right and a key indicator of a nation's development, requiring skilled professionals, infrastructure, and effective management. In the Philippines, local government units (LGUs) are crucial in delivering primary healthcare and promoting citizen well-being. However, public service worldwide must be efficient, corruption-free, and citizen-centric, meeting expectations for quality. Adequate healthcare workforce is essential for effective service delivery, but the Philippines faces challenges such as shortages and inequitable distribution.

Furthermore, resource constraints in healthcare settings, like limited funding and outdated infrastructure, hinder service quality and create increased workloads for available staff. Coordination and governance issues within local government health systems can disrupt comprehensive healthcare services. Despite efforts to improve healthcare

delivery in the Philippines, regional and socioeconomic disparities persist, making resource availability and access inequitable.

The study evaluates the performance and citizen satisfaction of the Calamba City Health Office (CHO) in Laguna, aiming to enhance healthcare service delivery. This assessment is vital in the context of the government's Universal Health Care program, which seeks to provide equitable access to quality healthcare for all Filipinos. The study's significance lies in contributing to healthcare service knowledge, identifying CHO strengths and weaknesses, and guiding policy development to improve healthcare delivery in Calamba City.

## METHODS

The study used a descriptive correlational research design, employing a quantitative approach to measure employee performance and citizen satisfaction at the Calamba City Health Office. This design allowed for systematic data collection, precise numerical analysis, and exploration of relationships between variables without intervention.

The research was conducted at the Calamba City Health Office in Laguna, chosen due to its significance in healthcare provision. The population included heads of the CHO and citizen/clients. Simple random sampling was used for citizen/clients, ensuring unbiased representation, resulting in 181 respondents. Due to the limited number of heads, all were included, eliminating the need for sampling.

A survey questionnaire, adapted and validated with input from experts, was used. It consisted of two parts: one assessing employee performance and the other measuring citizen satisfaction. The Likert scale was employed to rate responses.

Ethical principles, including informed consent, voluntary participation, confidentiality, and respect for respondents' rights, were strictly followed throughout the research process.

The data were analyzed using statistical techniques in SPSS, including mean calculations, t-tests to identify differences between groups, and Pearson Product Moment Correlation Coefficient to establish relationships between variables.

## RESULTS AND DISCUSSION

**Problem Number 1:** What is the level of performance of the employees of Calamba City Health Office in Laguna as assessed by the heads and citizens/clients in terms of Quality/effectiveness, Efficiency/quantity, and Timeliness?

The level of performance of the employees of the Calamba City Health Office (CHO) in Laguna, as assessed by both the heads and the clients/citizens, specifically in terms of Quality/effectiveness was Very Satisfactory, with a general assessment score of 3.94.

This means that performance of the employees of the Calamba City Health Office (CHO) in Laguna was very satisfactory in terms of quality/effectiveness. The indicator stating "Promotes and maintain a harmonious/productive work environment" yielded the highest composite assessment score of 3.96 and was verbally interpreted as Very Satisfactory.



**1.1 Quality/Effectiveness**

**Table 1.1 Level of Performance of the Employees of Calamba City Health Office in Laguna as Assessed by the Heads and Citizens/Clients in terms of Quality/Effectiveness**

Indicators	Heads		Clients		Composite	
	$\bar{X}$	VI	$\bar{X}$	VI	$\bar{X}$	VI
Reflect work thoroughly on current knowledge/ skill of job and impact on agency activities or related resources.	4.00	VS	3.76	VS	3.88	VS
Use opportunities to expand knowledge/skills and sharing of information.	4.00	VS	3.87	VS	3.94	VS
Manifest and exceed expectations of work quality, quantity, customer service, and timeliness standards.	4.00	VS	3.86	VS	3.93	VS
Demonstrates a high degree of initiative, customer service, quality of work, and significantly exceed job expectations and standards.	4.00	VS	3.89	VS	3.95	VS
Promotes and maintain a harmonious/productive work environment.	4.00	VS	3.92	VS	3.96	VS
Suggest innovations to improve operations or streamline procedures.	4.00	VS	3.86	VS	3.93	VS
Define and analyze complex problems.	4.00	VS	3.88	VS	3.94	VS
Serve as a role model about adherence to work policies and safety standards.	4.00	VS	3.88	VS	3.94	VS
<b>Standard Deviation</b>	<b>0.00</b>		<b>0.13</b>			
<b>General Assessment</b>	<b>4.00</b>	<b>VS</b>	<b>3.87</b>	<b>VS</b>	<b>3.94</b>	<b>VS</b>

Legend: 3.25-4.00 Strongly Agree- Very Satisfactory (VS) 2.50-3.24 Agree - Satisfactory (S) 1.75-2.49 Disagree - Fair (F) 1.00-1.74 Strongly Disagree - Poor (P)

The study's findings reveal that employees at the Calamba City Health Office exhibit a very high level of performance, particularly in terms of quality and effectiveness, as perceived by both the heads and clients. These positive ratings indicate that employees consistently meet or exceed expectations in various aspects of their work, contributing to the overall quality and effectiveness of the Health Office.

This strong correlation between employee performance and job satisfaction in the public health sector can be attributed to the provisions of the Local Government Code (Republic Act No. 7160), which grants local government units (LGUs) the autonomy and authority to provide healthcare services and emphasizes the promotion of health and safety, environmental quality, and community well-being.

This autonomy empowers Community Health Office (CHO) employees to deliver high-quality healthcare services effectively. Overall, the employees' performance in terms of quantity and efficiency was also very satisfactory, with specific indicators like "Act as a positive change agent" receiving the highest scores, while "Use resources and technology to maximize productivity and service" received a slightly lower but still very satisfactory score.

**1.2 Quantity/Efficiency**

**Table 1.2 Level of Performance of the Employees of Calamba City Health Office in Laguna as Assessed by the Heads and Citizens/Clients in terms of Quantity/Efficiency.**



Indicators	Heads		Clients		Composite	
	$\bar{X}$	VI	$\bar{X}$	VI	$\bar{X}$	VI
Regularly exceeds expectations.	4.00	VS	3.87	VS	3.94	VS
Use resources and technology to maximize productivity and service.	3.80	VS	3.85	VS	3.83	VS
Commit to and promote excellence, led by example, energize performance and teamwork.	4.00	VS	3.86	VS	3.93	VS
Use and encourage creative decisions and solutions.	4.00	VS	3.86	VS	3.93	VS
Act as a positive change agent.	4.00	VS	3.91	VS	3.96	VS
Play as a role model and be recognized as respectable and trusted.	3.80	VS	3.87	VS	3.84	VS
Articulate and persuasively present and solicit complex or sensitive data.	3.80	VS	3.88	VS	3.84	VS
Prevent/resolve unit or team problems.	4.00	VS	3.85	VS	3.93	VS
<b>Standard Deviation</b>	<b>0.10</b>		<b>0.17</b>			
<b>General Assessment</b>	<b>3.93</b>	<b>VS</b>	<b>3.87</b>	<b>VS</b>	<b>3.90</b>	<b>VS</b>

Legend: 3.25-4.00 Strongly Agree- Very Satisfactory (VS) 2.50-3.24 Agree - Satisfactory (S) 1.75-2.49 Disagree – Fair (F) 1.00-1.74 Strongly Disagree – Poor (P)

The study's findings indicate a positive assessment of employee performance in terms of quantity and efficiency, as perceived by both heads and clients at the Calamba City Health Office in Laguna. These consistently high ratings suggest that the employees consistently exceed expectations by effectively utilizing resources, promoting excellence, making creative decisions, acting as change agents, and resolving problems. This aligns with Smith's (2020) examination of performance assessment in public health offices, highlighting efficiency and quantity, and Song et al.'s (2019) research challenging the tradeoff between service quantity and quality in speed-intensive service firms, which found a positive interrelationship between the two but noted a potential tradeoff between customer and employee satisfaction in the long term.

### 1.3 Timeliness

**Table 1.3 Level of Performance of the Employees of Calamba City Health Office in Laguna as Assessed by the Heads and Citizens/Clients in terms of Timeliness.**

Indicators	Heads		Clients		Composite	
	$\bar{X}$	VI	$\bar{X}$	VI	$\bar{X}$	VI
Communicate in a clear, effective, timely, concise, and organized manner.	4.00	VS	3.88	VS	3.94	VS
Develop or implement solutions with low supervision.	4.00	VS	3.85	VS	3.93	VS
Reflect work on maximum innovative use of time and resources to consistently surpass expectations and improve operations.	4.00	VS	3.89	VS	3.95	VS
Answer queries for delivery of service.	3.80	VS	3.89	VS	3.85	VS
Provide timely feedback and technical assistance to client needs.	4.00	VS	3.86	VS	3.93	VS
Prepare monthly report on time.	4.00	VS	3.84	VS	3.92	VS
<b>Standard Deviation</b>	<b>0.07</b>		<b>0.19</b>			
<b>General Assessment</b>	<b>3.97</b>	<b>VS</b>	<b>3.87</b>	<b>VS</b>	<b>3.92</b>	<b>VS</b>

Legend: 3.25-4.00 Strongly Agree- Very Satisfactory (VS) 2.50-3.24 Agree - Satisfactory (S) 1.75-2.49 Disagree – Fair (F) 1.00-1.74 Strongly Disagree – Poor (P)

The performance assessment of employees at the Calamba City Health Office in Laguna, specifically in terms of timeliness, received a "Very Satisfactory" rating with a general assessment score of 3.92. This indicates that the employees consistently meet deadlines, communicate effectively, utilize time and resources innovatively, and



provide timely assistance and feedback, as assessed by both heads and clients. Notably, the indicator focused on innovative time and resource utilization received the highest composite mean assessment score of 3.94, while the indicator related to answering queries for service delivery received the lowest composite mean assessment score of 3.85. These findings emphasize the employees' commitment to delivering services in a timely manner, which is crucial for efficient and effective healthcare provision. This aligns with previous research by Smith and Johnson (2020), which found that city health office employees consistently demonstrated high levels of timeliness and efficient communication, highlighting the significance of timely service delivery in meeting client needs and expectations. Johnson et al. (2020) also emphasized the importance of efficient and timely service delivery in public health organizations, as it leads to improved health outcomes, increased satisfaction, resource optimization, and a positive organizational reputation. Effective communication, innovative time management, and a culture of continuous improvement were identified as key drivers for enhancing service quality and timeliness in public health organizations.

**Problem Number 2.** Is there a significant difference between the assessments of the heads and citizens/clients on the level of performance of the employees of City Health Office in Calamba, Laguna?

**Table 2. Test of Significant Difference on the Assessments of the Heads and Citizens on the Level of Performance of the Employees of City Health Office in Calamba, Laguna**

Variables	t Test	Probability	Remarks	Decision
	Computed	Value		
Quality	13.717	.000	Significant	Reject Ho
Quantity	1.319	.236	Not Significant	Accept Ho
Timeliness	3.188	.012	Significant	Reject Ho

The hypothesis testing revealed a significant difference in the assessments provided by the heads and citizens/clients concerning the performance of employees at the City Health Office in Calamba, Laguna, specifically in terms of quality/effectiveness and timeliness. This was evident in the results of the T-test, with probability values of .000 and .012, respectively, both below the significance level of .05, leading to the rejection of the null hypothesis. Conversely, when evaluating quantity/efficiency, both the heads and citizens provided similar assessments of the employees' performance, with a probability value of .236, exceeding the significance level of .05. This implies that there is no significant difference in the assessments provided by the heads and citizens regarding performance in terms of quantity/efficiency at the City Health Office. These findings highlight the importance of addressing discrepancies in perceptions between the heads and citizens, particularly regarding quality and timeliness, to ensure a shared understanding and improve overall performance at the City Health Office. This aligns with the research by Smith et al. (2020), which emphasized the common differences in stakeholder assessments of public service performance and the need to address these variations through effective communication and stakeholder engagement to enhance performance and satisfaction within public service organizations.



**Problem Number 3.** What is the level of satisfaction of the citizens/clients on the quality of services of Calamba City Health Office in Laguna in terms of Tangibility, Reliability, Responsiveness, Assurance, and Empathy?

The level of satisfaction of citizens/clients regarding the quality/effectiveness of services provided by the Calamba City Health Office in Laguna, focusing on the dimension of Tangibility was Very Satisfied, with a general assessment score of 3.90. The indicator stating “Employee’s appearance (uniform and personal hygiene) are neat and clean” obtained the highest composite mean assessment score of 3.97, and was verbally interpreted as Very Satisfied. Whereas, the indicator stating that “Equipment facility are working appropriately (without causing breakdown)” gauged the lowest composite mean assessment grade of 3.84, and was verbally interpreted as Very Satisfied as well.

### 3.1 Tangibility

**Table 3.1 Level of Satisfaction of the Citizens/Clients on the Quality of Services of Calamba City Health Office in Laguna in terms of Tangibility.**

Indicators	Performance		Satisfaction Level		Composite	
	$\bar{X}$	VI	$\bar{X}$	VI	$\bar{X}$	VI
	Physical appearance of the city health office infrastructure is visually appealing.	4.00	VS	3.84	VS	3.92
Employee’s appearance (uniform and personal hygiene) are neat and clean.	4.00	VS	3.94	VS	3.97	VS
Equipment facility are working appropriately (without causing breakdown).	3.80	VS	3.88	VS	3.84	VS
Physical representations of the service, such as a record books and referrals are available when needed.	3.80	VS	3.94	VS	3.87	VS
Space of service facility to accommodate number of citizen or clients.	4.00	VS	3.88	VS	3.94	VS
Medicines are available for indigent citizens or clients.	3.80	VS	3.89	VS	3.85	VS
<b>Standard Deviation</b>	<b>0.13</b>		<b>0.14</b>			
<b>General Assessment</b>	<b>3.90</b>	<b>VS</b>	<b>3.89</b>	<b>VS</b>	<b>3.90</b>	<b>VS</b>

Legend: 3.25-4.00 Strongly Agree- Very Satisfied (VS) 2.50-3.24 Agree- Satisfied (S) 1.75-2.49 Disagree – Dissatisfied (D) 1.00-1.74 Strongly Disagree – Very Dissatisfied (VD)

The study's findings indicate that the Calamba City Health Office generally meets the expectations of citizens/clients in terms of tangible aspects of service delivery, but there is room for improvement, particularly in ensuring the availability of equipment facilities and medicines. Efforts to maintain visually appealing facilities and staff cleanliness contribute positively to citizens/clients' perceptions. This aligns with Garcia et al.'s (2020) research on service quality in public health centers, emphasizing the importance of infrastructure, employee appearance, and facility functionality in client satisfaction. Maintaining visually appealing infrastructure, ensuring professional employee appearance, and monitoring equipment and facilities can enhance the overall perception of service quality and contribute to improved client satisfaction. The level of satisfaction regarding service quality's reliability at Calamba City Health Office was Very Satisfied, with indicators like "Realization of promised tasks" receiving the highest assessment score of 3.97, while aspects related to "Observation of keeping client records correctly" had a slightly lower but still Very Satisfied score of 3.82.

### 3.2 Reliability

**Table 3.2 Level of Satisfaction of the Citizens/Clients on the Quality of Services of Calamba City Health Office in Laguna in terms of Reliability.**

Indicators	Performance		Satisfaction Level		Composite	
	$\bar{X}$	VI	$\bar{X}$	VI	$\bar{X}$	VI
Realization of promised tasks.	4.00	VS	3.94	VS	3.97	VS
Displayed interest in solving problems.	4.00	VS	3.88	VS	3.94	VS
Things done right at the first time.	4.00	VS	3.87	VS	3.94	VS
Observed of keeping of client's record correctly.	3.80	VS	3.84	VS	3.82	VS
Knowledge and skills in performing tasks.	3.80	VS	3.87	VS	3.84	VS
Services provided at promised time.	4.00	VS	3.86	VS	3.93	VS
<b>Standard Deviation</b>	<b>0.08</b>		<b>0.22</b>			
<b>General Assessment</b>	<b>3.93</b>	<b>VS</b>	<b>3.88</b>	<b>VS</b>	<b>3.91</b>	<b>VS</b>

Legend: 3.25-4.00 Strongly Agree- Very Satisfied (VS) 2.50-3.24 Agree- Satisfied (S) 1.75-2.49 Disagree – Dissatisfied (D) 1.00-1.74 Strongly Disagree – Very Dissatisfied (VD)

The study's findings suggest that citizens/clients hold a high level of satisfaction with the reliability of services provided by the Calamba City Health Office, particularly in terms of fulfilling promised tasks, problem-solving, accuracy, knowledge and skills, and adherence to timelines. This positive perception can lead to increased trust in the organization, improved community reputation, and potential client loyalty. However, specific areas like the observed keeping of clients' records correctly indicate room for improvement. Addressing such areas can further enhance the office's reliability and overall service quality. This contrasts with Wójcik-Mazur et al.'s (2022) study on the impact of the pandemic on customer service quality in local government units, which found a negative impact on reliability and trust during the COVID-19 pandemic, highlighting the challenges faced by such units in maintaining service quality.

### 3.3 Responsiveness

**Table 3.3 Level of Satisfaction of the Citizens/Clients on the Quality of Services of Calamba City Health Office in Laguna in terms of Responsiveness.**

Indicators	Performance		Satisfaction Level		Composite	
	$\bar{X}$	VI	$\bar{X}$	VI	$\bar{X}$	VI
Provide notification to citizen or client when services are performed.	3.80	VS	3.84	VS	3.82	VS
Duly accomplished death and transfer certificate form signed by the attending physician.	3.80	VS	3.77	VS	3.79	VS
Shows willingness to serve the citizen or client.	4.00	VS	3.85	VS	3.93	VS
Provide immediate response to citizen or client by issuing and signing the medical certificate from coming from the Civil Service Commission for the newly hired employee and those employees for promotion.	4.00	VS	3.83	VS	3.92	VS
Manifestation of fast and complete transaction to citizen or client like issuance of sanitary permit.	3.80	VS	3.84	VS	3.82	VS
Giving services through supportive staffs.	4.00	VS	3.88	VS	3.94	VS
<b>Standard Deviation</b>	<b>0.13</b>		<b>0.17</b>			
<b>General Assessment</b>	<b>3.90</b>	<b>VS</b>	<b>3.84</b>	<b>VS</b>	<b>3.87</b>	<b>VS</b>

Legend: 3.25-4.00 Strongly Agree- Very Satisfied (VS) 2.50-3.24 Agree- Satisfied (S) 1.75-2.49 Disagree – Dissatisfied (D) 1.00-1.74 Strongly Disagree – Very Dissatisfied (VD)

Citizens/clients expressed very high satisfaction with the Calamba City Health Office's responsiveness, scoring it as "Very Satisfied" with a general assessment score of 3.87. Among the indicators, "Giving services through supportive staffs" received the highest composite mean assessment grade of 3.94, indicating a strong level of satisfaction. However, both "Provide notification to citizen or client when services are performed" and "Manifestation of fast and complete transaction to citizen or client like issuance of sanitary permit" received the lowest composite mean score of 3.82, still in the "Very Satisfied" range. These findings underscore the health office's success in promptly and effectively addressing citizen/client needs, with employees demonstrating willingness to serve and provide immediate responses to inquiries and requests. The high level of satisfaction in responsiveness is essential for building trust and ensuring a positive experience for citizens/clients, reflecting the organization's commitment to efficiently addressing community needs. This aligns with Ali Mohammad et al.'s (2019) systematic review emphasizing the importance of employee responsiveness in healthcare settings for enhancing patient satisfaction and overall quality of care through promptness, attentiveness, and patient-centeredness.

### 3.4 Assurance

**Table 3.4 Level of Satisfaction of the Citizens/Clients on the Quality of Services of Calamba City Health Office in Laguna in terms of Assurance.**

Indicators	Performance		Satisfaction Level		Composite	
	$\bar{X}$	VI	$\bar{X}$	VI	$\bar{X}$	VI
Behavior of employees instill confidence.	3.80	VS	3.84	VS	3.82	VS
Provide assurance of feeling safe.	4.00	VS	3.89	VS	3.95	VS
Assures safety and confidentiality of citizen or client's records.	3.80	VS	3.84	VS	3.82	VS
Shows courteousness of employees.	4.00	VS	3.86	VS	3.93	VS
Knowledgeable to answer queries.	4.00	VS	3.82	VS	3.91	VS
Shows flexibility in services according to citizen or client's request.	4.00	VS	3.93	VS	3.97	VS
<b>Standard Deviation</b>	<b>0.17</b>		<b>0.17</b>			
<b>General Assessment</b>	<b>3.93</b>	<b>VS</b>	<b>3.86</b>	<b>VS</b>	<b>3.90</b>	<b>VS</b>

**Legend:** 3.25-4.00 Strongly Agree- Very Satisfied (VS) 2.50-3.24 Agree- Satisfied (S) 1.75-2.49 Disagree - Dissatisfied (D) 1.00-1.74 Strongly Disagree - Very Dissatisfied (VD)

Citizens/clients expressed high satisfaction with the Calamba City Health Office's assurance-related aspects of service quality, rating it as "Very Satisfied" with a general assessment score of 3.90. Notably, the indicator "Shows flexibility in services according to citizen or client's request" received the highest composite mean assessment grade of 3.97, indicating a strong level of satisfaction. Meanwhile, "Behavior of employees instills confidence" and "Assures safety and confidentiality of citizen or client's records" received the lowest composite mean assessment score of 3.82, still in the "Very Satisfied" range. These findings reflect the office's success in instilling confidence, ensuring safety and confidentiality of records, exhibiting courteousness, possessing knowledge to answer queries, and showing flexibility in accommodating requests. Overall, the Calamba City Health Office excels in assurance-related aspects of service quality, contributing to a positive experience for citizens/clients. This aligns with Phetogo et al.'s (2020) findings emphasizing the significance of various service quality elements, including



assurance, in enhancing customer satisfaction with government agencies. They recommend staff training to address complaints, maintain records, and improve service reliability, underscoring the importance of regularly evaluating service quality to better meet customer expectations.

### 3.5 Empathy

**Table 3.5 Level of Satisfaction of the Cit8izens/Clients on the Quality of Services of Calamba City Health Office in Laguna in terms of Empathy.**

Indicators	Performance		Satisfaction Level		Composite	
	$\bar{X}$	VI	$\bar{X}$	VI	$\bar{X}$	VI
Provides individualized attention to citizen or client that makes them feel special.	3.60	VS	3.88	VS	3.74	VS
Service opening hours is convenient to citizen or client.	4.00	VS	3.84	VS	3.92	VS
Capability to understand specific needs of citizen or client.	4.00	VS	3.84	VS	3.92	VS
Services rendered are for the best interest of citizen or client and with a heart.	3.80	VS	3.88	VS	3.84	VS
Interactions between citizen or client containing characteristics such as respect, courtesy, humility, empathy, help, and accountability.	4.00	VS	3.84	VS	3.92	VS
Provide basic laboratories to the poor community such as basic x-ray services, etc.	4.00	VS	3.83	VS	3.92	VS
<b>Standard Deviation</b>	<b>0.08</b>		<b>0.18</b>			
<b>General Assessment</b>	<b>3.90</b>	<b>VS</b>	<b>3.85</b>	<b>VS</b>	<b>3.88</b>	<b>VS</b>

Legend: 3.25-4.00 Strongly Agree- Very Satisfied (VS) 2.50-3.24 Agree- Satisfied (S) 1.75-2.49 Disagree – Dissatisfied (D) 1.00-1.74 Strongly Disagree – Very Dissatisfied (VD)

Citizens/clients expressed a high level of satisfaction with the Calamba City Health Office's empathy-related aspects of service quality, rating it as "Very Satisfied" with a general assessment score of 3.88. Notably, indicators such as "Service opening hours are convenient to citizen or client," "Capability to understand specific needs of citizen or client," "Interactions between citizen or client containing characteristics such as respect, courtesy, humility, empathy, help, and accountability," and "Provide basic laboratories to the poor community such as basic x-ray services, etc." all received the highest composite mean assessment score of 3.92, indicating strong satisfaction. However, the indicator "Provides individualized attention to citizen or client that makes them feel special" received the lowest composite mean assessment grade of 3.74, still within the "Very Satisfied" range. These findings reflect the Calamba City Health Office's success in demonstrating empathy by offering convenient service hours, understanding specific needs, engaging in positive interactions, and providing essential services to the community. While the overall empathy satisfaction level is high, there is room for improvement in delivering more individualized attention to citizens/clients to enhance their healthcare experiences. These findings align with Javed and Fatima's (2018) study, emphasizing the importance of empathy and assurance in public healthcare, where patients expect courteous and empathetic treatment during their hospital visits, underscoring the need for training programs for healthcare staff to prioritize these qualities in their interactions with patients.

**Problem Number 4.** Is there any significant relationship between the level of performance of the employees and the level of satisfaction of citizens/clients on the quality of services of Calamba City Health Office in Laguna?

Pearson r was conducted to determine the significant relationship between the level of employee performance and the level of satisfaction among citizens/clients regarding the quality of services provided by the Calamba City Health Office in Laguna. The hypothesis stating that there was no significant relationships was partially upheld. This is for the reason that there are bivariate that shown significant relationship in the result of Pearson Correlation. The analysis revealed significant relationships between quality and tangibility, quality and empathy, and quantity and tangibility. The probability values associated with these relationships were found to be 0.003, 0.028, and 0.001, respectively, which are all below the predetermined level of significance of 0.05.

**Table 4 Test of Significant Relationship between the Level of Performance of the Employees and the Level of Satisfaction of Citizens/Clients on the Quality of Services of Calamba City Health Office in Laguna**

Level of performance	Satisfactions of the Citizens	r value	p value	Remarks	Decision
Quality	Tangibility	.159*	0.03	Significant	Reject ho
	Reliability	0.003	0.965	Not Significant	Accept ho
	Responsiveness	0.048	0.512	Not Significant	Accept ho
	Assurance	0.134	0.068	Not Significant	Accept ho
	Empathy	.162*	0.028	Significant	Reject ho
Quantity	Tangibility	.242**	0.001	Significant	Reject ho
	Reliability	0.113	0.124	Not Significant	Accept ho
	Responsiveness	0.058	0.431	Not Significant	Accept ho
	Assurance	0.139	0.059	Not Significant	Accept ho
	Empathy	0.101	0.169	Not Significant	Accept ho
Timeliness	Tangibility	0.137	0.063	Not Significant	Accept ho
	Reliability	0.072	0.327	Not Significant	Accept ho
	Responsiveness	-0.037	0.62	Not Significant	Accept ho
	Assurance	0.03	0.687	Not Significant	Accept ho
	Empathy	-0.007	0.923	Not Significant	Accept ho

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).

The findings indicate a significant relationship between certain aspects of employee performance, such as quality, tangibility, and empathy, and citizen/client satisfaction. However, this study acknowledges the existence of unexplored factors that may also influence employee performance. Further research is recommended to uncover and comprehend these additional factors to improve overall service quality. Conversely, the hypothesis positing no significant relationship between employee performance and citizen/client satisfaction in relation to other variables was accepted, suggesting the presence of other influential factors not considered in this study.

This aligns with Naseri et al.'s (2020) research, which found that service quality dimensions, including tangibility and empathy, significantly impact employee performance in healthcare. Similarly, Smith et al. (2020) conducted a meta-analysis confirming a positive relationship between employee performance and customer satisfaction, emphasizing the importance of employee behaviors like tangibility, empathy, and responsiveness in shaping customer perceptions of service quality.

**Problem Number 5.** Based on the findings of the study, what action plan may be proposed?



Based on the findings of the study, several action plans can be proposed to address the identified issues and improve the performance and satisfaction levels of Calamba City Health Office (CHO) in Laguna.

Firstly, providing training and development programs to enhance the skills and knowledge of CHO employees is crucial. These programs should focus on areas such as communication, professionalism, and customer service. By equipping employees with the necessary skills, they can effectively interact with citizens/clients, provide personalized attention, and deliver high-quality services. Secondly, streamlining processes and workflows within the CHO is essential to eliminate bottlenecks and improve efficiency. This can involve assessing current procedures, identifying areas of improvement, and implementing standardized and efficient workflows. By optimizing processes, the CHO can enhance service delivery, reduce waiting times, and improve overall performance. Thirdly, implementing a performance monitoring system is recommended to track and improve timeliness. This can involve establishing key performance indicators (KPIs) and regularly monitoring and evaluating employee performance against these metrics. By having a system in place to track performance, the CHO can identify areas that require improvement and take appropriate actions to enhance timeliness and responsiveness.

**Table 5. The Proposed Action Plan**

KEY RESULT AREAS/ AREAS OF CONCERN	GOALS/ OBJECTIVES	PLANS AND PROGRAMS	TIME FRAME	PERSONS INVOLVED	SOURCE OF FUND	SUCCESS INDICATORS
Performance of employees in terms of Quality/ effectiveness	Enhance employee performance in delivering quality and effective services.	Provide training and development programs to enhance skills and knowledge	6 Months	Human Resources Department, Training Team	City Health Office Budget	Increased scores in performance evaluations, positive feedback from clients have been achieved.
Performance of employees in terms of Efficiency/ quantity	Improve employee efficiency and productivity in service delivery.	Streamline processes and workflows to eliminate bottlenecks and improve efficiency.	3 Months	Heads, Process Department Improvement Team	City Health Office Budget	Decreased waiting times and increased number of clients served per day have been achieved.
Performance of employees in terms of Timeliness	Enhance employee timeliness in service delivery.	Implement performance monitoring system to track and improve timeliness.	Ongoing	Supervisors, Team Leads	City Health Office Budget	Decreased response and service delivery times and adherence to deadlines have been achieved.
Satisfaction of citizens/clients in terms of Tangibility	Enhance tangibility aspects of services to improve citizen/client satisfaction.	Upgrade facility infrastructure and equipment.	12 Months	Facilities Management Team, Procurement Team	City Health Office Budget, Government Funding	Improved facility appearance, functional and well-maintained equipment have been achieved.
Satisfaction of citizens/clients in terms of Reliability	Enhance reliability of service delivery to increase citizen/client satisfaction.	Implement quality assurance processes and audits.	Ongoing	Quality Assurance Team	City Health Office Budget	Increased compliance with service standards, and reduced errors or discrepancies have been achieved.



Satisfaction of citizens/clients in terms of Responsiveness	Improve responsiveness to citizen/client needs and requests.	Implement a feedback system to capture citizen/client input and address concerns promptly.	6 Months	Customer Service Team, Feedback Management Team	City Health Office Budget	Increased response rates and reduced resolution time for citizen/client issues have been achieved.
Satisfaction of citizens/clients in terms of Assurance	Strengthen assurance in the delivery of services to instill confidence in citizens/clients.	Provide regular training on communication and professionalism.	3 Months	Training Department, Supervisors	City Health Office Budget	Positive feedback on staff behavior and communication, increased trust and confidence from citizens/clients have been achieved.
Satisfaction of citizens/clients in terms of Empathy	Enhance empathy in interactions with citizens/clients for a more positive experience.	Conduct empathy training for employees.	4 Months	Training Department, Supervisors	City Health Office Budget	Improved ratings in empathy-related indicators, positive feedback on compassionate and understanding service have been achieved.

To enhance healthcare services at the CHO, upgrading facility infrastructure and equipment is vital for creating an efficient and patient-friendly environment. This includes ensuring access to modern equipment and suitable facilities to deliver high-quality healthcare. Infrastructure improvements can lead to better service delivery and increased citizen/client satisfaction. Moreover, implementing rigorous quality assurance processes and conducting regular audits is crucial for maintaining and enhancing service quality. This involves setting quality standards, conducting internal audits, and taking corrective actions as needed. A feedback system should be established to capture citizen/client input and address concerns promptly, utilizing methods such as suggestion boxes or online platforms. Regularly reviewing feedback helps identify areas for improvement and ensures timely issue resolution, ultimately boosting overall satisfaction.

Additionally, providing ongoing training in communication and professionalism is essential for CHO employees, ensuring they possess the skills required for exceptional service. Lastly, empathy training is crucial to help employees connect with the emotions and experiences of citizens/clients, enabling them to provide personalized care and foster a supportive atmosphere. Commitment and organizational support are essential for the successful implementation of these initiatives, facilitating continuous improvement and a patient-centric approach to healthcare delivery.

## CONCLUSIONS

Based on the aforementioned study findings, several conclusions have been drawn. These conclusions shed light on the key insights and implications derived from the data analysis and provide a comprehensive understanding of the research topic.



1. That the employees of Calamba City Health Office in Laguna exhibit a high level of performance in terms of quality/effectiveness, quantity/efficiency, and timeliness is evident from the findings. Overall, these findings underscore the employees' exceptional performance, which greatly contributes to the overall success of the Calamba City Health Office in Laguna and surpasses the expectations of their clients.
2. That the significant difference in assessments of quality/effectiveness and timeliness highlights the need to address differing perceptions between the heads and citizens regarding employee performance. However, the no significant difference in assessments of quantity/efficiency, indicating a shared understanding between the heads and citizens in this aspect. These findings underscore the importance of considering multiple perspectives and implementing targeted interventions to improve performance.
3. That the high levels of satisfaction in the tangibility, reliability, responsiveness, assurance, and empathy dimensions indicate that the Calamba City Health Office has successfully met customer expectations. Overall, these findings highlight the office's commitment to providing quality services and creating a customer-centric environment.
4. That the revealed significant relationships between the level of employee performance and the level of satisfaction of citizens/clients on specific aspects of service quality, namely tangibility, empathy, and quantity and no significant relationship found for other variables, highlights the importance of improving the physical facilities and equipment (tangibility) and fostering empathy in interactions (empathy) to enhance citizens/clients' satisfaction. By focusing on these areas, the Calamba City Health Office can enhance satisfaction levels and provide high-quality services to its citizens/clients.
5. That the proposed Action Plan is of great importance in addressing the identified problems and findings within the Calamba City Health Office in Laguna is evident. The Action Plan serves as a comprehensive framework for implementing targeted interventions and driving improvement. Ultimately, the Action Plan guides improvement efforts, enhancing employee performance, citizen/client satisfaction, and overall service quality.

## **RECOMMENDATIONS**

The following recommendations have been formulated based on the summarized findings and derived conclusions:

1. To sustain and enhance performance excellence, Calamba City Health Office can implement strategies in terms of quality/effectiveness, quantity/efficiency, and timeliness. This includes ongoing training and development programs, fostering collaboration and teamwork, investing in technology, establishing continuous evaluation and feedback systems, and promoting a customer-centric approach. These measures aim to improve knowledge and skills, streamline processes, gather feedback for improvement, and deliver services that exceed client expectations. By prioritizing these strategies, the office can maintain high standards, enhance efficiency, and provide exceptional healthcare services to the community.
2. To address differences in assessments of quality/effectiveness and timeliness, establish open communication channels and encourage dialogue between heads, employees, and citizens. Conduct a performance gap analysis to identify specific areas for



1. improvement and design targeted training programs. Enhance performance monitoring and evaluation processes using robust indicators and involve all stakeholders in regular evaluation cycles. Foster a culture of collaboration and shared accountability to bridge the gap between assessments. By implementing these recommendations, the Calamba City Health Office can enhance performance and align expectations across all stakeholders.
2. To improve service quality at the Calamba City Health Office, several key areas should be focused on. First, maintaining a visually appealing environment through regular facility inspections and maintenance. Second, ensuring reliability by consistently fulfilling
3. tasks and maintaining accurate client records. Third, enhancing responsiveness by streamlining customer service processes and improving communication channels. Fourth, prioritizing assurance and confidentiality through employee professionalism and regular privacy training. Lastly, sustaining empathy and personalized services through active listening and ongoing employee training. By addressing these areas, the Calamba City Health Office may enhance overall service quality and provide a positive healthcare experience.
4. To address the significant relationships found between employee performance and citizen/client satisfaction, the Calamba City Health Office (CHO) should focus on training and development programs. These programs should aim to improve tangibility, empathy, and overall service quality. Enhancing the visual aspects of service delivery, such as clean facilities and professional appearances, is crucial. Training programs that emphasize active listening and effective communication will foster empathetic interactions. Prioritizing efficiency and productivity will positively impact service tangibility. Implementing a robust performance monitoring system will allow for continuous evaluation and improvement. By implementing these strategies, the CHO can enhance service quality, leading to increased satisfaction among citizens/clients.
5. To enhance performance and customer satisfaction, Calamba City Health Office in Laguna should actively implement the proposed Action Plan. This comprehensive plan includes strategies for employee training, performance management, communication, resource allocation, customer feedback, and fostering a culture of continuous improvement. By prioritizing these initiatives, the office can strengthen its workforce, optimize service delivery, and create a customer-centric environment. Allocating sufficient resources and providing necessary support are crucial for successful implementation. Regular monitoring and evaluation should be conducted to assess effectiveness and make adjustments as needed. By following the proposed action plan, the office can strive towards its goals of improving performance and enhancing satisfaction, resulting in better healthcare services for the community.
6. In order to deepen understanding and contribute to the field of healthcare management, there are several potential avenues for future research that can build upon the findings of this study. There are five (6) fields that can be recommended, first the longitudinal study, a comparative analysis, exploring the factors influencing employee performance within the office, conducting patient-centered research, evaluating the implementation and effectiveness of the proposed action lastly, a cost-effectiveness analysis. By pursuing



these research avenues, we can contribute to the ongoing efforts of enhancing healthcare service delivery and satisfaction levels in the Calamba City Health Office and similar settings.

## REFERENCES

- [1] Ali Mohammad Mosadeghrad, Saeed Karimi, & Siamak Moayyedzadeh (2019). "The Impact of Employee Responsiveness on Patient Satisfaction in Healthcare: A Systematic Review." *International Journal of Health Policy and Management*. DOI: 10.15171/ijhpm.2019.22
- [2] Department of Health (2019). "Universal Health Care Act: Implementing Rules and Regulation Republic Act No. 11223." Republic of the Philippines, Manila.
- [3] Department of Health (2020). "Administrative Order No. 20-24. Primary Care Policy Framework and Sectoral Strategies."
- [4] Department of Health (2021). "Administrative Order No. 2021-02 Revised Guidelines on the Implementation of the Local Government Unit (LGU) Health Scorecard (HSC)."
- [5] Garcia, J., Que, M., & Gonzales, R. (2020). "Assessing Service Quality in Public Health Centers: A Case Study in the Philippines." *Journal of Public Administration and Governance*, 10(2), 110-123. Doi: 10.5296/jpag.v10i2.16776
- [6] Javed, S. A., & Fatima, I. (2018). "Service quality and satisfaction in healthcare sector of Pakistan—the patients' expectations." *International Journal of Health Care Quality Assurance*, 31(6), 489-501. doi: <https://doi.org/10.1108/IJHCQA-08-2016-0110>
- [7] Johnson, R. B., & Christensen, L. (2020). "Educational research: Quantitative, qualitative, and mixed approaches." Sage Publications.
- [8] Naseri, N., Amiri, M., Shirkhodaie, M., & Zolfaghari, S. (2020). "The impact of service quality dimensions on employee performance in the healthcare industry: The mediating role of patient satisfaction." *Journal of Service Theory and Practice*, 30(3), 323-346. doi: 10.1108/JSTP-08-2019-0168
- [9] Phetogo M., Olumide J., Chux G. I., & Cheneso C. (2020). "Examining the relationship between service quality and customer satisfaction in the public service. The case of Botswana." *WSEAS TRANSACTIONS on BUSINESS and ECONOMICS*. DOI: 10.37394/23207.2020.17.57
- [10] Smith, A. L., Bolton, R. N., & Wagner, J. (2020). "Employee performance and customer outcomes: A meta-analysis." *Journal of Marketing*, 84(5), 24-46. Doi: 10.1177/0022242920911964
- [11] Smith, A., & Johnson, B. (2020). "Timeliness in Healthcare Service Delivery: A Study on Urban City Health Offices." *Journal of Health Management*, 15(2), 123-140.
- [12] Smith, J. (2020). "Assessing the Performance of Public Health Office Employees: A Review of Literature." *Journal of Public Health Management*, 15(2), 123-142.
- [13] Song, C., Jang, S., Wiggins, J., & Nowlin, E. (2019). "Does haste always make waste? Service quantity, service quality, and incentives in speed-intensive service firms." *Service Business*, 13(2), 289-304. doi: <https://doi.org/10.1007/s11628-018-0383-8>
- [14] WHO, OECD, and WB (2018). "Delivering quality health services: A global imperative for universal health coverage." Geneva: World Health Organization, Organization for Economic Co-operation and Development, and the World Bank; 2018. License: CC BY-NC-SA 3.0 IGO.
- [15] Wójcik-Mazur, A., Łukomska-Szarek, J., Martynko, A., & Piontek, K. (2022). "Impact of the COVID-19 pandemic on the quality of customer service in the local government units." *Administrative Si Management Public*, (39), 133-153. doi: <https://doi.org/10.24818/amp/2022.39-08>
- [16] World Health Organization. (2021). "Monitoring and evaluation."