

Commitment, Effectiveness and Efficiency in Human Resource Delivery of Services in Relation to Clients' Satisfaction: Basis for Improvement

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ABSTRACT

This study examined the levels of commitment, effectiveness, and efficiency in human resource service delivery and their relationships with client satisfaction among employees of one component city in the Province of Negros Occidental. A descriptive-correlational research design was employed involving 293 respondents selected from a population of 1,092 employees through stratified random sampling with proportional representation of permanent, casual, and job-order personnel. Data were gathered using a researcher-developed structured questionnaire that measured demographic profile, commitment, effectiveness, efficiency, and client satisfaction through a four-point Likert scale. Descriptive statistics were used to determine the levels of the study variables, while

Spearman's rank-order correlation was applied to test their relationships with client satisfaction. Findings showed that respondents rated human resource service delivery as very committed ($M = 3.47$, $SD = 0.39$), very effective ($M = 3.45$, $SD = 0.40$), and very efficient ($M = 3.42$, $SD = 0.43$). Client satisfaction was likewise rated very satisfied ($M = 3.50$, $SD = 0.42$). Significant positive relationships were found between commitment and client satisfaction ($r_s = .841$, $p < .001$), effectiveness and client satisfaction ($r_s = .859$, $p < .001$), and efficiency and client satisfaction ($r_s = .862$, $p < .001$), with efficiency showing the strongest association. The findings indicate that stronger commitment, effective service practices, and efficient HR processes are closely associated with higher client satisfaction. The study recommends sustaining service quality through continuous monitoring, capacity building, streamlined procedures, responsive follow-up mechanisms, and use of digital technologies to enhance transparency, speed, and HR service delivery.

Keywords: *human resource service delivery, organizational commitment, organizational effectiveness, operational efficiency, client satisfaction, human resource management, public sector, local government unit, service quality, employee satisfaction*

INTRODUCTION

Human resource management has become a strategic function in public sector governance, and the Human Resource Management Office (HRMO) plays a central role in supporting employee performance, organizational effectiveness, and accountability (Armstrong, 2023). As an internal service provider, the HRMO is expected to deliver services that are timely, accurate, responsive, and client-focused, since these services directly shape employees' experience of the organization.

In the Philippine setting, this expectation is reinforced by Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which requires government

agencies to provide faster, simpler, transparent, and more efficient services. Although this law is often discussed in relation to external public transactions, its principles are equally relevant to HRMOs because government employees are also internal clients who depend on efficient personnel services. The Civil Service Commission likewise emphasizes professionalism, accountability, and continuous improvement in human resource systems.

Studies show that effective HR service delivery contributes to employee satisfaction, organizational commitment, and institutional performance. Recent evidence also suggests that HR service quality is demonstrated in dimensions such as reliability, responsiveness, assurance, empathy, communication, and efficiency, all of which influence how employees evaluate the services they receive. In a Philippine government research institution, HRMO service quality was recently measured using the SERVQUAL framework, highlighting the growing relevance of service quality assessment in local public sector HR settings.

The gap is not that Philippine studies have completely overlooked HRM service delivery or client satisfaction. Rather, the gap lies in the limited empirical integration of these constructs. Existing Philippine studies have examined PRIME-HRM implementation, work commitment, employee performance, and general public-sector service quality, including research conducted in local government settings. However, limited evidence was identified that simultaneously examines commitment, effectiveness, and efficiency of HRM service delivery and their relationship with internal client satisfaction, particularly within the HRMO of a Philippine component city. This distinction positions the present study as an extension of existing LGU-based HRM research rather than a claim that the topic has never been investigated.

Therefore, this study aims to assess the levels of commitment, effectiveness, and efficiency regarding HR service delivery and determine their relationship with client satisfaction among employees. The findings are expected to provide evidence that can guide the formulation of an improvement plan to strengthen HR services and support more responsive, accountable public sector governance.

Theoretical Framework

This study was anchored on three complementary theoretical perspectives that explained how commitment, organizational effectiveness and efficiency, and service quality influenced client satisfaction in human resource service delivery. Specifically, the study drew on the Three-Component Model of Organizational Commitment of Meyer and Allen (1991), the McKinsey 7S Framework of Peters and Waterman (1982), and the SERVQUAL Model of Parasuraman et al. (1988). Collectively, these perspectives explained how the attitudes of human resource personnel, the organization's internal systems and processes, and employees' perceptions of service quality contributed to their overall satisfaction with the services provided by the Human Resource Management Office.

The first theoretical foundation was the Three-Component Model of Organizational Commitment developed by Meyer and Allen (1991). The model explained that organizational commitment consisted of three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment referred to an employee's emotional attachment to and identification with the organization, continuance commitment reflected the perceived costs associated with leaving the organization, and normative commitment pertained to an employee's sense of moral obligation to remain with and contribute to the organization. Among these dimensions, affective commitment was particularly relevant to the study because it influenced how employees performed their responsibilities and interacted with clients. Human resource personnel who were emotionally committed to their organization were more likely to demonstrate professionalism, accountability, responsiveness, and concern for employees seeking HR services. These behaviors contributed to a positive service experience and fostered confidence in the organization's ability to meet employees' needs. Consequently, the model provided the theoretical basis for the study's variable on commitment in human resource service delivery, suggesting that greater commitment among HR personnel was associated with higher levels of client satisfaction.

The study was also supported by the McKinsey 7S Framework introduced by Peters and Waterman (1982). Rather than focusing solely on employee behavior, this framework emphasized that organizational performance depended on the alignment of seven interrelated elements: strategy, structure, systems, shared values, style, staff, and skills. These elements worked collectively to determine how effectively an organization achieved its goals and delivered its services. Within the Human Resource Management Office, the framework highlighted the importance of efficient work systems, competent personnel, supportive leadership, and clearly defined processes. When these organizational elements were aligned, HR services were delivered more accurately, consistently, and efficiently. Employees were more likely to receive timely responses, clear information, and reliable assistance, thereby improving their overall service experience. Accordingly, the McKinsey 7S Framework provided the theoretical foundation for the study's variables on effectiveness and efficiency, emphasizing that quality service delivery depended on both capable personnel and well-coordinated organizational systems.

The third theoretical foundation was the SERVQUAL Model developed by Parasuraman et al. (1988). The model explained that service quality was determined by comparing clients' expectations with their perceptions of the actual services received. It identified five dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. These dimensions provided a framework for evaluating how clients perceived the quality of services delivered by an organization. Although SERVQUAL was originally developed to assess service quality in business organizations, its principles were applicable to public-sector institutions where employees were considered internal clients. In the context of the study, employees evaluated HR services based on the accuracy of information provided, timeliness of personnel transactions, responsiveness of HR personnel, fairness of service delivery, and professionalism demonstrated during interactions. Positive perceptions across these service quality dimensions were expected to enhance employees' overall satisfaction with the Human Resource Management Office. Thus, the SERVQUAL Model served as the theoretical basis for the study's dependent variable, client satisfaction.

Collectively, these theoretical perspectives provided a comprehensive explanation of the relationships examined in the study. The Three-Component Model emphasized the role of employee commitment in promoting quality service behaviors, while the McKinsey 7S Framework explained how effective organizational systems and efficient operational processes supported quality service delivery. The SERVQUAL Model, in turn, explained how employees assessed the quality of these services and how such assessments influenced their level of satisfaction. Guided by these theoretical foundations, the study examined the relationships among commitment, effectiveness, efficiency, and client satisfaction within the Human Resource Management Office of one component city in the Province of Negros Occidental.

Conceptual Framework

The conceptual framework of this investigation focused on determining the explicit relationships between frontline human resource service delivery parameters and the resulting levels of client satisfaction to establish a clear basis for systemic improvement.

Figure 1 presents the conceptual framework of the study, illustrating the relationship among the demographic profile of the respondents, the dimensions of human resource (HR) service delivery, and client satisfaction. The framework is based on the premise that the quality of HR service delivery influences the level of satisfaction experienced by internal clients, while demographic characteristics provide contextual information that may help describe the respondents.

The demographic profile, consisting of age, sex, and employment status, represents the descriptive variables of the study. These variables are included to characterize the respondents and provide a basis for understanding the composition of the workforce receiving HR services. Although these demographic factors are not hypothesized to directly influence client satisfaction in the conceptual model, they offer valuable contextual information that may explain variations in respondents' perceptions.

The independent variables are commitment, effectiveness, and efficiency in human resource service delivery. Commitment refers to the extent to which HR personnel demonstrate dedication, accountability, responsiveness, and professionalism in delivering services. A committed HR workforce is expected to foster trust and confidence among employees by providing reliable and client-centered assistance.

Effectiveness pertains to the ability of the Human Resource Management Office (HRMO) to achieve its intended service objectives accurately and consistently. It reflects the quality of service delivery through the proper implementation of HR policies, timely resolution of employee concerns, clear communication, and the provision of appropriate HR programs and services.

Efficiency refers to the optimal use of organizational resources, time, and processes in delivering HR services. Efficient service delivery is characterized by streamlined procedures, minimal delays, prompt processing of transactions, and the effective utilization of available resources to meet employees' needs.

The dependent variable is client satisfaction, which reflects the employees' overall evaluation of the quality of services provided by the HRMO. Client satisfaction is determined by the extent to which the services received meet or exceed employees' expectations regarding responsiveness, reliability, accessibility, and overall service experience.

As illustrated in the schematic diagram, the arrows indicate that commitment, effectiveness, and efficiency are hypothesized to have direct relationships with client satisfaction. The framework assumes that higher levels of commitment, more effective HR practices, and greater operational efficiency contribute to increased client satisfaction. By examining these relationships, the study seeks to determine which dimensions of HR service delivery are significantly associated with employees' satisfaction and to generate evidence that can serve as the basis for an improvement plan aimed at enhancing the quality of HR services within the organization.

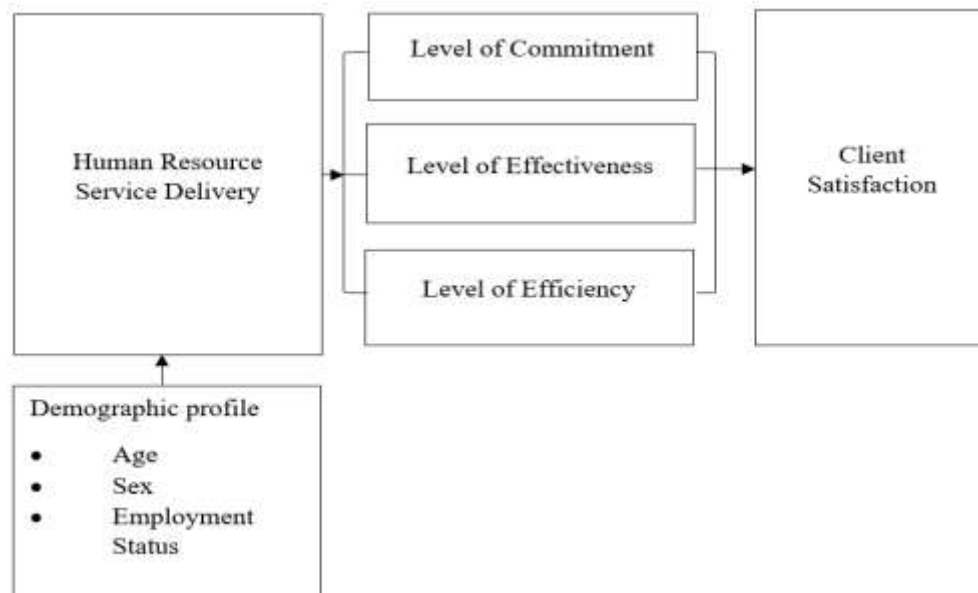


Figure 1. *Schematic Diagram of the Study*

Statement of the Problem

This study sought to determine the relationship between HR service delivery (Commitment, Effectiveness, Efficiency) and Client Satisfaction within the one of the component cities of the Province of Negros Occidental.

Specifically, this study sought to answer the following question:

This study aimed to examine the relationship between commitment, effectiveness, and efficiency in human resource service delivery and client satisfaction among employees of the Human Resource Management Office.

Specifically, it sought to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
 - a. Age;
 - b. Sex; and
 - c. Employment status?
2. What is the level of commitment of human resource service delivery?
3. What is the level of effectiveness of human resource service delivery?
4. What is the level of efficiency of human resource service delivery?
5. What is the level of client satisfaction with the human resource services provided by the Human Resource Management Office?
6. Is there a significant relationship between commitment and client satisfaction?
7. Is there a significant relationship between effectiveness and client satisfaction?
8. Is there a significant relationship between efficiency and client satisfaction?

Literature Review

Human Resource Service Delivery in Public Sector Organizations

Human resource service delivery has become a fundamental component of organizational performance, particularly in public sector organizations where the effective management of human resources directly influences the quality, efficiency, and responsiveness of government services. Modern human resource management has evolved beyond traditional personnel administration to encompass strategic workforce planning, talent acquisition, learning and development, performance management, compensation and benefits administration, employee relations, records management, and organizational development. These interconnected functions enable public organizations to build a competent workforce, strengthen institutional capacity, and achieve organizational objectives while providing quality services to employees and the public (Armstrong & Taylor, 2023).

Armstrong and Taylor (2023) explained that contemporary human resource management is no longer confined to administrative and transactional functions but has become a strategic organizational function that supports organizational performance through effective people management and service delivery. Human resource professionals are expected to provide accurate, timely, and client-centered services while aligning human resource policies and practices with organizational goals. Effective HR service delivery promotes transparency, accountability, consistency, and accessibility, thereby strengthening employee confidence in organizational processes and improving institutional performance.

Recent literature recognizes that the effectiveness of human resource management depends not only on the quality of HR policies but also on how HR services are delivered to employees. HRM is increasingly viewed as an internal service function in which employees assess the quality of HR services based on factors such as responsiveness, timeliness, competence, helpfulness, and the extent to which services meet their needs (Mashhady et al., 2021; Saeed et al., 2024). This perspective emphasizes the importance of employee-centered HR service delivery in strengthening perceptions of service quality and organizational performance. In the public sector, human resource management likewise plays a critical role in developing skilled, committed, and capable workforces that can translate institutional goals into effective public services (OECD, 2023; Schnell & Gerard, 2023). Public-sector HR functions encompass workforce planning, recruitment, employee development, performance management, and the administration of personnel systems, all of which contribute to organizational capability and service delivery. In the Philippine context, Baguna (2024) further demonstrated that strengthening HRM competencies in local

government supports public governance and the capacity of government institutions to provide effective and responsive services.

In the Philippines, human resource management in government agencies is guided by the principles of accountability, efficiency, transparency, and professionalism. The enactment of Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, reinforced these principles by requiring government offices to simplify procedures, establish clear service standards, reduce processing times, and strengthen accountability mechanisms. Although the law primarily aims to improve the delivery of frontline public services, its principles likewise apply to internal administrative functions, including human resource management, where government employees are regarded as internal clients who expect efficient, timely, and responsive personnel services.

Contemporary reforms in public administration increasingly encourage government organizations to adopt strategic and client-oriented approaches to human resource management. Rather than functioning solely as administrative units, HR offices are expected to support organizational performance through improved HR systems, service processes, workforce capabilities, and continuous organizational development (Civil Service Commission [CSC], 2023; Shahreki et al., 2024). In the Philippine public sector, the PRIME-HRM framework similarly emphasizes the development of integrated and increasingly strategic HRM systems as a means of strengthening organizational capability and public service delivery (CSC, 2022). The growing adoption of digital technologies has further transformed human resource service delivery. Electronic human resource management (e-HRM) systems can improve HR service quality by streamlining processes, facilitating employee access to HR services, and supporting more efficient workflows (Shahreki et al., 2024; El Saeed et al., 2025). Philippine evidence likewise indicates that HR information systems can automate personnel management, performance evaluation, documentation, and reporting functions, thereby improving the efficiency of government HR operations (Salah et al., 2022). However, successful digital HR implementation depends not only on technological infrastructure but also on organizational support, employee capabilities, perceived usefulness, and ease of use (Amoako et al., 2023). Thus, the transition toward digital and strategic HRM reflects a broader shift from traditional personnel administration toward service-oriented systems that seek to improve efficiency, accessibility, service quality, and organizational performance.

Despite these developments, many public organizations continue to encounter challenges that affect the quality of human resource service delivery. Common concerns include fragmented administrative processes, limited technological integration, resource constraints, increasing service demands, and the need to comply with evolving regulatory requirements. These challenges may result in processing delays, communication gaps, and inconsistencies in service delivery that influence employees' perceptions of organizational effectiveness. Consequently, public sector organizations continue to invest in process improvement, digital transformation, and workforce development initiatives to strengthen HR service delivery and better meet the expectations of their internal clients.

Organizational Commitment in Human Resource Service Delivery

Organizational commitment is a fundamental construct in human resource management that reflects an employee's psychological attachment to the organization, identification with its goals, and willingness to contribute to its success. In public sector organizations, organizational commitment is particularly important because government employees are expected to deliver public services with professionalism, accountability, integrity, and responsiveness. Employees who demonstrate strong commitment are more likely to maintain high levels of performance, support organizational objectives, and provide quality services to both internal and external clients. Recent human resource management literature continues to recognize organizational commitment as a critical mechanism linking HR practices with organizational effectiveness and employee performance.

Contemporary research emphasizes that organizational commitment extends beyond employee retention or loyalty. Rather, it encompasses employees' emotional attachment to the organization, their willingness to exert discretionary effort, and their intention to remain with the organization while actively contributing to organizational success. A systematic review by Theres, C., & Strohmeier, S. (2023) highlighted that organizational commitment remains one of the most influential constructs in human resource management because it explains how human resource practices shape employee attitudes, behaviors, and organizational outcomes. Similarly, Rai et al. (2025) identified organizational trust, leadership, supportive work environments, and effective human resource management practices as key antecedents of organizational commitment across various organizational settings.

The Three-Component Model of Organizational Commitment developed by Meyer and Allen continues to provide the dominant theoretical framework for understanding employee commitment. The model explains that organizational commitment consists of affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees' emotional attachment to the organization; continuance commitment reflects employees' awareness of the costs associated with leaving the organization; and normative commitment represents employees' sense of moral obligation to remain with the organization. Although the model was originally developed before 2021, it continues to serve as the primary theoretical foundation for contemporary studies examining organizational commitment in human resource management. Recent reviews consistently reaffirm the relevance of these dimensions in explaining employee attitudes and organizational behavior.

Within human resource service delivery, organizational commitment can be reflected in employees' willingness to perform their responsibilities consistently and provide responsive, quality-oriented services. Recent research has demonstrated that organizational commitment is positively associated with service quality, indicating that employees with stronger commitment are more likely to contribute to higher-quality service provision (Lo et al., 2024). In addition, contemporary HRM literature identifies commitment as an important mechanism linking HR practices and organizational outcomes, including employee performance and service-related behaviors (Farndale et al., 2022). In an HRM context, these findings suggest that committed HR personnel are more likely to demonstrate accountability, responsiveness, and consistency when handling employee-related services, including recruitment, appointment, promotion, leave administration, learning and development, performance management, and employee relations. Such service behaviors can strengthen employees' perceptions of organizational support, fairness, and service quality. Thus, organizational commitment represents an important human factor in HR service delivery because the commitment of HR personnel can influence the consistency and quality of services experienced by employees as internal clients (Lo et al., 2024; Farndale et al., 2022).

Recent evidence further suggests that employees' perceptions of human resource practices significantly influence their organizational commitment. A meta-analysis by Hu, D., Oh, I.-S., & Agolli, A. (2025), found that employees who perceive HR practices as supportive, developmental, and commitment-oriented exhibit stronger work attitudes, greater engagement, and higher organizational commitment than those who perceive HR practices as primarily control-oriented. The study demonstrated that employee perceptions of HR systems play an essential role in shaping commitment, indicating that the quality of HR service delivery influences how employees evaluate their relationship with the organization.

In public organizations, organizational commitment contributes to the consistent delivery of employee-centered services by encouraging HR personnel to demonstrate professionalism, responsiveness, confidentiality, and accountability in every personnel transaction. Committed HR professionals are more likely to communicate policies clearly, resolve employee concerns promptly, apply procedures fairly, and maintain accurate personnel records. These behaviors strengthen employees' confidence in the organization's human resource system while promoting transparency and organizational credibility. As government organizations continue to pursue service excellence and administrative modernization,

fostering organizational commitment among HR personnel remains essential for improving service quality and achieving institutional objectives.

Recent evidence from the Philippine public sector likewise supports the importance of organizational commitment in government organizations. A study conducted among employees of a national government agency found that higher levels of organizational commitment were associated with stronger job performance, reinforcing the importance of cultivating employee commitment to improve organizational effectiveness and service delivery. Likewise, research among Philippine business process outsourcing organizations demonstrated that effective human resource management practices significantly contribute to higher levels of employee commitment, emphasizing the strategic role of HR systems in strengthening workforce engagement and organizational performance.

Organizational Effectiveness in Human Resource Service Delivery

Organizational effectiveness refers to an organization's ability to achieve its strategic objectives through the efficient utilization of its human, financial, technological, and operational resources while adapting to changing internal and external environments. Contemporary perspectives recognize organizational effectiveness as a multidimensional construct that encompasses operational performance, service quality, employee outcomes, stakeholder satisfaction, innovation, and organizational sustainability rather than relying solely on financial indicators. In public sector organizations, effectiveness is reflected in the consistent delivery of quality services, efficient implementation of government policies, and the ability to respond to the evolving needs of citizens and employees.

Within human resource management, organizational effectiveness is closely associated with the capability of HR systems to support organizational goals while providing reliable, responsive, and client-centered services. Human resource offices contribute to organizational effectiveness by ensuring that recruitment, performance management, employee development, compensation administration, records management, and employee relations are implemented accurately, consistently, and in accordance with legal and organizational requirements. Effective HR service delivery enables organizations to develop a competent workforce, improve employee performance, strengthen organizational commitment, and enhance overall institutional performance (Armstrong & Taylor, 2023).

Recent research emphasizes that organizational effectiveness is influenced by factors operating at the individual, group, and organizational levels. A systematic review by Wang, X., & colleagues. (2022). identified leadership, employee competence, organizational culture, communication, technological capability, and management systems as major antecedents of organizational effectiveness. The review further concluded that operational performance, employee attitudes, service quality, and stakeholder satisfaction are among the most frequently used indicators of organizational effectiveness, highlighting the need to evaluate organizational success using both operational and human-centered outcomes rather than financial measures alone.

Human resource service delivery plays a significant role in strengthening organizational effectiveness because HR functions influence the quality of workforce management and employee experiences throughout the organization. Effective HR offices provide accurate information, consistent policy implementation, timely personnel services, and responsive assistance that enable employees to perform their responsibilities efficiently. As internal service providers, HR units contribute to organizational effectiveness by reducing administrative delays, improving communication, promoting procedural fairness, and supporting evidence-based decision-making. These functions create organizational environments that encourage employee engagement, trust, and productivity.

The increasing adoption of electronic human resource management (e-HRM) has further transformed the delivery of HR services and strengthened organizational effectiveness. Digital HR systems facilitate automated workflows, electronic personnel records, online employee services, and integrated information management, allowing organizations to improve service speed, data accuracy, and

administrative consistency. However, research also indicates that technological implementation alone does not guarantee organizational effectiveness. Talukdar, A., & Ganguly, A. (2022) found that the effectiveness of e-HRM depends on the quality of HR service delivery and employee socialization, suggesting that organizations must balance technological innovation with meaningful human interaction to maximize organizational outcomes.

In public-sector organizations, organizational effectiveness is increasingly associated with the capacity of government institutions to deliver responsive, efficient, and accountable services. Human resource offices contribute to this objective by supporting effective personnel systems, ensuring consistent implementation of policies, and facilitating timely administrative services that strengthen workforce and organizational performance (OECD, 2023). In the Philippine context, government agencies have increasingly adopted client-centered service mechanisms that assess service delivery in terms of responsiveness, reliability, communication, efficiency, and client satisfaction (Philippine Statistics Authority [PSA], 2024). Empirical evidence also indicates a significant relationship between service quality and client satisfaction in Philippine public-sector organizations, demonstrating the importance of responsiveness, reliability, assurance, empathy, and other service-quality dimensions in shaping clients' experiences (Libunao & Gaddi, 2025). These findings underscore the importance of effective HR service delivery in promoting organizational coordination, workforce capability, institutional accountability, and confidence in government administrative processes.

Several organizational factors contribute to the effectiveness of human resource service delivery. These include competent HR professionals, strategic leadership, standardized operating procedures, continuous professional development, effective communication systems, adequate technological infrastructure, and a culture that supports continuous improvement. Organizations that integrate these elements are better positioned to deliver accurate, consistent, and employee-centered services while adapting to changing organizational demands. Consequently, organizational effectiveness has become an essential outcome of strategic human resource management because it reflects the organization's capacity to align people, processes, and technology in achieving institutional objectives and delivering high-quality services.

Organizational Effectiveness and Client Satisfaction

Organizational effectiveness has consistently been recognized as a significant determinant of client satisfaction in both public administration and human resource management. Effective organizations are better equipped to deliver services that are accurate, timely, reliable, and responsive to stakeholder needs, thereby fostering positive service experiences and strengthening trust in organizational processes. In the context of human resource management, organizational effectiveness is reflected in the HR office's ability to provide consistent personnel services, implement policies fairly, communicate procedures clearly, and resolve employee concerns efficiently. When these functions are performed effectively, employees are more likely to perceive HR services as dependable and satisfactory (Armstrong & Taylor, 2023).

Recent studies indicate that organizational effectiveness extends beyond the achievement of operational goals and includes the organization's capacity to deliver high-quality services that meet stakeholder expectations. A systematic review by Wang, X., & colleagues. (2022) identified service quality, employee satisfaction, organizational performance, and stakeholder confidence as key indicators of organizational effectiveness. The review concluded that organizations with well-developed management systems, effective communication, and responsive service processes consistently achieve higher levels of stakeholder satisfaction because they are better able to deliver reliable and client-centered services.

Within human resource service delivery, organizational effectiveness contributes directly to employees' satisfaction by ensuring that personnel transactions are completed accurately and efficiently. Employees expect HR offices to provide correct information, transparent procedures, timely communication, and consistent implementation of organizational policies. Human resource units that maintain these standards create positive service experiences, strengthen employees' confidence in

administrative processes, and promote perceptions of procedural fairness. Consequently, employees are more likely to express satisfaction with HR services when organizational systems function effectively and consistently.

The growing adoption of strategic human resource management has further reinforced the relationship between organizational effectiveness and employee experiences. Human resource practices that emphasize employee development, performance management, continuous improvement, and alignment with organizational objectives contribute to the development of sustainable and effective organizations (Cooke et al., 2023). Contemporary HRM scholarship also emphasizes the importance of human-centered approaches that consider employees' needs and experiences in shaping organizational outcomes (Cooke et al., 2022). These perspectives suggest that the effectiveness of HR systems can influence how employees perceive and experience HR services, particularly when HR practices are aligned with organizational goals and employee needs.

Digital transformation has increasingly influenced organizational effectiveness by changing how HR services are designed, accessed, and delivered. Electronic human resource management (e-HRM) systems can facilitate the delivery of HR services and support more efficient administrative processes, although their effects on HR effectiveness depend on how technology is implemented and integrated with organizational and human factors (Talukdar & Ganguly, 2022). Evidence from public-sector organizations also indicates that successful e-HRM implementation is associated with employees' perceptions of technological usefulness, ease of use, self-efficacy, compatibility, and facilitating conditions, highlighting the importance of organizational and employee readiness in digital HR transformation (Amoako et al., 2023). Similarly, research on e-HRM effectiveness has shown that digital HR systems can influence the perceived effectiveness of HR services, but their value depends on how employees and other organizational stakeholders use and experience these systems. Consequently, digitalization can improve HR service delivery, but technological adoption alone does not guarantee better outcomes; competent personnel, supportive organizational conditions, appropriate processes, and effective implementation remain essential.

Overall, the literature consistently demonstrates that organizational effectiveness is closely associated with client satisfaction in human resource service delivery. Effective HR offices provide reliable, transparent, accurate, and responsive services that enhance employees' experiences and strengthen confidence in organizational systems. By integrating competent personnel, standardized procedures, effective communication, and appropriate technological support, organizations can improve both operational performance and employee satisfaction. These empirical findings provide a strong theoretical and practical basis for examining the relationship between organizational effectiveness and client satisfaction in the human resource service delivery system of the selected local government unit.

Operational Efficiency in Human Resource Service Delivery

Operational efficiency refers to an organization's ability to deliver quality services while minimizing the time, cost, and resources required to complete organizational processes. In human resource management, operational efficiency is reflected in the capacity of HR offices to perform personnel functions accurately, promptly, and consistently while maximizing available organizational resources. Efficient HR operations reduce unnecessary administrative procedures, improve workflow coordination, and enable organizations to provide timely and reliable services without compromising compliance with organizational policies and legal requirements. As public organizations continue to experience increasing service demands and resource constraints, operational efficiency has become a fundamental indicator of organizational performance and service excellence.

Within human resource service delivery, operational efficiency encompasses the effective management of recruitment and selection, employee records, payroll administration, leave management, performance evaluation, learning and development, and employee relations. Efficient HR systems ensure that personnel transactions are completed within established service standards while maintaining accuracy,

transparency, and responsiveness. Armstrong and Taylor (2023) emphasized that operationally efficient HR functions support organizational effectiveness by streamlining administrative processes, reducing procedural complexity, and enabling HR professionals to devote greater attention to strategic and employee-centered activities.

Recent studies have identified digital transformation as an important driver of operational efficiency in human resource management. The integration of Human Resource Information Systems (HRIS), electronic personnel records, employee self-service platforms, and automated HR workflows can streamline administrative processes, improve information accessibility, and support more efficient HR service delivery (Shahreki et al., 2024; El Saeed et al., 2025). Evidence further indicates that e-HRM can improve the quality of HR services by facilitating more efficient workflows and enabling employees to access and complete HR-related tasks more effectively (Shahreki et al., 2024; El Saeed et al., 2025). In a Philippine local-government context, Moreno and Delos Santos-Suñga (2024) likewise reported improvements in process efficiency, payroll and onboarding times, and data-entry accuracy following HRIS implementation. These findings suggest that digital HR systems can reduce administrative workload, improve data accuracy, and enhance the timeliness and consistency of HR services, although their effectiveness remains dependent on appropriate system implementation, organizational capabilities, and user readiness (Shahreki et al., 2024; El Saeed et al., 2025).

Electronic human resource management (e-HRM) has likewise transformed the delivery of HR services by enabling organizations to automate routine transactions while strengthening communication and information management. Talukdar, A., & Ganguly, A. (2022). found that effective e-HRM implementation enhances HR service delivery by improving process efficiency and reducing administrative delays. However, the study also emphasized that technological innovation alone is insufficient to achieve operational efficiency. The effectiveness of digital HR systems depends on employee readiness, organizational support, effective change management, and continuous capacity-building to ensure that technology complements rather than replaces quality human interactions.

In the public sector, operational efficiency is closely associated with good governance because government organizations are expected to deliver responsive, transparent, and accountable services while using public resources effectively (OECD, 2023). Human resource offices contribute to this objective by strengthening workforce systems, improving administrative processes, maintaining reliable personnel information, and supporting the consistent implementation of personnel policies and regulations (OECD, 2023; Civil Service Commission [CSC], 2023). In the Philippine public sector, the continuing digitalization of human resource management has likewise been promoted as a means of improving the efficiency, accessibility, and quality of government HR services (CSC, 2023). Empirical research further indicates that e-HRM implementation in public organizations is influenced by organizational support, technological compatibility, employee capability, and facilitating conditions, demonstrating that efficient HR processes depend on both effective systems and organizational readiness (Amoako et al., 2023). Consequently, the modernization and standardization of government HR systems remain important mechanisms for strengthening administrative efficiency and supporting more responsive public-sector service delivery.

Despite advances in digital technologies, organizations continue to encounter operational and organizational challenges that can constrain the effectiveness of human resource service delivery. Recent research has identified inadequate technological infrastructure, limited employee capability, organizational resistance, and insufficient institutional support as important barriers to the implementation and effective use of electronic human resource management systems (Amoako et al., 2023; Shahreki et al., 2024). In public organizations, these constraints can limit the ability of HR systems to streamline administrative processes and provide timely and accessible services, particularly when digital technologies are not adequately aligned with organizational processes and employee needs (Amoako et al., 2023; Talukdar & Ganguly, 2022). Consequently, effective digital HR transformation requires not only technological investment but also employee capability development, organizational support, and appropriate process

redesign to ensure that digital systems contribute to more efficient and responsive HR service delivery (Shahreki et al., 2024; El Saeed et al., 2025).

Operational efficiency also depends on continuous process evaluation and organizational learning. Organizations that regularly assess workflow performance, monitor service standards, and adopt evidence-based improvements are better positioned to optimize resource utilization while maintaining high-quality service delivery. Continuous improvement initiatives enable HR offices to identify operational bottlenecks, eliminate redundant procedures, and implement innovative solutions that enhance productivity and organizational responsiveness. Consequently, operational efficiency has become a strategic objective of contemporary human resource management because it enables organizations to deliver responsive, accurate, and client-centered services while supporting long-term organizational effectiveness and institutional sustainability.

Operational Efficiency and Client Satisfaction

Operational efficiency has been widely recognized as a key determinant of client satisfaction because it enables organizations to deliver services promptly, accurately, and consistently while making effective use of available resources. In human resource management, operational efficiency is reflected in the ability of HR offices to complete personnel transactions within established service standards, minimize administrative delays, and provide reliable support to employees. Efficient service delivery enhances employees' experiences by reducing waiting times, simplifying administrative procedures, and ensuring that personnel concerns are addressed accurately and without unnecessary delays. As a result, employees are more likely to develop positive perceptions of HR services and express higher levels of satisfaction (Armstrong & Taylor, 2023).

Recent literature indicates that operational efficiency is an important component of organizational performance because it concerns the effective use of resources to achieve intended outcomes. A systematic review by Mergoni and De Witte (2022) demonstrated the continuing importance of efficiency analysis in evaluating organizational and public-sector performance, while Wang et al. (2022) showed that effective combinations of process management, communication, control, and results orientation can contribute to satisfactory outcomes in public-private partnership settings. In service-oriented organizations, efficient processes can likewise support more consistent and responsive service delivery, which can shape stakeholders' evaluations of organizational performance. These findings suggest that operational efficiency extends beyond internal resource utilization and can influence the quality and reliability of services experienced by organizational stakeholders.

Within human resource service delivery, employees evaluate operational efficiency through their experiences with recruitment, appointment, leave administration, payroll processing, employee records management, learning and development, and other personnel services. HR offices that process requests accurately, communicate clearly, and resolve concerns within reasonable timeframes create positive service experiences that strengthen employees' confidence in organizational systems. Conversely, inefficient administrative processes characterized by delays, repetitive procedures, and inconsistent communication may reduce employees' satisfaction and weaken perceptions of organizational responsiveness.

The adoption of digital human resource technologies has increasingly influenced the efficiency and quality of HR service delivery. Electronic Human Resource Management (e-HRM) systems can automate routine administrative functions, facilitate access to personnel information, and streamline HR processes, thereby supporting more efficient service delivery (Talukdar & Ganguly, 2022; Shahreki et al., 2024). Talukdar and Ganguly (2022) demonstrated that HR service delivery played an important role in the relationship between e-HRM and perceived HR effectiveness, while also cautioning that technology alone does not guarantee improved HR outcomes. Similarly, Shahreki et al. (2024) found that e-HRM can contribute to better HRM services when digital systems are appropriately integrated into organizational processes. These findings suggest that the contribution of digital HR technologies to employee experiences

and client satisfaction depends not only on technological adoption but also on effective HR service processes and appropriate organizational support.

Evidence from contemporary human resource management research likewise demonstrates that efficient HR systems strengthen employees' trust in organizational processes. Organizations that continuously improve workflows, eliminate redundant procedures, and utilize integrated HR information systems are better able to provide timely, transparent, and dependable personnel services. Employees who experience shorter processing times, accurate information, and responsive administrative support are more likely to perceive HR services as reliable and efficient, resulting in greater satisfaction with the organization's human resource function. Recent studies also indicate that investments in digital HR infrastructure, employee capability development, and process standardization contribute to improved service quality and stronger employee perceptions of organizational performance.

In public sector organizations, operational efficiency is particularly important because government agencies are expected to provide timely and accountable services while complying with statutory and regulatory requirements. Human resource offices that establish standardized operating procedures, integrate digital technologies, and continuously monitor service performance are more likely to deliver consistent and employee-centered services. These practices reduce administrative bottlenecks, improve organizational responsiveness, and strengthen employees' confidence in government institutions. The World Bank (2023) likewise emphasized that modernizing public sector human resource systems through digital transformation and process improvement enhances service efficiency, institutional accountability, and the quality of employee services.

Overall, the literature consistently demonstrates that operational efficiency is positively associated with client satisfaction in human resource service delivery. Efficient HR offices provide timely, accurate, transparent, and responsive services that improve employees' experiences and reinforce confidence in organizational systems. By optimizing workflows, adopting appropriate technologies, strengthening workforce capability, and continuously improving administrative processes, organizations can enhance both operational performance and employee satisfaction. These empirical findings provide a strong foundation for examining the relationship between operational efficiency and client satisfaction in the human resource service delivery system of the selected local government unit.

Client Satisfaction in Human Resource Service Delivery

Client satisfaction refers to the degree to which clients perceive that the services they receive meet or exceed their expectations in terms of quality, timeliness, accessibility, responsiveness, and reliability. In the context of human resource management, employees serve as internal clients who evaluate HR services based on their experiences throughout personnel transactions, including recruitment, appointments, compensation and benefits administration, leave processing, performance management, employee development, and records management. Employees' perceptions of these services influence their overall satisfaction with the HR function and their confidence in the organization's administrative systems. Client satisfaction is therefore regarded as an important indicator of service quality and organizational performance.

The SERVQUAL model remains one of the most widely applied frameworks for evaluating service quality and client satisfaction. The model proposes that satisfaction is influenced by five dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. Although originally developed for external customers, contemporary studies continue to apply the SERVQUAL framework to internal organizational services, including human resource management, because it effectively measures employees' perceptions of service quality and identifies areas requiring organizational improvement.

Within human resource service delivery, client satisfaction is influenced by the quality, reliability, and responsiveness of services provided by the HR office. Employees, as internal clients, expect HR personnel to provide accurate information, process transactions promptly, communicate clearly, maintain

confidentiality, and implement policies consistently and fairly. Research on internal service quality indicates that effective organizational systems, clear policies and procedures, management support, training, and responsive internal services contribute to employee satisfaction (Izza et al., 2021; Liu et al., 2021). Similarly, internal service quality has been associated with employee job satisfaction, organizational commitment, and positive work-related outcomes, highlighting the importance of dependable and supportive internal services (Abdullah et al., 2021; Chen et al., 2021). When employees experience reliable and responsive HR services, they are more likely to develop confidence in organizational processes and perceive the organization as supportive and fair. Perceptions of procedural, interpersonal, and informational justice are particularly relevant because employees evaluate whether organizational procedures are applied consistently, whether they receive respectful treatment, and whether decisions are communicated accurately and in a timely manner (Huda et al., 2024). Conversely, delays, inconsistent communication, procedural deficiencies, and limited responsiveness can weaken perceptions of internal service quality and reduce employee satisfaction. In this regard, the quality of HR service delivery represents an important organizational mechanism through which employees form evaluations of administrative services and their interactions with the organization.

Recent literature emphasizes that client satisfaction is closely associated with strategic human resource management because effective HR practices contribute to improved service quality and positive employee experiences. A systematic review by Theres, C., & Strohmeier, S. (2023) concluded that human resource practices—including recruitment, training, employee empowerment, performance management, and reward systems—play a central role in enhancing service quality and organizational performance. The review further highlighted that organizations with well-developed HR systems consistently achieve higher levels of client satisfaction because employees experience more responsive, reliable, and professionally delivered services.

Evidence from Philippine organizations likewise demonstrates the importance of client satisfaction as an outcome of effective public-sector service delivery. Libunao and Gaddi (2025), in a study of the Games and Amusements Board, found that all five SERVQUAL dimensions—reliability, responsiveness, assurance, empathy, and tangibles—were significantly and positively associated with client satisfaction, with empathy and responsiveness emerging as particularly important predictors. These findings underscore the importance of dependable services, timely responses, professional interactions, and attention to clients' needs in shaping satisfaction with government services. In the context of human resource management, these service-quality dimensions are particularly relevant because employees may function as internal clients who depend on HR offices for accurate information, timely personnel transactions, and responsive administrative assistance. Thus, evidence from Philippine public-sector organizations provides support for examining client satisfaction as an important outcome of the quality and effectiveness of HR service delivery.

Client satisfaction serves as an important feedback mechanism for evaluating the quality and effectiveness of human resource services and identifying areas for improvement. Recent research on HRM service quality indicates that employees' perceptions of HR services provide valuable information for assessing how effectively HR functions respond to internal customers' needs and expectations (Mashhady et al., 2021; El Saeed et al., 2025). Regular assessment of employee experiences can help organizations identify service gaps and improve HR processes, communication, accessibility, and responsiveness (Shahreki et al., 2024). In public-sector organizations, such feedback is particularly relevant because systematic assessment of service experiences can support organizational learning, evidence-informed improvement, and more responsive delivery of administrative services (Organisation for Economic Co-operation and Development [OECD], 2023). Thus, continuous assessment of client satisfaction can contribute to the development of more employee-centered HR services that respond to evolving organizational needs.

Overall, the literature consistently demonstrates that client satisfaction is a multidimensional outcome of effective human resource service delivery. Employees evaluate HR services not only according to transaction outcomes but also based on the quality of interpersonal interactions, fairness of procedures, responsiveness of personnel, and efficiency of administrative processes. Human resource offices that provide reliable, transparent, accessible, and responsive services are more likely to strengthen employees' trust in organizational systems and enhance overall satisfaction. These findings provide a strong theoretical and empirical foundation for examining client satisfaction as the dependent variable in the present study.

Organizational Commitment and Client Satisfaction

Organizational commitment has long been recognized as an important factor influencing the quality of service delivery and client satisfaction. Employees who are emotionally attached to their organization and committed to its goals are more likely to demonstrate behaviors that support high-quality service, including responsiveness, accountability, professionalism, and a willingness to exceed minimum job requirements. In human resource management, these behaviors are particularly important because HR personnel interact directly with employees throughout various personnel processes. When HR professionals exhibit a strong sense of commitment, they are more likely to provide timely, accurate, and client-centered services that positively influence employees' perceptions of service quality and overall satisfaction (Armstrong & Taylor, 2023).

Recent human resource management research indicates that organizational commitment contributes to positive organizational outcomes by strengthening employees' motivation, engagement, and service-oriented behaviors. A systematic review by Theres, C., & Strohmeier, S. (2023) reaffirmed that organizational commitment remains one of the strongest predictors of employee performance, discretionary effort, and organizational citizenship behaviors. Employees with higher levels of commitment are more likely to invest additional effort in performing their responsibilities effectively, resulting in improved service quality and more positive experiences for internal and external clients. These findings suggest that organizational commitment serves as an important mechanism through which organizations enhance client satisfaction.

Within human resource service delivery, organizational commitment is reflected in the consistent provision of reliable, responsive, and employee-centered services. HR personnel who are committed to their organization are more likely to communicate organizational policies clearly, process personnel transactions accurately, maintain confidentiality, and respond promptly to employee concerns. These practices strengthen employees' confidence in HR services and foster perceptions of fairness, professionalism, and organizational support. Consequently, employees are more likely to report higher levels of satisfaction when they experience interactions with committed and service-oriented HR professionals.

Employees' perceptions of organizational support also strengthen the relationship between commitment and client satisfaction. Human resource practices that promote professional development, equitable treatment, effective communication, recognition, and employee well-being foster stronger organizational commitment while improving employees' service experiences. A meta-analysis by Hu, D., Oh, I.-S., & Agolli, A. (2025) found that employees who perceive HR practices as supportive and development-oriented demonstrate significantly higher organizational commitment and more positive work attitudes. The study concluded that employees' perceptions of HR systems influence both their commitment to the organization and their evaluation of organizational services, reinforcing the close relationship between effective HR practices and client satisfaction.

The relationship between organizational commitment and client satisfaction is particularly significant in public sector organizations, where government employees are expected to deliver services efficiently, ethically, and transparently. Committed HR personnel are more likely to uphold professional standards, comply with organizational policies, and provide consistent administrative support despite increasing workloads and organizational challenges. These behaviors contribute to stronger employee trust

in organizational systems and improve perceptions of service quality. Recent public sector research likewise indicates that organizations characterized by committed employees and supportive HR practices consistently report higher levels of employee satisfaction and organizational effectiveness because employees perceive services as more responsive, dependable, and client-focused.

From a theoretical perspective, the relationship between organizational commitment and client satisfaction is supported by “Social Exchange Theory”, which proposes that employees who perceive favorable treatment, organizational support, and fair management practices are more likely to reciprocate through positive attitudes and behaviors that benefit the organization. In human resource service delivery, committed employees often respond to supportive organizational environments by providing higher-quality services, demonstrating greater responsiveness, and maintaining positive relationships with clients. These reciprocal behaviors strengthen employees' satisfaction with HR services while reinforcing organizational trust and commitment. Contemporary studies continue to apply Social Exchange Theory to explain how supportive HR practices promote employee commitment and improve service outcomes (Cropanzano et al., 2023).

Overall, the literature consistently demonstrates that organizational commitment positively influences client satisfaction by encouraging service-oriented behaviors, strengthening employee engagement, and improving the quality of human resource service delivery. Organizations that cultivate employee commitment through supportive leadership, fair human resource practices, professional development opportunities, and positive work environments are more likely to deliver reliable, responsive, and client-centered services. These findings provide a strong empirical and theoretical foundation for examining the relationship between organizational commitment and client satisfaction in the human resource service delivery system of the selected local government unit.

METHODS

Research Design

To ensure methodological rigor, this study employed a descriptive-correlational research design, which is appropriate for describing the current status of variables and examining the relationships among them without manipulating the research setting or respondents (Creswell & Guetterman, 2021). This design enabled the researcher to determine the levels of commitment, effectiveness, efficiency, and client satisfaction in frontline human resource service delivery while investigating the extent to which the independent variables were associated with client satisfaction.

The descriptive component was used to summarize the respondents' perceptions of commitment, effectiveness, efficiency, and client satisfaction through appropriate descriptive statistics. Meanwhile, the correlational component examined the strength and direction of the relationships between commitment, effectiveness, and efficiency and the dependent variable, client satisfaction, using Spearman's rank-order correlation coefficient. This descriptive-correlational design was appropriate because it enabled the researcher to describe the characteristics of the variables and examine naturally occurring relationships among them without manipulating the study conditions (Creswell & Creswell, 2023; Saunders et al., 2023).

Subject and Respondents of the Study

The subject and respondents of this study consisted of active employees from one of the component cities in the Province of Negros Occidental who had direct experience with the services provided by the Human Resource Management Office (HRMO). The study included regular permanent employees, casual employees, and job-order personnel to ensure representation across different employment classifications. These respondents were selected because they regularly accessed frontline human resource services and were therefore in a position to evaluate the Human Resource Management Office's commitment, effectiveness, and efficiency, as well as their level of satisfaction with the services received.

Population and Sample Size

The total target population consisted of 1,092 active employees within the one of the component city of the Province of Negros Occidental Unit. To determine a sample size (n) capable of yielding highly reliable empirical data, Yamane's formula was applied at a standard 0.05 margin of error (e):

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1092}{1 + 1092(.05)^2}$$

$$n = \frac{1092}{1 + 2.73}$$

$$n = \frac{1092}{3.73}$$

$$n = 292.76$$

$$n = 293$$

Thus, a final sample size of 293 respondents was established. This sample size was ample to provide the descriptive and inferential depth necessary to evaluate systemic administrative performance and strategic human resource optimization across the local government unit.

Sampling Techniques

The study employed a stratified random sampling technique through lottery method to select the individual respondents from the total population. The institutional workforce was divided into mutually exclusive subgroups or strata based on their formal employment classification: regular permanent, casual, and job-order personnel.

Following the stratification of the workforce, simple random sampling was executed within each individual stratum to establish proportional representation. This specific sampling design successfully minimized sampling bias, neutralized the risk of over-representing any single employment cohort, and significantly improved the statistical representativeness of the empirical data gathered across diverse employee cohorts.

Below is the Table 1, distribution of respondents:

Table 1. *Distribution of Respondents.*

Groups	N	n
Permanent Employee	443	119
Casual	590	158
Job Order	59	16
Total	1092	293

Data Gathering Instruments

The primary instrument used in this study was a researcher-developed structured survey questionnaire designed to collect quantitative data on respondents' perceptions of human resource service delivery and client satisfaction. The instrument was developed following an extensive review of related literature and studies on organizational commitment, organizational effectiveness, operational efficiency, human resource service delivery, and client satisfaction. The questionnaire was specifically designed to align with the objectives of the study and the operational context of frontline human resource services in one component city of Negros Occidental.

The questionnaire consisted of two parts. Part I gathered the demographic profile of the respondents, including age, sex, and employment status. Part II measured the respondents' perceptions of

the level of commitment, effectiveness, and efficiency in human resource service delivery, as well as their level of client satisfaction. Each construct comprised fifteen (15) indicators developed to reflect the operational dimensions of the variables under investigation.

A four-point Likert scale was used to measure the respondents' perceptions of commitment, effectiveness, efficiency, and client satisfaction in human resource service delivery. The use of a four-point scale eliminated a neutral response option, thereby encouraging respondents to indicate a more definitive evaluation of each statement. The response options were tailored to each construct and were interpreted as follows: 4 indicated Very Committed, Very Effective, Very Efficient, or Very Satisfied; 3 indicated Committed, Effective, Efficient, or Satisfied; 2 indicated Slightly Committed, Slightly Effective, Slightly Efficient, or Slightly Satisfied; and 1 indicated Not Committed, Not Effective, Not Efficient, or Not Satisfied.

Prior to data collection, the researcher-developed instrument underwent expert validation to establish its content validity. Subsequently, a pilot test was conducted among respondents who were not included in the actual study to assess the instrument's reliability and internal consistency. The results of the pilot testing served as the basis for refining the questionnaire before its final administration.

Validity and Reliability of the Research Instrument

To establish the validity of the researcher-developed questionnaire, the instrument underwent content validation by a panel of three experts with recognized qualifications in educational research, human resource management, and public administration. The panel consisted of researchers and practitioners holding doctoral degrees, with extensive experience in research, instrument development and validation, and human resource management in higher education and government institutions. The validators evaluated the instrument based on its clarity, relevance, organization, appropriateness of language, and alignment with the objectives and constructs of the study. Their comments and recommendations were carefully considered and incorporated to improve the content, wording, and overall quality of the questionnaire before pilot testing. The instrument obtained an overall mean validation rating of 4.79 out of 5.00, indicating very high content validity and confirming its suitability for measuring commitment, effectiveness, efficiency, and client satisfaction in frontline human resource service delivery.

Following content validation, the questionnaire was pilot-tested among 30 respondents who possessed characteristics similar to those of the target population but were excluded from the actual study. The pilot test was conducted to determine the internal consistency of the instrument using Cronbach's alpha coefficient. According to Creswell and Creswell (2023), a reliability coefficient of 0.70 or higher indicates acceptable internal consistency for research instruments.

The reliability analysis yielded a Cronbach's alpha coefficient of 0.810 for the Effectiveness in Human Resource Service Delivery scale, 0.870 for the Commitment in Human Resource Service Delivery scale, 0.885 for the Efficiency in Human Resource Service Delivery scale, and 0.746 for the Client Satisfaction scale. The overall reliability coefficient for the 60-item researcher-developed questionnaire was 0.910, indicating excellent internal consistency. Since all reliability coefficients exceeded the recommended minimum threshold of 0.70, the instrument was considered reliable and appropriate for the actual data collection.

Data Gathering Procedures

Data collection followed a structured administrative protocol. The researcher first secured formal approval from the Graduate School and the administrative offices of the One of the component city of the Province of Negros Occidental Units. A formal request letter was then submitted to the Human Resource Management Office to obtain permission to administer the instrument to the selected workforce.

The researcher distributed the survey questionnaires and link of the google forms was sent through messenger by the research in-charge of the LGU to the randomly selected respondents across departments.

During distribution, the purpose of the study was explained, and respondents were assured of the voluntary nature of their involvement and the absolute confidentiality of their data. After collection, the completed questionnaires were audited for completeness, tabulated, and processed using specialized statistical software.

Data Analysis

To ensure academic integrity and accurate interpretation of the collected data, a dual-layered statistical framework was employed. The analysis consisted of descriptive statistics to summarize the respondents' characteristics and perceptions, and inferential statistics to determine the significant relationships among the study variables.

Formula:

$$\% = \left(\frac{f}{n}\right) \times 100$$

Where:

% = percentage

f = frequency count of a specific demographic sub-category

n = total number of respondents

The demographic profile was interpreted by identifying the frequency and percentage of respondents under each category.

To answer statement of the problem 2, which determined the level of commitment in human resource service delivery, mean and standard deviation were utilized. The mean measured the overall level of commitment demonstrated by the employees, while the standard deviation described the variability of their responses.

Formula:

$$\bar{x} = \frac{\sum x}{n}$$

Where:

$\bar{x}$ = mean

x = scores/ values

n = sample size

To interpret the results, the interpretation guide was presented below:

Scale	Description	Mean Score Range	Interpretation	Verbal Description
4	Strongly Agree	3.26–4.00	Very Committed	Employees consistently demonstrate exceptional dedication and commitment in delivering human resource services.
3	Agree	2.51–3.25	Committed	Employees demonstrate a satisfactory level of commitment in performing their responsibilities.
2	Disagree	1.76–2.50	Slightly Committed	Employees demonstrate an inconsistent level of commitment in carrying out their duties and responsibilities.

Scale	Description	Mean Score Range	Interpretation	Verbal Description
1	Strongly Disagree	1.00–1.75	Not Committed	Employees demonstrate a low level of commitment toward performing their responsibilities.

To answer statement of the problem 3, which determined the level of effectiveness in human resource service delivery, mean and standard deviation were likewise employed to determine the respondents' assessment of service effectiveness.

The results were interpreted using the following scale:

Scale	Description	Mean Score Range	Interpretation	Brief Verbal Description
4	Strongly Agree	3.26 – 4.00	Very Effective	Human resource services consistently achieve the intended objectives and meet clients' expectations.
3	Agree	2.51 – 3.25	Effective	Human resource services adequately achieve the expected objectives.
2	Disagree	1.76 – 2.50	Slightly Effective	Human resource services inconsistently achieve the desired outcomes.
1	Strongly Disagree	1.00 – 1.75	Ineffective	Human resource services fail to achieve the intended objectives.

To answer statement of the problem 4, which determined the level of efficiency in human resource service delivery, mean and standard deviation were used to measure the extent to which services were delivered promptly and with optimal use of available resources.

To interpret the results, the interpretation guide was presented below:

Scale	Description	Mean Score Range	Interpretation	Brief Verbal Description
4	Strongly Agree	3.26 – 4.00	Very Efficient	Human resource services are consistently delivered promptly and efficiently.
3	Agree	2.51 – 3.25	Efficient	Human resource services are delivered within acceptable standards of efficiency.
2	Disagree	1.76 – 2.50	Slightly Efficient	Human resource services are occasionally delayed or inefficient.
1	Strongly Disagree	1.00 – 1.75	Inefficient	Human resource services are characterized by frequent delays and inefficient processes.

To answer statement of the problem 5, which determined the level of client satisfaction with human resource service delivery, mean and standard deviation were employed to measure the clients' level of satisfaction.

The results were interpreted using the following scale:

Scale	Description	Mean Score Range	Interpretation	Brief Verbal Description
4	Strongly Agree	3.26 – 4.00	Very Satisfied	Clients consistently experience excellent and highly satisfactory human resource services.
3	Agree	2.51 – 3.25	Satisfied	Clients generally receive satisfactory human resource services.
2	Disagree	1.76 – 2.50	Dissatisfied	Clients experience occasional dissatisfaction with the services received.

Scale	Description	Mean Score Range	Interpretation	Brief Verbal Description
1	Strongly Disagree	1.00 – 1.75	Very Dissatisfied	Clients are generally dissatisfied with the quality of services provided.

To answer statement of the problem 6, which determined whether there is a significant relationship between the level of commitment and the level of client satisfaction in delivering human resource services, Spearman's Rank Correlation Coefficient (Spearman's rho, r_s) was employed.

Formula:

$$r_s = 1 - \frac{6\sum d_i^2}{n(n^2 - 1)}$$

Where:

r_s = Spearman rank correlation coefficient

d_i = the difference between the ranks of the independent variable (Commitment)

$\sum d_i^2$ = The sum of the squared differences (Client Satisfaction)

n = total paired observations

To answer statement of the problem 7, which determined whether there is a significant relationship between the level of effectiveness and the level of client satisfaction in delivering human resource services, Spearman's Rank Correlation Coefficient (Spearman's rho, r_s) was utilized.

To answer statement of the problem 8, which determined whether there is a significant relationship between the level of efficiency and the level of client satisfaction in delivering human resource services, Spearman's Rank Correlation Coefficient (Spearman's rho, r_s) was employed.

RESULTS AND DISCUSSION

Profile of the Respondents

Table 2 shows the frequency and percentage distribution of the respondents according to age, sex and employment status of the respondents.

Table 2. *Frequency and Percentage Distribution of the Respondents According to Profile.*

Profile	Category	f	%
Age	35 years old and below	132	45.05
	36–45 years old	157	53.58
	46–55 years old	2	0.68
	56 years old and above	2	0.68
	Total	293	100.00
Sex	Male	133	45.39
	Female	160	54.61
	Total	293	100.00
Employment Status	Regular/Permanent Employee	119	40.61
	Casual Employee	158	53.92
	Job Order Employee	16	5.46
	Total	293	100.00

The profile of the respondents in terms of age, sex, and employment status is presented in Table 2. The data show that most respondents were 36–45 years old ($f = 157$, 53.58%), followed by those aged 35 years old and below ($f = 132$, 45.05%). Only a very small proportion belonged to the 46–55 age group and 56 years old and above, with two respondents each (0.68%). This indicates that the respondents were largely concentrated in the younger and middle-age brackets. In terms of sex, female respondents comprised 54.61% ($f = 160$) of the sample, while male respondents accounted for 45.39% ($f = 133$). As to employment status, the largest group consisted of casual employees at 53.92% ($f = 158$), followed by regular permanent employees at 40.61% ($f = 119$), while job order employees represented 5.46% ($f = 16$) of the respondents. The predominance of employees in the 36–45 age group may reflect the presence of a relatively established working-age population within the organization, while the slight predominance of female respondents is consistent with broader patterns of women’s participation in public-sector employment (Organisation for Economic Co-operation and Development [OECD], 2023). The employment distribution further shows that casual and job order personnel collectively comprised 59.38% of the respondents, indicating that non-permanent personnel represented a substantial proportion of employees who accessed HR-related services. This finding is particularly relevant in the Philippine government context because job order and contract-of-service arrangements are formally recognized mechanisms for engaging workers to support government operations, although these personnel are distinct from those occupying plantilla positions (Civil Service Commission [CSC], Commission on Audit [COA], & Department of Budget and Management [DBM], 2025). Given these differences in employment arrangements, the experiences and service need of non-permanent personnel may differ from those of permanent employees, making their perceptions relevant to the assessment of HR service delivery and the improvement of employee support mechanisms (CSC, COA, & DBM, 2025).

Level of Commitment on Human Resource Service Delivery

Table 3 presents the level of commitment in human resource service delivery.

Table 3. *Level of Commitment in Human Resource Service Delivery*

Commitment In Human Resource Service Delivery	Mean	Standard Deviation	Interpretation
1. HR staff demonstrate professionalism when interacting with employees.	3.57	.55	Very Committed
2. The HR team is consistently available and approachable when assistance is needed.	3.59	.54	Very Committed
3. Employees feel that HR staff are genuinely committed to resolving their concerns.	3.37	.66	Very Committed
4. HR staff follow up on requests or issues to ensure they are resolved satisfactorily.	3.29	.51	Very Committed
5. HR staff take the time to explain policies and processes to employees clearly.	3.55	.59	Very Committed
6. The HR team is transparent in its actions and decisions related to employee services.	3.42	.57	Very Committed
7. Employees feel that HR staff are passionate about delivering high-quality services.	3.41	.56	Very Committed
8. The HR office makes an effort to understand the unique needs of individual employees.	3.31	.54	Very Committed
9. HR staff are willing to go the extra mile to assist employees when required.	3.38	.64	Very Committed
10. Employees feel valued and respected when interacting with HR staff.	3.59	.54	Very Committed
11. The HR team consistently demonstrates ethical behavior in delivering services.	3.59	.53	Very Committed

12. HR staff are proactive in anticipating and addressing employee needs.	3.29	.53	Very Committed
13. Employees feel that HR staff are trustworthy and reliable in handling their concerns.	3.55	.59	Very Committed
14. The HR office is dedicated to ensuring fairness and equity in its service delivery.	3.53	.58	Very Committed
15. Overall, employees are satisfied with the level of commitment demonstrated by the HR office	3.58	.53	Very Committed
Level of Commitment (overall mean)	3.47	.39	Very Committed

Legends: 3.26–4.00 = Very Committed; 2.51–3.25 = Committed; 1.76–2.50 = Slightly Committed; 1.00–1.75 = Not Committed

The data on the level of commitment in human resource service delivery are presented in Table 3. Overall, the Human Resource Management Office (HRMO) obtained a composite mean of 3.47 with a standard deviation of 0.39, interpreted as very committed. The low standard deviation indicates that the respondents' ratings were closely clustered around the mean, reflecting a high degree of consistency in their perceptions of the HRMO's commitment to service delivery.

Among the indicators, the highest mean ratings were obtained by Item 2, *"The HR team is consistently available and approachable when assistance is needed"* ($M = 3.59$, $SD = 0.54$), Item 10, *"Employees feel valued and respected when interacting with HR staff"* ($M = 3.59$, $SD = 0.54$), and Item 11, *"The HR team consistently demonstrates ethical behavior in delivering services"* ($M = 3.59$, $SD = 0.53$), all interpreted as Very Committed. The relatively low standard deviation values for these indicators suggest that respondents shared similar views regarding the accessibility, respectful treatment, and ethical conduct of HR personnel. Likewise, Item 15, which assessed employees' overall satisfaction with the HRMO's commitment, received a mean of 3.58 with a standard deviation of 0.53, indicating a consistently favorable assessment of the office's commitment to service delivery.

Conversely, the lowest mean ratings were recorded for Item 4, *"HR staff follow up on requests or issues to ensure they are resolved satisfactorily"* ($M = 3.29$, $SD = 0.51$), Item 12, *"HR staff are proactive in anticipating and addressing employee needs"* ($M = 3.29$, $SD = 0.53$), and Item 8, *"The HR office makes an effort to understand the unique needs of individual employees"* ($M = 3.31$, $SD = 0.54$). Although these indicators remained within the Very Committed category, their comparatively lower mean scores indicate aspects of service delivery that received less favorable evaluations than the other indicators. The low standard deviation values further suggest that respondents consistently perceived these areas as needing greater attention.

The findings indicate that employees generally viewed the Human Resource Management Office as highly committed to delivering quality services. However, the comparatively lower ratings for follow-up, proactive assistance, and individualized support suggest opportunities to further strengthen employee-centered service delivery. These findings are consistent with the view of Society for Human Resource Management (2022), which emphasizes that proactive communication and continuous employee engagement enhance trust and satisfaction with HR services. Similarly, Jaap Paauwe, Karina Van De Voorde (2025) argued that responsive and supportive HR practices strengthen employees' perceptions of service quality by promoting timely assistance and meaningful interactions. Strengthening these aspects of service delivery may further reinforce employees' confidence in the Human Resource Management Office and sustain high levels of client satisfaction.

Level of Effectiveness on Human Resource Service Delivery

Table 4 presents the level of effectiveness in human resource service delivery.

Table 4. *Level of Effectiveness in Human Resource Service Delivery*

Effectiveness In Human Resource Service Delivery	Mean	Standard Deviation	Interpretation
1. The human resource office provides accurate and clear information about its services.	3.57	.54	Very Effective
2. The policies and procedures of the HR office are well-documented and accessible.	3.42	.56	Very Effective
3. The HR office effectively communicates updates or changes in service-related processes.	3.54	.60	Very Effective
4. Services provided by the HR office are delivered within the promised timeframe.	3.28	.55	Very Effective
5. Employees experience minimal errors in the delivery of HR-related services.	3.39	.57	Very Effective
6. The HR office provides adequate support and guidance in navigating its processes.	3.53	.56	Very Effective
7. The documentation requirements for HR services are reasonable and clear.	3.60	.54	Very Effective
8. Employees feel confident that the HR office can address their concerns effectively.	3.55	.57	Very Effective
9. HR services are available to all employees without discrimination or favoritism.	3.37	.56	Very Effective
10. There is an effective system in place for tracking and resolving service requests.	3.25	.55	Effective
11. The HR office provides adequate training and orientation on HR processes to employees.	3.31	.58	Very Effective
12. Employees feel that their needs and inquiries are prioritized by the HR team.	3.38	.59	Very Effective
13. Feedback mechanisms are in place to address client concerns about service delivery.	3.44	.57	Very Effective
14. Employees feel that the HR office effectively fulfills its role in service delivery.	3.54	.56	Very Effective
15. Overall, the HR office's service delivery meets employee expectations.	3.52	.59	Very Effective
Level of Effectiveness (Over-all Mean)	3.45	.40	Very Effective

Legends: 3.26–4.00 = Very Effective; 2.51–3.25 = Effective; 1.76–2.50 = Slightly Effective; 1.00–1.75 = Ineffective

The level of effectiveness in human resource (HR) service delivery is presented in Table 4. The assessment yielded an overall composite mean of 3.45 and a standard deviation of 0.40, which was interpreted as very effective. This indicates that the respondents generally perceived the HR office as highly effective in the execution and delivery of its administrative services. Among the indicators, the highest-rated item was Item 7, “The documentation requirements for HR services are reasonable and clear” ($M = 3.60$, $SD = .54$), followed by Item 1, “The human resource office provides accurate and clear information about its services” ($M = 3.57$, $SD = .54$), and Item 8, “Employees feel confident that the HR office can address their concerns effectively” ($M = 3.55$, $SD = .57$), all of which were interpreted as Very Effective. These findings suggest that the HR office was perceived positively in terms of the clarity of information, reasonableness of documentation requirements, and employees’ confidence in its ability to address their concerns. The favorable assessment of information clarity and service processes is consistent with recent HRM literature emphasizing the role of appropriately implemented digital HR practices in improving employees’ access to HR-related information and supporting positive employee experiences (Stachová et al., 2024). However, Stachová et al. (2024) also emphasized that the effects of digital HR practices were not exclusively determined by technology, suggesting that organizational and managerial factors remained important in shaping employee experiences

However, only Item 10, “There is an effective system in place for tracking and resolving service requests” ($M = 3.25$, $SD = .55$), was formally interpreted as Effective. The other relatively lower-rated indicators remained within the Very Effective threshold, although they represented the lowest-rated indicators in the set: Item 4, “Services provided by the HR office are delivered within the promised timeframe” ($M = 3.28$, $SD = .55$); Item 11, “The HR office provides adequate training and orientation on HR processes to employees” ($M = 3.31$, $SD = .58$); and Item 9, “HR services are available to all employees without discrimination or favoritism” ($M = 3.37$, $SD = .56$). Overall, the findings indicate that while the HR office demonstrated strengths in communication and documentation, procedural execution and service follow-through, particularly in timeliness, request tracking, and employee orientation, remained areas for continuous improvement. Although these indicators were still interpreted as Very Effective, their comparatively lower mean ratings suggest opportunities to strengthen service delivery processes. This finding is consistent with recent research indicating that the effectiveness of digital HR systems depends on the quality of implementation and the extent to which technology is integrated with organizational processes and HR service delivery (Theres & Strohmeier, 2024; El Saeed et al., 2025). El Saeed et al. (2025) further demonstrated that HRM-service quality plays an important role in the relationship between e-HRM and perceived performance, emphasizing the importance of effective HR service processes alongside technological systems. Similarly, research on e-HRM service delivery indicates that digitalization can improve HR services when systems are appropriately integrated into organizational processes and supported by effective implementation practices (Shahreki et al., 2024). The relatively lower rating for equal service access also highlights the continuing importance of consistent and transparent HR procedures. Thus, while the HR office demonstrated a strong overall foundation in service effectiveness, further strengthening request-tracking mechanisms, streamlining workflows, and improving employee orientation may enhance service consistency, operational effectiveness, and client satisfaction.

Level of Efficiency on Human Resource Service Delivery

Table 5 shows the level of efficiency in human resource service delivery.

Table 5. Level of Efficiency in Human Resource Service Delivery.

Efficiency In Human Resource Service Delivery	Mean	Standard Deviation	Interpretation
1. The HR office has a streamlined process for handling service requests.	3.37	.58	Very Efficient
2. Employees experience minimal delays in receiving services from the HR office.	3.29	.57	Very Efficient
3. The tools and resources provided by the HR office enhance the efficiency of service delivery.	3.44	.71	Very Efficient
4. The HR office promptly resolves service-related concerns or issues.	3.40	.56	Very Efficient
5. Employees feel that the HR office efficiently handles high volumes of service requests.	3.44	.59	Very Efficient
6. Technology and automation are effectively used to improve the efficiency of HR services.	3.27	.54	Very Efficient
7. The HR office avoids unnecessary bureaucracy or redundant steps in its processes.	3.29	.56	Very Efficient
8. Employees can easily access HR services without requiring frequent follow-ups.	3.30	.69	Very Efficient
9. The HR team allocates resources efficiently to address client concerns.	3.53	.61	Very Efficient
10. The time taken to resolve HR-related requests is satisfactory to employees.	3.40	.59	Very Efficient

11. The HR office ensures consistent and reliable service delivery.	3.53	.60	Very Efficient
12. Employees feel that the HR team is well-trained and equipped to handle their needs efficiently.	3.52	.61	Very Efficient
13. Service delays or disruptions are promptly addressed by the HR office.	3.41	.60	Very Efficient
14. Employees experience minimal errors or inaccuracies in HR processes.	3.51	.58	Very Efficient
15. Overall, the HR office ensures the efficient delivery of its services.	3.53	.58	Very Efficient
Level of Efficiency (overall mean)	3.42	.43	Very Efficient
<i>Legends: 3.26–4.00 = Very Efficient; 2.51–3.25 = Efficient; 1.76–2.50 = Slightly Efficient; 1.00–1.75 = Inefficient</i>			

The assessment of the level of efficiency in human resource (HR) service delivery across 15 specific indicators is presented in Table 5. Considered as a whole, the evaluation yields a composite mean score of 3.42 with a standard deviation of 0.43. According to the established statistical thresholds, this score falls within the 3.26–4.00 range, resulting in an overall descriptive interpretation of very efficient. This aggregate score indicates that the HR office generally operates with a strong degree of competence and resource optimization, while the low standard deviation demonstrates consistent agreement among the respondents regarding the office's overall operational efficiency.

A detailed review of the individual indicators highlights several areas of strong performance, with three indicators tying for the highest evaluation at a mean score of 3.53 (Very Efficient): Item 9, “The HR team allocates resources efficiently to address client concerns” ($SD = .61$); Item 11, “The HR office ensures consistent and reliable service delivery” ($SD = .60$); and Item 15, “Overall, the HR office ensures the efficient delivery of its services” ($SD = .58$). Additionally, respondents rated highly the competence of HR personnel, as reflected in the item “The HR staff is well-trained and equipped to handle tasks” ($M = 3.52$, $SD = .61$), as well as the accuracy of HR processes with minimal errors ($M = 3.51$, $SD = .58$). These findings are consistent with recent research emphasizing that employee capability and appropriately designed HR systems contribute to effective and efficient HR service delivery (Shahreki et al., 2024; El Saeed et al., 2025). In particular, research on e-HRM service delivery indicates that the effective integration of HR technologies and organizational processes can support improved HR service quality and perceived performance (El Saeed et al., 2025; Shahreki et al., 2024).

In comparison, the findings pinpoint distinct operational dimensions that received relatively lower evaluations. However, these items still fall within the Very Efficient interpretation range rather than the Efficient range, serving instead as key areas for continuous procedural refinement. The lowest-rated item is Item 6, “Technology and automation are effectively used to improve the efficiency of HR services” ($M = 3.27$, $SD = .54$). This is followed closely by Item 2, which measures whether employees experience minimal delays in receiving services ($M = 3.29$, $SD = .57$), and Item 7, which addresses whether the HR office avoids unnecessary bureaucracy or redundant steps in its processes ($M = 3.29$, $SD = .56$). Furthermore, accessibility without the requirement of frequent follow-ups under Item 8 was also among the lower-scoring items in this tier ($M = 3.30$, $SD = .69$). This notable discrepancy where staff capability is rated highly but technological integration and process speed lag behind uncovers a classic structural gap in organizational modernization. The combination of slow processing times, manual bottlenecks, and repetitive employee follow-ups often indicates an “automation gap,” where underutilized or outdated digital ecosystems force a capable staff to rely heavily on legacy, manual procedures (Marler & Fisher, 2022). Furthermore, contemporary public administration research indicates that when technological automation is weak, administrative complexity naturally rises, leading to delays that frustrate internal clients and mask the true capacity of the HR workforce (Bondaro El Saeed, M., Maarouf, H.M. & Younis, R.A.A, 2023).

Addressing these operational constraints by modernizing workflow infrastructure is essential for transforming high individual competence into seamless organizational efficiency.

Level of Client Satisfaction on Human Resource Service Delivery

Table 6 presents the level of client satisfaction in human resource service delivery.

Table 6. *Level of Client Satisfaction with Human Resource Service Delivery*

Client Satisfaction With Hr Service Delivery	Mean	Standard Deviation	Interpretation
1. Employees feel that HR services meet their expectations in terms of quality.	3.56	.59	Very Satisfied
2. The HR office provides services that align with the needs of employees.	3.55	.55	Very Satisfied
3. Employees feel satisfied with the level of support they receive from the HR office.	3.52	.59	Very Satisfied
4. The HR office ensures that service delivery is consistent and reliable over time.	3.55	.55	Very Satisfied
5. Employees are satisfied with the accessibility of HR services and resources.	3.57	.53	Very Satisfied
6. Employees feel that the HR office addresses their concerns in a timely manner.	3.28	.53	Very Satisfied
7. The HR office fosters a positive relationship with employees through its services.	3.56	.56	Very Satisfied
8. Employees feel valued by the HR team in every interaction.	3.50	.59	Very Satisfied
9. HR services are delivered in a way that respects employee time and effort.	3.57	.54	Very Satisfied
10. Employees are satisfied with the level of transparency in HR processes.	3.27	.55	Very Satisfied
11. The HR office is successful in creating a positive experience for its clients.	3.51	.62	Very Satisfied
12. Employees trust the HR office to handle their issues with care and confidentiality.	3.54	.57	Very Satisfied
13. The HR office provides solutions that address employee concerns effectively.	3.54	.57	Very Satisfied
14. Employees feel comfortable seeking assistance from the HR office at any time.	3.54	.59	Very Satisfied
15. Overall, employees are satisfied with the HR office's delivery of services.	3.53	.58	Very Satisfied
Client Satisfaction (overall mean)	3.50	.42	Very Satisfied

Legends: 3.26–4.00 = Very Satisfied; 2.51–3.25 = Satisfied; 1.76–2.50 = Dissatisfied; 1.00–1.75 = Very Dissatisfied

The level of client satisfaction with human resource service delivery is presented in Table 6. Altogether, the evaluation yielded an overall composite mean of 3.50 and a standard deviation of .42, which is interpreted as very satisfied. This indicates that the respondents were generally satisfied with the HR services provided by the office. The highest-rated indicators were Item 5, “Employees are satisfied with the accessibility of HR services and resources” ($M = 3.57$, $SD = .53$), and Item 9, “HR services are delivered in a way that respects employee time and effort” ($M = 3.57$, $SD = .54$), both interpreted as Very Satisfied. These were followed closely by Item 1, which measured whether HR services meet employee expectations in terms of quality ($M = 3.56$, $SD = .59$), and Item 7, which assessed whether the HR office fosters a positive relationship with employees through its services ($M = 3.56$, $SD = .56$). The high scores regarding

accessibility, relational warmth, and respect for employee time align with modern internal marketing and human resource service-dominant logic. Recent studies underscore that employees view the HR department as an internal service provider; when HR delivers services that respect employee effort and facilitate easy resource access, it significantly bolsters employee engagement, positive organizational perceptions, and psychological well-being (Mone & London, 2021).

On the other hand, according to the statistical thresholds provided in the legend, all indicators fell within the Very Satisfied range (3.26 – 4.00), meaning no items were formally interpreted as Satisfied. However, two metrics stood out as the lowest-rated indicators in the data set: Item 10, “Employees are satisfied with the level of transparency in HR processes” ($M = 3.27$, $SD = .55$), and Item 6, “Employees feel that the HR office addresses their concerns in a timely manner” ($M = 3.28$, $SD = .53$). This deviation where general service quality and accessibility are praised, but transparency and speed represent the lowest relative benchmarks highlights a common modern administrative challenge. In institutional environments, service bottlenecks and opaque communication channels often act as primary inhibitors to reaching optimal satisfaction levels (Stachová, K., Stacho, Z., Šamalík, P., & Sekan, F. (2024). Contemporary human resource management literature emphasizes that even when an HR team is approachable, a lack of clear transparency regarding process stages combined with extended transaction times can induce administrative frustration and diminish the overall perceived fairness of institutional practices (Jaap Paauwe, Karina Van De Voorde, 2025).

In summary, the results show that respondents were generally satisfied with HR service delivery, particularly in terms of accessibility, service quality, and respectful treatment, although timeliness and transparency remain relative areas that may still be improved. Bridging this gap through proactive progress tracking and clearer processing expectations is essential for modernizing the internal service experience.

Relationship Between Commitment And Clients’ Satisfaction

Table 7 presents the relationship between the level of commitment and level of clients’ satisfaction in delivering human resource services.

Table 7. *Relationship Between Commitment and Client Satisfaction in Human Resource Service Delivery.*

Variable	Test Statistics (r_s)	P-value	Decision for H_0	Interpretation
Level of Commitment vs Clients’ Satisfaction	0.841	<.001	Reject H_0	Significant

Table 7 presents the relationship between the level of commitment and client satisfaction in delivering human resource services. The analysis yielded a Spearman rank correlation coefficient (r_s) of 0.841 with a p-value of < .001. Since the p-value is lower than the 0.05 level of significance, the null hypothesis is rejected. This indicates a statistically significant positive relationship between commitment and client satisfaction. The magnitude of the coefficient suggests a strong association, which means that respondents who perceived higher levels of commitment in HR service delivery also tended to report higher levels of client satisfaction. This finding implies that commitment-related practices such as availability, ethical conduct, respect for employees, and responsiveness are closely associated with how satisfied employees are with the services of the HR office.

The strong positive correlation discovered in this study ($r_s = 0.841$) strongly aligns with Social Exchange Theory (SET), which establishes that when employees perceive high institutional dedication and commitment from support units like HR, they naturally reciprocate with elevated levels of trust, satisfaction, and organizational alignment (Cropanzano et al., 2023). In contemporary human resource management, an HR department's commitment acts as a critical signal of institutional support. Recent studies emphasize that when internal stakeholders witness dedicated service behaviors such as accessibility, relational care, and steadfast integrity they experience a heightened sense of perceived organizational value, which directly optimizes their overall satisfaction and lowers structural friction Hu, D., Oh, I.-S., & Agolli, A. (2025).

Furthermore, this finding demonstrates that in administrative structures, client satisfaction is driven less by transactional execution alone and more by the affective dedication demonstrated during those transactions. Consistently prioritizing behavioral indicators like ethical conduct and responsiveness bridges the gap between formal process fulfillment and high-quality internal stakeholder relations (Alfes et al., 2021).

Relationship Between Effectiveness and Clients' Satisfaction

Table 8 presents the relationship between the level of effectiveness and level of clients' satisfaction in delivering human resource services.

Table 8. *Relationship Between Effectiveness and Client Satisfaction in Human Resource Service Delivery*

Variable	Test Statistics (r_s)	P-value	Decision for H_0	Interpretation
Level of Effectiveness vs Clients' Satisfaction	0.859*	<.001	Reject H_0	Significant

Table 8 presents the relationship between the level of effectiveness and client satisfaction in delivering human resource services. The analysis yielded a Spearman rank correlation coefficient (r_s) of 0.859 with a p-value of < .001. Since the p-value is lower than the 0.05 level of significance, the null hypothesis is rejected. This indicates a statistically significant positive relationship between effectiveness and client satisfaction. The correlation coefficient reflects a strong association, suggesting that respondents who perceived the HR office as more effective also tended to report higher levels of client satisfaction. This finding implies that effective service delivery practices—such as providing clear information, maintaining accessible procedures, and addressing employee concerns adequately—are closely associated with employee satisfaction with HR services.

The highly significant positive correlation uncovered in this analysis ($r_s = 0.859$) strongly validates the tenets of the Service-Profit Chain framework, adapted for internal institutional ecosystems. This framework establishes that internal service quality and operational effectiveness directly govern internal client satisfaction and subsequent organizational cohesion (Heskett et al., 1994). In modern organizational environments, the perceived efficacy of an administrative unit serves as a critical determinant of structural trust. Recent empirical literature underscores that when support departments like HR consistently deliver functional outputs such as informational accuracy, administrative clarity, and competent grievance resolution internal stakeholders report significantly higher levels of professional security and utility (Weller, I., Süß, S., Evanschitzky, H., & von Wangenheim, F. (2025).

Furthermore, this strong statistical association indicates that structural transparency and process predictability are key drivers of internal satisfaction. When employees are provided with clear documentation requirements and well-structured navigational guidance, administrative anxiety is lowered, and the overall value of the human resource system is enhanced (Sanders et al., 2021). Consequently, prioritizing operational accuracy and communicative effectiveness allows the HR office to transform routine transactional obligations into positive, confidence-building stakeholder experiences.

Relationship Between Efficiency and Clients' Satisfaction

Table 9 presents the relationship between the level of efficiency and level of clients' satisfaction in delivering human resource services.

Table 9. *Relationship Between Efficiency and Client Satisfaction in Human Resource Service Delivery*

Variable	Test Statistics (r_s)	P-value	Decision for H_0	Interpretation
Level of Efficiency vs Clients' Satisfaction	0.862*	<.001	Reject H_0	Significant

Table 9 presents the relationship between the level of efficiency and client satisfaction in delivering human resource services. The analysis yielded a Spearman rank correlation coefficient (r_s) of 0.862 with a p-value of $< .001$. Since the p-value is lower than the 0.05 level of significance, the null hypothesis is rejected. This indicates a significant relationship between efficiency and client satisfaction. The coefficient reflects a strong association, suggesting that respondents who perceived higher levels of efficiency in HR service delivery also tended to report higher levels of client satisfaction. This implies that efficient practices—such as streamlined processes, reliable service delivery, efficient resource allocation, and reduced administrative errors—are closely associated with more favorable client evaluations of HR services.

The strong positive association revealed in this study ($r_s = 0.862$) closely aligns with the Expectancy Disconfirmation Theory, which indicates that service satisfaction is fundamentally governed by the gap between client expectations and operational performance metrics such as speed and accuracy (Venkatesh et al., 2022). In institutional service architectures, administrative efficiency serves as a visible metric of organizational health. Recent empirical studies emphasize that when an administrative department streamlines its workflows, removes excessive red tape, and provides rapid turnaround times, internal stakeholders exhibit notably higher baseline satisfaction and minimal systemic frustration (Marler & Fisher, 2022).

Furthermore, this finding highlights a critical reality in modern public sector environments: the highest correlation coefficient among all tested dimensions in this study ($r_s = 0.862$) belongs to efficiency. This suggests that internal clients heavily value their time and effort when interacting with institutional infrastructure. Therefore, prioritizing the modernization of process frameworks, reducing redundant administrative layers, and integrating automated service tracking are vital strategic interventions for maximizing internal stakeholder satisfaction and ensuring reliable service delivery (Meijer & Boon, 2021).

Summary of Findings

This study assessed the levels of commitment, effectiveness, and efficiency in human resource service delivery and determined their relationships with client satisfaction among employees of one of the component cities in the Province of Negros Occidental.

1. The respondents were predominantly 36–45 years old ($f = 157, 53.58\%$), the majority were female ($f = 160, 54.61\%$), and most were casual employees ($f = 158, 53.92\%$), followed by regular or permanent employees ($f = 119, 40.61\%$) and job order employees ($f = 16, 5.46\%$).
2. The level of commitment in human resource service delivery was rated very committed ($M = 3.47, SD = 0.39$).
3. The level of effectiveness in human resource service delivery was rated very effective ($M = 3.45, SD = 0.40$).
4. The level of efficiency in human resource service delivery was rated very efficient ($M = 3.42, SD = 0.43$).
5. The level of client satisfaction with human resource service delivery was rated very satisfied ($M = 3.50, SD = 0.42$).
6. There was a significant relationship between commitment and client satisfaction ($r_s = .841, p < .001$).
7. There was a significant relationship between effectiveness and client satisfaction ($r_s = .859, p < .001$).
8. There was a significant relationship between efficiency and client satisfaction ($r_s = .862, p < .001$).

CONCLUSION

Based on the findings of the study, the following conclusions were drawn:

1. The respondents were predominantly 36–45 years old, mostly female, and primarily casual employees.
2. The Human Resource Management Office demonstrated a very high level of commitment in delivering human resource services.
3. The Human Resource Management Office demonstrated a very high level of effectiveness in delivering human resource services.
4. The Human Resource Management Office demonstrated a very high level of efficiency in delivering human resource services.
5. Employees were very satisfied with the human resource services provided by the Human Resource Management Office.
6. There was a significant relationship between commitment and client satisfaction.
7. There was a significant relationship between effectiveness and client satisfaction.
8. There was a significant relationship between efficiency and client satisfaction.

Recommendations

In light of the findings and conclusions of the study, the following recommendations are offered:

1. The Human Resource Management Office (HRMO) may sustain its high level of commitment, effectiveness, and efficiency by continuously enhancing professionalism, ethical practices, and service quality through regular monitoring, performance evaluation, and capacity-building activities.
2. The Human Resource Management Office may strengthen its service delivery by improving follow-up mechanisms, increasing responsiveness to employee concerns, enhancing request-tracking systems, streamlining service processes, and maximizing the use of digital technologies to provide faster, more transparent, and efficient HR services.
3. Employees may actively participate in HR feedback mechanisms and orientation programs to support continuous service improvement and foster collaborative communication between employees and the Human Resource Management Office.
4. City government officials and department heads may use the findings of this study as a basis for strategic planning, policy enhancement, resource allocation, and the implementation of initiatives that strengthen the quality and efficiency of human resource services across all offices.
5. Policymakers and local government administrators may consider strengthening digital transformation initiatives, service standards, and client-centered human resource policies that promote transparency, accountability, and operational excellence in public service delivery.
6. Human resource practitioners may utilize the findings as a reference in developing programs and interventions that enhance employee commitment, organizational effectiveness, operational efficiency, and client satisfaction in public sector organizations.
7. Academic institutions and researchers may use the results of this study as reference material in teaching, research, and extension activities related to public administration, human resource management, and organizational development.
8. Future researchers are encouraged to replicate this study in other local government units or public sector organizations using larger and more diverse samples. They may also examine additional variables, such as digital transformation, organizational culture, employee engagement, leadership practices, and service quality dimensions, to provide a more comprehensive understanding of the factors influencing client satisfaction in human resource service delivery.

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