

An Evaluation of LGU Personnel Performance and Citizen Satisfaction on Essential Services Delivery in the First-Class Municipality

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Abstract

This study evaluated the relationship between Local Government Unit personnel performance and citizen satisfaction with essential services delivery in the Municipality of Sibonga, Cebu. Specifically, it examined whether department-level Individual Performance Commitment and Review ratings aligned with department-level client satisfaction ratings across Health Services, Social Services, Engineering Services, and Administrative Services. The study was anchored on Goal-Setting Theory and Expectancy-Disconfirmation Theory, which respectively explain internal performance motivation and external citizen satisfaction based on service expectations and actual experiences. A quantitative, cross-sectional, descriptive-correlational design was used. The study utilized secondary department-level administrative data from official personnel performance records and existing service-area client satisfaction databanks covering the same 12-month period. The respondents consisted of 55 LGU personnel from the four focal departments. Data were gathered using the Departmental IPCR Summary Form and the Citizen Satisfaction Data Extraction Sheet. Descriptive statistics were used to summarize personnel profile, departmental performance, and satisfaction levels, while Spearman's rank-order correlation was used to determine the relationship between personnel performance and client satisfaction. Findings showed that the LGU workforce was mostly composed of mid-career personnel, with the 31–40 and 41–50 age groups each representing 30.9% of the workforce. Gender distribution was nearly balanced, with 50.9% female and 49.1% male personnel. All respondents had graduate-level education, and many had moderate to longer years of government service. All departments obtained "Very Satisfactory" IPCR ratings, with Health Services recording the highest mean rating of 4.2020. Client satisfaction was also rated "Very Satisfactory" across responsiveness, timeliness, accessibility, and outcome. Engineering Services obtained some of the highest satisfaction means, while Administrative Services posted the lowest outcome score of 3.9800, though still within the "Very Satisfactory" range. A strong, positive, and statistically significant relationship was found between IPCR performance ratings and client satisfaction, with Spearman's rho of .786 and $p = .000$. The findings indicate that higher internal performance ratings were strongly associated with higher citizen satisfaction. The study concludes that effective personnel performance contributes to favorable public service experiences and supports the development of a Service Improvement Plan. Recommended actions include customer service training, regular performance feedback, simplified service guidelines, real-time client feedback systems, and workflow review in Administrative Services. The study aligns with SDG 16 on Peace, Justice, and Strong Institutions and SDG 11 on Sustainable Cities and Communities by strengthening accountability, responsiveness, and citizen-centered local governance. Its sustainability impact lies in improving institutional, governance, and community sustainability through evidence-based service improvement and stronger alignment between internal performance systems and public satisfaction.

Keywords: Administrative Services, Citizen Satisfaction, Essential Services Delivery, Individual Performance Commitment and Review, Local Government Unit, Performance Management, Service Improvement Plan, Strategic Performance Management System

1. Introduction

Local Government Units (LGUs) in the Philippines are responsible for delivering essential public services and evaluating personnel performance through the Individual Performance Commitment and Review (IPCR) under the Strategic Performance Management System (SPMS). While IPCR promotes accountability and performance monitoring, a key issue remains: high internal ratings do not automatically prove that citizens are satisfied with public services. Recent Philippine studies show the importance of connecting internal performance measures with citizen experience. Barangai and Barangai (2024) found that organizational implementation measured through SGLG-related indicators was significantly associated with client service satisfaction in areas such as quality, friendliness, timeliness, and staff knowledge. Lopez and Ordoñez (2025) also found a strong positive correlation between compliance with Republic Act 11032 (Ease of Doing Business) and client satisfaction in a Business Permit and Licensing Office. In the health sector, Tenorio (2023) reported that employee performance indicators related to quality, efficiency, and timeliness were significantly related to citizen

satisfaction across SERVQUAL dimensions. These studies suggest that the way LGUs measure, manage, and require personnel performance can influence how citizens evaluate service delivery. However, no study has yet examined this alignment in the Municipality of Sibonga, Cebu. This study therefore correlates departmental IPCR ratings with citizen satisfaction ratings in Health, Social, Engineering, and Administrative Services to generate evidence for a Service Improvement Plan.

The related literature emphasizes that public service performance should be measured through both institutional and citizen-centered indicators. Barangai and Barangai (2024) showed that stronger governance implementation is linked with higher client satisfaction, particularly in service quality, timeliness, friendliness, and staff knowledge. Lopez and Ordoñez (2025) demonstrated that clear procedural standards and compliance with Republic Act 11032 contribute to improved client satisfaction. Tenorio (2023) further confirmed that personnel performance in quality, efficiency, and timeliness is a consistent driver of citizen evaluations of public service. The literature also indicates that performance management systems are more meaningful when they translate into actual improvements in frontline services. Internal ratings such as IPCR can show whether personnel meet organizational targets, but citizen satisfaction provides an external measure of whether those services are experienced as responsive, timely, accessible, and effective.

At the local level, the study is situated in the Municipality of Sibonga, Cebu, a first-class municipality composed of both urban and rural barangays. Residents depend on local government services such as health care, social services, infrastructure support, and administrative transactions. These conditions make Sibonga an appropriate setting for examining whether internal employee performance evaluations are reflected in citizen satisfaction. At the national level, the study is linked to Philippine governance reforms that emphasize performance-based public service, accountability, and client-centered service delivery. The use of IPCR under the SPMS provides the internal performance basis, while citizen satisfaction ratings provide the external service-quality basis. The relevance of Republic Act 11032, as discussed by Lopez and Ordoñez (2025), also supports the importance of procedural efficiency and ease of doing business in improving public satisfaction. At the global level, the study aligns with broader public administration concerns regarding whether government performance systems genuinely improve service quality. Citizens generally assess public services by comparing their expectations with their actual service experiences, making satisfaction an important indicator of governance effectiveness.

This study is anchored on Goal-Setting Theory by Edwin Locke (1968) and Expectancy-Disconfirmation Theory (EDT) by Richard Oliver (1980). These theories provide a dual framework for understanding the relationship between internal LGU personnel performance and external citizen satisfaction. Goal-Setting Theory explains that employees perform better when they are given clear, specific, challenging, and attainable goals accompanied by regular feedback. This perspective emphasizes that well-defined performance objectives, together with continuous performance monitoring, promote greater motivation, accountability, and improved work outcomes among employees. In the Philippine setting, the IPCR system operationalizes Goal-Setting Theory by translating organizational objectives into measurable individual performance targets. Through this system, organizational goals are converted into individual performance commitments, providing employees with clear expectations and a structured basis for evaluating their accomplishments.

Expectancy-Disconfirmation Theory explains that satisfaction results from the comparison between expectations and actual service experience. When actual service meets or exceeds expectations, satisfaction increases; when it falls short, dissatisfaction occurs. This theory suggests that citizens assess government services by comparing what they expect with what they actually experience, making the consistency between expectations and service delivery a key factor in determining satisfaction. In the Philippine context, Barangai and Barangai (2024) found that stronger governance implementation produces higher client satisfaction. Likewise, efficient and responsive service delivery, supported by streamlined procedures, contributes to improved public satisfaction with government services. Together, these theories justify the study's conceptual link between IPCR ratings and citizen satisfaction. Goal-Setting Theory supports the use of IPCR as an internal performance indicator, while Expectancy-Disconfirmation Theory supports the use of citizen satisfaction as an external indicator of perceived service quality.

Although studies have shown relationships between governance implementation, employee performance, procedural compliance, and citizen satisfaction, there remains a specific local gap in Sibonga, Cebu. No existing study has directly examined whether department-level IPCR ratings align with department-level citizen satisfaction ratings in the municipality. This gap is important because high internal ratings may not always reflect the real experiences of service users. Without comparing IPCR results with citizen satisfaction, the LGU may not fully identify departments or service areas where internal performance appears strong but public experience may reveal service gaps. The study therefore provides a basis for determining whether internal personnel evaluations correspond with external citizen perceptions and for developing a Service Improvement Plan grounded in both administrative records and citizen feedback.

This study naturally aligns with SDG 3 – Good Health and Well-Being because it includes Health Services as one of the essential service areas evaluated. Assessing the relationship between personnel performance and citizen satisfaction in health-related services can support more responsive and effective local health service delivery. It also aligns with SDG 9 – Industry, Innovation and Infrastructure because Engineering Services are included in the evaluation. The study can help identify whether internal performance in infrastructure-related services corresponds with citizen satisfaction, which is relevant to improving public facilities, local infrastructure support, and service systems. The study supports SDG 11 – Sustainable Cities and Communities because it focuses on improving essential municipal services in a first-class municipality with both urban and rural barangays. By examining service responsiveness, timeliness, accessibility, and outcomes, the study contributes to more inclusive and citizen-centered local service delivery. The study is also strongly aligned with SDG 16 – Peace, Justice, and Strong Institutions because it addresses accountability, transparency, performance-based governance, and citizen satisfaction in local public administration. Linking IPCR ratings with citizen satisfaction strengthens the evidence base for institutional improvement. Finally, the study relates to SDG 17 – Partnerships for the Goals because effective service improvement requires coordination among LGU departments, personnel, administrators, policymakers, and citizens. The proposed Service Improvement Plan depends on institutional cooperation and evidence-based governance.

The study contributes to institutional sustainability by helping the LGU assess whether its internal performance management system reflects actual citizen experience. This is important for strengthening accountability, improving personnel evaluation systems, and ensuring that performance ratings are connected to service outcomes. It supports public health sustainability through its inclusion of Health Services, where improved personnel performance and citizen satisfaction can contribute to more reliable and responsive local health delivery. It advances socio-economic sustainability because efficient, timely, and accessible LGU services help citizens complete transactions, access assistance, and benefit from public programs more effectively. Better service delivery can reduce delays, improve trust, and support local development. It also promotes policy and governance sustainability by providing evidence that can guide local planners, human resource officers, and policymakers in refining performance indicators, strengthening citizen feedback systems, and developing service standards that reflect both institutional goals and public expectations. Finally, the study contributes to community sustainability by affirming citizens as active evaluators of public service quality. Their satisfaction ratings become part of the evidence used to improve governance, making local service delivery more responsive, participatory, and people-centered.

2. Material and methods

2.1 Research Design

The study employed a quantitative, cross-sectional correlational design using secondary department-level administrative data. It examined whether the internal performance ratings of LGU personnel, operationalized through the Individual Performance Commitment and Review (IPCR), were associated with citizen/client satisfaction in the Municipality of Sibonga. The analysis was limited to four service areas: Health Services, Social Services, Engineering Services, and Administrative Services. A single common 12-month period was used to ensure that the IPCR and satisfaction measures were directly comparable in time. The unit of analysis was the department. The independent variable was the department's average IPCR rating obtained from official SPMS/IPCR records through the Human Resource or Administrative Office. The dependent variable was the department's average citizen/client satisfaction rating extracted from existing service-area databanks. Both measures used a common 1–5 scale, where 5 represented the highest rating and 1 represented the lowest rating. No scale conversion was performed. When more than one satisfaction source existed for the same period, the most recent official report was used; when two sources were equally credible, a simple mean was recorded with full source provenance.

2.2 Locale of the Study

The study was conducted in the Municipality of Sibonga, located in the southeastern part of Cebu Province, Philippines. Sibonga is a first-class municipality composed of both urban and rural barangays. Its residents rely on local government services such as health care, social services, infrastructure support, and administrative transactions. Frontline services are delivered through offices such as the Municipal Health Office, Engineering Office, Municipal Social Welfare and Development Office, and Administrative Services. Sibonga was considered an appropriate locale because LGU personnel are regularly evaluated through the IPCR under the Civil Service Commission's Strategic Performance Management System (SPMS). However, the municipality had no structured mechanism that directly linked department-level IPCR ratings with citizen/client satisfaction results. Its combination of urban and rural barangays, varied socioeconomic conditions, and different levels of access to public services provided a realistic setting for assessing whether internal performance ratings aligned with external citizen experience.

2.3 Respondents of the Study

The study covered LGU personnel from the four focal departments of the Municipality of Sibonga: Health Services, Social Services, Engineering Services, and Administrative Services. Based on official HRMO records for the same 12-month period, the study included 55 personnel. Health Services had 20 personnel, Social Services had 15 personnel, Engineering Services had 10 personnel, and Administrative Services had 10 personnel. Citizen feedback was not gathered through a new survey. Instead, satisfaction data were obtained from existing service-area databanks, such as client feedback forms, post-transaction surveys, and CSIS where available. These records provided the department-level overall satisfaction ratings for the same 12-month period. When the original departmental reports included their own sampling details, these were documented for transparency, but the present study treated them strictly as secondary data.

2.4 Sample and Sampling Procedure

The study used census or complete enumeration for LGU personnel in the four focal departments because all employees in these service areas were covered through departmental IPCR averages. No individual-level identifiers were collected, and IPCR data were reported only as department-level averages. For citizen satisfaction, no primary sampling was conducted by the researcher. The study extracted the available department-level satisfaction averages from existing official reports and service-area databanks. The sampling procedures used in those original feedback reports were noted when available, but no new respondents were recruited for the present study.

2.5 Research Instrument

The study used two concise data-abstraction instruments: the Departmental IPCR Summary Form and the Citizen Satisfaction Data Extraction Sheet. These tools were adapted from existing performance evaluation and citizen satisfaction frameworks to fit the LGU context of the Municipality of Sibonga. The Departmental IPCR Summary Form was used to collect department-level IPCR results from the HR/Administrative Office for one 12-month cycle. It recorded the department, rating period, number of personnel covered, average or median IPCR rating, adjectival distribution, approving authority, source document, issuing office, date, and notes on policy or method changes that could affect scores. No names or personal identifiers were collected. The Citizen Satisfaction Data Extraction Sheet was used to extract existing citizen/client satisfaction results from each service area's databank for the same 12-month period. It recorded the source document, issuing office, date, sample size when reported, rating scale used, key dimension scores such as responsiveness, timeliness, accessibility, courtesy/competence, outcomes, and the overall department satisfaction average. When multiple satisfaction sources existed for the same period, the most recent official report was used; when two sources were equally credible, a simple average was recorded with full source provenance. Both instruments included source verification details and completeness checks to confirm that the same 12-month period was used for IPCR and satisfaction data and that both used the 1–5 scale with 5 as the highest rating and 1 as the lowest rating. The instruments supported the study framework because IPCR measured goal-based internal performance, while satisfaction ratings measured citizen experience.

2.6 Data Gathering Procedure

The researcher first secured written authorization from the Municipal Mayor and coordinated with the Human Resource Management Office and the focal persons of the Health, Social Services, Engineering, and Administrative Services departments. After approval, department-level data for one common 12-month period were abstracted using the Departmental IPCR Summary Form and the Citizen Satisfaction Data Extraction Sheet. For each department, the HRMO or concerned office provided the average IPCR rating, rating period, personnel count covered, available adjectival distribution, and source details such as document title, issuing office, and date. The office in charge of client feedback provided the average citizen/client satisfaction rating for the same period from existing official outputs, including post-transaction surveys, client feedback forms, and CSIS where available. Dimension scores were also extracted when reported, including responsiveness, timeliness, accessibility, courtesy/competence, and outcomes. All extracts were checked for temporal alignment and scale consistency. The researcher confirmed that the IPCR and satisfaction sources covered the same 12-month period and used the same 1–5 direction, with 5 as the best rating and 1 as the worst rating. Discrepancies such as mismatched coverage dates or missing fields were clarified with the originating office and recorded in the provenance notes. If monthly breakdowns were available from existing reports, these were also requested and archived for optional pooled correlation analysis without changing the primary department-level design.

2.7 Data Analysis Techniques

The study analyzed department-level secondary data using a common 1–5 scale for two variables: average IPCR rating and average citizen/client satisfaction rating for Health Services, Social Services, Engineering Services, and Administrative Services within the same 12-month period. Descriptive statistics, including mean, standard deviation, minimum, and maximum, were used to summarize each department's IPCR and satisfaction averages. Since the primary design involved a small number of departments, Spearman's rank correlation (ρ) was used as the main inferential procedure to determine the direction and strength of the association between department-level IPCR ratings and satisfaction ratings. The test was two-tailed with $\alpha = .05$. Results emphasized effect size and direction, with exact p-values and 95% confidence intervals reported where feasible. Correlation strength was interpreted using conventional magnitude bands: .10–.29 as small, .30–

.49 as moderate, and .50 or higher as strong. If exploratory correlations were conducted, such as IPCR against individual satisfaction dimensions, p-values were adjusted using the Holm–Bonferroni procedure. Kendall’s tau-b was also estimated as a validity check, and sensitivity analysis was used by excluding any department flagged as an outlier based on influence diagnostics and provenance notes. If monthly paired averages were available, an optional pooled correlation was conducted to increase observations, with caution that repeated measures could limit independence. The interpretation also used alignment categories such as High–High, High–Low, Low–High, and Low–Low to identify performance-satisfaction gaps for managerial decision-making.

2.8 Ethical Considerations

The study used only secondary, aggregated, and de-identified data. No personal identifiers were collected from LGU personnel or citizens. All extracted files were named systematically and stored in a secure, access-controlled repository. The researcher observed institutional research ethics and the Data Privacy Act of 2012 (RA 10173). A completeness and consistency check was conducted before analysis, after which the final dataset included only department names, coverage period, average IPCR rating, average satisfaction rating, and source metadata.

3. Results and Discussion

3.1 Profile of LGU Personnel

3.1.1 Age Profile

The age distribution showed that the largest groups of LGU personnel were those aged 31 to 40 years old and 41 to 50 years old, each comprising 17 personnel or 30.9% of the total population. Personnel aged 51 years old and above accounted for 13 or 23.6%, while those aged 21 to 30 years old formed the smallest group with 8 personnel or 14.5%. Overall, the workforce was largely composed of mid-career and mature employees, with fewer young personnel entering public service during the study period. This age profile suggests that the LGU workforce benefits from accumulated experience and job familiarity. Romero and Sisno (2025) reported that LGUs with a large proportion of employees aged 30–50 tend to exhibit stronger service performance due to accumulated institutional knowledge and job familiarity. Similarly, Barangai and Barangai (2024) found that LGU personnel within this age range showed higher compliance with governance standards, which was associated with increased citizen satisfaction in SGLG-awardee municipalities. Canda and Salapa (2025) further noted that middle-aged employees often occupy essential frontline and supervisory roles, making them central to sustaining service delivery quality in local government units.

3.1.2 Gender Profile

The gender distribution was almost balanced, with 28 female personnel or 50.9% and 27 male personnel or 49.1%. This near parity indicates that the Municipality of Sibonga had a gender-balanced LGU workforce, with both male and female personnel participating almost equally in the delivery of essential services. This balanced composition reflects equitable participation in public service and may support collaborative service delivery. Romero and Sisno (2025) found that gender-balanced LGUs tend to exhibit more collaborative and responsive work environments, which contribute to improved service delivery performance. Barangai and Barangai (2024) also reported that both male and female personnel significantly contributed to meeting governance standards in SGLG-awardee municipalities. Canda and Salapa (2025) concluded that LGUs with more gender-inclusive staffing are better positioned to deliver accessible, empathetic, and responsive services due to the complementing strengths of both male and female employees.

3.1.3 Highest Educational Attainment

The educational profile showed that all respondents had pursued graduate-level education. Twenty personnel or 36.4% had completed a Master’s Degree, 18 or 32.7% had Master’s units, and 17 or 30.9% had Doctorate units. This indicates that Sibonga’s LGU workforce was highly educated and professionally prepared for performance-based public service work. The high educational attainment of the personnel supports the view that advanced education contributes to stronger public sector performance. Paais (2022) found that education and training had a significant positive impact on the work performance of civil servants in a local government office. Apriansyah and Salam (2024) reported that the quality and competence of civil servants are strongly influenced by educational background and affect the quality of public services. Mgaiwa (2022) and Garcia (2024) showed that higher educational attainment improves professional competence, problem-solving, and job performance in public administration and service-oriented roles. Omagap and Cacharo (2025) further noted that employees with higher educational attainment tend to show better alignment with performance management systems, while Casanova (2022) found that advanced degrees are associated with higher job performance ratings and stronger fit with professional roles.

3.1.4 Length of Service

The results showed that the largest group of personnel had served for around 3 to 4 years, representing 21 personnel or 38.2%. Employees with 5 or more years of service accounted for 18 personnel or 32.7%, while those with 1 to 2 years of service represented 16 personnel or 29.1%. Overall, the workforce consisted of early-career, moderately experienced, and seasoned employees, with most personnel having at least three years of government service. This pattern suggests that many LGU personnel had already developed familiarity with government systems, work routines, and service expectations. Andrin et al. (2023) found that years in government service significantly correlated with perceptions of organizational support and employee commitment. Tuble (2025) reported that employees with longer service years tended to show higher contextual and adaptive performance. Dulnuan (2025) also found that tenure was a significant predictor of employee competency ratings in the public sector, suggesting that longer service contributes to refined skills, institutional knowledge, and stronger performance.

3.2 Departmental IPCR Performance Ratings

The departmental IPCR results showed that all four departments achieved “Very Satisfactory” ratings. The Health Department obtained the highest mean rating of 4.2020, followed by Social Services with 4.1130. Engineering Services recorded a mean of 3.8455, while Administrative Services obtained 3.8047. The overall mean IPCR rating for all 55 personnel was 3.9478, also interpreted as “Very Satisfactory.” These results indicate that LGU personnel were generally assessed as performing above the satisfactory level across the major essential service departments. These findings suggest that the LGU operated within a functioning performance management environment where standards, monitoring, and appraisal mechanisms were in place. Tenorio (2023) reported that employee performance in the Calamba City Health Office, assessed through quality/effectiveness, quantity/efficiency, and timeliness, was rated highly by both supervisors and citizens. Lopez and Ordoñez (2025) found that a Business Permit and Licensing Office in Nueva Vizcaya had high compliance ratings with Republic Act 11032 and that strong internal performance was associated with favorable client satisfaction. Omagap and Cacharo (2025) also found that performance management system implementation in the LGU of Cabanglasan, Bukidnon was extensively implemented and positively linked to employee performance. Mohangi (2023) argued that effective performance management in local governments leads to more frequent feedback and improved employee outcomes, which is reflected in stronger performance scores over time.

3.3 Client Satisfaction with Essential Services

The results showed that client satisfaction across the four departments and four service dimensions was consistently rated “Very Satisfactory.” In Health Services, mean scores ranged from 4.15 for Outcome to 4.34 for Accessibility. In Social Services, mean scores ranged from 4.09 for Outcome to 4.30 for Timeliness. Engineering Services obtained relatively high satisfaction scores, ranging from 4.20 for Outcome to 4.3650 for Timeliness. Administrative Services recorded means from 3.98 for Outcome to 4.22 for Accessibility. Although Administrative Services had the lowest Outcome score, it still remained within the “Very Satisfactory” range. Overall, citizens perceived the LGU’s essential services as responsive, timely, accessible, and effective in producing favorable outcomes. These results are consistent with studies showing that structured governance practices and clear service standards are linked to higher client satisfaction. Barangai and Barangai (2024) reported that clients of SGLG-awardee LGUs generally rated services as “satisfied” to “very satisfied” across service quality, timeliness, and staff knowledge. Lopez and Ordoñez (2025) found high client satisfaction in relation to Republic Act 11032 compliance, particularly in processing time, clarity of procedures, and staff responsiveness. Tenorio (2023) likewise reported that citizens rated service dimensions such as responsiveness, assurance, and empathy as “very satisfied” in the Calamba City Health Office. Canda and Salapa (2025) found that citizen satisfaction with LGU service delivery was generally high in areas such as health, infrastructure, and responsiveness, although some gaps remained in transparency and timeliness. Internationally, satisfaction with municipal services was found to be shaped by perceived service quality, institutional performance, and the efficiency of frontline processes.

3.4 Relationship Between IPCR Performance Ratings and Client Satisfaction

The correlation analysis showed a strong and statistically significant positive relationship between IPCR performance ratings and client satisfaction. The Spearman’s rho value was .786, with a significance level of $p = .000$. This means that as personnel performance ratings increased, client satisfaction ratings also tended to increase. With 55 paired observations, the result indicated a strong alignment between internal personnel evaluation and citizens’ perception of service quality. This finding supports the position that stronger internal performance systems are reflected in better public service experiences. Tenorio (2023) reported a similar alignment in the Calamba City Health Office, where high employee performance scores were directly associated with high client satisfaction ratings across responsiveness, reliability, and assurance. Lopez and Ordoñez (2025) found that internal compliance performance in a Business Permit and Licensing Office significantly predicted client satisfaction, particularly in timeliness and responsiveness. Barangai and Barangai (2024) observed that municipalities with high governance implementation scores also received high citizen satisfaction ratings. van de Walle and Migchelbrink (2022) further showed that perceived performance quality is a consistent predictor of satisfaction with municipal services when performance information is clear, credible, and translated into frontline action. Metwally (2024) likewise found that high institutional performance scores were associated with high citizen satisfaction

in Sharm el-Sheikh's municipal service offices. Taken together, the findings indicate that strengthening internal performance systems can improve the quality of service experienced by citizens.

3.5 Overall Discussion of Findings

The findings show that Sibonga's LGU workforce was mostly composed of mature, gender-balanced, highly educated, and moderately experienced personnel. These characteristics provide a strong personnel foundation for effective service delivery. The "Very Satisfactory" IPCR ratings across all departments indicate that internal performance standards were generally met, while the "Very Satisfactory" client satisfaction ratings show that citizens also viewed the LGU's essential services positively. The strong positive correlation between IPCR ratings and client satisfaction confirms that higher internal performance was associated with higher citizen satisfaction. Overall, the results affirm the importance of linking personnel performance management with citizen feedback. Internal ratings alone are not sufficient unless they correspond with public experience. In this study, the alignment between IPCR ratings and client satisfaction provides empirical support for using both administrative performance data and citizen satisfaction results as bases for improving essential services in the Municipality of Sibonga.

4. Conclusion & Recommendations

The study concludes that LGU personnel in the Municipality of Sibonga demonstrated consistently strong internal performance, as shown by "Very Satisfactory" IPCR ratings across all departments, while citizens also reported high satisfaction with the responsiveness, timeliness, accessibility, and outcomes of essential services. The strong and statistically significant positive correlation between personnel performance and client satisfaction indicates that higher IPCR ratings were closely associated with more favorable citizen evaluations of service delivery. Overall, the findings show that the municipality's performance management system effectively reinforces work behaviors that contribute to positive service experiences, confirming the importance of personnel competence, accountability, and consistent service standards in improving public satisfaction.

It is recommended that the Municipality of Sibonga implement a Service Improvement Plan focused on sustaining existing strengths and addressing minor service gaps through focused customer service training for frontline personnel, regular performance feedback sessions for LGU staff, simplified service guidelines across departments, real-time client feedback systems in service counters, and workflow review in the Administrative Services Department to address the slightly lower satisfaction rating in service outcomes. These actions should strengthen responsiveness, courtesy, communication, alignment with departmental targets, accessibility of processes, immediate satisfaction monitoring, and overall service quality.

Compliance with ethical standards

The authors declare no conflict of interest. This study complied with recognized ethical standards for human-participant research by ensuring voluntary participation with informed consent, the right to withdraw without penalty, and strict confidentiality through anonymous, secure, and aggregated data handling. Given the focus on psychological well-being, procedures were non-invasive, and safeguards were observed to minimize discomfort, with guidance to appropriate support services when needed, and required institutional permissions were secured for instrument use and access to academic records.

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