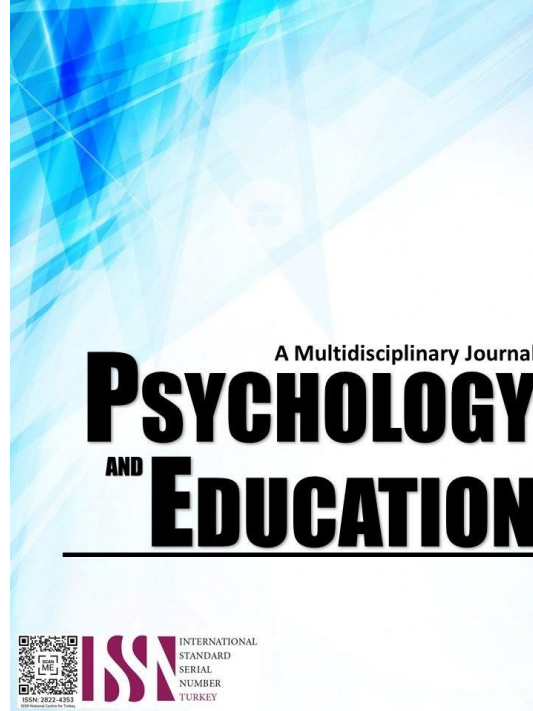


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An Assessment of SSS Employees' Job Performance as a Generalist Counter Personnel

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Abstract

This study intends to propose an assessment of the job performance of generalist counter personnel at SSS NCR East Division. Generalist counter personnel hold very vital positions for effective public service delivery, involving varied responsibilities that demand high accuracy, timeliness, and adaptability. The study focuses on determining the job performance level of a generalist counter personnel at SSS NCR East Division through the use of the key performance indicators which includes transactional efficiency, organizational behavior, transactional knowledge and value orientation. This research utilized a descriptive-quantitative approach to gather data through a 4-point Likert scale questionnaire distributed to 56 generalist counter personnel. The respondents of the study were chosen through stratified random sampling to ensure the equal chances was given to which ensures representation across different branches within the NCR East Division. Statistical tools used was frequency count, mean and t-test. Results showed that the employees working as generalist counter personnel of the SSS NCR East Division branches demonstrated exceptional performance across all key performance indicators (transactional efficiency, organizational behavior, transactional knowledge and value orientation), with overall results indicating a Very High job performance. Another result shows that demographic profile such as age, length of service and employment status played a significant role in the job performance of the employee, while sex do not play a significant difference in the job performance of the employees working as generalist counter personnel of the SSS NCR East Division branches.

Keywords: *Job Performance, Generalist Counter Personnel, Social Security System, Key Performance Indicators, Public Administration*

Introduction

“The thing is, continuity of strategic direction and continuous improvement in how you do things are absolutely consistent with each other. In fact, they're mutually reinforcing” (Michael Porter, 1994). This statement underscores the importance of performance management and evaluation as tools for organizational and individual growth. Every organization, particularly in the public sector, must ensure that its employees are continuously improving to meet the demands of its stakeholders and provide high-quality services. Performance evaluation, therefore, becomes a vital component for understanding and enhancing job performance.

Globally, public service organizations are emphasizing on performance management to adapt to the evolving demands of efficiency, transparency, and accountability. In advanced economies like the United States and the United Kingdom, many public organizations are embracing digital performance management systems to streamline their evaluations and track employee development more effectively (CIPD, 2021). These systems not only make administrative processes easier but also aid in data-driven decision-making, allowing managers to monitor performance in real-time and adjust targets accordingly. Such innovations in performance evaluation are increasingly being implemented in the public sector, which continues to face pressure to deliver high-quality services despite resource constraints.

Generalist roles in public administration are also becoming increasingly common. Public sector employees, especially frontline services like generalist counter personnel, are increasingly viewed as critical assets in achieving organizational goals. Countries such as Canada and Australia are adopting competency-based evaluation frameworks to ensure that employees possess the necessary skills and adapt quickly to the changing needs of public services (OECD, 2020). This emerging worldwide trend toward competency-based performance management would offer some useful lessons to organizations such as the SSS that competency alignment is crucial and must be in line with organizational objectives.

Performance evaluations can be viewed as one of the more uncomfortable and contentious interactions between supervisors and employees. However, when managed professionally, openly, and honestly, these evaluations can enhance working relationships and overall performance. As Manning (2023) describes, performance evaluation involves a review of an individual's skills, accomplishments, and areas for improvement within a specific timeframe. For generalist counter personnel, these evaluations are particularly critical, as their roles require managing diverse tasks and interacting directly with stakeholders, often under challenging conditions.

In particular, some companies need employees who are generalists and have a wide variety of skillsets across all departments. According to Indeed (2024), a generalist has a wide range of knowledge in various subjects and holds many skill sets. They often prefer to expand their knowledge by learning about the responsibilities of various jobs within a workplace. Generalists can work in many sections of a department or in several departments. They typically enjoy challenging themselves and completing different tasks each day. Specifically, generalist counter personnel are crucial to organizations because they possess a broad range of skills and knowledge that allows them to handle a variety of tasks and situations. The Social Security System (SSS), a cornerstone of public service in the

Philippines, relies heavily on its generalist counter personnel to deliver effective and efficient services. These employees, often the first point of contact for members and beneficiaries, manage inquiries, provide guidance, and facilitate various processes. However, these roles come with significant challenges, including high volumes of transactions, emotionally demanding client interactions, and the need for multitasking in a fast-paced environment. For instance, in some SSS branches, personnel are required to handle over 100 transactions per day while maintaining accuracy and professionalism, leading to potential burnout and declining performance quality.

On the other hand, it is crucial to determine the effectiveness of a generalist counter personnel to SSS particularly in NCR East Division Branches through its job performance to ensure the smooth operations and optimal service delivery. Thus, this study aims to assess the SSS employees' job performance as a generalist counter personnel.

The practical importance of this study pertains to its potential to solve the aforementioned issues through a systematic evaluation of job performance among generalist counter personnel. As such, contributing to the optimization of SSS operations, this research highlights factors that impact their performance, including workload, training, and support systems. For instance, within recent feedback received from an SSS branch in the NCR East Division, cases of delay are reported due to understaffing and mismanagement in counter operations. These anecdotal accounts bring urgency to the evaluation and improvements of employee performance metrics.

Furthermore, public service organizations like the SSS are also being focused on serving the population in terms of giving prompt and quality services. Ensuring the readiness of counter personnel to meet these expectations is just a matter of operational efficiency but a matter of public trust and institutional credibility. Performance assessment tools also prove useful in making an identification of strengths and weaknesses of staff members so that their goals will be aligned with those of the organization.

It falls in line with theories such as Locke and Latham's Goal Setting Theory (1960) which shows that 'well-defined, challenging goals enhance specific performance quite more than diffuse or low objectives'. Applying this theory, the research deals with how well-defined performance metrics and targets enhance the efficiency and effectiveness of generalist counter personnel at SSS.

In fact, this study fills in the gap that exists up to date regarding understanding job performance within generalist roles in public administration. It evaluates whether workers' success and failure in generalist counter personnel is contingent on their demographic attributes, tasks performed, and management of their respective performances. The findings serve as recommendations for SSS management in terms of addressing issues that plague them, improving the delivery of services, and, generally, raising the level of employee satisfaction.

Research Questions

This study aims to assess the job performance of employees working as generalist counter personnel of the SSS NCR East Division Branches for the year 2024. Specifically, this study seeks to answer the following questions:

1. What is the demographic profile of the respondents according to the following:
 - 1.1. Age
 - 1.2. Sex
 - 1.3. Length of Service
 - 1.4. Employment Status
2. What is the job performance level of the generalist counter personnel of the SSS in terms of:
 - 2.1. Transactional Efficiency
 - 2.2. Organizational Behavior
 - 2.3. Transactional Knowledge
 - 2.4. Value Orientation
3. What is the overall job performance levels of generalist counter personnel in fulfilling their responsibilities and achieving organizational goals?
4. Is there a significant difference in the overall job performance levels of generalist counter personnel in fulfilling their responsibilities and achieving organizational goals when classified according to age, sex, length of service and employment status?
5. What development plan can be developed based on the results of the study?

Methodology

Research Design

The study employs a descriptive-quantitative research design, which is widely recognized for its effectiveness in systematically describing phenomena and analyzing relationships among variables. This approach is particularly suitable for assessing the job performance of generalist counter personnel in the Social Security System (SSS) NCR East Division Branches. As defined in the work of McCombes (2023), descriptive research provides a structured method for gathering and interpreting data, ensuring accurate representation of the population under study.

The quantitative methodology complements this design through its focus on the collection of numerical data, allowing for the objective

measurement of key variables such as demographic characteristics, key performance indicators (KPIs), and job performance levels. Surveys serve as the primary data-gathering tool, enabling the collection of structured responses from participants. This method ensures efficient data collection and provides measurable insights into patterns, correlations, and relationships relevant to the research objectives.

Respondents

The participants of this study are fifty six (56) generalist counter personnel selected from the SSS NCR East Division Branches. The sample size of 56 respondents is deemed sufficient to provide reliable and statistically significant data for analyzing the job performance of generalist counter personnel. This sample size is justified based on the manageable population size within the targeted branches and the study's focus on gathering in-depth, representative data. A sample of this size is sufficient to ensure meaningful analysis while maintaining feasibility in terms of data collection and resource allocation.

The study employs a stratified random sampling method, which ensures representation across different branches within the NCR East Division. By dividing the population into strata based on branch locations, the method ensures that participants are proportionally selected to reflect the diversity and operational contexts of the division. Within each stratum, respondents are randomly chosen, allowing for unbiased selection and minimizing sampling errors.

Instrument

The study utilized a 4-point Likert scale questionnaire as the primary data-gathering instrument to evaluate the job performance of generalist counter personnel in the SSS NCR East Division Branches. This questionnaire was specifically designed to align with the objectives of the research, providing both quantitative data necessary to assess employee performance comprehensively.

The instrument was divided into two main sections. The first section focused on collecting the demographic profile of the respondents, including variables such as age, sex, length of service, and employment status. These factors are critical for understanding the relationships between employee characteristics and their job performance. The second section, Employee Evaluation, used a 4-point Likert scale to assess specific aspects of job performance, including transactional efficiency, organizational behavior, transactional knowledge and value orientation. This section offered a detailed and multi-dimensional evaluation of performance.

The development of the questionnaire involved an extensive review of related literature and performance assessment tools to ensure alignment with the objectives of the study. Content validation was conducted by public administration experts and SSS practitioners, who reviewed the instrument to ensure its clarity, relevance, and alignment with the job functions of generalist counter personnel. This validation process refined the questions to ensure they captured all necessary dimensions of performance and workplace dynamics.

The reliability of the instrument was tested through a pilot study involving a small sample of generalist counter personnel from a branch outside the NCR East Division. The pilot test provided insights into any ambiguous or redundant items, which were revised for clarity and precision. Reliability testing using Cronbach's Alpha confirmed the instrument's internal consistency, with a value exceeding 0.80, indicating that the tool reliably measured the intended constructs.

The use of the 4-point Likert scale allowed for clear and consistent responses, facilitating the quantitative analysis of performance dimensions. Through integrating demographic data, detailed performance metrics, the questionnaire was tailored to provide a comprehensive and actionable assessment of the job performance of generalist counter personnel in the SSS NCR East Division Branches.

The second part of the instrument composed of thirty-eight statements that measured the job performance level of the personnel and it was distributed across four KPIs. Nine (9) statements measured the transactional efficiency of the employee, another nine (9) statements measured organizational behavior, eleven (11) statements measured transactional knowledge and nine (9) statements measured the value orientation of the respondents.

Procedure

The data for this study were gathered through the use of online surveys or Google Forms, leveraging technological advancements to efficiently reach the target respondents. The shift to online survey collection methods, as opposed to traditional in-person or phone-based approaches, ensured accessibility, convenience, and timely data collection. Online questionnaires were designed and distributed to generalist counter personnel in the SSS NCR East Division Branches through widely used digital platforms such as email and social media channels, including Facebook Messenger.

This study will use stratified random sampling to ensure proportional representation of personnel across different branches in the NCR East Division. To do so, the total population of 56 personnel should be divided into strata based on their branch locations. For example, if there are three branches in the NCR East Division, they could be divided into three strata:

Branch 1: 20 personnel

Branch 2: 18 personnel

Branch 3: 18 personnel

Before the survey distribution, potential respondents were formally approached by the researcher to seek their consent to participate. Upon receiving their approval, the respondents were provided with a link to the online questionnaire. The survey was designed for ease of access and navigation, enabling respondents to complete it at their convenience. The platforms used—such as email, Facebook Messenger, and other social media tools—were selected to maximize respondent engagement while maintaining a professional approach to data collection.

The confidentiality of the respondents was strictly maintained throughout the data collection process. All responses were treated with anonymity and used solely for the purposes of this study. The researcher ensured that all data were securely stored and only accessible to authorized personnel, aligning with ethical standards in research.

After gathering the data, it was meticulously organized, processed, and analyzed using statistical techniques. The responses were counted, classified, and analyzed to identify trends, patterns, and connections pertinent to the study's goals. This online data collection method was effective and dependable, allowing a large number of participants to engage without logistical challenges, while upholding the integrity and precision of the research findings.

Data Analysis

The research utilized various statistical methods to tackle the defined objectives and specific sub-problems (SOPs). Each method was selected with precision to guarantee accurate data interpretation and consistency with the research goals.

The demographic profile of the respondents, as addressed in SOP 1, was analyzed using frequency distribution. This statistical method identified the distribution and ranking of demographic variables such as age, sex, length of service and employment status providing a clear picture of the respondents' characteristics. Frequency analysis ensured that the demographic data were organized and easily interpretable, forming the foundation for further analysis.

For SOP 2, which involved the evaluation of job performance categorize into specific variables, mean and standard deviation were utilized to summarize and describe the collected data. The mean provided insights into the average performance levels of generalist counter personnel across various dimensions, such as transactional efficiency, organizational behavior, transactional knowledge and value orientation. The standard deviation measured the variability or spread of responses, helping to identify the consistency of performance levels among the respondents.

For SOP 3, the t-test for independent samples was used to measured the significant difference in the job performance level of the respondents across demographic profile with two categories.

To ensure the reliability and accuracy of the analysis, statistical software such as SPSS and Microsoft Excel will be utilized. SPSS provided advanced analytical capabilities, including significant differences analysis and descriptive statistics, while Excel supported data organization, calculation of means and standard deviations, and visualization of results. The combination of these tools facilitated the efficient processing and interpretation of large volumes of data, ensuring that findings were robust and actionable.

Ethical Considerations

The school's research ethics review board provided the researcher with ethical clearance before the study started, assuring that respondents' rights would be respected and protected. Since this study involved human participants, it was noted that the informed consent approach addressed ethical issues.

The researcher sent letters of request, properly signed and endorsing the researcher's advice to conduct the study, to the intended primary schools after the school research ethics review board assessed the research and issued the ethical clearance. Following the approval of the request, the researcher approached the administrators of the schools to request permission to distribute questionnaires to the selected SSS personnel. Google Forms was used to distribute questionnaires online.

As a result, the procedures for this study, including the distribution of the Informed Consent Document and the administration of surveys, were conducted online using Google Forms. After obtaining informed consent, the researcher conducted informal online surveys with respondents who volunteered to participate in order to triangulate the findings and the information gleaned from the survey questions.

Prior to the respondents' participation in the study, the researcher provided them with full disclosure of all material facts pertaining to the research in the form of a written document and fully described its contents to them. To safeguard the respondents' identities, all data from the survey was coded. All files and data were securely stored by the researcher in a secure cloud environment. Lastly, the data will be discarded after it has been completely processed and understood.

Results and Discussion

This section present analyzed, and interpreted the data gathered using appropriated statistical tools. This presentation is sorted with the specific questions presented on the rationale of this study. The data were presented in the tabular form.

Profile of the Respondents

Age

Table 1.1. *Profile of the Respondents in terms of Age*

<i>Age</i>	<i>Frequency</i>	<i>Percentage</i>
35 and below	26	46%
36 and above	30	54%
Total:	56	100 %

Table 1.1 shows the age distribution of the employees working as a generalist counter personnel of the SSS NCR East Division branches. With a total of 56 individuals, the group is divided into two age categories: 35 and below, and 36 and above. The younger demographic, comprising 26 individuals, accounts for 46% of the group. In contrast, the older demographic, consisting of 30 individuals, makes up 54% of the group. This subtle skew towards the older age group suggests that the majority of the employees working as a generalist counter personnel of the SSS NCR East Division are likely to be more experienced, mature, and possibly, more settled in their careers.

Sex

Table 1.2. *Profile of the Respondents in terms of Sex*

<i>Sex</i>	<i>Frequency</i>	<i>Percentage</i>
Male	24	43%
Female	32	57%
Total:	56	100 %

The table 1.2 shows the sex distribution of the employees working as a generalist counter personnel of the SSS NCR East Division branches. Among the 56 individuals, females comprise the majority, accounting for 57% of the group, with a total of 32 females. In contrast, males make up 43% of the group, with 24 individuals. The distribution suggests that women may be more inclined to pursue careers or roles within the SSS branches. This could indicate a trend where women are more attracted to the type of work or environment offered by the SSS branches, leading to a higher representation of females in the group.

Length of Service

Table 1.3. *Profile of the Respondents in terms of Length of Service*

<i>Length of Service</i>	<i>Frequency</i>	<i>Percentage</i>
0 - 2 years	18	32%
3 years and above	38	68%
Total:	56	100 %

The table 1.3 shows the distribution of the employees working as a generalist counter personnel of the SSS NCR East Division branches by length of service. A majority of 68% (38 employees) have been serving for three years or more, indicating a relatively experienced and stable workforce. In contrast, 32% (18 employees) have been with the organization for 0-2 years, suggesting a smaller proportion of newer recruits. The fact that 68% of employees have been with the organization for three years or more indicates a sense of stability and contentment among staff.

Employment Status

Table 1.4. *Profile of the Respondents in terms of Employment Status*

<i>Employment Status</i>	<i>Frequency</i>	<i>Percentage</i>
Regular	38	68%
Job Order	18	32%
Total:	56	100 %

The table 1.4 shows the distribution of employees working as a generalist counter personnel of the SSS NCR East Division branches by employment status. A significant majority of 68% (38 employees) hold regular employment status, indicating a high level of job security and stability within the organization. In contrast, 32% (18 employees) are classified as job order employees, suggesting a smaller proportion of workers with more flexible or temporary arrangements. This data shows that the SSS branches prioritize providing stable and secure work opportunities for their employees, which can foster a sense of loyalty, motivation, and commitment among staff.

Job Performance Level of Employees Working as a Generalist Counter Personnel of the SSS NCR East Division Branches

Transactional Efficiency

The overall transactional efficiency of the employees working as a generalist counter personnel of the SSS NCR East Division branches was rated Very High (3.40 WM), suggesting that employees have demonstrated exceptional proficiency in handling transactions, ensuring that clients receive efficient and effective service. The high rating indicates that they have successfully minimized client wait

times, accurately processed documents and claims, and provided timely and accurate support to members and claimants, ultimately contributing to a positive client experience. The highest-rated item, "I maintain thoroughness and correctness in processing documents and claims" (3.54 WM, High), indicates that suggests that the generalist counter personnel of the SSS NCR East Division branches have consistently demonstrated a high level of diligence and precision in processing documents and claims, ensuring that clients receive accurate and reliable service.

Table 2.1. *Job Performance Level of Employees Working as a Generalist Counter Personnel of the SSS NCR East Division Branches in Terms of Transactional Efficiency*

Items	Weighted Mean	Verbal Interpretation	Rank
1. I fulfill my assigned tasks and responsibilities within the specified deadlines.	3.29	Very High	8.5
2. I handle transactions efficiently to minimize client wait times.	3.41	Very High	4.5
3. I ensure that the information I deliver to clients is accurate.	3.46	Very High	3
4. I maintain thoroughness and correctness in processing documents and claims.	3.54	Very High	1
5. I effectively manage and review transactions made by members.	3.39	Very High	6
6. I encode, capture, and scan data accurately and promptly.	3.29	Very High	8.5
7. I assess member inquiries and provide straightforward solutions.	3.5	Very High	2
8. I prepare transmittal and reports on time.	3.32	Very High	7
9. I provide effective support to both members and claimants.	3.41	Very High	4.5
Overall Mean:	3.40	Very High	

Legend: 1.00- 1.75 (Very Low) 1.76- 2.50 (Low) 2.51-3.25 (High) 3.26- 4.00 (Very High)

Although still rated as Very High, the items "I fulfill my assigned tasks and responsibilities within the specified deadlines" and "I encode, capture, and scan data accurately and promptly" received the lowest ratings of (3.29 WM), indicating a slightly lower level of proficiency compared to other areas. This suggests that while employees are still meeting expectations, there may be room for improvement in terms of meeting deadlines and accurately processing data in a timely manner.

Organizational Behavior

Table 2.2. *Job Performance Level of Employees Working as a Generalist Counter Personnel of the SSS NCR East Division Branches in Terms of Organizational Behavior*

Items	Weighted Mean	Verbal Interpretation	Rank
1. I anticipate and address potential issues before they occur.	3.39	Very High	4.5
2. I independently recognize and propose enhancements to workflows.	3.27	Very High	9
3. I carry out my duties effectively within the current office environment and resources.	3.39	Very High	4.5
4. I adapt well to any limitations in the surroundings or facilities while ensuring my productivity remains high.	3.37	Very High	6
5. I demonstrate mastery and competence in my work.	3.36	Very High	7.5
6. I adjust effectively to diverse work situations and responsibilities.	3.41	Very High	3
7. I uphold a high standard of professionalism and strive for excellence in every interaction.	3.48	Very High	1
8. I handle stress effectively and stay calm in high-pressure situations.	3.36	Very High	7.5
9. I am committed to personal growth and welcome feedback that helps me improve.	3.46	Very High	2
Overall Mean:	3.39	Very High	

Legend: 1.00- 1.75 (Very Low) 1.76- 2.50 (Low) 2.51-3.25 (High) 3.26- 4.00 (Very High)

The overall organizational behavior of the employees working as generalist counter personnel of the SSS NCR East Division branches was rated Very High, with a weighted mean of 3.39. This suggests that these employees have consistently demonstrated exceptional behavior and work habits, aligning with the organization's values and expectations. They have likely exhibited a strong commitment to teamwork, communication, adaptability, and customer service, ultimately contributing to a positive and productive work environment.

The highest-rated item, "I uphold a high standard of professionalism and strive for excellence in every interaction," with a weighted mean of 3.48, highlights the employees' unwavering commitment to professionalism and excellence.

This exceptional rating suggests that the generalist counter personnel of the SSS NCR East Division branches consistently demonstrate a strong sense of professionalism, integrity, and dedication to delivering outstanding service in every interaction, whether with clients, colleagues, or stakeholders.

Moreover, still rated as Very High, the item "I independently recognize and propose enhancements to workflows" received the lowest rating of 3.27 WM, indicating a slightly lower level of proficiency compared to other areas of organizational behavior. This suggests that while employees are still performing well, there is still to improve in terms of proactively identifying areas for process improvement and proposing innovative solutions to enhance workflows.

Transactional Knowledge

Table 2.3. *Job Performance Level of Employees Working as a Generalist Counter Personnel of the SSS NCR East Division Branches in Terms of Transactional Knowledge*

Items	Weighted Mean	Verbal Interpretation	Rank
1. Member Data Change Requests (simple and complex)	3.57	Very High	1
2. Registration and Coverage (Membership & Employer)	3.41	Very High	5
3. Loans and Loan Repayments	3.25	High	9
4. Contribution and Collection Processes	3.30	Very High	8
5. Maternity, Sickness, and Disability Benefits	3.32	Very High	7
6. Annual Confirmation of Pensioners (ACOP)	3.52	Very High	3
7. Funeral and Death Claim Benefits	3.36	Very High	6
8. Retirement Benefits	3.52	Very High	3
9. Mandatory and Voluntary Pension Booster	3.20	High	11
10. Unemployment Benefits	3.21	High	10
11. Available SSS Online Transactions	3.52	Very High	3
Overall Mean:	3.38	Very High	

Legend: 1.00- 1.75 (Very Low) 1.76- 2.50 (Low) 2.51-3.25 (High) 3.26- 4.00 (Very High)

The overall transactional knowledge of the employees working as generalist counter personnel of the SSS NCR East Division branches was rated Very High, with a weighted mean of 3.38 indicates that these employees possess a comprehensive and in-depth understanding of transactional processes, procedures, and policies, enabling them to effectively and efficiently handle various transactions and provide accurate information to clients.

Furthermore, item “Member Data Change Requests (simple and complex)” obtained the highest weighted mean of 3.57 categorized as Very High, indicating that the employees demonstrated exceptional mastery and proficiency in handling member data change requests, whether simple or complex. This suggests that they possess a deep understanding of the procedures and policies governing data changes, enabling them to accurately and efficiently process requests, and provide reliable support to members.

Unfortunately, item on “Mandatory and Voluntary Pension Booster” got the weighted mean of 3.20 relatively lower level of proficiency compared to other areas of transactional knowledge. This suggests that while employees are still performing well, they still need to enhance their knowledge on mandatory and voluntary booster program of the SSS through additional training and seminars.

Value Orientation

Table 2.4. *Job Performance Level of Employees Working as a Generalist Counter Personnel of the SSS NCR East Division Branches in Terms of Value Orientation*

Items	Weighted Mean	Verbal Interpretation	Rank
1. I participate in training sessions and workshops to improve my abilities.	3.38	Very High	8
2. I value salary increases, allowances, and benefits as source of motivation.	3.46	Very High	4.5
3. I aim to achieve stability in my employment and foster a feeling of community within the organization.	3.43	Very High	7
4. I maintain a balance between work responsibilities and resting periods.	3.32	Very High	9
5. I engage with clients and colleagues in a respectful and courteous manner.	3.45	Very High	6
6. I treat all clients fairly and without discrimination.	3.52	Very High	3
7. I show a dedication to serving the public that prioritizes community needs over my own interests.	3.46	Very High	4.5
8. I demonstrate integrity and transparency in my work.	3.55	Very High	2
9. I demonstrate adaptability in delivering services to fulfill the needs of our members.	3.57	Very High	1
Overall Mean:	3.46	Very High	

Legend: 1.00- 1.75 (Very Low) 1.76- 2.50 (Low) 2.51-3.25 (High) 3.26- 4.00 (Very High)

The overall value orientation of the employees working as generalist counter personnel of the SSS NCR East Division branches was rated Very High, with a weighted mean of 3.46. This outstanding rating indicates that these employees deeply embody and consistently demonstrate the organization's core values, such as integrity, professionalism, and commitment to public service. They likely prioritize the needs of members and stakeholders, uphold high ethical standards, and strive to make a positive impact through their work.

Additionally, item “I demonstrate adaptability in delivering services to fulfill the needs of our members” obtained a weighted mean of 3.57, described as very high indicating an exceptionally strong ability to adapt to changing circumstances and member needs. This suggests that the employees are highly flexible, responsive, and proactive in delivering services, consistently seeking ways to improve and tailor their support to meet the diverse needs of SSS members.

However, item “I maintain a balance between work responsibilities and resting periods” still rated very high (3.32) got the lowest weighted mean. This result shows that employees still facing challenges in achieving an optimal work-life balance. They might be

prone to overwork, neglecting their resting periods, or struggling to disconnect from work-related tasks, which could potentially impact their well-being and productivity in the long run.

Overall Job Performance Levels of Generalist Counter Personnel

Table 3. *Overall Job Performance Levels of Generalist Counter Personnel*

Key Performance Indicators (KPIs)	Weighted Mean	Verbal Interpretation	Rank
Transactional Efficiency	3.40	Very High	2
Organizational Behavior	3.39	Very High	3
Transactional Knowledge	3.38	Very High	4
Value Orientation	3.46	Very High	1
Overall Mean:	3.41	Very High	

The employees working as generalist counter personnel of the SSS NCR East Division branches demonstrated exceptional performance across all key performance indicators, with overall results indicating a Very High rating. Specifically, they achieved a weighted mean of 3.40 in Transactional Efficiency, 3.39 in Organizational Behavior, 3.38 in Transactional Knowledge, and 3.46 in Value Orientation. With an overall weighted mean of 3.41, categorized as Very High, it is clear that these employees consistently exceeded expectations, demonstrating exceptional competence, efficiency, and effectiveness in their roles.

Significant difference in the overall job performance levels of generalist counter personnel in fulfilling their responsibilities and achieving organizational goals when classified according to age, sex, length of service and employment status

Table 4. *Significant difference when grouped according to profile*

Profiles	t-Statistics	p-value	Decision
Age	-2.819	.007	Significant at $p < .05$
Sex	-1.438	.156	Not Significant at $p < .05$
Length of Service	-2.338	.023	Significant at $p < .05$
Employment Status	2.961	.005	Significant at $p < .05$

Results of the statistical analysis revealed significant relationships between certain demographic variables and the overall job performance level among generalist counter personnel of the SSS NCR East Division branches. Specifically, age ($t = -2.819$, $p = .007$) and length of service ($t = -2.338$, $p = .023$) were found to be significant predictors, while sex ($t = -1.438$, $p = .156$) do not denotes a significant relationship. Additionally, employment status ($t = 2.961$, $p = .005$) emerged as a significant predictor. These findings suggest that age, length of service, and employment status are significantly related to the overall job performance level among generalist counter personnel of the SSS NCR East Division branches.

The result of the study was found similar with the study conducted by Mrs. M. Manochithra (2021), she explored the relationship between job satisfaction and socio-economic factors such as age, sex, educational qualification, and salary among employees in healthcare units in Chennai City. The study concluded that these demographic factors were crucial in determining job satisfaction, which is closely linked to job performance. For instance, regarding counter personnel who, most likely, have direct interactions with the public, job satisfaction is an important variable to boost service delivery. Generally, satisfied employees will improve their performance, and that's of paramount importance for the good performance of customer-focused roles in public service jobs. Implications are that knowing how to deal with the effects of demographics, especially regarding SES, may improve general performance on the job.

Conclusions

The generalist counter personnel of the SSS NCR East Division branches demonstrated exceptional performance across all key performance indicators, with overall results indicating a Very High rating. This outstanding result indicates that these employees consistently exceeded expectations and demonstrated exceptional competence, efficiency, and effectiveness in their roles.

The employees exhibited strong transactional efficiency, organizational behavior, transactional knowledge, and value orientation. The employees demonstrated exceptional proficiency in handling transactions, ensuring that clients received efficient and effective service. This was evident in their ability to minimize client wait times, accurately process documents and claims, and provide timely and accurate support to members and claimants. Moreover, The employees consistently demonstrated exceptional behavior and work habits, aligning with the organization's values and expectations. This included exhibiting a strong commitment to teamwork, communication, adaptability, and customer service, ultimately contributing to a positive and productive work environment. Additionally, the employees possessed comprehensive and in-depth knowledge of transactional processes, procedures, and policies. This enabled them to effectively and efficiently handle various transactions, provide accurate information to clients, and maintain high standards of service quality. Finally, the employees deeply embodied and consistently demonstrated the organization's core values, including integrity, professionalism, and commitment to public service. This was evident in their prioritization of client needs, adherence to ethical standards, and striving to make a positive impact through their work.

The study also found significant relationships between certain demographic variables, such as age, length of service, and employment

status, and the overall job performance level. These findings suggest that the employees' performance is influenced by their demographic characteristics.

Based on the summary of findings and conclusion mentioned above, the researchers recommend the follow:

To the generalist counter personnel of the SSS NCR East Division branches, it is recommended to, update knowledge and skills by attending training and seminars. Regularly seek feedback and coaching for supervisors and colleagues for improvement. Know how to prioritize self-care and work-life balance and pursue growth and development opportunities to enhance job performance level.

Higher Authorities in the SSS Offices, they should recognize and reward employees, acknowledge and reward the exceptional performance of generalist counter personnel to motivate them and boost morale. They should also provide training and development programs to enhance employees' knowledge, skills, and competencies.

SSS Agency, should develop a Comprehensive Training Program that covers all aspects of SSS services, policies, and procedures to enhance employees' knowledge and skills. Implement a Performance-Based Incentive System that rewards employees for meeting or exceeding performance targets, such as timely processing of claims and excellent customer service.

Implement specialized and face-to-face training programs focused on time management, data accuracy, workflow optimization, and work-life balance. These trainings will help employees meet deadlines, improve data processing accuracy, independently enhance workflows, and maintain a healthy balance between work and rest. Face-to-face sessions will provide interactive learning, hands-on practice, and direct mentorship, ensuring employees can effectively apply these skills in their daily tasks.

Establish specialized counters dedicated to specific transactions. This approach will help personnel focus on a single task at a time, reducing cognitive overload and minimizing errors. By streamlining operations in this manner, employees can work more effectively, leading to improved service quality and overall workplace satisfaction.

Future Researchers are recommended to Investigate other factors that may influence job performance, such as organizational culture, leadership style, and employee engagement. They may also use the Mixed-Methods research design to gather both quantitative and qualitative data, providing a more comprehensive understanding of the research topic.

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