

# **JOB SATISFACTION, SERVICE QUALITY, AND EMPLOYEES' PERFORMANCE, LOCAL GOVERNMENT UNIT OF TRINIDAD, BOHOL**



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## Job Satisfaction, Service Quality, and Employees' Performance, Local Government Unit of Trinidad, Bohol

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### Abstract

This descriptive correlational research study explored the level of job satisfaction, service quality, and work performance of the 71 rank-and-file employees of the Local Government Unit of Trinidad, Bohol, for the calendar year 2017-2018. The researcher made use of an adapted questionnaire to gather relevant data for profile, job performance and service quality which has been statistically analyzed. Results showed that the respondents obtained a grand mean of 3.22 which was interpreted as moderately satisfied in their jobs particularly in the areas of supervision, contingent rewards, operating conditions, and co-workers. They rendered an "excellent service quality" with the overall mean, 3.23; however, they fall short in the tangibles dimension where they only obtained a rating of "Very Good Service". The respondents' work performance (35 or 49.30%) obtained IPCR ratings under the range of "Very Satisfactory". Their demographic profile did not correlate with their job satisfaction and service quality levels while length of Service correlated with the respondents' work performance rating. There is no significant relationship between the respondents' job satisfaction level and work performance rating; however, there is a significant relationship between the respondents' service quality and work performance rating. There is no significant difference in the service quality assessments of the rank-and-file employees and their clients. Moreover, there is a significant variance in the different dimensions of job satisfaction as well as in the dimensions of service quality. Recommendations were proposed to address the studied variables.

**Keywords:** *job satisfaction, rank-and-file, employees, work performance, service quality.*

### Introduction

The success of every organization relies heavily on its employees (Govindarajan, 2012). They served as the lifeblood and are the most dynamic, potent and significant asset possessed by every organization for without them no services will be rendered to clients or customers (LaMalfa and Expert, 2007). Hence, recognizing their needs is of paramount importance to achieving a highly productive workforce.

According to Vroom (1964), job satisfaction is an orientation of emotions that employees possess towards the role they perform at their working place. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance. Employees require the proper working conditions to perform better. A proper working condition will encourage employees to put up the right attitudes or behavior to their job. Employees who find their organization's image attractive and/or positively evaluate their job performance in the organization are likely to exhibit a high level of both internal job satisfaction and organizational commitment (Yurchisin & Park, 2010).

Furthermore, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization. It is argued that if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not giving them respect and they are not considered in the decision-making process; resulting them to feel separate from the organization (Singh, 2017).

Job performance is one of most essential elements of organizational behavior research that and has been considered as significant indicator for the effective organizations. Thus, the success of an organization is dependent on good performance of its employee (Colquitt, LePine, & Wesson, 2010).

The study of Belonio (2012) found out that employee job satisfaction has a positive effect on the various aspects of performance among bank employees in Bangkok. Likewise, study conducted among health workers in Kenya showed that low job satisfaction and low motivation does not only reduce the performance of the health systems but also constitute a serious push factor for migration of health workers, both from rural areas to the cities, and to other countries (Onyango and Wanyoike, 2014). Employee satisfaction correlates with performance since happy and engaged employees are more productive than those who lack energy and psychological resources (Demerouti, Bakker, and Leiter, 2014).

Research shows that satisfied employees tend to be productive (Carmeli and Freund, 2004). A study conducted in Malaysia reported that an individual's attitude towards work (i.e. Job Satisfaction) is widely recognized as an important element affecting work outcomes. No wonder that job satisfaction is one of the most studied areas in psychology and social sciences (Ahmed, 2015). Ahmed's research finds support in the investigation of Sun (2016) who found out a strong correlation between job satisfaction and job performance. Sun's study indicated that the higher the level of job satisfaction an employee possesses, the higher is his job performance level; however, if his work satisfaction declines his performance suffers.

Interestingly, Malhotra and Mukherjee (2004) indicated in their study that job satisfaction has a significant effect on the service quality of employees in a certain call center company in the United Kingdom. In an empirical study conducted among 206 service shops in Hong Kong, researchers Yee, Yeung, and Cheng (2008) found out that employee satisfaction plays a significant role in enhancing service quality and customer satisfaction in a given company which in return impacts its profitability.

As a Municipal Human Resource Management and Development Officer of the Local Government Unit of Trinidad in the province Bohol, the researcher shares the vision of the Municipality to continue providing responsive, adequate and dependable service to the populace as mandated by the Constitution and the Code of Conduct and Ethical Standards for Public Officials and Employees. The researcher believes that the key to improving the quality of service given to the clients of LGU-Trinidad is by maintaining or going beyond its current status as Level II accredited Agency under Civil Service Commission's Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). The Municipality of Trinidad is, fortunately, one of the two agencies in the province enjoying this accreditation from the Civil Service Commission.

The researcher believes that this study will not only address the LGU's problem on service quality and employee performance, but it also gives an avenue to the Human Resource Department to identify the needs of its rank-and-file employees who are serving on the frontlines. Moreover, based on the researcher's knowledge there is a paucity of studies in the variables selected, especially, studies among government agencies (e.g. LGUs). This is the research gap that the researcher would like to address.

### Research Questions

This study aimed to determine the level of job satisfaction, service quality, and work performance of the rank-and-file employees of the Local Government Unit of Trinidad, Bohol, for the calendar year 2017-2018. The findings of this study served as the basis in formulating human resource enhancement program. Specifically, this study sought to answer the following questions:

1. What is the profile of the employees in terms of:
  - 1.1. age;
  - 1.2. sex;
  - 1.3. civil status;
  - 1.4. highest educational attainment; and
  - 1.5. length of service?
2. What is the job satisfaction level of the employees in the following aspects:
  - 2.1. nature of work;
  - 2.2. communication;
  - 2.3. pay;
  - 2.4. promotion;
  - 2.5. supervision;
  - 2.6. fringe benefits;
  - 2.7. contingent rewards;
  - 2.8. operating conditions; and
  - 2.9. co-workers?
3. What is the service quality level of the employees as assessed by themselves and their clients in the context of:
  - 3.1. reliability;
  - 3.2. assurance;
  - 3.3. tangibles;
  - 3.4. empathy; and
  - 3.5. responsiveness?
4. What is the work performance of the employees?
5. Is there a significant relationship between the employees' profile and their:
  - 5.1. job satisfaction;
  - 5.2. service quality; and
  - 5.3. work performance?
6. Is there a significant relationship between the parents and learner's educational challenges to their aspirations?
  - 6.1. job satisfaction and service quality;
  - 6.2. job satisfaction and work performance; and
  - 6.3. service quality and work performance?
7. Is there a significant difference between the service quality assessment of the rank and file and their clients?
8. Is there a significant variance in the different dimensions of:
  - 8.1. job satisfaction; and
  - 8.2. service quality?
9. What enhancement program may be proposed based on the findings of the study?

## Methodology

### Research Design

This study made use of a descriptive correlational research design with the use of standardized questionnaires to measure the primary variables of this study, namely: job satisfaction, service quality, and employee performance. In measuring job satisfaction, the researcher adopted the Job Satisfaction Survey (JSS) of Spector (1994). Service quality is measured using an adapted questionnaire of Reyes (2013) which anchors from the ServQual dimensions of Parasuraman and his colleagues. The third variable, which is employee performance, is obtained through the IPCR ratings of the employees for the calendar year 2017.

### Respondents

The researcher used the total enumeration of rank-and-file employees of the Local Government Unit of Trinidad, Bohol who are currently active in service for the fiscal year 2017. Seventy-one (71) rank and file employees were considered in the study since they are working in the LGU's frontline services which is covered by Republic Act 9485 otherwise known as "Anti-Red Tape Act of 2007." Furthermore, convenient sampling technique is used in getting the number clients who will be asked to rate the service quality of the frontline service workers.

### Instrument

In gathering the desired data, the researcher employed questionnaire method which captures the respondents' demographic profile and the primary variables, namely: (1) job satisfaction, and (2) service quality. Part 1 identifies the respondents' demographic profile as to age, sex, civil status, highest educational attainment, length of service, and current position.

Part 2 measures job satisfaction using Job Satisfaction Survey (JSS) made by Paul E. Spector in 1994. JSS is a 36-item questionnaire used to evaluate nine dimensions of job satisfaction related to overall satisfaction, namely: (1) nature of work, (2) communication, (3) pay, (4) promotion, (5) supervision, (6) fringe benefits, (7) contingent rewards, (8) operating conditions, and (9) co-workers.

Part 3 measures the second variable which is service quality using an adapted version of Reyes' (2013) questionnaire which anchors from the Service Quality model of Parasuraman and his colleagues. The tool is composed of 25 items distributed evenly to the RATER dimensions which stand for Reliability, Assurance, Tangibles, Empathy, and Responsiveness.

The respondents' level of work performance rating is obtained through data mining from the IPCR records of the rank-and-file employees filed in the Municipal Human Resource Management and Office.

### Procedure

The researcher asked and submitted permission letter to the Municipal Mayor to conduct a research study at the chosen locale. After getting the permission, the questionnaires were immediately distributed to the respondents. The respondents were given ample time in answering the forms and the date specified for the retrieval. The responses were then tallied and collated in tables and then subjected to statistical treatment to test the hypotheses. The findings became the bases for conclusions and recommendations for proposed enhancement measures.

### Data Analysis

The data collected in this study were analyzed using various statistical treatments. In determining the respondents' profile and the frequency of their answers, percentage formula has been utilized. The weighted mean was used to measure the central tendency, where the sum of the products of response frequencies and their respective weights was divided by the total number of cases. Pearson's Product Moment Correlation was employed to assess the significant correlation between variables. The T-test of Unequal Variances was used to examine the difference between the service quality assessments of employees and their clients. Additionally, Analysis of Variance (ANOVA) was conducted to explore significant variances in employees' job satisfaction and service quality, with results tested against critical F-values. Finally, Scheffe's Test was applied to pinpoint the specific areas where significant differences occurred in the respondents' perceptions.

### Ethical Considerations

Observing ethical standards in research is essential. At the core, this helped shape the true aims of the study, such as knowledge, truth, and avoidance of error and promoted values essential to collaborative work, such as trust, accountability, mutual respect, and fairness. In the conduct of the study, proper protocol was observed. Lastly, confidentiality of the information was maintained throughout the conduct of the study in accordance with the Ethics of Research and Data Privacy Act.

## Results and Discussion

This section presents the results of this research study which aimed to ascertain the job satisfaction, service quality, and work performance levels of the rank-and-file employees of the Local Government Unit (LGU) of Trinidad, Bohol for the calendar year 2017-2018.

### Profile of the Respondents

The result reveals that the highest number of respondents are in the middle adulthood stage. Ranked lowest are teachers who are in their early adulthood stage. In terms of sex, females dominated the entire population and the majority of them are married. Most of the respondents are college graduate and only a handful obtained a Master's Degree. As to the length of service, most of them have accumulated 1 to 5 years working experience in the LGU. Ranked lowest are two (2) or 2.82% employees who have already accumulated 31 to 34 years which is the longest number of years among the group.

### Level of Job Satisfaction of Rank-and-File Employees

Table 1. Level of Job Satisfaction of Rank-and-File Employees in the Nine Dimensions

Dimension	WM	Interpretation	Rank
1. Pay	3.31	Highly Satisfied	4
2. Promotion	3.26	Highly Satisfied	5
3. Supervision	2.97	Moderately Satisfied	8
4. Fringe Benefits	3.40	Highly Satisfied	3
5. Contingent Rewards	3.21	Moderately Satisfied	6
6. Operating Conditions	2.78	Moderately Satisfied	9
7. Co-Workers	3.10	Moderately Satisfied	7
8. Nature of Work	3.49	Highly Satisfied	1
9. Communication	3.42	Highly Satisfied	2
Grand Mean	3.22	Moderately Satisfied	

Legend: NS – Not Satisfied (1.00–1.74); SS – Slightly Satisfied (1.75–2.49); MS – Moderately Satisfied (2.50–3.24); HS – Highly Satisfied (3.25–4.00).

It can be gleaned from the table that five (5) out of nine (9) dimensions, namely: nature of work, communication, fringe benefits, pay, and promotion were rated “Highly Satisfied”. In general, the rank-and-file employees obtained a grand mean of 3.22 which has an interpretation of “Moderately Satisfied”. The respondents possessed moderate job satisfaction in LGU – Trinidad. It implies that there is a need to boost their level of job satisfaction in the areas with “moderate satisfaction” rating such as contingent rewards, co-workers, supervision, and operating conditions. The result of this study bears similarity with the findings of Suma and Llesha (2013) among public employees in Shkoder, Albania wherein they found out that public employees had moderate satisfaction level with regards to the nature of their work, supervision they receive, and their co-workers; however, they have less satisfaction as to promotional opportunities and pay they received. It was also reported that there was a positive correlation between work, supervision, co-workers, and promotion.

### Rank and File Employees' Service Quality Level as Assessed by Themselves and Their Clients

Table 2. Service Quality Level (Overall)

Dimension	WM	Interpretation	Rank
Reliability	3.45	Excellent Service	4
Assurance	3.60	Excellent Service	1
Tangibles	3.23	Very Good Service	5
Empathy	3.53	Excellent Service	3
Responsiveness	3.56	Excellent Service	2
Grand Mean	3.47	Excellent Service	

Legend: PS – Poor Service (1.00–1.74); FS – Fair Service (1.75–2.49); VGS – Very Good Service (2.50–3.24); ES – Excellent Service (3.25–4.00).

All dimensions were rated “Excellent Service” except for Tangibles Dimension which was rated only “Very Good Service.” Ranked first among the dimensions is “Assurance” which has a rating of 3.60 (ES). This is followed by “Responsiveness” with a score of 3.56 (ES). Ranked third is the “Empathy Dimension” with a rating of 3.53 (ES). Fourth in the rank is the “Reliability Dimension” with a score of 3.45 (ES). The least among the dimensions is “Tangibles” with a rating of 3.23 (VGS). Overall, they generated a grand mean of 3.47 with an interpretation of “Excellent Service”. The excellent service provided by LGU – Trinidad is attributable to being an accredited institution by the Civil Service Commission. Currently, LGU – Trinidad is a Level – II accredited agency under Civil Service Commission's Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). Interestingly, LGU – Trinidad is one of the two agencies in the province enjoying this accreditation from the Civil Service Commission. Moreover, since “quality” is defined in the purview of quality assurance, as “fitness of purpose”, it implies that the “excellent service” rendered by the rank-and-file employees is a clear manifestation of the clear articulation or translation of the LGU's mission, vision, and objectives. This is also in conformance to the ARTA mandate which is strongly adhered to by the agency.

### Work Performance of the Rank-and-File Employees

It can be gleaned from the table that the highest number of respondents (35 or 49.30%) obtained IPCR ratings which fell under the range of “Very Satisfactory.” This is followed by 31 respondents (43.66%) who have successfully reached “Outstanding” level. Four (4) respondents or 5.63% have “Satisfactory Performance”. Ranked in the bottom is one (1) employee who unfortunately received “Unsatisfactory” rating. None obtained poor performance rating. Overall, they have accumulated a mean of 4.06 which has an interpretation of “Very Satisfactory”.



Table 3. *Work Performance of the Rank-and-File Employees*

Range	Level	F	%	Rank
4.21 - 5.00	Outstanding	31	43.66	2
3.21 - 4.20	Very Satisfactory	35	49.30	1
2.21 - 3.20	Satisfactory	4	5.63	3
1.21 - 2.20	Unsatisfactory	1	1.41	4
1.20 - below	Poor	0	0.00	5
N		71		
Mean	4.06	Very Satisfactory		

This result implies that the respondents were able to meet their specified targets in their IPCR. Employees who have only reached “Satisfactory” performance rating and below must be dealt immediately by the Human Resource Development Office for possible interventions.

#### *Analysis of Relationship between Profile and Job Satisfaction Level Among Rank-and-File Employees*

Table 4. *Correlation between Age and Job Satisfaction Level*

Source of Relationship	Pearson r value	Critical Value of r @ 69 df (0.05)	Result	Decision
Age	-0.07139	0.23371	Insignificant	Ho: Accepted

The Pearson computation resulted in an r value of -0.07139 which is lesser than its critical value of r (0.23371) at 69 degrees of freedom at 0.05 alpha level; hence, the result is insignificant leading the acceptance of the null hypothesis. There is no significant relationship between the respondents’ age and job.

Table 5. *Relationship between Sex and Job Satisfaction Level*

Job Satisfaction	Sex						Total (f)
	Male			Female			
HS	13.0986	12	0.0921	17.9014	19	0.0674	31
MS	16.4789	18	0.1404	22.5211	21	0.1027	39
SS	0.4225	0	0.4225	0.5775	1	0.3092	1
NS	0.0000	0	0.0000	0.0000	0	0.0000	0
Grand Total	30	0.6551		41	0.4793		71
Chi sq.	Critical value @ 2 df (0.05): 5.991			Result: Insignificant		X <sup>2</sup> = 1.1344 Ho: Accepted	

The Chi-square table produced a resultant value of 1.1344 which is lesser than its critical value of 5.991 at 2 degrees of freedom at 0.05 level of significance. Hence, the result is insignificant leading to the acceptance of the null hypothesis. There is no significant relationship between the respondents’ sex and job satisfaction level. Sex does not significantly affect their job satisfaction level. This is confluent to the findings of Ming-Yen Teoh and Chong’s (2014) correlational research study among human resource employees in Malaysia wherein they revealed that there is no significant difference between the level of job satisfaction among male and female employees.

Table 6. *Relationship between Civil Status and Job Satisfaction Level*

Job Satisfaction	Civil Status						Total (f)
	Single			Married/Widower			
HS	6.1127	9	1.3638	24.8873	22	0.3350	31
MS	7.6901	5	0.9411	31.3099	34	0.2311	39
SS	0.1972	0	0.1972	0.8028	1	0.0484	1
NS	0.0000	0	0.0000	0.0000	0	0.0000	0
Grand Total	14	2.5021		57	0.6145		71
Chi sq.	Critical value @ 2 df (0.05): 5.991			Result: Insignificant		X <sup>2</sup> = 3.1166 Ho: Accepted	

The Chi-square table produced a resultant value of 3.1166 which is lesser than its critical value of 5.991 at 2df at 0.05 level of significance. In this case, the result is insignificant; hence the null hypothesis was accepted. There is no significant relationship between the respondents’ civil status and job satisfaction level. Civil Status does not have any linear relationship with their level of job satisfaction.

The Chi-square table clearly shows that its resultant value of 0.8569 is lesser than its critical value of 9.488 at 4 degrees of freedom at 0.05 margin of error. The result is insignificant; thus, the null hypothesis is accepted. There is no significant relationship between the respondents’ highest educational attainment and job satisfaction level. Their education did not influence their level of job satisfaction. Being highly educated is not a determinant of higher job satisfaction level; likewise, having lower educational attainment does not necessarily cause higher job satisfaction level.

Table 7. *Correlation between Highest Educational Attainment and Job Satisfaction Level*

Table 7: Correlation between Highest Educational Attainment and Job Satisfaction Level										
Job Satisfaction	Highest Educational Attainment								Total	
	MA Graduate		College Graduate		College Level / HS Graduate					
HS	1.3099	1	0.0733	25	0.0225	5	0.2916		31	
	1.6479	2	0.0752	32.4085	0.0108	4	0.1801		39	
MS	0.0423	0	0.0423	0.8310	0.0344	0	0.1268		1	
	0.0000	0	0.0000	0.0000	0.0000	0	0.0000		0	
SS		0	0.0000	0	0.0000	0	0.0000		0	
		3	0.1908	59	0.0676	9	0.5985	$\chi^2 = 0.8569$	71	
Grand Total										
Chi sq.										
Critical value @ 4 df (0.05) = 9.488								Result:	Insignificant	Ho: Accepted

The result contradicts previous study in Malaysia which highlight the role of higher academic qualifications to having a higher job satisfaction level (Ming-Yen Teoh and Chong, 2014).

Table 8. *Correlation of Length of Service and Job Satisfaction Level*

Source of Relationship	Pearson r value	Critical Value of r @ 69 df (0.05)	Result	Decision
Length of Service	-0.06224	0.23371	Insignificant	Ho: Accepted

The Pearson computation resulted in an r value of -0.06224 which is lesser than its critical value of 0.23371 at 69 degrees of freedom at 0.05 level of significance. The result is insignificant; thus, the null hypothesis is accepted. There is no significant relationship between the respondents' length of service in the LGU and their job satisfaction level. It implies that one's tenure in service is not a determinant of job satisfaction level. The result runs contrary with the findings of Ming-Yen Teoh and Chong (2014) that employees' working experience regardless of tenure influenced their degrees of job satisfaction.

Table 9. *Correlation between Age and Service Quality*

Source of Relationship	Pearson r value	Critical Value of r @ 69 df (0.05)	Result	Decision
Age	-0.22797	0.23371	Insignificant	Ho: Accepted

The Pearson r value of -0.22797 is lesser than the critical value of 0.23371 at 69 df at 0.05 level of significance. This result is insignificant; hence, the null hypothesis is accepted. There is no significant relationship between the respondents' chronological age and service quality. It implies that age is not a determinant on how they render their services to clients. All of them gave an excellent service quality to the clients of LGU – Trinidad.

Table 10. *Relationship between Sex and Service Quality*

Service Quality	Sex				Total
	Male		Female		
ES	22.3944	19	30.6056	34	53
VGS	6.7606	9	9.2394	7	16
FS	0.8451	2	1.1549	0	2
PS	0.0000	0	0.0000	0	0
Grand Total		30		41	71
Chi sq.		2.8347		2.0742	$\chi^2 = 4.9089$
	Critical value @ 2 df (0.05) = 5.991		Result: Insignificant		Ho: Accepted

The Chi-square test of the degree of relationship produced a resultant value of 4.9089 which is lesser than its critical value of 5.991 at 2df at 0.05 level of significance. This is an insignificant result; hence, the null hypothesis was accepted. There is no significant

relationship between the respondents' sex and service quality. Sex is not a determinant of the quality of service they render to their clients.

Table 11. *Correlation between Civil Status and Service Quality*

Service Quality	Civil Status				Total
	Single		Married/ Widower		
ES	10.4507	10	42.5493	43	53
VGS	3.1549	4	0.0194	0.0048	16
			12.8451	12	
FS	0.3944	0	0.2264	0.0556	2
			1.6056	2	
PS	0.0000	0	0.3944	0.0969	0
			0.0000	0	
Grand Total		14		57	71
Chi sq.			0.6402	0.1572	2 x² = 0.7974
	Critical value @ 2 df (0.05) = 5.991		Result: Insignificant		Ho: Accepted

The Chi-Square test of relationship generated a resultant value of 0.7974 is greater than its critical value of 5.991 at 2df at 0.05 significant level. This is an insignificant result; thus, the null hypothesis was accepted. There is no significant relationship between the respondents' civil status and service quality. Civil status does not significantly affect in the delivery of quality service.

Table 12. *Relationship between Highest Educational Attainment and Service Quality*

Table 12: Relationship between Highest Educational Attainment and Service Quality								
Service Quality	Highest Educational Attainment						Total	
	MA Graduate		College Graduate		College Level / HS Graduate			
ES	2.2394	1	44.0423	44	6.7183	8	53	
		0.6860		0.0000		0.2445		
VGS	0.6761	2	13.2958	14	2.0282	0	16	
		2.5927		0.0373		2.0282		
FS	0.0845	0	1.6620	1	0.2535	1	2	
		0.0845		0.2637		2.1980		
PS	0.0000	0	0.0000	0	0.0000	0	0	
		0.0000		0.0000		0.0000		
Grand Total		3		59		9	71	
Chi sq.		3.3632		0.3010		4.4706	$\chi^2 = 8.1329$	
	Critical value @ 4 df (0.05) = 9.488			Result: Insignificant		Ho: Accepted		

The Chi-square test bears a resultant value of 8.1329 which is lower than the critical value of 9.488 at 4 degrees of freedom at 0.05 confidence level. This is an insignificant result leading to the acceptance of the null hypothesis.

There is no significant relationship between the respondents' education and their service quality level. Their education did not influence how they serve their clients. All of them gave an "Excellent Service" as frontline workers in the LGU.

Table 13. *Correlation between Length of Service and Service Quality*

Source of Relationship	Pearson r value	Critical Value of r @ 69 df (0.05)	Result	Decision
Length of service	-0.19154	0.23371	Insignificant	Ho: Accepted

The Pearson computation produced a resultant value of -0.19154 which is lower than the tabular value of 0.23371. The result is insignificant; hence, the null hypothesis was accepted. There is no significant relationship between the respondents' length of service and service quality level. Regardless of the years they serve in the office, the type of quality they rendered was not affected. In other words, seniority is not a determinant of quality service. In this study, all employees rendered an "excellent service" to their clients.

Table 14. *Correlation between Age and Work Performance*

Source of Relationship	Pearson r value	Critical Value of r @ 69 df (0.05)	Result	Decision
Age	-0.15169	0.23371	Insignificant	Ho: Accepted



The Pearson computation resulted in an  $r$  value of -0.15169 which is lesser than the critical value of 0.23371 at 69df at 0.05 alpha level. This result is not significant; hence the null hypothesis is accepted. There is no significant relationship between the respondents' age and work performance rating. Age is not a sole determinant of their work performance as expressed in their IPCR rating. Furthermore, the data also reveals that employees who are at near retirement age were still able to maintain very satisfactory performance.

Table 15 reveals the analysis on the relationship between the respondents' sex and work performance.

Table 15. *Relationship between Sex and Work Performance*

Work Performance	Sex				Total
	Male		Female		
O	13.0986	14	17.9014	17	31
		0.0620		0.0454	
VS	14.7887	13	20.2113	22	35
		0.2164		0.1583	
S	1.6901	2	2.3099	2	4
		0.0568		0.0416	
US	0.4225	1	0.5775	0	1
		0.7892		0.5775	
Grand Total		30		41	71
Chi sq.		1.1244		0.8227	$\chi^2 = 1.9471$
	Critical value @ 2 df (0.05) = 7.815		Result: Insignificant		Ho: Accepted

The Chi-square test of relationship resulted in an  $\chi^2$  value of 1.9471 which is lesser than its critical value of 7.815 at 3 df at 0.05 level of significance. This result is insignificant; thus, the null hypothesis was accepted. There is no significant relationship between the respondents' sex and work performance. Sex did not predict the outcome of their work performance as expressed in their IPCR rating.

Table 16. *Relationship between Civil Status and Work Performance*

Table 18: Relationship between Civil Status and Work Performance					
Work Performance	Civil Status				Total
	Single		Married/ Widower		
O	6.5493	9	24.4507	22	31
			0.9170		
VS	7.3944	4	27.6056	31	35
			1.5582		
S	0.8451	1	3.1549	3	4
			0.0284		
US	0.2113	1	0.7887	0	1
			2.9446		
Grand Total		15		56	71
Chi sq.			5.4482	1.4593	2 x² = 6.9076
	Critical value @ 2 df (0.05) = 7.815		Result: Insignificant		Ho: Accepted

It is evident in the table that the Chi-square value of 6.9076 is lesser than the critical value of 7.815 at 3 degrees of freedom at 0.05 level of significance. The result is insignificant; hence the null hypothesis is accepted. There is no significant relationship between the respondents' civil status and work performance. Civil status is not a determinant of their performance rating. Being married did not prevent them to obtain a very satisfactory performance rating.

Table 17. *Correlation between Highest Educational Attainment and Work Performance*

Table 17: Correlation between Highest Educational Attainment and Work Performance								
Work Performance	Highest Educational Attainment						Total	
	MA Graduate		College Graduate		College Level / HS Graduate			
	6.5493		24.4507		6.5493			
0	9	0.9170	22	0.2456	31	0	9	
	7.3944		27.6056		7.3944			
VS	4	1.5582	31	0.4174	35	VS	4	
	0.8451		3.1549		0.8451			
S	1		3		4	S	1	

	0.2113	0.0284	0.7887	0.0076		0.2113	
US	1		0	1	US	1	
Grand Total	15	2.9446	56	71	Grand Total	15	
Chi sq.		5.4482		1.4593	Chi sq.		
Critical value @ 4 df (0.05) = 7.815				2 $\chi^2 = 6.9076$	Result: Insignificant		
					Ho: Accepted		

The Chi-square test of relationship resulted in a resultant value of 8.3509 which is lesser than its critical value of 9.488 at 4 degrees of freedom at 0.05 level of significance. This is an insignificant result; hence the null hypothesis was accepted. There is no significant relationship between the respondents' education and their performance rating. Highest Educational attainment is not a determinant of work performance.

Table 18. *Correlation between Length of Service and Work Performance*

Source of Relationship	Pearson r value	Critical Value of r @ 69 df (0.05)	Result	Decision
Length of service	-0.28987	0.23371	Significant	Ho: Rejected

The Pearson computation resulted in an r value of (-) 0.28987 which is greater than its critical value of 0.23371 at 69 degrees of freedom at 0.05 level of significance. The result is significant; hence, the null hypothesis is rejected. There is a significant relationship between the respondents' length of service and work performance. Since the obtained r is negative, the result is considered an "inverse correlation", which indicates that as one variable gets larger, the other gets smaller. In this case, as the respondents' length of service increases, their performance rating also decreases; however, a decrease of their length of service may also imply an increase of their performance rating.

Table 19. *Correlation between Job Satisfaction and Service Quality*

Pearson r value	Critical Value of r @ 69 df (0.05)	Result	Decision
0.48735	0.23371	Significant	Ho: Rejected

The Pearson computation generated an r value of 0.48735 which is greater than the tabular value of 0.23371 at 69 degrees of freedom at 0.5 level of significance. The result is significant; hence, the null hypothesis was rejected in favor of the alternative hypothesis. There is a significant relationship between the respondents' job satisfaction and service quality levels. It implies that if the respondents' level of job satisfaction increases, their service quality level also increases.

Table 20. *Correlation between Job Satisfaction and Work Performance*

Pearson r value	Critical Value of r @ 69 df (0.05)	Result	Decision
0.08363	0.23371	Insignificant	Ho: Accepted

The Pearson computation gave a resultant value of 0.08363 which is lesser than its critical value of 0.23371 at 69 degrees of freedom at 0.05 level of significance. This is an insignificant result; hence, the null hypothesis is accepted. There is no significant relationship between the respondents' job satisfaction and work performance levels. The respondents' job satisfaction level did not influence their work performance rating.

The result of the study coincides with the study of Angeles, Saludo, Virtus, and Win (2015) among employees in Ajinomoto Philippines Corporation - Lucena Branch. They revealed an insignificant relationship between job satisfaction and performance among its employees. The employees were satisfied the way they were handled by the management all throughout the company's operation; however, it did not correlate with their performance.

Table 21. *Correlation between Service Quality and Work Performance*

Pearson r value	Critical Value of r @ 69 df (0.05)	Result	Decision
0.26186	0.23371	Significant	Ho: Rejected

The Pearson computation resulted in an r value of 0.26186 which is greater than the tabular value of 0.23371 at 69 degrees of freedom at 0.05 level of significance. The result is significant; hence, the null hypothesis was rejected in favor of the alternative hypothesis. There is a significant relationship between the respondents' service quality and work performance rating. Service Quality is a determinant one's work performance rating. An increase of their service quality implies an increase of the respondents' work performance rating.

The result of the study can be attributed to the targets set in the IPCR among employees. How they render their services (i.e. how they perform their job) to the clients is clearly evident in the performance indicators set in the IPCR; hence, efficient service means higher IPCR rating.

Table 22. *Analysis of Difference between the Service Quality Assessments of the Rank-and-File Employees and their Clients*

	Self-Rating	Clients' Rating
Mean	3.46	3.49
Variance	0.1258	0.2632
Observations	71	71
Pearson Correlation	0.42731	
Hypothesized Mean Difference	0	
df	70	
t Stat	-0.5354	
P(T<=t) one-tail	0.2970	
t Critical one-tail	1.6669	
P(T<=t) two-tail	0.5941	
t Critical two-tail	1.9944	
Result: Insignificant		
Ho: Accepted		

The t-test for correlated means resulted in a t Stat value of -0.5354 which is lesser than its tabular value (t Critical one-tail) of 1.6669 at 70 degrees of freedom at 0.05 alpha level. The result is insignificant. Furthermore, the p-value (0.5941) is greater than its level of significance ( $\alpha = 0.05$ ); hence, the null hypothesis was accepted. There is no significant difference between the service quality assessments of the rank-and-file employees and their clients. Both parties rated the service quality as “excellent”. In the ServQual model principle, it implies that the clients are very much satisfied and contented with the type of service rendered by the employees.

Table 23. *Analysis of Variance in the Different Dimensions of Job Satisfaction*

Source of Variation	SS	df	MS	F	P-value	F crit (0.05)
Between Groups	30.0829	8	3.76037	18.63210	3.4E-25	1.95308
Within Groups	127.1479	630	0.20182			
Total	157.2308	638			Result: Significant	
					Ho: Rejected	

Table 24. *Analysis of Variance in the Different Dimensions of Service Quality*

Groups	Count	Sum	Average	Variance
Reliability	71	244.6	3.45	0.2051
Assurance	71	255.3	3.60	0.1513
Tangibles	71	229.5	3.23	0.1719
Empathy	71	250.7	3.53	0.1787
Responsiveness	71	252.35	3.55	0.1725

Table 25. *ANOVA*

Source of Variation	SS	df	MS	F	P-value	F crit (0.05)
Between Groups	5.942422535	4	1.485605634	8.445662531	2E-06	2.397456056
Within Groups	61.56556338	350	0.17590161			
Total	67.50798592	354			Result: Significant	
					Ho: Rejected	

The t-test for correlated means resulted in a t Stat value of -0.5354 which is lesser than its tabular value (t Critical one-tail) of 1.6669 at 70 degrees of freedom at 0.05 alpha level. The result is insignificant. Furthermore, the p-value (0.5941) is greater than its level of significance ( $\alpha = 0.05$ ); hence, the null hypothesis was accepted. There is no significant difference between the service quality assessments of the rank-and-file employees and their clients. Both parties rated the service quality as “excellent”. In the ServQual model principle, it implies that the clients are very much satisfied and contented with the type of service rendered by the employees.

Table 26. *Analysis of Variance in the Different Dimensions of Job Satisfaction*

Source of Variation	SS	df	MS	F	P-value	F crit (0.05)
Between Groups	30.0829	8	3.76037	18.63210	3.4E-25	1.95308
Within Groups	127.1479	630	0.20182			
Total	157.2308	638			Result: Significant	
					Ho: Rejected	

Table 27. *Analysis of Variance in the Different Dimensions of Service Quality*

Groups	Count	Sum	Average	Variance
Reliability	71	244.6	3.45	0.2051
Assurance	71	255.3	3.60	0.1513
Tangibles	71	229.5	3.23	0.1719

Empathy	71	250.7	3.53	0.1787
Responsiveness	71	252.35	3.55	0.1725

Table 28. ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit (0.05)
Between Groups	5.942422535	4	1.485605634	8.445662531	2E-06	2.397456056
Within Groups	61.56556338	350	0.17590161			
Total	67.50798592	354				

Result: Significant  
Ho: Rejected

The ANOVA table produced an F value of 8.44566253 which is greater than its tabular value of 2.39745606 at 0.05 level of significance with 4 and 350 degrees of freedom; hence the null hypothesis was rejected. There is a significant variance in the respondents' rating in the five dimensions of service quality. In order to determine the location of the significant difference, the data were subjected to Multiple Comparison using Scheffe's Test Analysis.

Table 29. Multiple Comparison Using Scheffe's Test

Between Dimensions			Mean1	Mean2	D	n1	n2	F'	F*K-1	Interpretation
Reliability	vs	Assurance	3.45	3.60	-0.15	71	71	4.58	9.59	Insignificant
Reliability	vs	Tangibles	3.45	3.23	0.21	71	71	9.13	9.59	Insignificant
Reliability	vs	Empathy	3.45	3.53	-0.09	71	71	1.49	9.59	Insignificant
Reliability	vs	Responsiveness	3.45	3.55	-0.11	71	71	2.40	9.59	Insignificant
Assurance	vs	Tangibles	3.60	3.23	0.36	71	71	26.65	9.59	Significant
Assurance	vs	Empathy	3.60	3.53	0.06	71	71	0.85	9.59	Insignificant
Assurance	vs	Responsiveness	3.60	3.55	0.04	71	71	0.35	9.59	Insignificant
Tangibles	vs	Empathy	3.23	3.53	-0.30	71	71	17.99	9.59	Significant
Tangibles	vs	Responsiveness	3.23	3.55	-0.32	71	71	20.90	9.59	Significant
Empathy	vs	Responsiveness	3.53	3.55	-0.02	71	71	0.11	9.59	Insignificant

The Scheffe's Table clearly shows that the difference is traceable between the following dimensions: Assurance vs Tangibles, Tangibles vs Empathy, and Tangibles vs Responsiveness. Other pairs were rendered insignificant. The result indicates that Assurance Dimension obtained the highest score of 3.60 (Excellent Service) among the dimensions whereas Tangibles Dimension obtained the lowest score of 3.23 (Very Good Service). It implies that the rank-and-file employees rendered an excellent service to their clients particularly in terms of conveying trust and confidence.

## Conclusions

The study revealed that most respondents are college graduates, with only a few holding a Master's degree. While rank-and-file employees expressed moderate job satisfaction, particularly in the areas of supervision, contingent rewards, operating conditions, and co-workers, they generally provided excellent service quality, with the exception of the tangibles dimension, which was rated as "Very Good Service." Most employees achieved outstanding work performance, meeting their IPCR targets, and there was a correlation between length of service and work performance. However, no significant relationship was found between employee profiles (such as age, sex, civil status, and education) and job satisfaction or service quality. Job satisfaction was found to be a determinant of service quality, while there was no significant relationship between job satisfaction and work performance. The study also showed significant variance in job satisfaction and service quality dimensions.

To address these findings, it is recommended that employees be encouraged to pursue advanced studies to enhance their knowledge and performance. The Municipal Human Resource Management and Development Officer should conduct an employee needs assessment, particularly in the areas of supervision, contingent rewards, operating conditions, and co-workers, to identify areas that need improvement. Department heads, along with the LGU Planning Officer and Municipal Mayor, should discuss and address concerns regarding office facilities and tangibles to improve the service delivery. Regular monitoring of employee performance through seminar-workshops is essential, with low-performing employees receiving individual counseling. To boost job satisfaction, organizing team-building activities and regularly addressing office concerns is recommended. Finally, the results of this study should be disseminated to all employees and stakeholders of LGU – Trinidad to encourage a collaborative effort toward continuous improvement in the workplace.

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