

Republic Act 11032 Policy Implementation and Customer Satisfaction in Calamba Water District: Basis for Action Plan

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Abstract. This research investigated the relationship between the implementation of Republic Act 11032 and customer satisfaction within the Calamba Water District (CWD) in Laguna province. The study aimed to identify the factors influencing CWD's ability to achieve optimal customer satisfaction by the Act's regulations by examining challenges, concerns, and potential obstacles. Employing a descriptive-correlational quantitative research design, the study surveyed 428 respondents, including 61 Commercial Department personnel and 367 concessionaires, who were randomly sampled. Data collection was conducted using an adapted research instrument. The findings indicate a significant relationship between the level of Republic Act 11032 policy implementation and customer satisfaction in CWD. The probability values of .000, .012, .000, .001, .000, .000, .000, .000, .000, .000, .000, and .000 were less than the level of significance at .05, thus the null hypothesis was rejected. However, this relationship was not significant in areas such as Citizen's Charter Provisions and Basic Facilities, Government Access through Frontline Services and Basic Facilities, and Zero Contact Policy and Basic Facilities. The probability values of .449, .849, and .855 were greater than the level of significance at .05, this accepting the null hypothesis. Based on these findings, the study proposes an action plan aimed at enhancing current implementation strategies and introducing innovative approaches. This plan focuses on improving communication between the District and its stakeholders, investing in better facilities, and enhancing the skills of frontline employees to boost productivity and customer confidence. Consequently, the research contributes to the development of effective strategies for policy implementation in public service organizations, promoting a culture of transparency and accountability.

Keywords: Calamba Water District; Customer satisfaction; Policy implementation; Public service accountability; Republic Act 11032.

1.0 Introduction

The endeavor to combat red tape and inefficiency within the bureaucracy is a formidable challenge that warrants serious consideration. Recent years have witnessed a global surge in the demand for efficient public service delivery, prompting governments worldwide to recognize the critical importance of meeting citizens' needs effectively. This recognition has led to the development and implementation of various policies and initiatives aimed at enhancing service delivery. These progressive efforts target persistent issues such as burdensome bureaucratic procedures, processing delays, lack of transparency, and insufficient accountability in the public sector (Bjerde & Kunt, 2021).

Public service providers globally are striving to develop processes and tactics to remain competitive. While customers expect high-quality, reliable, and efficient services from corporations, public entities often face challenges due to their monopolistic nature, resulting in declining customer service. Unlike the private sector, where competition drives service improvements, public institutions tend to receive more complaints, which

underscores the necessity for government agencies to enhance their services to boost public satisfaction (Development Academy of the Philippines, 2022).

In the Philippines, despite attracting foreign investors due to its welcoming nature, liberalized economy, and strategic location, the public service sector faces significant challenges. Issues such as poor leadership, inadequate communication, lack of accountability and transparency, and underperformance have contributed to a culture of corruption, perpetuating red tape and hindering efficient business processing. This has led to mishandled complaints, delayed responses, and insufficient client feedback, thereby hampering public service management and undermining political neutrality (Monsod, 2017 as cited in Go, 2021).

The Philippine National Statistics Office's 2020 Annual Poverty Indicators Survey revealed that seventy-five percent of households engaged in supply-driven conduct, offering presents, money, or favors for transactional convenience, while twenty-five percent exhibited demand-driven behavior (Philippine Statistics Authority, 2021). The World Bank's Doing Business Report ranked the Philippines 95th out of 190 countries in 2020, indicating poor performance relative to its East Asia Pacific neighbors (Philippine News Agency, 2021). Furthermore, an article by Business World (2021) highlighted the efforts of the Philippine Government's Task Force Against Corruption in addressing corruption within local government units (LGUs) involved in public works projects. The task force tackled numerous complaints regarding irregularities, favoritism, and questionable practices, emphasizing the need for stricter monitoring and regulation to prevent corruption in the LGU sector.

The Anti-Red Tape Act (Republic Act 9485) of 2007 was strengthened by the signing of Republic Act 11032, known as the Ease of Doing Business and Efficient Government Service Delivery Act, on May 28, 2018, under the Duterte Administration. This legislation specifically addresses the pervasive red tape issue within the Philippine bureaucracy by streamlining processes, reducing requirements, and accelerating processing times (Congress of the Philippines, n.d.).

The Calamba Water District (CWD), a government-owned and controlled corporation responsible for potable water distribution and services in Calamba City, Laguna, is subject to Republic Act 11032. CWD plays a vital role in ensuring clean water access to the community and disseminates information about this law through various Memorandum Circulars. These circulars, including MC Nos. 2008-019, 2020-039, 2020-114, and 2023-009, emphasize the establishment of a convenient Public Assistance Complaints Desk (PACD). Compliance reports are also required to demonstrate adherence to the Citizen's Charter. Other memos related to the implementation of the Anti-Red Tape Act involve measures such as revising procedures for new connection applications, implementing a no-noon break policy, conducting anti-fixing campaigns, and utilizing the Contact Center ng Bayan.

This study aimed to assess the level of policy implementation and the effectiveness of CWD in adhering to Republic Act 11032. By evaluating customer satisfaction and gathering feedback from stakeholders, this research seeks to identify inconsistencies in policy implementation and areas for improvement in CWD's adherence to the Act. The findings are expected to provide valuable insights to enhance service delivery, improve transparency, accountability, and responsiveness in public service. Meaningful improvements in government service delivery can only be achieved by simultaneously addressing the attitudes, mindsets, and behaviors of public officials.

2.0 Methodology

2.1 Research Design

The study employed a quantitative research design, specifically utilizing a descriptive-correlational approach. This methodological choice was guided by the research questions and was well-suited to the nature and scope of the inquiries (Quinlan et al., 2019). To elucidate policy implementation and evaluate customer satisfaction, the study utilized descriptive analysis techniques. These techniques included comprehensive measures of central tendency and measures of variability. To further examine the relationship between the variables, correlational analysis methods, such as Pearson's *r* and Independent *t*-Test, were employed. These methods gauged both the strength and extent of the correlation between variables, serving to validate the measurements and test the hypotheses. This analytical framework provided a robust basis for interpreting the results derived from the data collected from respondents.

2.2 Research Participants

The respondents for assessing the policy implementation level of Republic Act 11032 were personnel belonging to the Commercial Department of Calamba Water District (CWD) and selected concessionaires, while the level of assessment for customer satisfaction was obtained from CWD concessionaires only. Participants were 61 CWD Commercial office personnel and 367 concessionaires. The respondent selection process for the study utilized stratified random sampling, a method specifically chosen for its efficacy in offering a more representative and unbiased view of the population. Using stratified random sampling, the study aimed to divide the prospective participants into subgroups that provided an unbiased representation of the larger population. Every eligible member of the sample had an equitable likelihood of being selected for inclusion, ensuring fairness and minimizing the potential to capture valuable insights from a sample that mirrored the diverse perspectives of the respondents in the specified context (Makwana et al., 2023).

2.3 Research Instrument

The study utilized an adopted questionnaire from two distinct studies (Romero et al., 2019; Perez et al., 2019). This instrument comprised two parts. The first part assessed the level of policy implementation of Republic Act 11032 among Calamba Water District Commercial Department employees and concessionaires, covering four core components: Citizen's Charter, Government Access through Frontline Services (each with 14 indicators), Report Card Survey (12 indicators), and Zero Contact Policy (5 indicators). The second part examined key areas of the Report Card Survey to determine customer satisfaction levels among Calamba Water District's concessionaires, focusing on Frontline Service Providers, Service Quality, Physical Setup, and Basic Facilities (each with 10 indicators).

To ensure the validity of their surveys, the researchers subjected their instruments to content validation by experts in management, language, questionnaire preparation, and data analysis. Recommendations and suggestions from these experts were incorporated into the final versions, which were then pre-tested. A pilot test of the adopted questionnaires was conducted, and the survey items underwent an evaluation of internal consistency using Cronbach's Alpha Reliability Test. The results yielded excellent reliability coefficients of 0.931 and 0.956, respectively, leading to the inclusion of all indicators in the final versions, as noted in their published articles.

2.4 Data Gathering Procedure

The researcher conducted the survey onsite or online through Google Forms. Upon retrieving the completed questionnaires and meeting the required sample size, a meticulous process of tallying, tabulating, and organizing the acquired data was carried out.

2.5 Ethical Considerations

Throughout the study, the researcher diligently adhered to ethical guidelines and considerations. Before their participation, every respondent received a thorough explanation and description of the study, including its goals and purposes, as well as their consent for partaking. By doing so, the researcher adhered to Republic Act 10173, commonly referred to as "Data Privacy Act of 2012" prioritizing principles of anonymity, data privacy regulations, and the security of personal information. This assurance provided respondents with confidence that their provided information was handled with the utmost confidentiality. The study also ensured the meticulous practice of proper recognition and citation of research literature throughout the writing process of the study. This commitment to academic integrity was upheld to acknowledge and respect the contributions of existing research in the field.

2.6 Data Analysis

The data gathered were cleansed, tabulated, and analyzed descriptively and inferentially.

3.0 Results and Discussion

3.1 Policy Implementation Level of Republic Act 11032 As Assessed by Respondents

In terms of Citizen's Charter Provisions

Table 1. Descriptive statistics of Policy Implementation Level of RA 11032 in terms of Citizen's Charter Provisions

INDICATORS The Citizen's Charter...	Personnel		Concessionaires		Composite	
	Mean	Interp.	Mean	Interp.	Mean	Interp.
1. Is posted at the office's main entrance or at the most conspicuous place.	3.79	FI	3.41	FI	3.60	FI
2. Is posted in the form of published materials written either in English or Filipino.	3.85	FI	3.36	FI	3.61	FI
3. Contains the Vision of the institution.	3.87	FI	3.58	FI	3.72	FI
4. Contains the Mission of the institution.	3.82	FI	3.62	FI	3.72	FI
5. Contains the objectives of the institution.	3.85	FI	3.58	FI	3.72	FI
6. Contains the core values of the institution.	3.84	FI	3.61	FI	3.72	FI
7. Enumerates the comprehensive checklist of requirements needed for each type of request.	3.79	FI	3.55	FI	3.67	FI
8. Enumerates the uniform checklist of requirements needed for each type of request.	3.79	FI	3.56	FI	3.67	FI
9. Enumerates the step-by-step procedure to obtain a particular service.	3.87	FI	3.55	FI	3.71	FI
10. Determines the person responsible at each step.	3.87	FI	3.54	FI	3.71	FI
11. Determines the maximum time to conclude the process.	3.82	FI	3.54	FI	3.68	FI
12. Enumerates the documents to be present by the requesting party if necessary.	3.80	FI	3.51	FI	3.66	FI
13. Determines the amount of fees needed if necessary.	3.87	FI	3.52	FI	3.69	FI
14. Determines the procedure for filing a complaint.	3.84	FI	3.52	FI	3.68	FI
General Assessment	3.83	FI	3.53	FI	3.68	FI

Legend: 3.25 – 4.00 Strongly Agree – Fully Implemented (FI) 2.50 – 3.24 Agree – Implemented (I) 1.75 – 2.49 Disagree – Partially Implemented (PI) 1.00-1.74 Strongly Disagree – Not Implemented (NI)

As shown in Table 1, the Citizen's Charter Provisions under the Policy Implementation level of Republic Act 11032 were Fully Implemented (General Assessment = 3.68; Personnel, $\sigma = 0.28$; Concessionaire, $\sigma = 0.45$). The indicators "Contains the Vision of the institution", "Contains the Mission of the institution", "Contains the objectives of the institution", and "Contains the core values of the institution" garnered the highest composite mean of 3.72, verbally interpreted as Fully Implemented, while the indicator "CC is posted at the main entrance of the office or the most conspicuous place" had the lowest mean of 3.60, verbally interpreted as Fully Implemented as well.

The results imply a strong affirmative view and agreement among respondents of Calamba Water District regarding its commendable adherence to regulatory standards. These findings propose that Calamba Water District is generally achieving proficiency in implementation in terms of communication effectiveness, with positive feedback on the content, language, and clarity of its Citizen's Charter. The variations in opinions are generally moderate, suggesting that while there is consensus on positive aspects, however, there may be some room for improvement in certain areas. Given the organization's extensive range of services, it becomes necessary for clients to step back to locate the specific service they wish to avail.

This was in line with the directive, "Public Office is Public Trust" outlined in the Good Governance Act (Republic Act 6713) Rule III, Section 4, which emphasized that every department, office, or agency needed to create a service guide or an equivalent functional document as mentioned in the study of Ndukwe and Patricia (2021). This guide was expected to undergo regular updates and be made accessible to the public engaging in transactions with the respective entity. Additionally, the legislation emphasized the importance of transparency by requiring the display of workflow charts delineating procedures or document flow in prominent locations within the department, office, or agency. This provision served to inform and guide all stakeholders involved in the processes, aligning with the overarching goal of promoting accountability and clarity in public service operations.

Moreover, the studies of Rajakuruna et al. (2022), Sikwese et al. (2021), and Choradia (2021) gave support to this notion. The common theme across these three studies underscored the success of adopting a CC along with additional interventions in enhancing service provision and customer satisfaction. Rajakuruna et al. (2022) found improvements in file compliance, reduced average visits, and increased satisfaction in each office. Furthermore, Choradia (2021) emphasized the crucial role of customer service policies, outlining steps for creating effective

guidelines that contribute to overall customer satisfaction and business success. Similarly, Sikwese et al. (2021) highlighted the significance of the Citizen's Charter in fostering transparency and accountability, leading to streamlined processes, faster service delivery, and increased satisfaction among service users. Overall, these studies emphasized the positive impact of structured policies and charters in improving service quality and customer experiences.

In terms of Government Access through Frontline Services

As depicted in Table 2, Government Access through Frontline Services under the Policy Implementation level of Republic Act 11032 was Fully Implemented (General Assessment = 3.51; Personnel σ = 0.38; Concessionaire σ = 0.58) in Calamba Water District. "There is an alternate signatory if the authorized signatory is on official business" indicator obtained the highest mean of 3.62, verbally interpreted as Fully Implemented. Conversely, "The processing time prescribed by the CC is not longer than three working days for simple transactions" indicator held the lowest mean of 3.36, still interpreted as Fully Implemented.

Table 2. Descriptive statistics of Policy Implementation Level of RA 11032 in terms of Government Access Through Frontline Services

Indicators	Personnel		Concessionaires		Composite	
	Mean	Interp.	Mean	Interp.	Mean	Interp
The Citizen's Charter...						
1. The employees accept the written request of the requesting party.	3.74	FI	3.36	FI	3.55	FI
2. The receiving officer performs a preliminary assessment of the request to ensure more expeditious action.	3.75	FI	3.37	FI	3.56	FI
3. The receiving officer assigns a unique identification number to each request.	3.70	FI	3.30	FI	3.50	FI
4. The receiving officer issues an acknowledgment receipt of the request.	3.72	FI	3.29	FI	3.51	FI
5. All requests submitted are acted upon by the assigned officer within the prescribed processing time in the CC.	3.61	FI	3.32	FI	3.47	FI
6. The processing time prescribed by the CC is not longer than 3 working days for simple transactions.	3.59	FI	3.13	I	3.36	FI
7. The processing time prescribed by the CC is not longer than 7 working days for complex transactions.	3.62	FI	3.24	I	3.43	FI
8. The processing time prescribed for highly technical transactions is not longer than 20 working days.	3.62	FI	3.35	FI	3.49	FI
9. The maximum time prescribed is extended only once for the same number of days prescribed in CC.	3.70	FI	3.35	FI	3.53	FI
10. The notification bears the signature of the requesting party that serves as proof of notice.	3.69	FI	3.30	FI	3.50	FI
11. No request is being returned to the requesting party without appropriate action.	3.75	FI	3.27	FI	3.51	FI
12. Signatories in any documents are limited on three (3) signatures.	3.70	FI	3.38	FI	3.54	FI
13. There is an alternate signatory if the authorized signatory is on official business.	3.80	FI	3.43	FI	3.62	FI
14. The offices are attended at all times even during lunch break.	3.72	FI	3.24	FI	3.48	FI
General Assessment	3.70	FI	3.31	FI	3.51	FI

Legend: 3.25 – 4.00 Strongly Agree – Fully Implemented (FI) 2.50 – 3.24 Agree – Implemented (I) 1.75 – 2.49 Disagree – Partially Implemented (PI) 1.00-1.74 Strongly Disagree – Not Implemented (NI)

The results imply the successful implementation of Republic Act policies governing access through frontline services, showcasing the efficient adherence to standards within the frontline service system of Calamba Water District. Commercial Department Personnel consistently offer efficient processes, where the public easily accesses information, submits documents, and receives timely responses, while external stakeholders benefit from clear guidelines and processing times. The Servicing Section of the Customer Care Division ensures the smooth handling of client requests for systematic interactions. While generally streamlined, variability in responses suggests potential inconsistencies in implementation across concessionaire perceptions. Their assessments highlight processing time discrepancies, likely due to operational and procedural challenges, making operational analysis and continuous monitoring crucial for maintaining high service delivery standards at Calamba Water District.

Affirming this statement, the study of Medina-Guce et al. (2019) underscored the importance of the Anti-Red Tape Act in promoting integrity, accountability, and efficient administration, emphasizing the need for transparency in public service interactions. They advocated for streamlined programs to eliminate bureaucracy and enhance government-citizen interactions, particularly focusing on the efficiency of frontline service delivery. This also

aligned with Petridou and Mintrom's (2020) concept of street-level bureaucrats as policy entrepreneurs who interpreted and adapted policies to address ambiguities, playing a critical role in successful implementation. Intermediaries, bridging policy, managerial, and frontline actors, were highlighted as essential for effective governance and service delivery, emphasizing the interconnectedness of policy design and diverse actors in achieving these goals.

Considering this, however, frontline personnel noted confrontational behavior of certain customers, particularly expressing dissatisfaction with slow processing times or outcomes, often exhibiting rudeness and demanding priority. Educated customers and seniors were identified as more assertive, impacting their approach to service delivery. It becomes apparent that Frontline employees are primarily concerned about the continuous effort required to meet Republic Act 11032 standards, lacking corresponding support and welfare systems despite client complaint avenues. Suggestions from front liners include considering employee motivation and satisfaction in Act provisions or monitoring mechanisms, as proposed by Agbanero (2023) in their research.

In terms of the Report Card Survey

Table 3. Descriptive statistics of Policy Implementation Level of RA 11032 in terms of the Report Card Survey

Indicators The Citizen's Charter...	Personnel		Concessionaires		Composite	
	Mean	Interp.	Mean	Interp.	Mean	Interp.
1. The Citizen's Charter (CC) contains service commitments on transaction steps.	3.75	FI	3.55	FI	3.65	FI
2. The CC contains the cost that can be incurred at each service in the institution.	3.75	FI	3.57	FI	3.66	FI
3. The CC contains the time to be concluded in each step of the institution's services.	3.80	FI	3.57	FI	3.69	FI
4. There is no hidden cost that is charged to the requesting party.	3.17	I	3.04	I	3.11	I
5. There is an anti-fixing campaign located in the vicinity.	3.75	FI	3.50	FI	3.63	FI
6. There is an anti-red tape campaign poster.	3.75	FI	3.69	FI	3.72	FI
7. There is no fixer in the institution.	3.36	FI	3.35	FI	3.36	FI
8. There is no individual offering to facilitate transactions in exchange of money.	3.12	I	2.95	I	3.04	I
9. No Noon Break Policy is observed.	3.80	FI	3.47	FI	3.64	FI
10. There is a Public Assistance and Complaint Desk.	3.85	FI	3.66	FI	3.76	FI
11. The employees wear their identification cards.	3.74	FI	3.27	FI	3.51	FI
12. The requesting party is satisfied on the services that the institution provides.	3.70	FI	3.40	FI	3.55	FI
General Assessment	3.63	FI	3.43	FI	3.53	FI

Legend: 3.25 – 4.00 Strongly Agree – Fully Implemented (FI) 2.50 – 3.24 Agree – Implemented (I) 1.75 – 2.49 Disagree – Partially Implemented (PI) 1.00-1.74 Strongly Disagree – Not Implemented (NI)

As shown in Table 3, the Report Card Survey under Policy Implementation of Republic Act 11032 was Fully Implemented (General Assessment = 3.53; Personnel σ = 0.31; Concessionaire σ = 0.36) in Calamba Water District. Delving deeper, the specific indicator "There is a Public Assistance Complaint Desk" achieved the highest composite mean score of 3.76, denoting an interpretation of Fully Implemented. In contrast, the indicator "There is no individual offering to facilitate transaction in exchange of money" received the lowest composite mean rating of 3.04, signaling an Implemented interpretation.

The results imply that proficient performance measurement practices demonstrated by Calamba Water District are apparent, indicating that the institution is effectively advancing in its execution of the Report Card Survey. Both personnel and concessionaires acknowledge strong communication practices evident in the integration of service commitments, costs, and timeframes in the Citizen's Charter. Anti-fixing and anti-red tape campaigns, alongside initiatives like the No Noon Break Policy and Public Assistance and Complaint Desk, underscore a commitment to fair and efficient services. This suggests a beneficial impact on public perception and trust in the institution. However, challenges persist, particularly in acknowledging hidden costs and navigating diverse perceptions of both groups of respondents surrounding the existence of solicitations within transactions. Enhancing transparency through measures such as updating costs in the Citizen's Charter, conducting regular audits, establishing feedback mechanisms, and staff training can bridge communication gaps.

This further emphasized what Kramer (2022) highlighted in his research, indicating that the Report Card Survey (RCS) was a valuable instrument for government officials in gauging public service feedback, allowing them to identify gaps and shortcomings in service delivery and make necessary corrections. Moreover, the results coincided with the findings and recommendations made by Brillantes and Lorenzo (2023) where they mentioned how the CC which was one of the components evaluated in the RCS proved instrumental in simplifying business transactions, earning high marks from customers. It not only facilitated citizen participation in decision-making through feedback channels but also helped in combating issues like bureaucracy, inefficiency, and corruption. However, it should be highlighted that challenges in monitoring and implementing the law highlight the need for capacity-building, skills, and knowledge based on public ethics among those responsible for bringing about changes in processes and procedures, emphasizing that compliance alone did not ensure effective implementation.

This was incited by Del Mundo (2022), as certain frontline staff have conveyed that despite being aware of undergoing RCS reviews, they often lacked pertinent information regarding the results of these reviews. This absence of information, which was valuable for enhancing efficiency, was noted. In addressing this concern, the Civil Service Commission (CSC) had stated that RCS review results were dispatched to the respective subject agencies, alongside other means of public dissemination. However, it was observed that this information from the CSC was primarily reaching the top management of agencies and is rarely cascaded down to the frontline offices. This scenario underscored the necessity to reassess how information regarding RCS results and CSC recommendations was communicated throughout the bureaucracy. Based on their findings, occurrences of individuals facilitating transactions for money could prompt the institution to strengthen its monitoring mechanisms and educate personnel further.

In terms of the Zero Contact Policy

Table 4. Descriptive statistics of Policy Implementation Level of RA 11032 in terms of the Zero Contact Policy

Indicators	Personnel		Concessionaires		Composite	
	Mean	Interp.	Mean	Interp.	Mean	Interp.
The Citizen's Charter...						
1. Zero Contact Policy is implemented in the institution.	3.48	FI	3.39	FI	3.44	FI
2. A Zero Contact Policy is observed in the institution.	3.34	FI	3.39	FI	3.37	FI
3. The processor has no direct contact with the requesting party.	3.44	FI	3.42	FI	3.43	FI
4. Preliminary assessment of the request and evaluation of the sufficiency is the only time when direct contact can be observed.	3.52	FI	3.45	FI	3.49	FI
5. The institution is presently using a system to ease its transactions.	3.56	FI	3.35	FI	3.46	FI
General Assessment	3.47	FI	3.40	FI	3.44	FI

Legend: 3.25 – 4.00 Strongly Agree – Fully Implemented (FI) 2.50 – 3.24 Agree – Implemented (I) 1.75 – 2.49 Disagree – Partially Implemented (PI) 1.00-1.74 Strongly Disagree – Not Implemented (NI)

As shown in Table 4, the Zero Contact Policy under the Policy Implementation level of Republic Act 11032 was Fully Implemented (General Assessment = 3.44; Personnel σ = 0.69; Concessionaire σ = 0.54) in Calamba Water District. The indicator “Preliminary assessment of the request and evaluation of the sufficiency is the only time when direct contact can be observed” had the highest mean of 3.49 interpreted as Fully Implemented, whereas the indicator “Zero Contact Policy is observed in the institution” had the lowest mean of 3.37 but also interpreted as Fully Implemented.

The findings demonstrate a widespread agreement among both personnel and concessionaires at Calamba Water District regarding the effective implementation of the Zero Contact Policy of Republic Act 11032. This reflects a commitment to reducing direct contact and aligning with policy principles. The data scores signify the successful execution of the Zero Contact Policy in Calamba Water District by its frontline staff. While subtle variations in perceptions hint at areas for potential improvement, they do not diminish the overall positive evaluation of CWD's dedication towards minimal-to-contactless practices when transacting with the public.

Building upon this perspective, an article by Miranda (2021) delved into the practical implementation of a zero-contact policy by the local government in Cagayan De Oro City. Amid the COVID-19 pandemic, the municipality has addressed certain challenges brought about through the issuance and implementation of ordinances advocating electronic submissions for applications, requests, and payments to reduce physical interactions. This aligned seamlessly with national amendments focused on improving the business environment, prioritizing efficiency and transparency. Noteworthy was the discerning protocol that selectively exempted certain

transactions requiring in-person interactions, striking a nuanced balance. This local ordinance, in harmony with a joint memorandum circular in the city, actively contributed to the overarching goals of Republic Act 11032 by bringing efficiency to government service delivery.

Calamba Water District is reinforcing its adherence to the Zero Contact Policy by developing comprehensive rules for online acceptance and processing of new water service applications. This initiative, alongside adopting an Information System Strategic Plan (ISSP) for its Management Information System (MIS), reflects CWD's commitment to aligning information systems with broader computerization goals. The ISSP enhances data management and decision-making, crucial for implementing the Zero Contact Policy efficiently. Clear guidelines aim to ensure a smooth transition to electronic submissions, promoting efficiency and transparency in line with national reforms. Implementing secure digital channels for communication, applications, and payments will not only adhere to the zero-contact paradigm but also enhance customer experience.

3.2 Difference Between the Assessments of the CWD Commercial Department Personnel and Concessionaires as to the Policy Implementation of RA 11032

Table 5. Test of Difference between the assessments of the Commercial Department Personnel and Concessionaires

Variables	t-test	p-value	Remarks	Decision
Citizen's Charter Provisions	6.945	.000	Significant	Reject H_{01}
Government Access through Frontline Services	6.729	.000	Significant	Reject H_{01}
Report Card Survey	5.834	.000	Significant	Reject H_{01}
Zero Contact Policy	.879	.380	Not Significant	Accept H_{01}

There was a significant difference between the assessments of the CWD Commercial Department personnel and concessionaires as to the policy implementation level of Republic Act 11032 in terms of the three key areas of Citizen's Charter Provisions, Government Access through Frontline Services, and Report Card Survey (see Table 5). The probability values of .000, .000, and .000 were less than the level of significance at .05, thus rejecting the null hypothesis. This suggests that there is a notable variance in perceptions between these two groups. To address this, CWD may enhance communication channels and training for Commercial Department personnel and concessionaires through regular workshops and feedback sessions, ensuring clarity on Citizen's Charter provisions for better alignment of expectations.

The inference of reinforcing communication and training programs aligned with established principles in public service delivery and policy implementation, as highlighted in research synthesized by Barwick et al. (2023). In their study, key themes for successful intervention implementation included process evaluation, securing support from the community and stakeholders, and efficient pre-innovation staff training. These findings underscored the pivotal role of effective communication and training programs as integral components in facilitating successful policy implementation.

Furthermore, Malonosan (2021) highlighted the widespread leadership failure in the Philippine system for implementing policies. Effective leadership was identified as essential for restructuring political mandates, resources, structures, and programs. Constant leadership was advised to ensure implementation success, emphasizing fixed-term posts for senior government department personnel to encourage stability and develop solid connections. The inclusion of communication in policy formulation and execution was stressed, emphasizing its role in facilitating effective implementation by addressing the lack of feedback systems involving legislators and frontliners.

As emphasized by Selepe (2023), policy implementation and hindrances often occurred at the frontlines of service delivery and community participation, away from the policy-making center. Effective implementation requires appropriate evaluation, commitment, collaboration (both horizontal and vertical), and leadership. Full comprehension of the policy by all parties involved was also crucial. This literature supported the need for enhanced communication and training programs, emphasizing the role of leadership and community participation in successful policy implementation within public service delivery systems.

Moreover, considering that Government Access through Frontline Services exhibited a significant difference, Calamba Water District should prioritize enhancing and streamlining these services. As a proactive step in this direction, the adoption of the ISSP was previously mentioned (as explained in Table 1.4 on page 86). In a similar context, this resonated with the findings of Biglete (2023) on San Pablo City LGU. Her research underscored the city's need for expertise in computerization and technological advancement, revealing a gap in transitioning to Ease of Doing Business practices. In response, an Action Plan was proposed for San Pablo City, encompassing enhancements to the Business One Stop Shop, the implementation of an Electronic Database, improvements to the Citizen's Charter, alternative payment methods, and benchmarking with other LGUs within Laguna. These actions aimed to address deficiencies and align the city's practices with the core principles of RA 11032.

On the other hand, there was no significant difference between the assessments of CWD Commercial Department personnel and concessionaires regarding the policy implementation level of Republic Act 11032 concerning the Zero Contact Policy, as indicated by a probability value of .380, exceeding the significance level of .05 and accepting the null hypothesis. It can be concluded that there was no significant difference between the assessments of the respondents as to the policy implementation level of Republic Act 11032 in terms of the Zero Contact Policy. This implied that both groups perceived this aspect similarly, indicating that the Zero Contact Policy was generally well-received and understood. Calamba Water District may thus focus on reinforcing efforts related to this policy without major adjustments, leveraging its success to promote seamless and efficient interactions while minimizing contact between personnel and concessionaires.

3.3 Customer Satisfaction on Core Components on the Report Card Survey of ARTA *In terms of Frontline Service Providers*

Table 6. Descriptive statistics of the Level of Customer Satisfaction in terms of Frontline Service Providers

Indicators	Mean	Interp.
1. The frontline service providers show adherence to processing time.	3.38	VS
2. The frontline service providers respond quickly to clients' needs and queries.	3.35	VS
3. The frontline service providers are knowledgeable to the services that the institution offers.	3.37	VS
4. The frontline service providers show other solutions to help solve clients' concerns.	3.34	VS
5. The frontline service providers are proficient in handling clients' needs and queries.	3.35	VS
6. The frontline service providers show a willingness to help clients with their needs.	3.28	VS
7. The frontline service providers deal with clients gently even under pressure.	3.33	VS
8. The frontline service providers portray decency at all times.	3.33	VS
9. The frontline service providers practice impartiality in all dealings with clients.	3.31	VS
10. The frontline service providers convey a professional image.	3.37	VS
General Assessment	3.34	VS

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

The customers of Calamba Water District were Very Satisfied ($\bar{X} = 3.34$; $\sigma = 0.59$) with Frontline Service Providers (see Table 6). Notably, the indicator "The frontline service providers show adherence to processing time" achieved the highest mean score of 3.38, interpreted as a Very Satisfied rating. On the other hand, the indicator "The frontline service providers show willingness to help clients with their needs" received the lowest mean score of 3.28 but was also interpreted as Very Satisfied.

The findings indicate that Calamba Water District customers consistently express strong agreement with the competence of its frontline staff and reliably convey satisfaction with their pivotal role in service provision. It further implies that concessionaires are notably more satisfied when employees are knowledgeable, dependable, and easy to work with, underscoring the importance of these qualities. Commendable satisfaction ratings of staff reflect their efficient processing times and proactive responses to customer needs. Their adept knowledge, flexibility in offering solutions, proficiency in handling needs, willingness to help, and maintaining composure under pressure embody a customer-friendly and professional approach, contributing to overall satisfaction. Maintaining consistent portrayal of decency and professionalism by CWD front liners bolsters positive perceptions to delivering positive experiences despite some variability, which becomes crucial at this juncture.

The findings mentioned align with the views presented by Raman (2022) that consumer satisfaction hinged on the perceived quality of service. The consistent satisfaction expressed by Calamba Water District customers with its frontline service employees correlated with the concept that satisfaction arose when consumers believed they were receiving good service. Notably, the importance attributed to frontline service employees' qualities mentioned above highlighted in the findings, resonated with the understanding that meeting these expectations was crucial for consumer satisfaction. Conversely, Raman underscored the risk of dissatisfaction and potential customer migration to competitors when service expectations were not met.

Furthermore, the substantiating evidence from Gurlek and Uygur (2020) reinforced the pivotal role of frontline workers in service organizations and their profound impact on customer satisfaction. The authors emphasized that these employees prioritized client needs, leading to enhanced service delivery, a sentiment echoed in the commendable satisfaction ratings for Calamba Water District's frontline service. The concept of customer orientation, as described by Gurlek and Uygur, was reflected in the findings, emphasizing the dedication of frontline workers to delivering excellent customer service. This dedication, when coupled with employees' knowledge, dependability, and customer-friendly behaviors, as highlighted in the initial paragraph, contributed significantly to overall customer satisfaction. Additionally, the study by Rane et al. (2023) underscored the substantial impact of the attitude and behavior of service providers on customers' perceptions of a business, emphasizing the frontline workers' role as effective representatives of the company. In essence, these studies aligned with the emphasis on the importance of frontline service providers and the need for consistent and high-quality service delivery to ensure positive customer perceptions and satisfaction.

In light of the challenges faced by the Commercial Department personnel, the observations made by Artusi and Bellini (2021) underscored the pivotal role of frontline employees in shaping customer satisfaction. The faces of service organizations, these employees wielded substantial influence over service quality, particularly when they exhibited a customer-oriented approach. Customer orientation, defined as an individual's dedication to delivering excellent customer service, became a crucial factor in this context. The research suggested that frontline employees who possessed confidence in their abilities tended to showcase higher levels of satisfaction.

Further insights from Jumah and Nthiga (2022) enriched the understanding of the dynamics at play. Their investigation delved into the factors influencing the customer-oriented behavior of front-line employees across diverse service settings. Their study underscored the significance of both willingness (engagement and a positive attitude) and ability (confidence in skills) in delivering high-quality customer service. Notably, outstanding customer service required employees who were not only willing to engage positively but also possessed the necessary capabilities and confidence. The interplay between these two factors was highlighted.

In terms of Service Quality

Table 7. Descriptive statistics of the Level of Customer Satisfaction in terms of Service Quality

Indicators	Mean	Interp.
1. Service is delivered with efficiency.	3.78	VS
2. Service is convenient to everyone when needed.	3.82	VS
3. Processing of requests is done manually.	2.52	S
4. Clients' requests/services were done accurately.	3.26	VS
5. Service was assured to be fast and reliable.	3.72	VS
6. Service output was hurriedly completed.	3.12	S
7. Total service experience was said to be warm.	3.80	VS
8. Service output was well executed.	3.21	S
9. Service output was different from what I expected.	3.49	VS
10. Service is exact and free from error.	3.79	VS
General Assessment	3.45	VS

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

As shown in Table 7, the customers of Calamba Water District were Very Satisfied ($\bar{X} = 3.45$; $\sigma = 0.24$) with Service Quality. The indicator "Service is convenient to everyone when needed" had the highest mean of 3.82, verbally interpreted as Very Satisfied, while the indicator "Processing of requests is done manually" had the lowest mean of 2.52 and verbally interpreted as Satisfied.

The data gathered reflect a strong agreement and overall satisfaction among respondents regarding the service quality offered by Calamba Water District. This implies confidence in meeting customer needs as they perceive service provided as efficient, convenient, accurate, fast, reliable, and well-executed, contributing to a warm and positive overall service experience. Despite this, there are areas identified for potential improvement. Manual processing, such as recording payments and customer requests, poses a risk of errors, leading to occasional discrepancies in system records. Moreover, challenges arise from adapting and familiarizing with new online payment methods like GCash and the Landbank LinkBiz portal, further complicating the service landscape. Addressing these issues is crucial for enhancing service performance quality and maintaining a positive customer experience.

In light of this, the identified challenges mentioned aligned with the insight from Acharya (2021) which underscored the critical role of institutional trust in municipal services, emphasizing that responsiveness and friendliness of officials significantly impact service quality. Addressing the manual processing issues enhanced these qualities and contributed to building trust with the public. Similarly, Biswas and Roy (2020) stressed the intrinsic link between service quality and government performance. Quality service provision held great significance for democratic states and nations with decentralized systems. By improving service efficiency and accuracy, the organization gleaned valuable insights into management, priorities, and resource allocation, ultimately boosting confidence in public institutions.

Moreover, Kobero and Swallehe (2022) highlighted the responsibility of public sector firms to deliver excellence in services. Poor service quality could result in customer dissatisfaction and potential loss of trust. The identified manual processing challenges, if left unaddressed, could contribute to a negative customer experience, and hinder the organization's long-term reputation. Lastly, Mosimanegape et al. (2020) emphasized the importance of service quality dimensions in influencing customer satisfaction. Waiting time, a crucial component, could be improved through streamlined processes. Addressing the manual processing inefficiencies aligned with offering top-notch services and positively impacted customer satisfaction, as reiterated by Beyene (2019). Therefore, implementing changes to enhance service quality aligned with the broader literature on customer satisfaction and public service excellence.

In terms of Physical Set Up

Table 8. Descriptive statistics of the Level of Customer Satisfaction in terms of Physical Setup

Indicators	Mean	Interp.
1. The office is clean.	3.48	VS
2. The place is safe for transacting clients.	2.57	S
3. Signages are commonly seen.	2.59	S
4. The institution has proper air circulation and ventilation in its premises.	3.50	VS
5. Office space is very much limited.	2.73	S
6. The institution has an accessible service place.	3.45	VS
7. The institution has visible emergency and exit plans for the transacting public.	3.45	VS
8. The office appeared neat and tidy.	3.13	S
9. The total institution setup is said to be appealing.	3.43	VS
10. Service flowcharts are noticeable to the public.	3.43	VS
General Assessment	3.18	S

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

The customers of Calamba Water District were Satisfied ($\bar{X} = 3.18$; $\sigma = 0.32$) with Physical Set Up. Notably, the indicator "The office is clean" attained the highest mean of 3.48, indicating an interpretation of Very Satisfied. In contrast, the indicator "The place is safe for transacting clients" recorded the lowest mean of 2.57, warranting an interpretation of Satisfied. The organization's commitment and effort in maintaining a visually appealing and hygienic environment are commended, enhancing overall customer impressions. However, concerns arise regarding security measures and signage clarity. Customers encounter difficulty navigating the premises due to insufficient signage and express unease over inadequate security measures and poorly lit areas, highlighting the need for enhanced safety features to alleviate discomfort and enhance transactional security. Additionally, challenges in navigation due to insufficient signage are apparent, prompting suggestions for clearer and more

visible signage to facilitate smoother transactions and minimize confusion. In summary, these results imply a need for Calamba Water District to prioritize measures to address safety concerns, optimize space utilization, and enhance the visual appeal and functionality of its physical setup to better meet the needs and expectations of its concessionaires.

This closely corresponded with Cetinsoz's (2019) findings, where the physical environment of the restaurant industry emerged as a pivotal factor influencing not only financial performance but also customers' inclination for repeat purchases and overall satisfaction. In the competitive service industry landscape, delivering high-quality service was paramount. Consumers relied on the tangible aspects of the restaurant's physical setup as a reliable indicator for evaluating both concrete and abstract facets of service delivery. Given its significance in the restaurant business, effective management dictated constant planning and the creation of a distinctive image to set the business apart from competitors. The ongoing evolution of the restaurant's ambiance, through various styles of signages, decoration, or music, was essential for maintaining a fresh and appealing atmosphere. The study underscored the profound impact of the physical environment on customer satisfaction and loyalty as customers were drawn to restaurants not only for food and drink but also for the unique and comfortable physical environment. This ambiance influenced customers' emotions, impacting their satisfaction and fostering behavioral loyalty.

In the realm of the retail industry, this also resonated with the insights of Rathnasiri and De Silva (2023) which delved into the connection between a store's physical environment and customer behavioral inclinations, specifically focusing on satisfaction. The findings underscored a significant correlation, emphasizing the pivotal role of the store's ambiance in shaping customer behaviors. The study suggested practical strategies for optimizing the store environment, such as facilitating visibility and access to goods, strategically placing seasonal items, and employing attractive colors and packaging. Emphasizing cleanliness, brightness, and vertical display efficiency, the study highlighted the importance of aligning supply and decoration with customer tastes. Furthermore, the use of standard quality products not only signaled a commitment to quality but also encouraged additional purchases. These findings resonated with the broader understanding that a well-managed physical environment was pivotal in influencing customer satisfaction and subsequent behavioral patterns.

In terms of Basic Facilities

Table 9. Descriptive statistics of the Level of Customer Satisfaction in terms of Basic Facilities

Indicators	Mean	Interp.
1. The institution is equipped with facilities right for the job.	3.78	VS
2. Office equipment is functional.	2.78	S
3. Outdated equipment like typewriters is no longer utilized.	3.34	VS
4. Reading materials are available for waiting clients.	3.47	VS
5. There are seats provided for waiting clients.	2.73	S
6. Ramps are provided for differently-abled persons.	3.80	VS
7. There are express/special lanes for the elderly, persons with disability (PWD), and pregnant women.	2.73	S
8. Queuing machines are seen and functional.	3.56	VS
9. Comfort rooms are clean and available for public use.	3.77	VS
1. The institution is equipped with facilities right for the job.	3.78	VS
General Assessment	3.22	S

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

As shown in Table 9, the customers of Calamba Water District were Satisfied ($\bar{X} = 3.22$; $\sigma = 0.23$) with Basic Facilities. The indicator "Ramps are provided for differently abled persons" achieved the highest mean of 3.80, signifying Very Satisfied, while the indicator "Communication lines like telephones are functional" received the lowest mean of 2.23, interpreted as Dissatisfied.

Overall, the findings imply that the concessionaires of Calamba Water District express satisfaction with available basic facilities, reflecting commendable efforts to cater to diverse client needs and enhance the overall customer experience through inclusive infrastructure. However, a significant concern arises regarding the front office layout, particularly the positioning of the ramp behind the parking area, which poses accessibility challenges for

disabled clients when parking spaces are occupied. Additionally, reliability issues with communication channels, such as malfunctioning or unattended telephones, have the potential to hinder customer reach and affect service perception. Addressing these concerns, such as enhancing communication lines and ensuring equipment functionality, is crucial to improving overall satisfaction. Moreover, fostering inclusivity through dedicated and visible express lanes shows promise in enhancing customer experience at Calamba Water District.

The findings of Maharani et al. (2020) supported the implications of this particular subvariable. They mentioned that the emphasis on the completeness of facilities as a crucial factor influencing customer satisfaction resonates with the commendable efforts of the organization to cater to diverse clients. Their study reinforced the notion that the physical evidence of a facility played a pivotal role in achieving customer satisfaction. The greater completeness of facilities offered by an institution leads to increased feelings of happiness and comfort among customers, consequently fostering satisfaction through enhanced convenience and comfort.

Moreover, they highlighted the correlation between facilities and customer satisfaction, as deduced from the results of their hypothesis test, underscored a direct and significant relationship between the facility and overall customer satisfaction. Facilities encompass everything that facilitates consumer satisfaction. Given that the nature of service was intangible, lacking visibility, smell, or touch, the physical appearance of facilities assumed paramount importance as a gauge of service quality. Customers relied on their sense of sight to evaluate the facilities provided by a particular company, and the perception formed through the interaction between customers and facilities significantly shaped the overall quality of service.

This inference found support in the findings of Sinaga et al. (2022) wherein facilities played a crucial role in consumer activities, encompassing conditions, completeness, interior and exterior design, and cleanliness. These aspects, particularly those directly experienced by consumers, profoundly impacted their perception of a service. The atmosphere created by relevant facilities influences customer perception. Physical resources, such as seating, air conditioning, and restroom facilities, must be in place before offering a service. Their research setting at Hotel Platinum Rantauprapat confirmed the substantial influence of facilities on customer satisfaction, indicating that poor facilities lead to lower satisfaction, while improved facilities elevate satisfaction levels.

3.4 Relationship Between Implementation Level of RA 11032 and Customer Satisfaction Level

Table 10. Correlation analysis between the Policy Implementation Level of RA 11032 and the Customer Satisfaction Level

Core Components	Customer Satisfaction	r value	p-value	Remarks	Decision
Citizen's Charter Provisions	Frontline Service Providers	.363**	.000	Significant	Reject H ₀₂
	Service Quality	.130*	.012	Significant	Reject H ₀₂
	Physical Set Up	.304**	.000	Significant	Reject H ₀₂
	Basic Facilities	.084	.449	Not Significant	Accept H ₀₂
Government Access through Frontline Services	Frontline Service Providers	.180**	.001	Significant	Reject H ₀₂
	Service Quality	.196**	.000	Significant	Reject H ₀₂
	Physical Set Up	.199**	.000	Significant	Reject H ₀₂
	Basic Facilities	.043	.894	Not Significant	Accept H ₀₂
Report Card Survey	Frontline Service Providers	.410**	.000	Significant	Reject H ₀₂
	Service Quality	.276**	.000	Significant	Reject H ₀₂
	Physical Set Up	.394**	.000	Significant	Reject H ₀₂
	Basic Facilities	.193**	.000	Significant	Reject H ₀₂
Zero Contact Policy	Frontline Service Providers	.440**	.000	Significant	Reject H ₀₂
	Service Quality	.241**	.000	Significant	Reject H ₀₂
	Physical Set Up	.420**	.000	Significant	Reject H ₀₂
	Basic Facilities	.020	.855	Not Significant	Accept H ₀₂

Table 10 shows that there was a significant relationship between the implementation level of Republic Act 11032 and customer satisfaction level among Calamba Water District concessionaires except Citizen's Charter Provisions and Basic Facilities, Government Access through Frontline Services and Basic Facilities, and Zero Contact Policy and Basic Facilities. The probability values of .000, .012, .000, .001, .000, .000, .000, .000, .000, .000, .000, and .000 were less than the level of significance at .05, thus the null hypothesis was rejected. The computed r-values of .363, .130, .304, .180, .196, .199, .410, .276, .394, .193, .440, .241, and .420 ranged between .130 to .490. This indicated a low positive to moderately positive correlation. On the other hand, there was no significant relationship between Citizen's Charter Provisions and Basic Facilities, Government Access through Frontline services and Basic

Facilities, and Zero Contact Policy and Basic Facilities. The probability values of .449, .849, and .855 were greater than the level of significance at .05, thus accepting the null hypothesis.

The aforementioned findings indicate that an increase in the implementation of Republic Act 11032 by Calamba Water District leads to a corresponding increase in the satisfaction of its concessionaires, except specific areas, as reiterated above. This information is crucial for policymakers and CWD management to understand which aspects of the implementation are directly influencing customer satisfaction and which areas may need further attention. It implies that there is a need for a policy focus as the results highlight the significance of the specific policy components of the Act such as Citizen's Charter Provisions, Government Access through Frontline Services, Report Card Survey, and Zero Contact Policy in influencing customer satisfaction. Policymakers should focus on strengthening these aspects to enhance overall customer experience and satisfaction.

Moreover, the results highlighted instances where no significant relationship exists, such as the lack of correlation between Basic Facilities and Citizen's Charter Provisions, Government Access through Frontline Services, as well as Zero Contact Policy. This could be due to customers prioritizing other aspects of service delivery outlined in the Act over Basic Facilities. Importantly, this suggested that while these elements may not directly influence customer satisfaction, they should not be dismissed or overlooked. Conducting additional qualitative research became imperative to comprehend customer expectations regarding basic facilities and uncover any underlying issues that might not have surfaced in the quantitative analysis of this research. Moreover, engaging with customers through surveys or focus group discussions was strongly recommended to gather qualitative insights into their expectations. These results underscored the need for a nuanced approach to policy implementation, considering the distinctive aspects of each construct.

In concordance with these findings, parallels could be drawn to the insights offered by Talavera (2022) in their quantitative analysis. As they expounded, not all facets of the Integrated ARTA Program exert an equal influence on customer satisfaction. Those components that bore greater significance were those with a more instant effect on the provision of frontline services. Concerning program outcomes, the implementation of Republic Act 11032 through the Integrated ARTA program demonstrated effectiveness in augmenting the efficiency of government services, thereby contributing to heightened client satisfaction with their frontline service experience. Their findings underscored the necessity for a discerning approach to policy implementation, prioritizing components that directly shape client satisfaction and service efficiency.

Further reinforcing these observations, an analysis by NEDA (2019) aligned with the findings by emphasizing key factors that contributed to the efficiency goals of programs such as ARTA and the Ease of Doing Business Act. The consistent factors identified included initiatives at the agency level and prioritization of leadership in management. The mutual relationship between these facilitating factors was apparent; when compliance with ARTA became a priority for management and leadership, it aligned the goals and actions of all units and staff within an office. Resource allocation in terms of manpower, infrastructure, personnel training, and other innovations were all impacted by leadership and management prioritization. However, a cautionary note was raised regarding the potential risk of overemphasizing leadership and management efforts, as observed in various national and local policies in the Philippines. This emphasized the importance of necessary commitment-building efforts from top to bottom to sustain and institutionalize the positive impacts of policy initiatives over time.

In light of these findings, the application of the theory of New Public Management (NPM) which was one of the guiding frameworks in the study, was recommended to enhance the efficiency and effectiveness of public service delivery. As discussed by Saldaen et al. (2021), NPM principles, which emphasized performance measurement, results-oriented approaches, and a customer-focused perspective, aligned with the identified factors influencing client satisfaction and program outcomes. The theory outlined principles such as decentralization, customer focus, and performance measurement, all of which were relevant to the goal of strengthening frontline services. By adopting NPM, government agencies could strategically prioritize components that directly shape client satisfaction and service efficiency, as highlighted by the literature cited above. This theory provided a framework for fostering leadership and management prioritization, encouraging innovation, and ensuring sustained commitment and institutionalization of positive policy impacts. Integrating NPM principles into the

implementation of Republic Act 11032 through the Integrated ARTA program could contribute to achieving the efficiency goals and long-term success of the initiative in Calamba Water District.

3.5 Proposed Action Plan

An action plan (Table 11) was devised to boost customer satisfaction at Calamba Water District, focusing on enhanced communication, transparency, and regular monitoring to align with customer expectations and ensure continuous improvement.

Table 11. Proposed Action Plan to enhance Customer Satisfaction on the Policy Implementation of Republic Act 11032

Key Areas	Objectives	Strategies	Frequency	Persons Involved	Fund	Success Indicators
Physical Set-Up	To improve safety and signage visibility for transacting clients	Conduct a comprehensive safety audit and implement protocols or guidelines based on audit findings Invest in clear, well-lit signage throughout the premises, and update based on feedback and changes in layout	Semi-annually	CWD Management, Commercial Department Personnel	Corporate Operating Budget	85% improved safety and signage
Basic Facilities	To upgrade office equipment and communication lines	Assess the current infrastructure and develop a procurement plan to acquire new equipment, prioritizing those with outdated technology or performance issues Implement a queuing strategy to efficiently manage client seating	Annually	Admin and Commercial Department	Corporate Operating Budget	75-80% office equipment upgrade and functional facilities
Citizen's Charter Provisions	To enhance communication and visibility of the CC at various service points	Posting of CC at every service window, provision of printed and shortened versions of CC in those areas Provide a digitized format of the Citizen's Charter near waiting areas and other social platforms	Quarterly	Commercial Department	Department Fund	80% increased visibility and accessibility of the Citizen's Charter
	To sustain awareness and keep customers engaged	Citizen's Charter briefing, seminar on amendments, and orientation	Semi-annually	Public Information Committee, Customer Care Division Staff	Corporate Operating Budget	85% increased customer feedback acknowledging improved awareness
Govt Access through Frontline Services	To streamline service processes and efficient service delivery	Conduct operational analysis, resource allocation, and process monitoring	Quarterly	CWD Management	Corporate Operating Budget	80% reduction in service response time
Report Card Survey	To augment transparency and communication of costs	Conduct regular audits while recurrently updating the Citizen's Charter with cost information and echoing RCS results throughout the organization	Semi-annually	Commercial Department, Admin Department (Procurement)	Corporate Operating Budget	85% reduction in customer complaints related to unclear or unexpected charges

4.0 Conclusion

Based on the presentation of the findings, the subsequent conclusions were drawn:

a) The positive impact of Republic Act 11032 was evident in the perceived advancements in service delivery, information dissemination, and content, as well as the reduction of bureaucratic hurdles, indicating a high level of adherence to the prescribed standards. The existing structured policies and standard practices yielded favorable outcomes, reflecting compliance with transparency requirements. However, subtle variations suggest areas for improvement, such as addressing hidden costs and ensuring consistent processing times. Ongoing initiatives for continual improvement and innovation align seamlessly with state reforms, fostering increased operational efficiency. Overall, the findings underscore the positive impact of structured policies in enhancing service quality and customer satisfaction, aligning with national regulations aimed at efficiency, transparency, and accountability in public service operations.

b) The significant differences observed among the assessments of Citizen's Charter Provisions, Government Access through Frontline Services, and Report Card Survey indicate the need for targeted improvements in communication and service delivery strategies between Commercial Department personnel and concessionaires. This would further align their understanding and expectations, echoing established principles in public service delivery and implementation. Conversely, the absence of significant differences in the Zero Contact Policy assessment indicates a shared understanding and general approval of its current implementation in CWD. This provides an opportunity for Calamba Water District to focus on sustaining and optimizing this policy without major adjustments.

c) Customer satisfaction is more likely when frontline personnel are consistent, empathetic, and willing to resolve and address concerns. While service quality is generally positive, identified issues such as manual processing inefficiencies and occasional inaccuracies present clear improvement opportunities crucial for enhancing efficiency and building institutional trust. Areas receiving lower ratings highlight the importance of addressing specific challenges within each service dimension to enhance overall customer experience. Additionally, the physical setup's cleanliness, signage clarity, and appeal significantly impact customer satisfaction. Insights from the basic facilities assessment underscored the importance of inclusivity and effective communication channels in shaping overall customer satisfaction.

d) There is a substantial association between the implementation level of Republic Act 11032 in Calamba Water District and the satisfaction levels of its concessionaires, highlighting diverse effects within specific policy components. An overall increase in the implementation of Republic Act 11032 corresponds to increased satisfaction among concessionaires, with exceptions observed in specific areas. Non-significant correlations, particularly in Citizen's Charter Provisions and Basic Facilities, Government Access through Frontline Services and Basic Facilities, and Zero Contact Policy and Basic Facilities, underscore the need for a targeted and refined approach to policy implementation. The intricate nature of customer priorities suggests that while individual policy components hold value, their connection with Basic Facilities may not be the primary determinant of overall satisfaction. Nonetheless, it is crucial to recognize the continued importance of this specific construct and not to overlook it.

e) The findings of the study have led to a proposed plan of action involving the implementation of comprehensive strategies aimed at elevating the current service provision standards and policy compliance of Calamba Water District. This plan also focuses on increasing the productivity of frontline employees and nurturing greater confidence among concessionaires.

5.0 Contributions of Authors

The sole author conceptualized and implemented the study.

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7.0 Conflict of Interests

The author declares no conflicts of interest about the publication of this paper.

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