# Prime Human Resource Management Implementation, Work Performance, and Client Satisfaction in the City Government of Calamba

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**Abstract.** In today's government landscape, the need to possess expertise in Human Resource Management (HRM) and adhere to the ideals of meritocracy has become highly significant. PRIME-Human Resource Management plays a crucial role in optimizing staff performance through its holistic approach. It is imperative to conduct a comprehensive study on the complex connection between PRIME-HRM, performance, and customer satisfaction, especially in the specific setting of city government, as exemplified by the case of Calamba. The research investigated the relationships between the level of implementation of PRIME-HRM and the level of work performance, and how work performance, in turn, affected client satisfaction in the City Government of Calamba. Additionally, the study discussed the issues, concerns, and difficulties that hinder meeting the goals of PRIME-HRM implementation, increased work performance, client satisfaction, and retention. A researcher-made and adopted questionnaire was used to collect data from 201 randomly selected respondents. The model was analyzed using the Mean, Four-point Likert Scale, Standard Deviation, and Pearson Product-moment Correlation. The analysis revealed a significant relationship between the level of implementation of PRIME-HRM and Work Performance and no significant relationship between frontline employees' work performance and client satisfaction. Furthermore, the study proposed an action plan to develop, improve, and incorporate more techniques into the ongoing implementation of PRIME-HRM to enhance the current program and increase employee performance and client satisfaction. The strategies and activities like streamlining and establishing and oversight committee were proposed to include more techniques in the ongoing implementation of PRIME-HRM to enhance the current program and increase employee performance and client satisfaction.

**Keywords:** Human resource management; PRIME-HRM; Work performance; Client's satisfaction.

## 1.0 Introduction

In today's complex and interconnected global landscape, governments are tasked to navigate a series of challenges while striving to meet the needs and expectations of their citizens. At the heart of effective and good governance lies the efficient development and implementation of Human Resource Management (HRM) practices and policies, as local governments aim to optimize workforce performance and enhance service delivery. However, around the world, governments face a myriad of challenges in implementing HRM practices. These challenges are often rooted in the complexities of public operations, which involve strict regulations, diversity in the workforce, fiscal and budgetary constraints, and addressing ever-evolving societal needs. Moreover, globalization has increased the level of talent competition, which requires governments to develop strategies to attract and retain competent employees. Additionally, one prominent challenge is the need to balance performance or merit-based recruitment and promotion with political considerations, particularly in democratic countries.

Meanwhile, the Philippine government also faces challenges that significantly affect HRM practices, and consequently, employee performance and client satisfaction. The rapid growth of the population places a never-ending demand on societal needs, bureaucratic red tape, and regulatory hurdles impede the agility of HRM reform efforts. Additionally, inadequate funding for HRM programs and limited access to training and development opportunities limit the government's ability to cultivate a highly skilled and adaptable workforce. Moreover, cultural factors such as hierarchical organizational structures and resistance to change, present additional obstacles to HRM reform efforts and slow down the implementation of HRM innovative initiatives.

The motivation to assess these challenges originates from the need to understand their relationship and its effects on organizational outcomes. As local governments strive for efficiency and excellence, the viewpoints, strategies, and guiding concepts employed in HRM become more apparent. Additionally, in addressing the integrity aspect of good governance, HRM practices play a vital role in managing human resources and shaping the attitudes and beliefs of employees. These practices underscore openness, responsibility, and the continuous development of civil workers, aligning strategically and operationally with the core principles of good governance (Sarnthoy, 2019). These principles, strategically and operationally aligned with the core tenets of good governance, weave a tapestry that defines the ethos of effective governance.

Recognizing this imperative, the City Government of Calamba embraced strategic management, superior HRM practices, and operational efficiency through the implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) in 2015. This holistic initiative combines the Personnel Appraisal Assistance Program (PMAAP) and the CSC Agency Accreditation Program (CSCAAP), to create a robust platform for knowledge sharing and development in government agencies. PRIME-HRM is designed to enhance the capacity of the public sector in the Philippines and encompasses horizontal improvements such as networked, system-defined, integrated, and networked HRM, as outlined in Philippine CSC Memorandum Circular No. 24, 2016.

Despite the increasing adoption of HRM initiatives like PRIME-HRM and its potential influence on work performance and client satisfaction, there remains a notable gap in examining the intricate relationship between these variables, particularly within the context of a city government, as exemplified by the case of Calamba. This research gap not only impedes the understanding of the efficacy of HRM strategies in local government settings but also limits policymakers' and practitioners' ability to implement evidence-based practices that improve internal operational efficiency and client satisfaction. Thus, bridging these gaps in the literature is crucial not just for expanding understanding, but also for guiding strategic decision-making processes and generating tangible gains in service delivery and governance effectiveness in local government settings.

With all the aforementioned considerations, this thesis systematically explored the nuanced relationship of PRIME-HRM, work performance, and client satisfaction. The study sought to delve into how PRIME-HRM practices affected work performance and, reciprocally, how work performance affected client satisfaction. The research provided valuable insights and practical recommendations to improve human resource management practices, thereby enhancing employee performance and client satisfaction within the city government context. The findings were poised to make a substantial contribution to the existing knowledge on PRIME-HRM implementation in public sector organizations, informing strategic decision-making processes for the optimization of service delivery.

Ultimately, this thesis endeavored to contribute to the broader understanding of HR management's effects on organizational success and service delivery optimization. By creating and sustaining a highly qualified and motivated workforce, the city can not only satisfy but genuinely delight its clients, thus enriching the broader body of knowledge on HR management in the process.

## 2.0 Methodology
### 2.1 Research Design
This study used a quantitative research design. As cited in Mohajan (2021), Creswell stated that chemistry and physics in the physical sciences originated quantitative research. Research using this rigorous approach can find intricate patterns and connections between variables, and their conclusions can be more broadly generalized to

include a larger population (Bhandari, 2021). A quantitative study gives a scientifically sound and quantifiable technique for analysis when investigating the correlations among PRIME-HRM implementation, work performance, and client satisfaction.

Furthermore, a descriptive-correlational research methodology was used for this investigation. This strategy focused on elucidating the relationships between variables and identifying probable correlations (Creswell, 2018, as cited in Barairo, 2021). It helped the research to get data on the variables of interest without modifying any variables or altering the natural environment. The research will get more specific information regarding the City Government of Calamba's levels of PRIME-HRM implementation, job performance, and customer satisfaction. Additionally, by examining the connections between these variables, the researcher can investigate possible relationships and correlations.

## 2.2 Research Participants

Participants were composed of 67 frontline employees and 134 clients of the City Government of Calamba. The researcher employed stratified random sampling to select the study respondents. Including frontline employees and clients in the survey enhances its validity and comprehensiveness by providing a more holistic understanding of the research subject. Respondents were selected by meticulously assessing their departmental/office transactions and voluntary agreement to participate in the research.

## 2.3 Research Instrument

Validated researcher-made and adopted survey questionnaires used by Hiwatig (2023) were used in the data gathering. An extensive evaluation of the literature, studies, and similar research was conducted to ensure that the questions included in the questionnaires were relevant to the study's objectives. The first questionnaire was divided into three sections to collect data on distinct areas of the study's objectives. The first section collected demographic data. The second examined the level of PRIME-HRM implementation, and the third part was an adopted questionnaire that focused on work performance.

The second questionnaire was divided into two sections, with the first collecting demographic information and the second determining the level of client satisfaction.
Validation of the Instrument

A panel of research and statistics specialists assessed the survey questionnaire for its suitability and relevance. After thoroughly evaluating their recommendations, the questionnaire underwent revisions and assurances to enhance its comprehensibility. After modifications, the panel employed the CVR Lawshe method to validate the questionnaire's content. They also ensured a CVI average result of 1.00 to ascertain that it sufficiently embodies the measured content domain. After the questionnaire had been completed and validated, a pilot test was undertaken to evaluate its accuracy and utility in collecting data. After pilot testing, corrections and retests were made to address feedback and suggestions. The Cronbach's Alpha was 0.765, 0.824, 0.935, 0.855, 0.913, 0.894, 0.783, and 0.861 in terms of Recruitment Selection Placement, Performance Management, Learning and Development, Rewards and Recognition, Quality, Efficiency, Timeliness, and Client Satisfaction respectively.

## 2.4 Data Gathering Procedure

The permission to conduct the study from the City Government of Calamba was obtained by submitting an official letter to the Local Chief Executive through the City Human Resources and Management Office (CHRMO). Furthermore, the researcher requested assistance from the CHRMO in distributing the survey questionnaire. Respondents were given verified questionnaires, and instructions on how to complete them were provided. The respondents received the questionnaire in plenty of time to complete it. Data were tallied, analyzed, and interpreted after data collection.

## 2.5 Ethical Considerations

This research meticulously followed the ethical guidelines outlined in the LCBA Research Manual to guarantee that the research was carried out with honesty and integrity. The study observed the strictest ethical guidelines and considered each study participant's welfare. Frontline employees and external clients who took part in the survey did so voluntarily and deliberately after receiving enough information about the objectives and potential

outcomes of the study. Respondents' permission was obtained before beginning the study, and the significance of their participation in achieving its objectives was emphasized. All information and data were collected secretively, ensuring they were kept private and secure. The contributions of other experts and authors were properly acknowledged through citation and reference. Additionally, this research strictly adhered to the regulations under the Data Privacy Act of 2012, which aimed to protect the fundamental right of individuals to privacy while ensuring the free flow of information for legitimate purposes. The researcher confirmed that all information and data were used for the study and that nothing was disclosed to unauthorized individuals or groups. The researcher demonstrated outstanding professionalism, integrity, and respect for everyone in the research process.

## 2.6 Data Analysis
The statistical treatment used in the study were as follows:
a) The four-point Likert scale, mean, and standard deviation were used to measure and summarize the variability of the level of implementation of PRIME-HRM in the City Government of Calamba.
b) The four-point Likert scale, mean, and standard deviation were used to measure and summarize the variability of the City Government of Calamba employees.
c) The four-point Likert scale, mean, and standard deviation were used to measure and summarize the variability of the clients' satisfaction levels at the City Government of Calamba.
d) Pearson Product Moment Correlation Coefficient was utilized to test the hypothesis and determine the significant relationship between variables with probability. It also helped to decide whether to accept or reject the null hypothesis.

# 3.0 Results and Discussion
## 3.1 Frontline Employees' Assessment of the Level of Implementation of PRIME-HRM
*Recruitment, Selection, and Placement*

Table 1. Level of implementation of PRIME-HRM leveling in terms of recruitment, selection, and placement

| | INDICATORS | MEAN | INTERPRETATION |
|---|---|---|---|
| 1 | Posts vacancy using appropriate publication modes (Examples: CSC bulletin of vacancies, newspaper, agency website, social networking, etc.) | 3.57 | FI |
| 2 | Attracts applicants regardless of gender, civil status, age, disability, ethnicity, religion, etc. | 3.64 | FI |
| 3 | Evaluates applicants using approved job descriptions and qualification standards (work experience, education, training, and license) | 3.57 | FI |
| 4 | Uses appropriate tools (trade test, paper and pencil test, and background investigation) to evaluate applicant's functions and qualifications. | 3.51 | FI |
| 5 | Uses responsive selection criteria processes for applicants regardless of gender, age, disability, civil status, ethnicity, religion, etc. | 3.64 | FI |
| 6 | Conducts orientation to newly hired employees to help them understand performance expectations, reporting relationships, and information networks needed to perform the job. | 3.85 | FI |
| | OVERALL ASSESSMENT | 3.63 | FI |

Note: 3.25-4.00 Fully Implemented (FI) 2.50-3.24 Implemented (I) 1.75-2.49 Partially Implemented (LI) 1.00-1.74 Not Implemented (NI)

Table 1 shows that recruitment, selection, and placement were fully implemented by the City Government of Calamba. The indicator "conducts orientation to newly hired employees to help them understand performance expectations, reporting relationships, and information networks needed to perform the job." yielded the highest mean score of 3.85 and was interpreted as fully implemented. On the other hand, the indicator "uses an appropriate tool (trade test, paper, and pencil test, and background investigation) to evaluate applicant's functions and qualifications" received the lowest mean score of 3.51 and was also interpreted as fully implemented.

This implies that the City Government of Calamba excels in delivering thorough onboarding procedures. The efficacy of aiding recently employed individuals in comprehending performance standards, reporting organizational structures, and information networks essential to their positions can be ascribed to meticulously designed orientation programs, clear communication, and nurturing workplace culture. However, the indicator with the lowest average score pertains to using appropriate tools (such as trade tests, paper and pencil tests, and background investigations) to assess applicants' abilities and credentials. The statement implies that the City Government of Calamba has deficiencies or shortcomings in effectively utilizing tools such as trade tests, paper

and pencil tests, and background investigations. To tackle these areas, improving assessment procedures, optimizing tool efficacy, or offering supplementary training to individuals engaged in the evaluation process may be necessary.

Research by Stephen et al. (2019) showed that successful recruitment and selection processes led to the hiring and retention of competent employees. Therefore, organizations should have prioritized hiring qualified candidates through a competitive and objective approach to improve performance. In the recruitment and selection processes, the identification, acquisition, and placement of people were crucial steps that ultimately affected the organization's success. A better recruitment and selection process improved organizational performance and raised the possibility of keeping happy personnel, particularly in fields like adult education. Any organization's recruitment procedure had to be effective if it was to be successful.

To choose the best candidates for a position, potential candidates had to be screened first to see if they satisfied the organization's needs. This selection procedure, or screening, entailed analyzing documents, data sheets, and resumes to evaluate the candidate's qualifications. Testing could also determine whether a candidate had the knowledge and skills to do the job well. According to Olulekan (2006, as cited in Haerani & Sumardi, 2020), common test types utilized in the selection process included aptitude, accomplishment, vocational interest, and personality assessments. The decision to hire a candidate who best fulfilled the organization's requirements was made during the hiring process's choice and offer of employment stage. This happened after the screening phase (Sanda & Midala, 2019).

*Performance Management*

Table 2. Level of implementation of PRIME-HRM leveling in terms of performance management

| | INDICATORS | MEAN | INTERPRETATION |
|---|---|---|---|
| 1 | Orients employees of the importance of performance management systems and processes. | 3.67 | FI |
| 2 | Helps in formulating performance targets and measures. | 3.61 | FI |
| 3 | Uses approved performance indicators for the individual-target setting process. | 3.66 | FI |
| 4 | Aligns the individual targets with the City Government's mandate, goals, and targets. | 3.67 | FI |
| 5 | Helps in determining where to focus effort so that high value will be obtained. | 3.58 | FI |
| 6 | Validate employees' self-rating individual performance review and evaluation process. | 3.61 | FI |
| 7 | Provides individuals and offices performance tracking tools and processes. | 3.54 | FI |
| | **OVERALL ASSESSMENT** | **3.62** | **FI** |

Note: 3.25-4.00 Fully Implemented (FI) 2.50-3.24 Implemented (I) 1.75-2.49 Partially Implemented (LI) 1.00-1.74 Not Implemented (NI)

Table 2 shows that performance management was fully implemented by the City Government of Calamba. The indicators "Orients employees of the importance of performance management systems and processes" and "Aligns the individual targets with the City Government's mandate, goals, and targets" yielded the highest mean score of 3.67 and were interpreted as Fully Implemented. On the other hand, the indicator "Provides individuals and offices performance tracking tools and processes" received the lowest mean score of responses with 3.58 and was also interpreted as Fully Implemented.

This implies that the City Government of Calamba has an exceptional focus on highlighting the importance of performance management systems and processes. The alignment between individual targets and organizational goals demonstrates a firm dedication to ensuring employees understand the framework and contribute efficiently to the city's objectives. This indicates a thorough communication plan and a direct connection between individual achievement and the organization's success. On the other hand, the lowest mean score for offering performance-tracking tools and procedures may indicate areas where improvements are needed in providing resources or tools for efficient performance monitoring. Although the current score suggests that this component is fully implemented, there is potential to enhance and broaden the range of tools, guaranteeing that individuals and offices have the best resources to monitor their performance.

In line wit this, the Strategic Performance and Management System (SPMS) was implemented in the Philippine public sector to enhance the synchronization between individual performance objectives, the organization's

desired outcomes, and the national and local governments. This public sector company created a Performance Management System that followed the essential requirements of the Civil Service Commission for implementing the SPMS (Pesarillo, 2020).

The SPMS adhered to a PMS cycle consisting of four stages. The initial phase entailed performance planning and commitment, in which performance monitoring and coaching subsequently succeeded. Stage 3 involved performance reviews and evaluations, followed by performance rewards and development planning. In the initial phase, markers of success were established. Success indicators were benchmarks of performance that included performance measurements and targets (MC No. 6, s. 2012). CSC stated that performance measures should encompass one or more of the following categories: quality or effectiveness, which assessed the extent to which objectives and goals were achieved and concerns were addressed with excellence; efficiency, which evaluated the area to which objectives and goals were performed using the least amount of time and resources; and timeliness, which determined whether objectives and goals were completed within the expected timeframe.

Pulakos (2020) highlighted that a successful performance management system was characterized by a clearly defined evaluation procedure that included specific tasks and deadlines for managers and personnel. Ensuring fair treatment for all employees was essential, especially in firms where compensation and other human resources decisions were determined by performance management. Expectations for conduct and performance were also linked to the firm's corporate goals and strategic direction. When designed and executed appropriately, performance management systems encourage people to act and produce outcomes that help the organization realize its goals. According to Pulakos (2020), if enhancing customer service was found to be essential to an organization's future success, incorporating expectations and rewards for customer service into the performance management system would not only convey the significance of this aspect but also encourage improvements in the behaviors and outcomes associated with it. Similarly, if forming strong teams with strategic partners was a fundamental corporate goal, the performance management system should hold employees' successful collaboration accountable.

### Learning and Development

**Table 3.** Level of implementation of PRIME-HRM leveling in terms of learning and development

| | INDICATORS | MEAN | INTERPRETATION |
|---|---|---|---|
| 1 | Orients employees on the Learning and Development (L&D) systems and processes. | 3.63 | FI |
| 2 | Provides training and development policy applicable to all employees. | 3.58 | FI |
| 3 | Provides training that is relevant to the employee's line of duty. | 3.55 | FI |
| 4 | Uses L&D tools/processes to assess participant's learning (Examples: recap and review activities) | 3.42 | FI |
| 5 | Uses Learning Needs Assessment (LNA) tools and methods to identify the learning needs of employees. | 3.43 | FI |
| 6 | Implements training design process that aligns with the needs of targeted learners. | 3.46 | FI |
| 7 | Uses mixed methodologies for training programs that are learner-centered (experiential and participative) | 3.34 | FI |
| 8 | Develops customized learning materials and training aids to support the delivery of L&D programs. | 3.42 | FI |
| 9 | Facilitates and monitors participants' learning process during the training program using appropriate learning management (For example: journaling, reflection sessions, etc.) | 3.49 | FI |
| | **OVERALL ASSESSMENT** | **3.48** | **FI** |

Note: 3.25-4.00 Fully Implemented (FI) 2.50-3.24 Implemented (I) 1.75-2.49 Partially Implemented (LI) 1.00-1.74 Not Implemented (NI)

Table 3 depicts that learning and development were fully implemented. The indicator "Orients employees on the Learning and Development (L&D) systems and processes." yielded the highest mean score of 3.63 and was interpreted as Fully Implemented. On the other hand, the indicator "Uses mixed methodologies for training programs that are learner-centered (experiential and participative)" received the lowest mean score of 3.34 and was also interpreted as Fully Implemented.

This implies that the City Government of Calamba excels in orienting staff with the Learning and Development systems and procedures. This high score suggests that the organization has used successful methods of communication and engagement, which have resulted in employees being well-informed about the various learning opportunities and the importance of ongoing personal growth. On the other hand, the lowest mean rating for utilizing mixed methods in training programs suggests areas for enhancement in the development and execution of learner-centered approaches. Although now seen as fully implemented, augmenting the diversity and interactivity of training programs could potentially enhance their efficacy by accommodating a wider range of learning styles and preferences.

Learning and Development were essential since employees had to establish and adhere to learning plans aligned with the agency's priorities. This ensured they were prepared for future employment and could acquire and sustain the information, skills, and competencies necessary for their job and responsibilities. Managers and agency leaders had to ensure the punctual fulfillment of the agency's training plan, which aligned with agency priorities and the Philippine Development Plan (De Leon, 2021).

It was crucial to consider intervention development focusing on interactive learning and sharing to enhance employee learning and development competency. This should be done in partnership with external or foreign learning and development partners, as proposed by Andal (2021). Implementing inclusive, responsive, accountable, and innovative public service administration established an efficient government. This entailed the cultivation of managerial and leadership traits, as well as the acquisition of information and skills. This policy reflected the government's dedication to ensuring that a well-informed, skilled, proficient staff served the public. It advocated for the importance of establishing a solid foundation of organizational leadership through proactive management practices and continuous performance improvements.

### Rewards and Recognition

**Table 4.** Level of implementation of PRIME-HRM leveling in terms of rewards and recognition

| | INDICATORS | MEAN | INTERPRETATION |
|---|---|---|---|
| 1 | Orients employees on Rewards and Recognition policies, programs, and processes. | 3.57 | FI |
| 2 | Uses the result of the performance evaluation as inputs in the agency's Human Resource plan and rewards and incentives. | 3.61 | FI |
| 3 | Recognizes employee's performance accordingly. | 3.55 | FI |
| 4 | Develops Rewards and Recognition programs that recognize employee's innovative ideas and exemplary behavior. | 3.61 | FI |
| | OVERALL ASSESSMENT | 3.59 | FI |

Note: 3.25-4.00 Fully Implemented (FI) 2.50-3.24 Implemented (I) 1.75-2.49 Partially Implemented (LI) 1.00-1.74 Not Implemented (NI)

Table 4 shows that rewards and recognition were fully implemented. The indicators "Uses the result of the performance evaluation as inputs in the agency's Human Resource plan and rewards and incentives." and "Develops Rewards and Recognition programs that recognize employee's innovative ideas and exemplary behavior." yielded the highest mean score of 3.61 and was interpreted as Fully Implemented. On the other hand, the statement "Recognizes employee's performance accordingly" received the lowest mean score of responses with 3.55 and was also interpreted as Fully Implemented.

This implies that the City Government of Calamba's human resource plan and awards program successfully integrates the results of performance evaluations. This signifies an intentional and calculated method of managing human resources, where the performance of employees plays a crucial role in creating the strategies and structures related to HR and incentives. Moreover, acknowledging innovative ideas and exemplary behavior demonstrated a favorable and forward-thinking organizational environment. The City Government acknowledges and incentivizes individuals for their innovation and exceptional achievements, establishing a work environment that promotes ongoing enhancement and resourcefulness. On the other hand, the lowest mean score for employee performance recognition indicates that although the implementation of performance recognition is complete, there may be room for enhancing consistency or fairness in acknowledging employees. This may suggest a requirement for clearer standards or better communication regarding performance acknowledgment.

Rewards and recognition were crucial for assessing employee performance at all levels and compensating them through tangible or intangible satisfaction. Employee rewards aim to attract and retain talented individuals to gain a competitive edge (Fajota et al., 2019). Bustamante and Llamzon (2022) asserted that the Rewards and Recognition policy aimed to assist the Agency in attaining its strategic goals and objectives by offering inventive, flexible, and meaningful rewards to outstanding male and female employees who demonstrated exceptional performance and accomplishments. These systems assisted other HR systems when they were effectively implemented and disseminated. Considering their research findings, they recommended that government agencies establish gender and development (GAD) awards and recognition initiatives to foster continuous growth and increased engagement among male and female personnel. When adopting approved methods and initiatives for awards and recognition, it was ensured that the guidelines followed international standards.

## 3.2 Frontline Employees' Assessment of the Level of Work Performance of PRIME-HRM
*Quality*

**Table 5.** Level of work performance of PRIME-HRM in terms of quality

| | INDICATORS | MEAN | INTERPRETATION |
|---|---|---|---|
| 1 | Reflects work thorough and current knowledge/ skill of job and impact on agency activities/related resources. | 3.60 | VS |
| 2 | Uses opportunities to expand knowledge/skills, sharing information with staff. | 3.61 | VS |
| 3 | Consistently exceed expectations of work quality, quantity, customer service, and timeliness standards. | 3.69 | VS |
| 4 | Consistently and significantly exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work. | 3.66 | VS |
| 5 | Consistently promote and maintain a harmonious/productive work environment. | 3.63 | VS |
| 6 | Suggest innovations to improve operations or streamline procedures. | 3.60 | VS |
| | **OVERALL ASSESSMENT** | **3.60** | **VS** |

Note: 3.25-4.00 Very Satisfactory (VS) 2.50-3.24 Satisfactory (S) 1.75-2.49 Fair (F) 1.00-1.74 Poor (P)

Table 5 shows the quality of work performance of frontline employees which has an overall rating of very satisfactory. The indicator "Consistently exceed expectations of work quality, quantity, customer service, and timeliness standards." yielded the highest mean score of 3.69 and was interpreted as Very Satisfactory. On the other hand, the indicator "Define and analyze complex problems." received the lowest mean score of responses with 3.46 and was also interpreted as Very Satisfactory.

This implies that the frontline employees in the City Government of Calamba are demonstrating great performance in terms of work quality, quantity, customer service, and adherence to timeliness standards. This demonstrates a committed and highly efficient group that consistently produces results that exceed defined standards. It favors the organizational culture, employee dedication, and the efficacy of training and support systems. However, the lowest mean score for defining and analyzing complex issues remains within the Very Satisfactory category, indicating possible areas for enhancement. This suggests that although overall work performance is high, there may be room for improvement in problem conceptualization and analytical skills. To address this aspect, it may be beneficial to implement focused training programs or initiatives that enable staff to handle intricate challenges efficiently.

The roles of cultural views about what constituted acceptable work performance, the bar for performance that employers set for employees, and the emphasis placed on innovation and performance enhancement were all apparent aspects of performance management, highlighted in the study by Mero and Brownlee (2021). Nations like Switzerland, Singapore, Hong Kong, New Zealand, and South Africa prioritized high performance, valued training and development initiatives, placed a premium on results, rewarded excellent work, encouraged industry, and saw criticism as essential to progress. In contrast, Greece, Venezuela, Russia, Hungary, and Qatar were among the nations with a low-performance orientation; they placed a high value on loyalty and a sense of belonging, prioritized experience and seniority over individual performance, saw merit pay as potentially harmful, and considered economic motivation in general as inappropriate, interpreting individual evaluations and feedback as personally judgmental.

Multiple variables influenced work performance. A study by Niati et al. (2021) demonstrated a notable correlation between training and work performance. According to Elisa's (2020) study, there was a clear and meaningful correlation between work motivation and job performance, with work motivation having a favorable influence on work performance. Moreover, a study examining the effects of employee motivation and training on work performance indicated that training could enhance employee work performance, hence facilitating the employee's career progression. Regularly doing staff training programs enhanced employee work effectiveness and fostered employee motivation to achieve company objectives (Niati et al., 2021).

*Efficiency*

**Table 6.** Level of work performance of PRIME-HRM in terms of efficiency

| | INDICATORS | MEAN | INTERPRETATION |
|---|---|---|---|
| 1 | Regularly exceeds expectations. | 3.49 | VS |
| 2 | Implement innovative policies, and use resources, and technology to maximize productivity and service. | 3.55 | VS |
| 3 | Commit to and promote excellence, lead by example, and energize performance and teamwork. | 3.64 | VS |
| 4 | Use and encourage creative decisions and solutions. | 3.66 | VS |
| 5 | Act as a positive change agent. | 3.51 | VS |
| 6 | Play as a role model and be recognized as respectable and trusted. | 3.49 | VS |
| 7 | Articulately and persuasively present and solicit complex or sensitive data. | 3.48 | VS |
| 8 | Prevent/resolve unit/team problems. | 3.49 | VS |
| | OVERALL ASSESSMENT | 3.54 | VS |

Note: 3.25-4.00 Very Satisfactory (VS) 2.50-3.24 Satisfactory (S) 1.75-2.49 Fair (F) 1.00-1.74 Poor (P)

Table 6 shows the efficiency of work performance of frontline employees which has an overall rating of very satisfactory. The indicator "Use and encourage creative decisions and solutions." yielded the highest mean score of 3.66 and was interpreted as Very Satisfactory. On the other hand, the indicator "Articulately and persuasively present and solicit complex or sensitive data." received the lowest mean score of responses with 3.48 and was also interpreted as Very Satisfactory.

This implies that the frontline employees of the City Government of Calamba are skilled at encouraging and putting innovative methods of problem-solving into practice. This signifies a conducive environment that promotes innovation, motivates employees to think creatively, and appreciates the ability to find efficient ways to improve work operations. However, the lowest mean score for effectively expressing and convincingly delivering intricate or delicate information remains highly satisfactory, suggesting an area that might be improved with additional fine-tuning. Although the overall efficiency is excellent, there are potential areas for improvement in communication abilities, especially when conveying complex or sensitive material. To address this element, it may be necessary to implement specific training programs or projects focusing on communication.

Kuswati's (2020) study highlighted the significance of organizational culture in determining the level of performance that employees exhibited inside the Majalengka PDAM office. Organizations could observe a dramatic improvement in the effectiveness, efficiency, and overall performance of their employees if they cultivated a culture that prioritized innovation, clarity, and teamwork. Fujita and Alfanza's (2021) study emphasized the importance of an agency's suitable communication system and procedures within government agencies to promote knowledge and information sharing among employees. Employees should also clarify and provide the prerequisites for completing a specific task to appropriately direct citizens with their questions.

*Timeliness*
Table 7 shows the timeliness of work performance among frontline employees which has an overall rating of very satisfactory. The indicator "Response to client needs" yielded the highest mean score of 3.84 and was interpreted as Very Satisfactory. On the other hand, the indicator "Reflect work on maximum innovative use of time and resources to consistently surpass expectations and improve operations" received the lowest mean score of 3.55 and was also interpreted as Very Satisfactory.

**Table 7.** Level of work performance of PRIME-HRM in terms of timeliness

| | INDICATORS | MEAN | INTERPRETATION |
|---|---|---|---|
| 1 | Communicate in a clear, effective, timely, concise, and organized manner. | 3.72 | VS |
| 2 | Develop or implement solutions with low supervision. | 3.66 | VS |
| 3 | Reflect work on maximum innovative use of time and resources to consistently surpass expectations and improve operations. | 3.55 | VS |
| 4 | Answer queries for delivery of service. | 3.70 | VS |
| 5 | Response to client needs. | 3.84 | VS |
| 6 | Prepare monthly reports on time. | 3.72 | VS |
| | **OVERALL ASSESSMENT** | **3.69** | **VS** |

Note: 3.25-4.00 Very Satisfactory (VS) 2.50-3.24 Satisfactory (S) 1.75-2.49 Fair (F) 1.00-1.74 Poor (P)

This implies that the frontline employees in the City Government of Calamba demonstrate exceptional proficiency in swiftly addressing and fulfilling the demands of their clients. This demonstrates the agency's dedication to customer service, suggesting an employee who is prompt and sensitive to the needs and demands of clients. However, the lowest mean score for demonstrating innovative use of time and resources still falls within the Very Satisfactory category, indicating areas that could be enhanced. This suggests that although there is generally good punctuality, there may be potential to improve effectiveness by employing more creative methods of managing time and resources. To address this element, it may be necessary to investigate and apply innovative strategies to enhance operations even more.

Silan (2019) underscored the importance of improving management, guaranteeing deadlines were met, and maintaining the quality of work. Timely completion, status updates, and meeting deadlines contributed to employee organization and reputation-building. In addition, Salas et al. (2020) research supported improving frontline personnel's involvement and productivity. They suggested a strategic realignment of job definitions and objectives, promoting greater customer engagement and decreased time allocated to tasks performed in the back rooms. This recommendation acknowledged the demonstrated ability to effectively meet client expectations and suggested additional improvements in managing time and resources. Salas' focus on overseeing communication among leaders, workers, and consumers corresponded with the significance of face-to-face encounters emphasized in the evaluation.

Camara (2020) emphasized the connection between competent and committed employees who deliver outstanding customer service and achieve business prosperity. Within the City Government of Calamba, frontline personnel had to possess a high level of skill in efficiently attending to the demands of clients. Camara's claim that organizations with these characteristics surpassed competitors, even when offering equivalent services, strengthened the notion that enhancing job performance, particularly in inventive time and resource utilization, could result in a competitive advantage.

### 3.3 External Clients' Assessment of Satisfaction with the Services of PRIME-HRM
The external clients of the City Government of Calamba were Very Satisfied (see Table 8). The indicator "The City Government of Calamba promptly addresses my inquiries and concerns" yielded the highest mean score of 3.82 and was interpreted as Very Satisfied. On the other hand, the indicator "The City Government of Calamba delivers services as effectively and efficiently as promised" received the lowest mean score of responses with 3.71 and was also interpreted as Very Satisfied.

This implies that the clients of the City Government of Calamba are highly satisfied with the government's prompt and attentive approach to meeting their requirements. This demonstrates a dedication to providing exceptional customer service, with the government immediately addressing client requests and complaints, cultivating a favorable relationship with the community. However, the lowest mean score for delivering services as promised is still inside the Highly Satisfied level, indicating areas that may require adjustment. This implies that although clients are generally quite satisfied, there may be room for improving the effectiveness and efficiency of service delivery. To address this aspect, it may be necessary to streamline service operations, optimize resource allocation, or enhance communication around service expectations.

**Table 8.** Client satisfaction of the City Government of Calamba as assessed by the external clients

| | INDICATORS | MEAN | INTERPRETATION |
|---|---|---|---|
| 1 | The City Government of Calamba promptly addresses my inquiries and concerns. | 3.82 | VS |
| 2 | The City Government of Calamba is proactive in addressing issues raised by clients. | 3.78 | VS |
| 3 | The City Government of Calamba provided timely responses when constituents reached out to them. | 3.78 | VS |
| 4 | The services provided by the City Government of Calamba are consistently dependable. | 3.77 | VS |
| 5 | The City Government of Calamba delivers services as effectively and efficiently as promised. | 3.71 | VS |
| 6 | The facilities provided by the City Government of Calamba are user-friendly. | 3.72 | VS |
| 7 | The facilities provided by the City Government of Calamba are well-maintained. | 3.77 | VS |
| 8 | The City Government of Calamba effectively delivers important information regarding its services. | 3.79 | VS |
| 9 | The City Government of Calamba provided clear and concise communication. | 3.75 | VS |
| 10 | The City Government of Calamba uses multiple channels like Facebook, Twitter, and other social media to keep clients informed about its services. | 3.76 | VS |
| 11 | The fees associated with the services provided by the City Government of Calamba are reasonable. | 3.72 | VS |
| 12 | The City Government of Calamba operates with transparency and honesty | 3.78 | VS |
| 13 | The City Government of Calamba assures the service that I availed. | 3.75 | VS |
| 14 | The City Government of Calamba delivers the desired results for its clients. | 3.72 | VS |
| 15 | The City Government of Calamba delivers services that fully satisfy its clients. | 3.76 | VS |
| 16 | The services provided by the City Government of Calamba can be recommended to others. | 3.77 | VS |
| 17 | The services offered by the City Government of Calamba can still be continuously used by the citizens. | 3.81 | VS |
| | **OVERALL ASSESSMENT** | **3.76** | **VS** |

Note: 3.25-4.00 Very Satisfactory (VS) 2.50-3.24 Satisfactory (S) 1.75-2.49 Fair (F) 1.00-1.74 Poor (P)

Based on a study by Lei et al. (2022), the relationship between service quality and customer satisfaction in express logistics suggested that service quality was the most crucial element influencing customer satisfaction. Furthermore, Qiyuan's (2022) study supported this by indicating that service quality substantially influenced customer satisfaction, with perceived quality being the most critical component based on the theoretical basis of customer satisfaction and express service. Companies that provided services relied on delivering high-quality services to attract and retain customers, gained a competitive advantage, and increased long-term profitability.

Service quality has been intensively studied for numerous years in diverse sectors, including banking, education, credit cards, and telecommunications. A study conducted by Afthanorhan et al. (2019) revealed that each aspect of service quality, including dependability, responsiveness, competence, understanding, courtesy, communication, access, security, credibility, and tangibility, played a crucial role in determining customer satisfaction.

**3.4 Relationship between PRIME-HRM Implementation and Work Performance Level**
As shown in Table 9, there is a significant relationship between the level of PRIME-HRM implementation and the level of Work Performance done using the Pearson Product Moment Correlation Coefficient (r) application. The computed R-values of 0.395, 0.348, 0.409, 0.446, 0.578, 0.408, 0.489, 0.487, 0.305, 0.467, 0.446, and 0.434, in terms of recruitment, performance management, learning and development and rewards and recognition, respectively and the p-value of 0.000, less than the significant level of 0.01 indicates a strong relationship between the stated variables as assessed by the frontline employees. The R-values are between 0.30 and 0.49, which was interpreted as a moderately positive correlation, while performance related to efficiency had an r-value of .578, which was interpreted as a high positive correlation. This result led to the rejection of the stated null hypothesis that there was no significant relationship between the level of implementation of PRIME-HRM and the work performance of the City Government of Calamba employees.

**Table 9.** Result of the test of the significant relationship between the PRIME-HRM implementation and work performance level

| DIMENSIONS | WORK PERFORMANCE | R-VALUE | P-VALUE | REMARKS | DECISION |
|---|---|---|---|---|---|
| Recruitment, Selection, and Placement | Quality | .395** | 0.00 | Significant | Reject Ho |
| | Efficiency | .348** | 0.00 | Significant | Reject Ho |
| | Timeliness | .409** | 0.00 | Significant | Reject Ho |
| Performance Management | Quality | .446** | 0.00 | Significant | Reject Ho |
| | Efficiency | .578** | 0.00 | Significant | Reject Ho |
| | Timeliness | .408** | 0.00 | Significant | Reject Ho |
| Learning and Development | Quality | .489** | 0.00 | Significant | Reject Ho |
| | Efficiency | .487** | 0.00 | Significant | Reject Ho |
| | Timeliness | .305** | 0.00 | Significant | Reject Ho |
| Rewards and Recognition | Quality | .467** | 0.00 | Significant | Reject Ho |
| | Efficiency | .446** | 0.00 | Significant | Reject Ho |
| | Timeliness | .434** | 0.00 | Significant | Reject Ho |

\*. Correlation is significant at the 0.05 level (2-tailed).
\*\*. Correlation is significant at the 0.01 level (2-tailed

Essentially, these statistical findings confirm a strong and statistically significant correlation between the implementation of PRIME-HRM and the work performance of frontline employees in key areas such as recruitment, performance management, learning and development, and rewards and recognition. This highlights the effectiveness of PRIME-HRM techniques in positively impacting and strengthening the overall work performance of employees within the City Government of Calamba.

Anwar and Abdullah (2021) also found that the performance of an organization could be improved through the careful selection and implementation of HRM practices. The study aimed to identify new strategies that were applied to developing effective organizations. As it required more participation from the human resource management officer (HRMO), officials, and regular employees of the organization, PRIME-HRM offered a more progressive approach to assessment (Manaig & Olaso, 2021). One key finding of the study was that each department's goals and objectives must align with the corporate mission, goals, and strategies. Following aligning departmental and organizational goals and strategy, management and staff reviewed each job description. Every job description was customized to ensure that each employee's duties were understood and helped the department and organization achieve its goals. Employees involved in this process were better able to comprehend how their work affected the department and, ultimately, the corporation (Relativo et al., 2021).

### 3.5 Relationship between Clients' Satisfaction and Employees' Work Performance Level

**Table 10.** Result of the test of the significant relationship between the clients' satisfaction and work performance level

| VARIABLES | R-VALUE | P-VALUE | REMARKS | DECISION |
|---|---|---|---|---|
| Quality | 0.047 | 0.593 | Not Significant | Accept Ho |
| Efficiency | 0.107 | 0.219 | Not Significant | Accept Ho |
| Timeliness | 0.046 | 0.601 | Not Significant | Accept Ho |

There was no significant relationship between the level of work performance and the level of client satisfaction using the Pearson Product-Moment Coefficient of Correlation (r) application. The computed R-values of 0.047, 0.107, and 0.046, in terms of quality, efficiency, and timeliness, and p-values of 0.593, 0.219, and 0.601, which were greater than the significant level of 0.01 respectively, indicate no relationship between the level of work performance as assessed by frontline employees and client satisfaction as assessed by the client. This result led to the acceptance of the stated null hypothesis that there was no significant relationship between the level of work performance and the client satisfaction of the City Government of Calamba employees.

These statistical results essentially indicate no significant or statistically significant relationship between client satisfaction and the quality, efficiency, and timeliness of work performed as evaluated by the frontline employees. This implies that other factors beyond these dimensions of work performance might influence client satisfaction within the City Government of Calamba.

According to Tiihonen's (2019) study, the GAP and Kano models could explain customer satisfaction by identifying variables that lead to satisfaction and dissatisfaction. The GAP model identified factors that could result in client dissatisfaction at various process stages. In contrast, the Kano model suggested that customers valued the results rather than the skills of the staff. Willie's (2020) study emphasized the critical aspects of providing good customer service, including giving consumers high levels of information and updating them on benefits. The survey results indicated that clients were content with more material services. In contrast, elements of service quality that influenced customer satisfaction, such as value for money and distinctiveness of services, had lower scores but may exert influence in other circumstances.

## 4.0 Conclusion

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

a. That the City Government of Calamba successfully integrated PRIME-HRM, including elements of HR management like recruiting, selection, placement, performance management, learning and development, and rewards and recognition. This shows the organization's exceptional commitment to HRM techniques and precise and effective workforce management.

b. That the work performance of the City Government of Calamba has a high level of operational excellence. This interpretation reflects the diligent efforts of the workforce to consistently achieve high levels of performance, fostered by a positive and productive work environment within the organization.

c. That clients' positive reactions validate the efficacy of services offered by the City Government of Calamba. This interpretation demonstrates how well the services are tailored to meet the needs of its clients, which shows how well their demands were met.

d. That there's a substantial correlation between the adoption of PRIME-HRM practices and the enhanced work performance of frontline employees across various dimensions, including recruitment, performance management, learning and development, rewards and recognition, quality, efficiency, and timeliness. This underscores the effectiveness of PRIME-HRM in improving various aspects of employee performance within organizations.

e. That various factors influence client satisfaction beyond mere work performance, including communication effectiveness, prompt resolution of inquiries, service accessibility, convenience, outcomes, cost-effectiveness, and the city government's flexibility in meeting diverse client needs. This nuanced interplay underscores the need for a holistic approach to enhance overall client satisfaction, recognizing that service quality is just one component within a broader satisfaction framework.

f. That emphasizing the need for a comprehensive action plan to address specific development areas will be implemented. The proposed action plan incorporates strategies and activities to strengthen PRIME-HRM implementation to boost employee performance and client satisfaction. This plan is crucial for improving performance, customer satisfaction, and HRM practices' long-term viability in the growing City Government of Calamba.

The findings and conclusions of this study prompted the researcher to reflect on the following suggestions.

a. The City Government of Calamba may establish periodic oversight committees to help strengthen and maintain the quality and effectiveness of the PRIME-HRM program. These key HR professionals and stakeholders will review the program regularly, align it with HR development trends, CSC guidelines, local government committee's activities, and strategies, and promptly make appropriate adjustments based on the committee findings.

b. The City Government of Calamba may prioritize Performance Monitoring and Evaluation (PME). They may establish clear goals aligned with organizational priorities and implement a transparent PME system with regular assessments and feedback. They may provide constructive feedback for skill improvement and foster a culture of accountability. The City Government of Calamba can set up a feedback mechanism, such as surveys or suggestion boxes, to gather constituent input. This feedback not only aids continuous improvement but also serves as valuable input for supervisors assessing and guiding employees.

c. The City Government of Calamba may prioritize adopting modern systems and software, ensuring seamless integration and user-friendly interfaces. They may prioritize cybersecurity measures to safeguard sensitive data and enable mobile accessibility for flexibility. Additionally, they may integrate data analytics tools to facilitate informed decision-making. This holistic approach to technology and tools will streamline processes,

reduce administrative burdens, and create an environment conducive to increased efficiency in government operations.

d. The City Government of Calamba may emphasize specialized training programs for frontline employees to ensure they possess specific skills and attributes like communication skills, innovation, continuous improvement, technology-related skills, and complex problem-solving. Training focuses on HR recruitment, performance management, motivation, and recognition can improve employee skills and increase productivity and performance in terms of quality, efficiency, and timeliness in the long term.

e. The City Government of Calamba may conduct in-depth client interviews and qualitative research. This knowledge can help develop strategies to improve efficiency and meet client expectations, assuring satisfaction. The City Government may implement a comprehensive Customer Engagement Strategy to improve customer satisfaction. This plan might include personal contact, community outreach, client-centered program delivery, and process streamlining. A comprehensive strategy meets all client requirements, not just performance, resulting in long-term satisfaction.

f. Future researchers may conduct extensive longitudinal studies examining changes over time and conveying findings concerning PRIME-HRM to stakeholders and clients to obtain deeper insights into the impact of HRM practices on performance.

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The author declares no conflict of interest.

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