



## Impact of the Citizen's Charter Implementation on Public Service Delivery in a Philippine Government Office

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### Abstract

Citizen's Charter (CC) serves as a critical governance mechanism for improving transparency, accountability, and responsiveness in public service delivery. This study examined CC implementation in a high-volume frontline government office in Quezon City, Philippines, and its relationship with its service delivery outcomes. This is an action research study supported by a descriptive–correlational research design utilizing a structured questionnaire administered to 200 walk-in clients of the subject government office. Data were analyzed using descriptive statistics and multiple linear regression to assess the relationships between CC dimensions and service delivery indicators. Results showed that CC implementation was rated highly effective across visibility, clarity of content, usefulness, and actual compliance. Similarly, service delivery conditions like physical set-up, basic facilities, and feedback and redress mechanisms were also perceived as highly effective. Regression analysis revealed that usefulness consistently predicted all service delivery outcomes, while clarity significantly predicted physical set-up and feedback mechanisms. Visibility and actual compliance, however, showed no significant independent effects. Clients identified minor implementation challenges, including missing information, uneven staff knowledge, and complex documents. Based on these findings, the study proposed strategies to improve CC implementation, frontline practices, and feedback systems. Theoretically, the study reinforces governance literature emphasizing that clarity, usability, and routinized implementation, not visibility alone, drive citizen-centered service outcomes. Practically, the findings provide actionable guidance to strengthen CC effectiveness in similar high-throughput government settings to enhance service consistency, predictability, and client satisfaction.

**Keywords** *Citizen's Charter Implementation; Public Service Delivery; Good Governance Theory; Philippine Government Office*

### INTRODUCTION

The Citizen's Charter (CC) has become an essential governance instrument for promoting transparency, accountability, and responsiveness in public service delivery. By publicly outlining service steps, transaction timelines, fees, and grievance pathways, CC serves as a tool to reduce uncertainty in frontline encounters and to empower citizens with clear expectations regarding government services (Perante-Calina, 2015; Korishi et al., 2022). Its visibility at service counters signals a commitment to standardized, predictable, and citizen-centered processes, enabling clients to assert their rights and navigate procedures with greater confidence (Gupta & Shrestha, 2021; Kaphle, 2024).

International research demonstrates that successful CC implementation is not determined solely by its presence or formal adoption. Studies in Bangladesh revealed that variations in service timeliness, responsiveness, and cost often stem from differences in citizen awareness, institutional willingness, and consistent monitoring, suggesting that published standards matter only when

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organizations follow through operationally (Ahsan et al., 2024). Evidence from Nepal and India similarly indicates that while charters improve transparency, their effectiveness is weakened by low user uptake, unclear procedures, and fragile grievance mechanisms (Gupta & Shrestha, 2021; Kaphle, 2024; Paliwal, 2022). Research in Finland further highlights that charters achieve performance gains only when embedded within organizational structures, culture, and capability systems rather than treated as symbolic documents (Kurkela et al., 2024). Complementary findings in Indonesia support the idea that charter-like “service contracts” are effective only when they empower users, clarify responsibilities, and establish functioning complaint and monitoring units (Mudassir & Rifdan, 2023). Collectively, these studies underscore that implementation quality, not mere adoption, is the true determinant of citizen-centered service delivery.

Local literature mirrors these global trends. Studies in higher education institutions and various government offices identified common challenges such as limited CC awareness, inconsistently followed procedures, documentation complexity, and weak monitoring systems (San Jose 2023a; San Jose 2023b; Diocos, 2024). Even where CC implementation was rated highly, gaps persisted in feedback mechanisms, process clarity, and practical usability, indicating that internal compliance assessments do not always translate into improved client experiences (Del Mundo Jr., 2022; Limsa et al., 2022). These findings reveal a recurring concern in Philippine CC research: while descriptive assessments exist, fewer studies analyze how specific dimensions of the CC (visibility, clarity, usefulness, and compliance) predict concrete aspects of service delivery, such as physical set-up, facilities, and grievance mechanisms. Based on the researchers’ knowledge, there is no study yet on how these dimensions of CC relate with service delivery aspects of a local government office.

Responding to this gap, the present study examines a high-throughput frontline office responsible for multi-step civil registration services. In such an environment, wayfinding, queue organization, availability of facilities, and accessible feedback channels play crucial roles in shaping client experience, precisely the touchpoints the CC seeks to standardize (Perante-Calina, 2015; San Jose, 2023b). By moving beyond descriptive assessments, this study measures how distinct CC dimensions relate to tangible service conditions. Moreover, it identifies which aspects of the charter most reliably influence citizen-facing outcomes. Understanding these relationships is vital for designing managerial interventions such as content update cycles, targeted staff training, compliance monitoring, and enhanced redress systems (Kaphle, 2024; Ahsan et al., 2024).

In light of these considerations, this study aimed to generate community service insights that could strengthen the implementation of CC and improve service delivery for clients who rely on the essential transactions of the Philippine government office. Specifically, the study assessed the level of CC implementation across its core dimensions—visibility, clarity of content, usefulness, and actual compliance, and examined how these influence service delivery conditions experienced by clients, particularly in terms of physical set-up, availability of basic facilities, and feedback and redress mechanisms. By analyzing these factors, the study sought to determine whether the CC effectively supports accessible, efficient, and client-centered services for community members seeking civil registration documents. It also identified recurring challenges encountered by clients that may hinder the effective implementation of the CC during actual service transactions. The findings were intended to inform practical improvement measures for the government office, including clearer service information, strengthened frontline staff capability, and more accessible feedback mechanisms. Ultimately, these strategies were designed to enhance the responsiveness of the office’s community service program and improve the overall experience and satisfaction of citizens accessing civil registration services. These objectives align with the community outcomes in the delivery of public services such as improved access, equity, satisfaction, and trust in government—rather than just the efficiency of service operations. Therefore, the results of client

feedback-based assessment through this study serve as basis for the proposed community service activities to be implemented to determine whether the delivery of services of the government agency truly meets community needs and contributing to the social well-being of the citizens.

This study is anchored in Good Governance Theory, which emphasizes that transparency, accountability, and responsiveness serve as foundational principles for effective public service delivery (Kaphle, 2024; Cuadrado-Ballesteros et al., 2023). These principles align closely with the dimensions of the CC in this study which collectively guide how service standards are communicated, understood, and enacted within frontline offices. Prior studies consistently demonstrate that these governance pillars influence how citizens perceive fairness, accessibility, and reliability in government transactions, reinforcing the importance of implementing charter provisions in a manner that is both comprehensible and actionable (Ahsan et al., 2024; Pedersen & Pors, 2023). Drawing from these theoretical insights and empirical patterns, the study advances the following hypotheses:

H1: CC implementation in terms of visibility significantly predicts service delivery outcomes.

H2: CC implementation in terms of clarity of content significantly predicts service delivery outcomes.

H3: CC implementation in terms of usefulness significantly predicts service delivery outcomes.

H4: CC implementation in terms of actual compliance significantly predicts service delivery outcomes.

This study contributes to a deeper understanding of how the CC implementation enhances public service delivery within a high-volume Philippine government office. By examining the levels of CC implementation, the study provides evidence on which aspects of the charter management directly influence client experience. Through this assessment, the research offers insights into strengthening CC implementation, improving frontline practices, and addressing persistent implementation gaps. The results emphasize the need for user-centered, clearly articulated, and routinely updated service standards that support predictability, reduce procedural uncertainty, and foster client trust. By integrating these findings into practical strategies, the study informs more responsive, accountable, and citizen-oriented service improvements that can enhance overall institutional performance and promote sustained quality in public service delivery.

## **METHOD**

This action research study is supported by descriptive correlational approach to examine the relationship between the level of CC implementation and the delivery of public service of a government office in the Philippines. Action research is the best-fit design for this study because it enables participatory, iterative, and evidence-based interventions in public service delivery—especially relevant for CC implementation. Through this study, it will systematically gather feedback from service users while simultaneously identifying areas where community-centered improvements could be introduced. According to Keahey (2021), this research design fosters collaborative problem-solving in governance and community contexts. On the other hand, the descriptive correlational research design is also considered appropriate because it allows the measurement of both CC implementation and service delivery variables and the analysis of their association based on clients' perceptions (Putri et al., 2025).

The subject government office functions as a frontline government unit responsible for processing civil registration documents such as birth, marriage, and death certificates, serving many walk-in clients daily. As part of the community service intervention, this study adopted client feedback-based assessment approach to support the improvement of frontline public service delivery (Oe & Yamaoka, 2024). The implementation strategy focused on systematically gathering feedback from service users and analyzing their responses to generate evidence-based

recommendations for enhancing service processes, transparency, and accountability in public service operations. The study respondents were walk-in clients who availed civil registration services during the data collection period at the central office of the subject government agency in Quezon City, Philippines, the country's primary authority for civil registration and vital statistics. Given the high daily volume of clients, estimated to be between 1,500 and 2,000 per day, the exact population size for this study could not be determined. Thus, the researchers applied quota sampling, a non-probability technique in which a predetermined number of respondents is selected (Iliyasu & Etikan, 2021). The respondents were randomly selected clients who availed themselves of civil registry services during the data collection period, including requests for birth, marriage, death, and other national statistical records. Eligible participants were at least 18 years old, had personally completed a transaction, and voluntarily agreed to participate in the survey. The samples included citizens of varying civil statuses, employment backgrounds, and both first-time and repeat applicants, ensuring broad representation of service users. Community participation in the study was limited to survey responses because the research primarily aimed to gather service feedback from individual clients who directly accessed the services; therefore, co-creation activities such as consultations or stakeholder engagement were not applicable to the scope and design of the study. The study pre-determined the target of at least 72 respondents per day. Over three consecutive days of data collection, a total of 200 valid responses were obtained. Although slightly below the projected 216 respondents (72 x 3 days), the sample size achieved represents approximately 92.6% of the intended target. This was deemed methodologically sufficient to assess CC implementation and service delivery, as it provided adequate representation of daily service users, minimized temporal bias through consecutive three-day sampling, and generated sufficient variability in responses for reliable descriptive analysis.

The research instrument, designed to be simple and user-friendly, consisted of 41 item statements where some items were based on established studies. These items measured eight dimensions: visibility, clarity of content, usefulness, and actual compliance of CC information (San Jose, 2023a); physical set-up, basic facilities, and feedback and redress mechanisms (Limsa et al., 2022), and challenges encountered (Diocos, 2024). These are measured using a four-point Likert scale as follows: 1 (1.00-1.74)= Not Effective/ Not a Challenge; 2 (1.75-2.49)= Moderately Effective/Less Serious Challenge; 3 (2.50-3.24) = Effective/ Serious Challenge; and 4 (3.25-4.00= Highly Effective/ Very Serious Challenge. To ensure content validity, the questionnaire was reviewed by two experts: one from the Planning and Operations unit (Principal Engineer A); and another from Operations Services (Assistant National Statistician). They evaluated the clarity, relevance, and appropriateness of each item and recommended refinements to enhance comprehensibility. Following the revisions, the finalized tool underwent a pilot test involving 30 participants not included in the main survey. Pilot responses were analyzed using Cronbach's alpha, a standard reliability measure. Drawing from Taber (2018), alpha values  $\geq .70$  were considered acceptable indicators of internal consistency. Results shown in Table 1 demonstrated acceptable to excellent reliability, with all dimensions exceeding the recommended threshold, affirming that the questionnaire was internally consistent and appropriate for measuring CC implementation and public service delivery.

**Table 1.** Reliability Statistics

Indicator	No. of Items	Cronbach's Alpha
<b>Dimensions of Impact of CC</b>		
Visibility	2	0.737
Clarity of Content	8	0.896

Indicator	No. of Items	Cronbach's Alpha
Usefulness	4	0.838
Actual Compliance	6	0.954
<b>Average</b>		<b>0.856</b>
<b>Service Delivery Assessment</b>		
Physical Set-up	4	0.944
Basic Facilities	5	0.948
Feedback and Redress Mechanisms	3	0.898
<b>Average</b>		<b>0.93</b>
Challenge Encountered	9	0.954

Data collection was conducted through an on-site pen-and-paper survey administered to clients of the subject government office from February 03 to 05, 2026. Clients were approached at 15–20-minute intervals to ensure an even distribution of respondents, and participation was voluntary. Before answering, respondents were briefed on the study's purpose, provided informed consent, and assured of confidentiality and anonymity. Completed questionnaires were checked, tallied, and prepared for analysis.

Descriptive statistics such as frequency and percentage were used to summarize the respondents' demographic profiles. The weighted mean was used to analyze their assessments of CC implementation, service delivery outcomes, and challenges related to service delivery. For inferential analysis, multiple linear regression determined whether CC implementation dimensions predicted service delivery outcomes. Assumption checks for linearity, independence of errors, normality, homoscedasticity, multicollinearity, and influential outliers were completed to ensure the model's validity. These well-established assumption checks help researchers select appropriate analyses and generate meaningful, reliable conclusions (Nørskov, et al., 2021).

After the survey responses from sampled citizens were analyzed and interpreted, the proposed action plan on community service activities will be implemented. Table 2 presents community service activities as part of the intervention of the government office to further improve its delivery of public services.

**Table 2.** Community Service Activities

Phase	Duration	Key Activities
1. Data Consolidation and Analysis	1 to 3 weeks	Compile survey results, identify service gaps, prioritize issues on CC implementation (transparency, efficiency, accessibility)
2. Planning and Consultation	2 to 3 weeks	Hold meetings with stakeholders (citizens, government employees, other agencies) to co-design interventions based on survey findings.
3. Orientation and Capacity Building	1 week	Train government employees and volunteers on CC standards, accountability mechanisms, and service protocols.

Phase	Duration	Key Activities
4. Implementation of Service Activities	1 to 3 months	Roll out targeted community service projects (e.g., information drives, service desks, process streamlining workshops).
5. Monitoring and Midterm Review	Ongoing during implementation	Track progress using indicators (response time, citizen satisfaction, compliance with Charter commitments).
6. Evaluation and Reflection	2 weeks after implementation	Conduct focus group discussions, feedback sessions, and compare outcomes with baseline survey data.
7. Reporting and Dissemination	1 to 2 weeks	Present findings to stakeholders, publish reports, and highlight improvements in service delivery.
8. Sustainability and Continuous Improvement	Long-term	Implementation of proposed strategies for enhancing CC implementation and service delivery; Institutionalize successful practices, schedule follow-up surveys, and integrate lessons into CC updates.

The proposed community service activities will be spearheaded by the department of the government office which handles planning, policy coordination, monitoring, evaluation, and internal/external relations, including community engagement and outreach activities. Moreover, this department will also be in charge in the provision of the resources to successfully mobilize the implementation and monitoring of the listed community service activities.

## RESULT

This section presents the analysis and interpretation of the survey data to address the impact of the CC implementation on service delivery.

### Demographic Profile of Respondents

An overview of the profile of the 200 respondents' information is summarized in Table 3. Their profiles are categorized according to age group, gender, civil status, type of service/s they availed, and mode of service/s availed.

**Table 3.** Profile of Respondents

Indicator	Frequency	Percentage (%)
<b>Age Group</b>		
18-24	59	29.50
25-34	70	35.00
35-44	37	18.50
45-54	24	12.00
55-64	10	5.00
Total	200	100.00
<b>Gender</b>		

Indicator	Frequency	Percentage (%)
Male	74	37.00
Female	115	57.50
LGBTQIA+	11	5.50
Total	200	100.00
<b>Civil Status</b>		
Single	119	59.50
Married	59	29.50
Wido/er	8	4.00
Common-law	14	7.00
Total	200	100.00
<b>Availed Services</b>		
Issuance of Birth Certificate	136	68.00
Issuance of Marriage Certificate	43	21.50
Issuance of Death Certificate	11	5.50
Issuance of Certificate of No Marriage	15	7.50
Issuance of Certificate of No Death	1	0.50
Issuance of Advisory on Marriage	2	1.00
Issuance of Advisory on Birth	1	0.50
Application for Civil Registry Documents	2	1.00
Other Frontline Services	41	20.50

*Note: Respondents were allowed multiple responses on Availed Services.*

The respondents were predominantly unmarried females, most of whom belonged to the Millennial or Generation Z age groups and requested multiple civil registry documents, especially birth-related records. Since the office handles a steady flow of document-intensive, in-person transactions, emphasizing the need for clear guidance and efficient on-site processes, there is a high traffic of clients transacting business daily with the government office. This finding is aligned with [Uddin \(2024\)](#), who observed that high-traffic government offices rely heavily on well-implemented standards to maintain timely services.

### CC Implementation

The assessment of the CC implementation covers four key dimensions: visibility, clarity of content, usefulness, and actual compliance. These dimensions served as the framework for evaluating the level of CC implementation in the study office. Table 4 presents the clients' assessment of these dimensions in the context of a Philippine government office.

**Table 4.** CC Implementation

Dimension	Mean	Interpretation
Visibility	3.31	Highly Effective
Clarity of Content	3.42	Highly Effective
Usefulness	3.39	Highly Effective
Actual Compliance	3.42	Highly Effective
<b>Mean of Means</b>	<b>3.39</b>	<b>Highly Effective</b>

Clients rated visibility, clarity of content, usefulness, and actual compliance as highly effective, indicating that the CC of the government office was organized and contained important information useful for the clients. This suggests that the office provides an informative and presentable CC that includes processing and timelines for each service to be availed, which is important in high-volume transactions. The findings showed that the clients received and appreciated the reasonable time of transactions, a useful and clear step-by-step procedure, and transparent complaint resolutions. This finding is aligned with [Shalo \(2016\)](#), who reiterated that effective service environments enhance timeliness and responsiveness when charter standards are consistently practiced. It is also supported by [Stevens et al. \(2018\)](#), who emphasized that visible standards must be paired with accountability and follow-through to build user trust, conditions reflected in strong facilities and accessible feedback channels.

### Delivery of Public Service

The delivery of public service was assessed across three dimensions: physical set-up, basic facilities, and feedback and redress mechanisms. Table 5 summarizes the service delivery assessment in the context of customers in the Philippine government office.

**Table 5.** Delivery of Public Service

<b>Dimension</b>	<b>Mean</b>	<b>Interpretation</b>
Physical Set-Up	3.45	Highly Effective
Basic Facilities	3.53	Highly Effective
Feedback and Redress Mechanism	3.42	Highly Effective
<b>Mean of Means</b>	<b>3.47</b>	<b>Highly Effective</b>

Clients rated the physical set-up, basic facilities, and feedback and redress mechanisms as highly effective, indicating an organized, well-equipped, and responsive service environment that supports smooth, predictable, on-site processing in a high-throughput office. This pattern is consistent with [Ahsan et al. \(2024\)](#), whose cross-case analysis demonstrates that improvements in responsiveness and timeliness occur when CC standards are operationalized in frontline routines rather than merely displayed. Similarly, the present findings align with [Cuadrado-Ballesteros et al. \(2023\)](#), who highlighted that user trust and positive service perceptions increase when clear procedures and accessible feedback mechanisms are reinforced by managerial follow-through and accountability. In the current study, this relationship is evidenced by the presence of adequate facilities and functioning redress mechanisms, indicating that posted service commitments were supported by concrete administrative practices, thereby reinforcing the empirical claims of both studies.

### Relationship of CC Implementation on the Delivery of Public Service

Before examining the relationship between CC implementation and the delivery of public service, the required regression assumptions were evaluated. As shown in Table 6, sample adequacy and reliability were acceptable, and the assumptions of linearity, independence of errors, homoscedasticity, and absence of multicollinearity were all satisfied. Although the Shapiro–Wilk test indicated slight non-normality and a few cases showed higher leverage, no influential outliers were detected and the large sample size ( $n = 200$ ) increases the robustness of parametric procedures; overall, the data met the assumptions sufficiently, allowing the correlation results for efficiency, quality of work output, and timeliness to be interpreted with confidence ([Kamath et al., 2025](#)).

**Table 6.** Assumptions Checks for Multiple Linear Regression

<b>Assumption Tested</b>	<b>Method / Diagnostic Used</b>	<b>Decision Rule</b>	<b>Result</b>
Sample Adequacy	Final sample size = 200; Number of predictors = 4; Ratio of sample size to predictors = 50	Preferred ratio of sample size to predictors is at least 10 to 15	Met
Reliability (Cronbach's $\alpha$ )	Impact dimensions: Cronbach's Alpha = 0.737 to 0.954; Service delivery: Cronbach's Alpha = 0.898 to 0.948; Problems: Cronbach's Alpha = 0.954	Cronbach's Alpha of 0.70 or higher is acceptable	Met
Linearity	Residual values plotted against predicted values (Standardized Residuals versus Standardized Predicted Values)	No systematic curvature should be observed	Met
Independence of Errors	Durbin-Watson test	Acceptable range is from 1.5 to 2.5	Met
Homoscedasticity	Scatterplot of residual values versus fitted values	Constant variance; no funnel-shaped pattern	Met
Multicollinearity	Variance Inflation Factor values = 2.111 to 3.325; Tolerance values greater than 0.20	Variance Inflation Factor less than 5; Tolerance greater than 0.20	Met
Normality of Residuals (optional)	Shapiro-Wilk test value = 0.975 with significance level = 0.001	Preferably significance level higher than 0.05	Slight deviation from normality; however, with a sample size of 200, Ordinary Least Squares remains robust → Caution
Influential Cases (optional)	Cook's Distance (maximum = 0.206); Leverage values (maximum = 0.133); Mahalanobis distance compared with Chi-Square distribution	Cook's Distance less than 1.0; review cases with high leverage	No influential cases; some high leverage observations present → Caution

To examine whether CC implementation is associated with the delivery of public service, the study specified the following alternative hypothesis and applied multiple linear regression:

H1: CC implementation in terms of visibility significantly predicts service delivery outcomes.

H2: CC implementation in terms of clarity of content significantly predicts service delivery outcomes.

H3: CC implementation in terms of usefulness significantly predicts service delivery outcomes.

H4: CC implementation in terms of actual compliance significantly predicts service delivery

outcomes.

The model tested whether the four CC implementation dimensions, visibility, clarity of content, usefulness, and actual compliance, predict the three service delivery dimensions: physical set-up, basic facilities, and feedback and redress mechanisms. This approach enables a dimension-by-dimension assessment of which aspects of CC implementation are most closely linked to specific features of service delivery in the study office. Table 7 presents the relationship of CC implementation on the delivery of public service of the government office.

**Table 7.** Relationship of CC Implementation to the Delivery of Public Service

CC Dimensions	Delivery of Public Service Dimensions	B	t	p-value	Interpretation
Visibility	Physical Set-up	.064	0.593	.554	Not Significant
	Basic Facilities	.144	1.295	.197	Not Significant
	Feedback and Redress Mechanism	-.089	-0.825	.410	Not Significant
Clarity of Content	Physical Set-up	.225	2.603	.010	Significant
	Basic Facilities	.113	1.274	.204	Not Significant
	Feedback and Redress Mechanism	.373	4.368	.000	Significant
Usefulness	Physical Set-up	.281	2.924	.004	Significant
	Basic Facilities	.308	3.128	.002	Significant
	Feedback and Redress Mechanism	.236	2.490	.014	Significant
Compliance	Physical Set-up	.056	0.647	.519	Not Significant
	Basic Facilities	.013	0.145	.885	Not Significant
	Feedback and Redress Mechanism	.117	1.361	.175	Not Significant

The first alternative hypothesis (H1) posits that visibility has a significant effect on service delivery outcomes. The regression results in Table 6 show that visibility does not significantly predict physical set-up ( $\beta = .064$ ,  $p = .554$ ), basic facilities ( $\beta = .144$ ,  $p = .197$ ), or feedback and redress mechanisms ( $\beta = -.089$ ,  $p = .410$ ). Since all p-values exceed the 0.05 threshold, H1 is rejected, indicating that visibility alone does not exert a meaningful influence on the quality of service delivery. This suggests that merely posting or displaying the CC is insufficient to produce improved service environments or outcomes. The lack of significant effects implies that visibility must be paired with substantive internal practices to be impactful, a finding consistent with studies showing that transparency mechanisms require organizational follow through, capacity, and behavioral reinforcement to translate into performance gains (Kurkela et al., 2024; Pedersen & Pors, 2023). Visibility without operational engagement appears to create information presence but not service transformation, highlighting that clients value actionable guidance more than the mere existence of posted standards.

The second alternative hypothesis (H2) posits that clarity of content has a significant effect on service delivery outcomes. The results from Table 6 partially support this hypothesis. Clarity significantly predicts physical setup ( $\beta = .225$ ,  $p = .010$ ) and feedback and redress mechanisms ( $\beta = .373$ ,  $p = .000$ ), while its effect on basic facilities is not significant ( $\beta = .113$ ,  $p = .204$ ). Because two of the three relationships are statistically significant, H2 is accepted, confirming that clearer, more

intelligible CC content meaningfully shapes service delivery conditions, particularly those involving navigation and feedback processes. The strong association with feedback and redress mechanisms indicates that plain language, logical sequencing, and clear instructions help clients understand where to go, how to complete tasks, and how to escalate concerns. This aligns with transparency literature emphasizing that clarity increases user trust and reduces procedural ambiguity when standards are understandable and consistently communicated (Cuadrado-Ballesteros et al., 2023). Similarly, studies on frontline service routines note that clear procedural guidance strengthens clients' ability to navigate service points and obtain assistance without confusion, leading to more predictable and fair service experiences (Pedersen & Pors, 2023; Macatangay et al., 2025). Overall, clarity emerges as a critical factor for converting published standards into practical, user-centered service encounters.

The third alternative hypothesis (H3) posits that usefulness has a significant effect on service delivery outcomes. The regression findings strongly support this hypothesis. Usefulness significantly predicts all three service delivery dimensions: physical set-up ( $\beta = .281, p = .004$ ), basic facilities ( $\beta = .308, p = .002$ ), and feedback and redress mechanisms ( $\beta = .236, p = .014$ ). Because each relationship is statistically significant at the 0.05 level, H3 is fully accepted, confirming that usefulness exerts the most consistent and robust influence on service delivery conditions among all CC dimensions. These results indicate that when CC information is practical, actionable, and directly applicable, such as through step-by-step instructions, checklists, and task-oriented descriptions, clients are better equipped to navigate physical spaces, utilize facilities effectively, and engage with feedback systems. This observation aligns with findings that service improvements materialize when clients can apply posted standards to complete actual tasks and when frontline processes are designed around user needs (Ahsan et al., 2024). Furthermore, governance research affirms that actionable guidance enhances predictability, reduces user errors, and fosters smoother service interactions, especially in high-volume public offices (Cuadrado-Ballesteros et al., 2023). Usefulness therefore emerges as the strongest driver of improved service conditions in this study.

The fourth alternative hypothesis (H4) posits that actual compliance has a significant effect on service-delivery outcomes. The regression results indicate that actual compliance does not significantly predict physical setup ( $\beta = .056, p = .519$ ), basic facilities ( $\beta = .013, p = .885$ ), or feedback and redress mechanisms ( $\beta = .117, p = .175$ ). All p-values exceed the 0.05 threshold; thus, H4 is rejected, suggesting that perceived compliance with charter standards does not independently improve client-facing service conditions. This finding implies that even when staff outwardly follow CC procedures, such compliance alone does not guarantee meaningful improvements unless supported by updated content, actionable guidance, and internal capacity. Studies on charter implementation similarly note that rule adherence is insufficient when not embedded within organizational systems, resources, and performance-monitoring routines (Kurkela et al., 2024). Likewise, evidence on frontline discretion indicates that standardized procedures must be reinforced with staff capability, judgment, and consistency to produce service outcomes clients can feel (Pedersen & Pors, 2023). The null effects for compliance highlight that formal adherence must be paired with usability and clarity to drive tangible improvements.

### **Challenges in Public Service Delivery Related to CC Implementation**

The challenges encountered in the public service delivery related to CC Implementation were examined using 9-item questions. Table 8 summarizes the problems encountered by the respondents.

**Table 8.** Challenges in Public Service Delivery Related to CC Implementation

<b>Challenge</b>	<b>Mean</b>	<b>Interpretation</b>
Missing information on posted CC	1.90	Less Serious Challenge
Personnel lacked sufficient knowledge	1.86	Less Serious Challenge
Documents used are complex/confusing	1.84	Less Serious Challenge
Personnel were not properly involved	1.80	Less Serious Challenge
Personal connections influenced prioritization	1.77	Less Serious Challenge
Poor service quality due to appointment system	1.75	Less Serious Challenge
Lack of accountability/data privacy	1.71	Not a Challenge
Slow and inefficient transactions	1.68	Not a Challenge
<b>Mean of Means</b>	<b>1.78</b>	<b>Less Serious Challenge</b>

The results show that clients perceived the challenges related to CC implementation as generally minor, with the most notable issues involving missing information on the posted CC, insufficient staff knowledge, and complex or confusing documents. These challenges point to informational and capability gaps rather than systemic service failures, suggesting that clients mainly struggle with understanding procedures or receiving clear guidance rather than with delays or inefficiencies. The fact that respondents did not view transaction speed or accountability/privacy concerns as challenges indicates that the office's operational flow is functioning adequately and that delays or data-handling issues are not prominent problems from the user perspective.

This pattern is aligned with [Ahsan et al. \(2024\)](#), whose findings support the idea that charter implementation becomes less effective when information is incomplete or frontline staff have uneven knowledge, as such gaps weaken the intended benefits of the CC. Likewise, the absence of concerns about transaction delays is consistent with [Diocos \(2024\)](#), who confirmed that when CC procedures are followed, predictability and user experience generally improve, even though further gains often depend on improving clarity of information and staff capability. Overall, the results imply that strengthening staff training, refining document clarity, and regularly updating charter content may yield meaningful improvements, as these areas represent the most salient obstacles identified by clients.

### **Proposed Strategies for Enhancing CC Implementation and Service Delivery**

Table 9 presents a set of proposed strategies derived from the results of the study, focusing on strengthening the implementation of the CC and improving key dimensions of service delivery in a high-throughput government office. The strategies address the identified gaps in visibility, clarity, usefulness, actual compliance, physical set-up, facilities, feedback mechanisms, and common implementation challenges.

**Table 9.** Proposed Strategies

<b>Dimension</b>	<b>Findings Summary</b>	<b>Proposed Strategies</b>	<b>Supporting Evidence</b>	<b>Implementation Plan</b>
Visibility	Awareness of CC content and procedures is uneven, particularly	1. Install large, high-contrast CC boards in entrances and waiting areas.	Visibility must be paired with routine updating and managerial follow-through to	1. Install and maintain large, high-contrast CC boards at entrances, waiting areas, and near service counters

Dimension	Findings Summary	Proposed Strategies	Supporting Evidence	Implementation Plan
	among walk-in and online clients.	2. Utilize digital displays and official social media pages to disseminate steps, fees, and timelines.	meaningfully improve transparency (Cuadrado-Ballesteros et al., 2023).	<p>to ensure clients can easily view steps, requirements, fees, and timelines.</p> <p>Indicator: Boards updated quarterly; at least 3–5 boards installed in high-traffic areas</p> <p>2. Use digital visibility channels, including official social media pages and lobby digital screens, to disseminate</p> <p>Indicator: Monthly CC update posts; at least 1 digital display showing rotating CC content.</p>
Clarity of Content	Procedures are text-heavy and technical, creating confusion for first-time users.	<p>1. Develop flowcharts and infographics illustrating step-by-step processes.</p> <p>2. Provide translations in Filipino and relevant local dialects.</p>	Clear, comprehensible information reduces user errors and supports smoother process navigation (Cuadrado-Ballesteros et al., 2023).	<p>1. Develop visual aids such as flowcharts, infographics, and step-by-step guides to illustrate each transaction clearly, especially for first-time clients.</p> <p>Indicator: At least one visual guide is produced and posted for each major service offered by the office.</p> <p>2. Provide Filipino translations and versions in relevant local dialects to improve comprehension for clients with diverse</p>

Dimension	Findings Summary	Proposed Strategies	Supporting Evidence	Implementation Plan
				<p>language backgrounds.</p> <p>Indicator: Translated versions available for all major services, posted both online and in the service area.</p> <p>3. Conduct periodic client clarity checks through short surveys or quick feedback cards to determine whether clients understand the posted procedures.</p> <p>Indicator: At least 80% of respondents report that the CC content is clear, complete, and easy to follow.</p>
Usefulness	Some posted procedures are outdated or misaligned with actual workflows.	<ol style="list-style-type: none"> <li>1. Conduct quarterly updates of steps, fees, and processing times.</li> <li>2. Perform short user-testing sessions to determine whether posted instructions remain practical.</li> </ol>	Actionable and up-to-date guidance improves timeliness, responsiveness, and overall user experience, especially in high-volume offices ( <a href="#">Ahsan et al., 2024</a> ).	<ol style="list-style-type: none"> <li>1. Identify all processes that require updates (e.g., application steps, fees, processing times).</li> <li>Indicator: 100% of updates completed within scheduled quarter.</li> <li>2. Conduct short user-testing sessions with walk-in clients at least once per quarter to identify unclear, confusing, or impractical instructions in the posted procedures.</li> </ol>

Dimension	Findings Summary	Proposed Strategies	Supporting Evidence	Implementation Plan
Actual Compliance	Inconsistency in adherence to CC standards across counters and shifts; performance is not visible to clients.	<ol style="list-style-type: none"> <li>1. Implement light-touch internal quality checks.</li> <li>2. Use frontline dashboards tracking compliance, timeliness, and feedback resolution rates.</li> </ol>	Visible monitoring and routine standard enforcement help translate transparency into actual performance gains (Cuadrado-Ballesteros et al., 2023).	<p>Indicator: At least 20 users participate in each user-testing cycle, and 80% of them report that the revised instructions are easy to follow and practical.</p> <ol style="list-style-type: none"> <li>1. Conduct regular internal quality audits to track the compliance with the external services. Indicator: 100% of external services audited semestral; ≥85% audit items compliant; corrective actions completed within 10 working days.</li> <li>2. Track objective compliance metrics on a frontline dashboard Monitor % transactions completed within stated time, first-contact resolution rate, rework/returned application rate, and complaint resolution.. Display a simplified view on the lobby screen/board.  Indicator: On-time completion ≥90%, first-contact resolution ≥80%,</li> </ol>

Dimension	Findings Summary	Proposed Strategies	Supporting Evidence	Implementation Plan
				rework complaint resolved within SLS $\leq 10\%$ , cases $\geq 90\%$ .
Physical Set-Up	Wayfinding and queuing issues occur during peak hours.	<ol style="list-style-type: none"> <li>1. Introduce or strengthen queue management systems.</li> <li>2. Install directional signage and improve priority lanes for senior citizens/ persons with disability/ pregnant clients.</li> </ol>	Effective physical setups support shorter waits and reduce friction when paired with actionable information (Ahsan et al., 2024).	<ol style="list-style-type: none"> <li>1. Introduce or tune a queue management system (ticketing or structured lines) with separate lanes for single-document vs. multi-document transactions.  Indicator: Average waiting time reduced by <math>\geq 15\%</math> within 3 months (vs. baseline)</li> <li>2. Conduct a site survey to identify areas needing directional signage and priority lanes. Then, install clear, visible signage and set up designated priority lanes.  Indicator: 100% of signages installed in identified areas.</li> </ol>
Basic Facilities	Amenities are available but vary in quality and visibility.	<ol style="list-style-type: none"> <li>1. Maintain clean and comfortable waiting areas with adequate</li> </ol>	Well-maintained facilities contribute to higher satisfaction and reinforce	Facilities standards and daily checks - Define minimum standards (seating per 50 clients,

Dimension	Findings Summary	Proposed Strategies	Supporting Evidence	Implementation Plan
		seating and ventilation.  2. Ensure availability of essential amenities such as drinking water and clean restrooms.	perceptions of responsiveness (Ahsan et al., 2024).	ventilation/fans, lighting lux, drinking water, clean restrooms) and implement a daily AM/PM checklist.  Indicator: Daily compliance with standards $\geq 95\%$ ; facility-related complaints $\downarrow$ by 30% in 3 months.
Feedback & Redress Mechanism	Low utilization of feedback channels; clients are not consistently informed of resolution status.	1. Provide multi-channel feedback options (drop boxes, QR codes, hotline, email).  2. Track and publicly report feedback resolution metrics.	Multi-channel, well-monitored feedback systems strengthen accountability and build user trust (Cuadrado-Ballesteros et al., 2023).	1. Multi-channel feedback made visible and easy - Offer four equivalent channels: QR code form, drop box, hotline, email; place large prompts at exits, counters, and on receipts.  Indicator: Feedback utilization rate $\geq 10\%$ of daily clients by Month 3 (from baseline).  2. Complaint Closure - Publish response ( $\leq 24$ hours) and resolution (3 working days) targets on CC boards and website; send auto-acknowledgement and closure notices  Indicator: Acknowledged within 24h $\geq 90\%$ ; resolved within 3 days $\geq 85\%$ .
Challenges	Gaps include	1. Use a	Strengthening staff	1. Develop a standardized CC

Dimension	Findings Summary	Proposed Strategies	Supporting Evidence	Implementation Plan
	missing information, variable staff knowledge, and complex documentation.	CC monthly compliance checklist and conduct spot checks.  2. Provide micro-training sessions on CC content and simplify forms.	CC capability and eliminating information gaps improves overall service reliability (Diocos, 2024).	Compliance Checklist aligned with service delivery standards, policies, and client expectations.  Indicator: $\geq 90\%$ compliance rate across all frontline units.  2. Review existing CC forms and identify redundant or overly complex items. Then, redesign forms into short, user-friendly versions with clear language and fewer steps.  Indicator: At least 85% correct usage rate within three months of implementation.

To strengthen and fully adopt these proposed strategies, implementation plans are necessary to monitor and evaluate client satisfaction with public service delivery. This will document client satisfaction changes in terms of the success indicators regarding the implementation of the proposed strategies. The implementation of these proposed strategies serves as the highlight of the community service activities which will be implemented and monitored by the department of the government office which handles the community engagement and outreach activities.

These community service activities are consistent with public administration scholarships where user-centered improvements and administrative capability-building are essential for elevating service outcomes. Studies emphasize that service standards become effective only when they are accessible, understandable, and consistently applied across frontline operations (Cuadrado-Ballesteros et al., 2023; Briones et al., 2025; Roldan et al., 2023; De Ramos & Briones, 2024). Likewise, research shows that predictable workflows and coherent client guidance reduce uncertainty and enhance overall service experience, especially in offices with heavy foot traffic (Ahsan et al., 2024). The proposed recommendations thus aim to strengthen charter usability, staff capability, and structural support systems to ensure responsive and reliable frontline delivery.

## DISCUSSION

The findings of this study highlight the central role of CC implementation in shaping clients' experiences within a high-throughput government office. The demographic profile shows that most respondents often process multiple document-heavy requests in a single visit. This context

reinforces the importance of clear, organized, and predictable service workflows. Clients consistently emphasized that their ability to navigate procedures smoothly depends less on the mere availability of posted information but more on how understandable and actionable the content is. This is consistent with evidence showing that responsive frontline service delivery emerges when standards are embedded in everyday routines and presented in a way that clients can easily apply during transactions (Ahsan et al., 2024). When steps, timelines, and requirements are written in plain, task-oriented language, clients make fewer errors and are less likely to repeat visits, contributing to a more efficient and less stressful service experience. This further implies the relevance of clear, organized, and predictable workflows of the government office in promoting effective community service and development. This is aligned with the work of Higgins et al. (2025), who demonstrated the need for structured, evidence-driven approaches in community development, highlighting how clear frameworks improve implementability and sustainability.

Similarly, clients rated the physical set-up, basic facilities, and feedback and redress mechanisms as highly effective, suggesting that the service environment is generally supportive, organized, and capable of managing the volume of users it serves. Clear signage, adequate seating, ventilation, and accessible feedback options help reduce uncertainty and frustration, especially for first-time users and those processing multiple documents. These observations align with transparency literature, which asserts that clear processes and accessible channels for raising concerns improve satisfaction when supported by consistent managerial oversight (Cuadrado-Ballesteros et al., 2023). Moreover, Latupeirissa et al. (2024) disclosed how responsiveness through digital tools improves efficiency and citizen satisfaction. For the community, this means that well-maintained facilities do not only enhance comfort but also signal government responsiveness, encouraging trust in the institution.

The regression analysis further clarifies which dimensions of the CC most strongly influence service delivery. Usefulness, defined as the presence of practical, step-by-step, and actionable guidance, was found to significantly predict all three service delivery outcomes. This result demonstrates that when clients can readily understand and apply the information in the CC, they perceive the environment, facilities, and feedback mechanisms more positively. Clarity of content also showed meaningful effects, specifically on physical setup and feedback mechanisms, highlighting the importance of plain language and logically sequenced information. These findings reinforce the view that what the charter communicates, and how clearly it communicates it, directly shapes client outcomes. Studies suggest that charter reforms only generate meaningful gains when users can translate posted standards into successful actions during their transactions (Ahsan et al., 2024). Transparency research likewise notes that clarity enhances trust only when coupled with consistent follow-through at the operational level (Cuadrado-Ballesteros et al., 2023). It must be pointed out that a clear CC acts as a social contract between the government and its citizens. When service delivery of the government office aligns with these commitments, the community benefits through greater trust, empowerment, and participation. In essence, the CC is not just a bureaucratic tool but a foundation for stronger, more engaged public customers.

Although challenges were generally rated as minor, clients identified several recurring concerns: missing information on posted CC materials, variable staff knowledge, and complex documentation. These concerns reflect informational and capability-related gaps, rather than systemic failures. Such gaps can lead to errors, repeated visits, and confusion about requirements, issues that disproportionately affect first-time applicants and those unfamiliar with technical procedures. This pattern aligns with Diocos (2024), who found that incomplete CC content and insufficient staff familiarity hinder the practical use of the charter even when implementation is generally rated as strong. Moreover, cross-country findings consistently warn that outdated or incomplete charter content weakens the intended reforms and creates unnecessary barriers for

clients (Ahsan et al., 2024). Addressing these gaps can therefore lead to immediate and measurable improvements in client experience, particularly by reducing avoidable delays and ensuring more uniform guidance across staff. It is therefore imperative for the government office to come up with a balanced approach to be more effective in addressing these challenging gaps—combining technology, accountability, local empowerment, and citizen participation. This is further supported by Firman et al. (2024), who reiterated that government institutions that treat citizens as partners rather than passive recipients often achieve more sustainable improvements in service delivery.

The implications of these findings for service delivery are significant. Improvement efforts should prioritize dimensions that directly influence client outcomes. Strengthening usefulness through the development of task-oriented micro-guides, such as checklists, simple flowcharts, and QR-linked explainers, can enhance clients' ability to complete processes correctly on their first attempt. Likewise, clarity can be improved through plain-language revisions, modular presentation of steps, and explicit instructions for seeking assistance or filing feedback. These approaches are supported by public administration research demonstrating that user-friendly service standards support more predictable processing and help reduce informational barriers (Ahsan et al., 2024; Cuadrado-Ballesteros et al., 2023).

Sustaining these improvements requires embedding standards into organizational routines. Simple interventions, such as shift huddles to review CC updates, triage scripts for frontline staff, counter-level checklists, and feedback dashboards, ensure that staff members deliver consistent and accurate guidance. Evidence from organizational studies affirms that service improvements are most reliable when reinforced by structures, culture, and managerial attention (Kurkela, et al., 2024). For the community, this means that improved consistency across staff and shifts will translate to smoother, more predictable service experiences, fewer return visits, and a stronger sense of trust in the government office.

This study is directly tied to the principles of Good Governance Theory because it operationalizes the values of transparency, accountability, efficiency, and responsiveness in public service delivery. Practically, it provides a framework for citizen-centric governance, transforming abstract principles into practical tools that improve everyday life. Building on these findings, future efforts can further enhance public service delivery by systematically incorporating client feedback into routine assessments. Implementing client feedback-based approach as part of community service interventions can help organizations identify service gaps, improve responsiveness, and promote evidence-based refinements in service processes. Previous research supports the value of such mechanisms, demonstrating that citizen or client feedback is essential for evaluating and enhancing the quality and performance of public services (Oe & Yamaoka, 2024). By embedding these feedback loops, public service organizations can sustain improvements, strengthen accountability, and continue advancing citizen-centric governance in practical, measurable ways.

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