



Relationship Between Organizational Effectiveness and Service Delivery Performance in a Philippine National Government Agency

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Abstract

In an era of increasing public accountability and demand for efficient governance, national government agencies must ensure that internal organizational systems effectively translate into high-quality public service outcomes. This research examined the relationship between organizational effectiveness and service delivery performance within a Philippine national government agency. Anchored in Open Systems Theory, the study conceptualized leadership, communication, and work processes as internal subsystems influencing external service outcomes, including efficiency, responsiveness, and client satisfaction. Utilizing a quantitative descriptive-correlational design, data were gathered from a sample of 230 management, administrative, and operational personnel. Variables were measured using a validated structured survey, with data analyzed via frequency, percentage, weighted mean, and Pearson product-moment correlation. Descriptive findings revealed very high levels of both organizational effectiveness and service delivery, indicating robust internal capacity. Correlation analysis indicated a significantly strong positive relationship, leading to the rejection of the null hypothesis. Furthermore, communication and work processes emerged as the primary predictors of service delivery performance. While operational constraints exist, these do not substantially undermine service delivery performance of the government agency. Based on these findings, strategies were proposed to further enhance organizational effectiveness within the agency studied. The results empirically validate Open Systems Theory by demonstrating that cohesive internal subsystems significantly drive external service excellence. Additionally, the study contributes to public administration literature by providing evidence that workflow standardization and strengthened communication systems enhance institutional performance sustainability.

Keywords: *Organizational effectiveness, Service delivery performance, Open Systems Theory, Philippine national government agency, Public administration*

INTRODUCTION

The dynamic relationship between organizational effectiveness and service delivery efficacy within public sector entities is a critical area of inquiry, particularly amid escalating demands for accountability and efficiency in government operations. In the post-pandemic era of public administration, organizational effectiveness has become a critical determinant of service delivery performance in government institutions. Expectations for the national government to deliver timely, efficient, and citizen-centered services have intensified as it navigates heightened public scrutiny, resource constraints, and operational complexity. As such, organizational effectiveness is

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seen as a factor that encourages employees to work effectively, enabling them to deliver high-quality service to consumers (Alkaf et al., 2021). Organizational effectiveness, manifested through leadership capability, communication systems, and efficient work processes, enables public institutions to translate internal capacities into reliable service outcomes. Recent literature emphasizes that for government agencies to thrive in the new normal, they must adopt a resilience-based approach in which internal stability directly translates into efficient service delivery (Ansell et al., 2024). As citizens increasingly demand real-time responsiveness and digital efficiency, the ability of a national government agency to align its organizational behavior with service standards is not merely a strategic advantage but a statutory necessity.

Global literature consistently demonstrates a strong relationship between organizational effectiveness and service delivery performance in the public sector. Empirical studies across governance contexts show that internal structures directly influence efficiency, responsiveness, and service quality. Effective leadership and supportive organizational culture enhance service-oriented behaviors and citizen satisfaction (Alfansi et al., 2022), while transparent communication and aligned knowledge-sharing systems improve coordination and responsiveness (Bayona et al., 2020). Conversely, rigid bureaucratic cultures constrain initiative and weaken service performance (Jameel, 2022). Integrating digital workflows with redesigned processes further strengthens perceived service quality (Ahn & Chen, 2022), and deficiencies in service delivery are often traced to ineffective leadership, fragmented communication, and poorly designed internal systems rather than frontline capacity alone (Jacobsen & Andersen, 2020). Collectively, these findings affirm that service performance is a systemic outcome of organizational effectiveness. Building on this global evidence, the present study examines how leadership, communication, and work processes function as integrated precursors to service excellence within a Philippine national government agency.

In the Philippine context, research on public sector performance has primarily examined service delivery through the lenses of policy reform, compliance systems, and individual-level factors. Digitalization has emerged as a key driver of inclusive development and governance efficiency, enhancing responsiveness, accessibility, and operational performance in national agencies (Villaseñor, 2024; Andaya et al., 2025; Pancho et al., 2026). However, national assessments indicate that despite improvements in performance-based incentive compliance, operational efficiency remains uneven due to misaligned internal processes (Albert et al., 2019). Moreover, while public servants demonstrate high public service motivation, their impact on outcomes depends significantly on organizational support systems (Lasanas et al., 2023).

Leadership development has likewise been shown to strengthen morale, productivity, engagement, and institutional stability (Atilano-Tang & Hassan, 2023). Collectively, these studies indicate that persistent service delivery challenges in Philippine government agencies are rooted not merely in policy or technology gaps, but in the effectiveness of internal organizational systems. Building on this literature, the present study examines how leadership, communication, and work processes function jointly to address performance disparities and sustain high-level public service delivery.

Based on the researchers' knowledge, there remains a critical dearth of empirical research that directly and systematically examines the relationship between organizational effectiveness and service delivery performance, specifically within Philippine national government agencies. Existing local research has often focused on isolated organizational factors such as effective leadership and a focus on digitalization, rather than examining organizational effectiveness as a unified, multidimensional construct (Atilano-Tang & Hassan, 2023; Villaseñor, 2024; Andaya et al., 2025; Pancho et al., 2026; Lasana et al., 2023). This gap underscored a vital need for a comprehensive examination; the present study addressed it by providing empirical evidence that

organizational effectiveness is a dominant predictor of service delivery performance. By simultaneously testing leadership, communication, and work processes, this research identified the specific operational pathways, particularly through communication and coordination, that convert internal capacity into superior public service outcomes.

The present study is situated in a Philippine national government agency responsible for implementing social protection and welfare programs nationwide. The agency operates through centralized and field-level units and manages high volumes of public transactions that require timely processing, clear communication, and consistent service standards. In the Philippine governance context, studies show that although administrative reforms have aimed to improve efficiency, operational performance across national agencies remains uneven due to fragmented workflows, bureaucratic layering, and varying levels of digital readiness (Albert et al., 2019; Biglete, 2023). The subject agency faces similar challenges, including increasing transaction volumes and evolving client expectations for faster turnaround times. Despite updated protocols, feedback mechanisms continue to reveal concerns related to processing delays and communication gaps. Research further emphasizes that accountability and transparency mechanisms are sufficient unless supported by strong internal coordination and integrated processes (Birdayanthi et al., 2025). This study is timely and relevant, as it diagnoses the root causes of these performance lags—moving beyond symptom management to address core organizational factors. By establishing the link between organizational effectiveness and service delivery, this research provides empirical support for strategic institutional strengthening to ensure responsiveness to the needs of the Filipino public.

Thus, this study examined the relationship between organizational effectiveness and service delivery performance in a Philippine national government agency to inform organizational enhancement and strategic improvement. Specifically, the study assessed the level of organizational effectiveness of a Philippine national government agency across leadership, communication, and work processes. It also assessed the agency's service delivery performance in terms of efficiency, responsiveness, and client satisfaction. Additionally, the study analyzed the relationship between organizational effectiveness and service delivery performance to determine whether and how organizational factors significantly influenced service outcomes. Furthermore, the study identified the major problems the agency encountered that affected organizational effectiveness and service delivery performance. Based on the study's findings, the researchers proposed strategies to enhance organizational effectiveness and improve service delivery performance within the Philippine national government agency. In line with these objectives, the study addressed the following research questions:

1. What is the level of organizational effectiveness of the agency in terms of leadership, communication, and work processes?
2. What is the level of service delivery performance of the agency regarding efficiency, responsiveness, and client satisfaction?
3. Is there any significant relationship between organizational effectiveness and service delivery performance?
4. What major problems are encountered by the agency that affect both organizational effectiveness and service delivery?
5. What strategies can be proposed to enhance organizational effectiveness and improve service delivery of the agency?

Anchored in Open Systems Theory, the study contributes theoretically by strengthening the understanding of how internal organizational conditions shaped public service outcomes and provides practical insights for improving institutional performance in national government

agencies.

LITERATURE REVIEW

In line with this study's objectives, the researchers conducted a systematic review of peer-reviewed, empirical literature from credible sources to establish an evidence-based foundation for the analysis. This section synthesizes findings from prior studies on organizational effectiveness and service delivery across diverse institutional and organizational contexts. It identifies measurable dimensions, indicators, and outcomes associated with these variables, as well as empirically tested relationships between organizational effectiveness and service delivery. By establishing empirical evidence, this review provides a basis for developing the study's conceptual framework

Open Systems Theory

This study is grounded in Open Systems Theory, which conceptualizes organizations as dynamic entities that transform inputs into outputs through internal processes while continuously interacting with their environment (Lee et al., 2020). In public-sector settings, these interactions are particularly critical, as agencies manage public resources and are accountable for socially valuable outcomes.

Within this framework, organizational effectiveness is the internal transformation mechanism—encompassing leadership, communication, and work processes—while service delivery performance constitutes the system's output, measured by efficiency, responsiveness, and client satisfaction. Empirical studies emphasize that weaknesses in leadership integration, coordination, and process alignment constrain service outcomes regardless of resource availability (Ntando & Mofolo, 2024; Barasa et al., 2018). Open Systems Theory, therefore, provides a coherent lens for examining how internal organizational subsystems shape external service performance and formulating research hypotheses.

Organizational Effectiveness

Organizational effectiveness in the public sector is driven by the synergy among leadership, communication, and workflow design. While de Gennaro (2019) highlighted how transformational leadership navigates bureaucratic hurdles, recent scholarship by Muss et al. (2026) and Rivera et al. (2023) emphasized that empathetic engagement is equally vital to sustaining institutional commitment. This leadership is reinforced by structured communication; for instance, Bayona et al. (2020) and Gamboa et al. (2024) identified its role in enhancing job performance, while Larroza et al. (2024) and Cornel et al. (2025) underscored its necessity for seamless knowledge transfer in vertical hierarchies. Finally, the shift toward digitalization must move beyond mere automation. As Ahn and Chen (2022) noted, manual systems are increasingly obsolete, but Cordella and Paletti (2019) cautioned that true performance gains require a foundational, citizen-centric re-engineering of processes.

Overall, the literature suggests that organizational effectiveness in the public sector depends on the interplay of leadership, communication, and work processes, with each dimension reinforcing the others. Transformational and empathetic leadership promotes motivation and morale, while clear communication channels ensure that directives translate into performance. Finally, digitalization, coupled with citizen-centric process re-engineering, transforms bureaucratic rigidity into resilient governance, enabling institutions to deliver more effectively on their mandates.

Service Delivery Performance

Service delivery performance in government is multidimensional, extending beyond procedural speed to the quality of the citizen experience. Service delivery refers to the provision of services that government agencies are mandated or expected to provide to the public (Kemp & Vyas-Doorgapersad, 2020). In this study, performance is assessed through efficiency, responsiveness, and client satisfaction.

Performance in the public sector is multifaceted, shaped by the interplay between internal mechanics and external perceptions. Efficiency remains a baseline requirement, traditionally focused on optimizing turnaround times and procedural accuracy (Dick-Sagoe et al., 2021; Latupeirissa et al., 2024). However, modern frameworks like ServQual shift the focus toward responsiveness, in which the speed of assistance is weighed against the agency's adaptive capacity to meet citizens' needs (Teshome et al., 2020). This evolution suggests that client satisfaction is not merely an outcome of speed but a psychological gap. As Amador (2025) argued, the courtesy and clarity of delivery are often as significant as the service itself in shaping public perception.

Taken together, the literature affirms that effective public service is not defined by speed alone but by the integration of operational efficiency, adaptive responsiveness, and positive citizen perception. Sustainable service excellence, therefore, emerges when procedural systems and human interaction converge to generate public trust and institutional credibility.

Relationship between Organizational Effectiveness and Service Delivery Performance

Extant research consistently identifies a robust link between internal organizational effectiveness and improved external outcomes. Specifically, optimized internal processes have been shown to elevate employee performance and service quality, which together strengthen broader institutional results (Alkaf et al., 2021; Alfansi et al., 2022; Metz et al., 2020). However, emerging scholarship suggests that this relationship is not universal but contingent on specific structural and human variables. For instance, interventions aimed at increasing effectiveness may fail to improve service delivery in the absence of governance alignment (Virani & van der Wal, 2023). Furthermore, the impact of organizational design on public outcomes is often indirect, with civil service performance serving as a critical mediator between internal efficiency and the actual service experience (Nor, 2025). Therefore, based on these studies, the relationship can be indirect, mediated, or contingent on governance structures, employee performance, leadership alignment, and citizen-centered priorities. In some cases, an organization may appear effective internally but fail to deliver meaningful improvements in service outcomes. According to Open Systems Theory, the efficiency of internal subsystems—such as leadership and work processes—is the primary driver of an organization's ability to produce high-quality services (Ntando & Mofolo, 2024). If these internal components are effectively integrated, a corresponding increase in service delivery performance should theoretically follow. To empirically test this theoretical proposition within the context of a Philippine national agency, the following hypothesis is formulated:

H₀: There is no significant relationship between organizational effectiveness and service delivery performance.

To test this hypothesis, the study employed a quantitative, descriptive-correlational research design. Organizational effectiveness, as an independent variable, was measured through leadership, communication, and work processes, and service delivery performance, as a dependent variable, was measured through efficiency, responsiveness, and client satisfaction.

Problems Encountered Affecting Organizational Effectiveness and Service Delivery

Despite ongoing reform initiatives, Philippine national agencies are hindered by a reinforcing cycle of structural and cultural constraints. At the foundational level, outdated infrastructure and

technological gaps create significant barriers to seamless workflow integration (Albert et al., 2019). These technical limitations are often compounded by deeply rooted bureaucratic rigidity that prioritizes strict procedural compliance over actual service outcomes. When high transaction volumes are met with limited organizational support, the resulting environment fosters widespread workforce strain and burnout (Lasanas et al., 2023). Ultimately, this combination of aging systems and administrative pressure generates systemic resistance to digital transformation, leading to fragmented and uneven adoption of modern governance tools across units (Turner et al., 2022). These challenges are systemic and mutually reinforcing, indicating structural misalignment among infrastructure, processes, and human capital. Service delivery shortcomings therefore represent not isolated operational failures but manifestations of weakened internal coordination. Addressing these gaps requires deliberate strengthening of leadership integration, communication architecture, and workflow alignment to preserve institutional coherence and sustain high-quality public service performance.

RESEARCH METHOD

This study employed a quantitative, descriptive-correlational design to examine the relationship between organizational effectiveness and service delivery performance in a Philippine national government agency. The descriptive component determined the levels of both variables, while the correlational approach assessed their association without manipulation (Creswell & Creswell, 2023). Respondents included regular and non-regular employees in managerial, administrative, and support roles, given their direct knowledge of internal processes and service delivery. Thus, using a stratified random sampling method, the population was divided into three major strata by employee role, regardless of employment status, as follows: managerial roles, administrative staff, and support staff. In accordance with Etikan and Bala (2017), this sampling design ensures proportional representation across functional units, reducing sampling bias and enhancing precision. Random selection of respondents within each stratum was considered to strengthen representativeness and enable subgroup analysis. Using the Raosoft calculator with a 5% margin of error and 95% confidence level (Garg et al., 2024), a sample size of 230 respondents was determined from a total population of 570 regular and non-regular employees. The sub-population of these employees, regardless of their employment status, when grouped by employee role, comprises the following: 32 managerial roles; 74 administrative staff; and 464 support staff. Therefore, the sampled respondents for this study, considering the size of its sub-population, included 13 employees with managerial roles, 30 administrative staff, and 187 support staff.

Data were collected through a structured, self-administered questionnaire designed to capture the linkage between internal organizational mechanisms and external service outcomes. The instrument measured organizational effectiveness through the dimensions of leadership, communication, and work processes adapted from established public sector frameworks (Alfansi et al., 2022), and assessed service delivery performance in terms of efficiency, responsiveness, and client satisfaction using a SERVQUAL-based model contextualized for the Philippine public sector (Norona et al., 2020). It also included items identifying problems encountered that may affect both internal effectiveness and service quality. All items were rated on a four-point Likert scale to minimize central tendency bias and encourage decisive responses, as follows: 1= Strongly Disagree; 2= Disagree; 3= Agree; and 4= Strongly Agree. While Likert-type data are strictly ordinal, this study treated the composite scores as quasi-interval data solely for descriptive purposes. This allowed for the calculation of weighted means to summarize broader implementation trends using standard numerical cut-offs (1.00–1.75 for Strongly Disagree, 1.76–2.50 for Disagree, 2.51–3.25 for Agree, and 3.26–4.00 for Strongly Agree). To ensure methodological rigor, the instrument underwent content validation by three experts in public administration and research who evaluated item

clarity, relevance, and alignment with the study objectives. Based on their recommendations, problem indicators were refined and categorized into internal and service-related domains, and research questions were reformulated into interrogative form to enhance construct precision, achieving a Content Validity Index exceeding the acceptable threshold of 0.80 (Yusoff, 2019). Following validation, a pilot test was conducted with 23 non-sample respondents. Table 1 shows the analysis of the reliability test. The results yielded Cronbach's Alpha values ranging from 0.913 to 0.968 across all constructs. These results far exceeded the 0.70 threshold, validating the instrument for full-scale data collection and analysis (Hair et al., 2021).

Table 1. Reliability Statistics

Dimension	No. of Items	Cronbach's Alpha
Organizational Effectiveness		
Leadership	5	0.968
Communication	5	0.930
Work Process	5	0.955
Average		0.951
Service Delivery Performance		
Efficiency	5	0.913
Responsiveness	5	0.950
Client Satisfaction	5	0.939
Average		0.934
Problems Encountered		
Organizational Effectiveness	10	0.963
Service Delivery	5	0.918
Average		0.941

Data collection was conducted from January 28 to 30, 2026, using Google Forms as the primary digital survey instrument. This process began after the agency head's approval and the research ethics proposal's clearance by the institutional ethics review board. In strict adherence to the Data Privacy Act of 2012 and the ethical guidelines outlined by Resnik (2020), informed consent was obtained from all participants to ensure anonymity and the right to withdraw. For data analysis, frequencies and percentages were used to summarize the demographic profile of the 230 respondents. The weighted mean was employed to determine the levels of organizational effectiveness and service delivery performance. Before performing the correlation analysis, the data underwent a rigorous assumption-checking process to ensure the validity of parametric testing. Univariate normality was first evaluated through skewness and kurtosis to confirm that the distribution did not significantly deviate from a bell-shaped curve. To address the requirement of linearity, bivariate scatterplots were visually inspected for all variable pairs; this diagnostic step ensured that the relationships followed a consistent linear trend, a requirement that the correlation coefficient alone cannot verify. Once these preconditions were satisfied according to Hu and Plonsky (2021), Pearson product-moment correlation (Pearson's r) was employed to determine the direction and magnitude of the relationships. Statistical significance was assessed using a two-tailed distribution, and the resulting coefficients were interpreted against established academic conventions to objectively categorize the strength of the observed effects.

FINDINGS AND DISCUSSION

This section presents the study's findings on the relationship between organizational effectiveness and service delivery performance in a Philippine national government agency. The presentation uses structured tables to provide a comprehensive analysis of respondents' perceptions of organizational effectiveness and service delivery.

Demographic Profile

The respondents in the study were professionals from a Philippine national government agency, working in managerial, administrative support, and technical/operational roles. Their demographic profile is summarized in Table 2.

Table 2. Demographic Profile of Respondents

Indicator	Frequency	Percentage
Age		
18-25	73	32
26-44	142	62
45-59	15	6
60 Years and Above	0	0
Total	230	100
Gender		
Male	105	46
Female	125	54
Total	230	100
Designation/Position		
Managerial Role	13	6
Administrative Staff	30	13
Support Staff	187	81
Total	230	100
Length of Service		
1-5 Years	199	87
6-10 Years	19	8
11-15 Years	10	4
16 Years and Above	2	1
Total	230	100
Highest Educational Attainment		
High School Graduate	6	3
Technical/Vocational Certificate	9	4
Bachelor's Degree	192	83
Master's Degree	20	9
Doctorate / Professional Degree	3	1
Post-Doctoral Studies	0	0
Total	230	100

The demographic profile of the participants reveals a highly qualified, female-led workforce primarily at the operational level. Characterized as digital frontliners (Villaseñor, 2024), these personnel occupy support or technical roles and generally have less than five years of tenure. Despite their relatively short tenure within the agency, their high educational attainment—with a vast majority holding at least a bachelor's degree—indicates a strong intellectual foundation necessary for navigating complex communication systems and work processes. This concentration of educated staff at the frontline ensures that the study's findings are grounded in the practical realities of service delivery, where the purposeful use of information by operational staff directly dictates institutional effectiveness (Vidè et al., 2025). Ultimately, this composition confirms that the agency maintains the requisite human capital and institutional capability to drive public service performance (Andrews et al., 2016). Their professional qualifications enable them to effectively adapt to and evaluate operational systems, bridging the gap between their limited tenure and the agency's performance goals.

Organizational Effectiveness

Organizational effectiveness encompasses dimensions such as leadership, communication, and work processes. Table 3 presents respondents’ perceptions of these dimensions.

Table 3. Organizational Effectiveness

Dimension	Mean	Interpretation
Leadership	3.624	Strongly Agree
Communication	3.520	Strongly Agree
Work Processes	3.498	Strongly Agree
Overall	3.547	Strongly Agree

The results demonstrate a high level of organizational effectiveness, marked by integrated alignment among leadership, communication, and work processes. This synergy suggests that employees perceive a strong strategic direction, reinforced by transparent information flow and stabilized operational routines. Such alignment is a fundamental prerequisite for organizational progress, as clear direction-setting—complemented by strategic communication—enables the coordinated attainment of institutional goals (Dhlamini, 2025; Gede & Huluka, 2023).

Viewed through the lens of Open Systems Theory, the agency functions as a cohesive administrative unit in which leadership and standardized processes operate as interdependent subsystems. This internal coherence serves as the vital engine of governance responsiveness; by maintaining these integrated subsystems, the agency effectively transforms institutional inputs into high-quality public service outcomes (Ntando & Mofolo, 2024). Ultimately, the strength of these internal drivers positions the agency to sustain high performance and adapt to evolving service delivery demands.

Service Delivery Performance

The level of service delivery performance was assessed across three dimensions: efficiency, responsiveness, and client satisfaction, as presented in Table 4.

Table 4. Service Delivery Performance

Dimension	Mean	Interpretation
Efficiency	3.487	Strongly Agree
Responsiveness	3.553	Strongly Agree
Client Satisfaction	3.617	Strongly Agree
Overall	3.548	Strongly Agree

The study reveals a high-performing service delivery model in which client satisfaction and responsiveness are the primary indicators of public value. The perception of services as timely, respectful, and high-quality suggests that the agency’s internal operations translate effectively into tangible outcomes for the citizenry (Alkhurshan & Rjoub, 2020). This strong responsiveness underscores a robust capacity at both the frontline and managerial levels to address public needs promptly, a factor that remains a significant predictor of overall service quality (Yusefi et al., 2022). While efficiency also remains high, its standing relative to other dimensions likely reflects the inherent structural constraints of public sector models, where standardized administrative processes can occasionally limit operational speed (Schedler & Guenduez, 2024). However, the overall results indicate that the agency's high levels of satisfaction and responsiveness effectively compensate for these marginal efficiency bottlenecks.

From the perspective of Open Systems Theory, these findings illustrate a successful

transformation process: internal subsystems—leadership, communication, and work processes—serve as the engine that converts organizational inputs into superior service outputs. Ultimately, this demonstrates that strong institutional capability can drive high-quality public service outcomes even within the complex regulatory environment of national governance.

Relationship between Organizational Effectiveness and Service Delivery Performance

The relationship between organizational effectiveness and service delivery performance was analyzed using Pearson’s r. Before examining the relationship between organizational effectiveness and service delivery using Pearson’s correlation, the following statistical assumptions were assessed: an adequate sample size, variables measured on a continuous or interval scale, normality of the distribution, and a linear relationship between variables. The results of these assumption tests are summarized in Table 5.

Table 5. Assumption Checks for Pearson Correlation

Assumption	Indicator / Statistic	Result	Decision
Adequate sample size	Sample size (n = 230)	Large sample; exceeds minimum requirements	Met
Measurement level	Composite mean scores from Likert-scale items treated as interval data	Appropriate for parametric analysis	Met
Normality (Distribution)	Skewness (Organizational Effectiveness = -1.731; Service Delivery = -1.545)	Within acceptable range (± 2)	Met
Normality (Kurtosis - distribution tail heaviness)	Kurtosis (Organizational Effectiveness = 3.699; Service Delivery = 3.342)	Acceptable for large samples	Met
Linearity	Scatterplot interpretation and strong Pearson correlation (r = 0.850)	Indicates linear relationship	Met

Note: Skewness and kurtosis values were evaluated using commonly accepted thresholds (± 2 for skewness; ± 7 for kurtosis), and normality was further supported by the large sample size under the Central Limit Theorem.

All key assumptions for Pearson’s correlation were sufficiently met. The study employed an adequately large sample, and the composite Likert-scale measures were treated as approximately interval-level. Furthermore, the distribution indicators indicated approximate normality, and the relationship between variables was linear. Thus, Pearson’s r is the appropriate inferential statistic for testing relationships in this study. [Janse et al. \(2021\)](#) discussed the foundational assumptions underlying the Pearson correlation coefficient, including its ability to estimate the strength of linear association between variables and the conditions under which hypothesis testing for Pearson’s r is appropriate (linearity, normality, and adequate sampling).

To test the relationship between organizational effectiveness and service delivery, the study formulated the null hypothesis (Ho): There is no significant relationship between organizational effectiveness and service delivery performance. For this study, Pearson correlations were computed between each organizational effectiveness sub-dimension and each service delivery sub-dimension using composite mean scores. Table 6 presents the Pearson correlations between organizational effectiveness and the service delivery sub-dimensions.

Table 6. Pearson Correlations Between Organizational Effectiveness and Service Delivery Sub-dimensions

Organizational Effectiveness	Service Delivery	r	Interpretation	p-value	Interpretation
Leadership	Efficiency	0.721	Strong Positive	< 0.001	Highly Significant
	Responsiveness	0.679	Strong Positive	< 0.001	Highly Significant
	Client Satisfaction	0.662	Strong Positive	< 0.001	Highly Significant
Communication	Efficiency	0.802	Very Strong Positive	< 0.001	Highly Significant
	Responsiveness	0.824	Very Strong Positive	< 0.001	Highly Significant
	Client Satisfaction	0.750	Strong Positive	< 0.001	Highly Significant
Work Process	Efficiency	0.810	Very Strong Positive	< 0.001	Highly Significant
	Responsiveness	0.763	Strong Positive	< 0.001	Highly Significant
	Client Satisfaction	0.709	Strong Positive	< 0.001	Highly Significant
Organizational Effectiveness	Service Delivery	0.850	Very Strong Positive	< 0.001	Highly Significant

Note: According to [American Psychological Association \(2020\)](#), the guidelines explicitly prohibit reporting $p = 0.000$. Instead, very small p-values should be reported as $p < 0.001$ to avoid the misleading implication that the probability is exactly zero.

The correlation analysis in Table 6 shows a very strong, highly significant positive relationship between organizational effectiveness and service delivery performance. The data indicate that communication and work processes have the strongest associations with service outcomes, particularly efficiency and responsiveness. This statistical significance implies that the agency’s internal health is not merely a background trait but the active engine of its external success; when internal coordination and operational routines are robust, service delivery becomes more predictable and reliable.

The high significance of these correlations underscores that internal subsystems are primary drivers of institutional performance. According to [D’Avila and De Montreuil Carmona \(2025\)](#), strategic communication is a key operational driver that positively influences service innovation and broader performance outcomes. This is further reinforced by [Rodriguez et al. \(2025\)](#), who found that structured operational processes are significantly related to service quality and overall performance. These findings validate the study's core premise: that internal organizational capacity is a prerequisite for achieving consistent service outcomes ([Andrews & Esteve, 2015](#)). This relationship is best understood through the Open Systems Theory, which conceptualizes the agency as a series of interconnected internal and external components that jointly determine outcomes ([Mansoor & Williams, 2024](#)). In this framework, leadership, communication, and work processes serve as the system's throughput phase. The highly significant results indicate that when these internal subsystems are synchronized, they create a high-functioning environment capable of transforming institutional inputs into responsive and efficient public services. This systemic alignment ensures that the agency remains agile and capable of maintaining a very high level of performance, even in the complexities of the public sector environment.

Problems Affecting Organizational Effectiveness and Service Delivery Performance

Even with very high ratings of organizational effectiveness and service delivery, respondents still agree that problems exist. Table 7 presents the results.

Table 7. Problems Affecting Organizational Effectiveness and Service Delivery Performance

Construct	Mean	Interpretation
Problems - Organizational Effectiveness	2.867	Agree

Problems - Service Delivery	2.893	Agree
Overall	2.880	Agree

The acknowledgment of operational constraints suggests that while systemic frictions—such as resource limitations, workload pressures, and procedural delays—exist, they do not substantially undermine the agency's core performance. This reflects a high-performing yet structurally constrained environment typical of public institutions, where outcomes often persist despite inherent systemic friction (Keefer & Vlaicu, 2023). Strategically, these findings indicate that performance limitations stem not from structural failure but from coordination inefficiencies. Rather than necessitating a total institutional overhaul, the data point to a need for targeted constraint removal and capability reinforcement through evidence-informed decision-making (Nakrošis et al., 2025).

The coexistence of these constraints with high performance underscores a vital insight: service delivery weaknesses are not symptoms of incapacity but indicators of unrealized optimization potential. By strengthening internal alignment, the agency can bridge the gap between its current output and sustained institutional excellence, transforming existing frictions into catalysts for process refinement.

Proposed Strategies for Enhancing Organizational Effectiveness and Service Delivery Performance

The inferential analysis confirms that organizational effectiveness is the primary driver of service outcomes, the most significant predictor of performance variation. This reinforces contemporary management theory, which identifies coordinated internal systems—specifically, communication clarity and standardized operational routines—as the critical pillars of institutional reliability (Andrews et al., 2016; Cepiku & Mastrodascio, 2021). The data suggest that by strengthening performance information systems and coordination mechanisms, the agency can further stabilize its responsiveness and output consistency (Vidè et al., 2025).

While both effectiveness and performance ratings remain high, operational constraints suggest the system is not yet optimized. Strategic improvements should, therefore, shift from broad capacity building to targeted refinement: reinforcing communication channels; streamlining workflows; and de-bottlenecking specific operational friction points. Building on these empirical and theoretical insights, Table 8 outlines the strategic responses to enhance organizational effectiveness and service delivery performance of the subject national government agency.

Table 8. Proposed Strategies for Enhancing Organizational Effectiveness

Dimensions	Proposed Strategies	Expected Institutional Outcome
Leadership	Strengthen leadership focus on communication clarity, process monitoring, and feedback reinforcement	Enhanced subsystem integration and sustained performance alignment (Stanikzai & Mittal, 2025)
Communication	Institutionalize structured inter-unit coordination mechanisms, standardized reporting templates, and real-time internal communication systems	Improved responsiveness and reduced service bottlenecks (Cepiku & Mastrodascio, 2021; Vidè et al., 2025)
Work Process	Conduct workflow mapping,	Increased operational efficiency

	eliminate redundant approval layers, and digitize high-frequency service processes	and consistency in service delivery (Andrews et al., 2016)
Organizational Effectiveness	Implement workload balancing, targeted training programs, and technology modernization initiatives	Improved employee capacity and long-term service sustainability (Wei et al., 2018)
Service Delivery	Institutionalize periodic internal system audits and performance monitoring scorecards	Protection of systemic equilibrium and maintenance of high service performance (Cepiku & Mastrodascio, 2021; Vidè et al., 2025)

CONCLUSIONS

This study assessed organizational effectiveness and its relationship to service delivery performance in a Philippine national government agency. The research found that the agency has strong administrative capacity, with very high ratings for leadership, communication, and work processes, translating into excellent efficiency, responsiveness, and client satisfaction. These findings suggest that employees perceive a cohesive internal system in which strategic direction is reinforced by effective operational execution. Ultimately, the study concludes that institutional capability is the primary driver of service excellence within this agency.

The analysis revealed a very strong positive relationship between organizational effectiveness and service delivery, leading to rejection of the null hypothesis. Notably, communication and work processes emerged as the strongest predictors of performance, proving more influential operational drivers than leadership acting independently. While respondents acknowledged operational constraints, the system remains high-performing. To ensure long-term sustainability and overcome existing bottlenecks, the study prioritizes a sequence of evidence-based interventions. First and foremost, the agency should focus on workflow optimization by conducting a comprehensive mapping exercise to eliminate redundant layers and standardize procedures, as this area is the most significant driver of service success. In parallel, management must prioritize institutionalizing structured inter-unit coordination and digital information-sharing mechanisms to maintain systemic alignment. Finally, these efforts should be supported by targeted technological modernization, specifically by digitizing high-frequency processes to improve responsiveness and ensure compliance with the Ease of Doing Business Act.

The findings offer significant theoretical and practical value through the lens of Open Systems Theory. Theoretically, the results empirically validate that the interaction of internal subsystems transforms institutional resources into public value. Practically, the study demonstrates that sustaining high service standards requires systemic refinement rather than isolated interventions. By prioritizing the strengthening of communication and workflow structures, the agency can maintain its strategic coherence, uphold public trust, and ensure responsive governance in an evolving external environment.

LIMITATION & FURTHER RESEARCH

A primary limitation of this study is its reliance on self-reported data from employees within a single Philippine national government agency. This may introduce social desirability bias, where respondents rate their organization more favorably than external observers might. Additionally, service delivery performance was assessed from the perspective of employees rather than external

service recipients. While these internal insights are valuable for diagnosing operational gaps, they may not fully capture the lived experiences or specific red-tape issues encountered by the public.

Furthermore, the study utilized a cross-sectional design, capturing only a snapshot of the agency's performance during a two-month data collection period. While the correlation is strong, this design cannot definitively prove long-term causality. Finally, as the agency focuses specifically on social protection and welfare, the high impact of communication and work processes observed here may limit generalizability to other government sectors with different operational mandates, such as regulatory or enforcement institutions.

Future studies should adopt a multi-stakeholder approach by incorporating direct citizen feedback to triangulate employee perceptions with actual client satisfaction. Longitudinal research is also recommended to observe how specific organizational enhancements, such as digital workflow reforms, affect performance over time. Additionally, expanding the scope to include a comparative analysis of multiple national agencies across different sectors will help determine if these operational pathways serve as a universal standard for Philippine public administration.

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