

Service Delivery Assessment of the Sorsogon Philippine Postal Office

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Abstract— The Sorsogon City Philippine Postal Office as a public service provider in the locality, provides postal services to the community. Their commitment is to provide timely services within the Filipino community and across the world. This study investigated the level of satisfaction and challenges encountered on the services of Sorsogon City Philippine Postal Office. The study was carried out through a survey and interviews with the clients, represented by twenty-one (21) individuals from the seven (7) identified business industries and nine (9) employees of the agency. The results showed that the delivery time does not meet the expected delivery of the postal services. Key findings also revealed that the postal staff does not keep the clients informed about the delays and issues of the services availed. A notable finding revealed that Sorsogon City Philippine Postal Office utilizes outdated equipment and is far behind in adapting modern infrastructure. The slow rate in the agency's revenue hampered the addition of new staff and the adaptation of modernized infrastructure. In accordance with the Strategy Map for 2025 of the Philippine Postal Corporation, its mission is to bring the corporation into an inclusive organization development. In order to attain its target to the level of customers and stakeholders, the study recommends significant enhancement in Logistic and Inventory Management, Tracking Systems, Digital System, Training and Orientation to Postal Staff, Sorting Management, and Guidelines on Registry Return Cards to increase the performance of the postal office.

Keywords— Communication, Handling Management, Postal Services, Registry Return Cards, Standard Procedures.

I. INTRODUCTION

People's satisfaction in public service directly supports the measurement of trust (Christensen & Lægveid, 2005). Quality management improves public service in public institutions. It is the main agenda in the public institutions to ensure a high level of quality focusing on the citizen's needs, requirements, processes, and environment. The relationship of service quality and citizens' satisfaction greatly influences the public institution's performance (Daunoriene & Zekeviciene, 2015). An institution's practices, infrastructure quality, timeliness of service delivery, information quality, service satisfaction, and organizational performance collectively support improving public actions towards service satisfaction (Daunoriene & Zekeviciene, 2015).

The Philippine Postal System was the leading postal service within the Asia in the year 1800. It was established under the administration of former president Emilio Aguinaldo to provide postal services to Filipinos. It was organized as a bureau under the Department of Trade and Industry and later placed under the Department of Transportation and Communications in year 1992 by former president Fidel V. Ramos. Philippine Postal Corporation or more commonly known as PHLPost today, is a government-owned and controlled corporation with a mission on delivering

efficient, competitive, and on-time delivery of communications, goods and merchandise, and payment services in any Filipino community (Governance Commission for GOCCs, 2019). The Philippine Postal Corporation offers Mails Services. Under these services they offer the delivery of documents, it can be ordinary, tracked, registered, and express, goods and merchandise, trucking and warehousing, and Lock Box. For Payment Centers, they have Bayad Center, where clients can pay their utility bills, insurance, credit card, tickets, finances, government services, and Money Transfer. Lastly, the Philippine Postal Corporation offers PHL Lately or sending mails with postage stamps (Governance Commission for GOCCs, 2019).

The Philippine Postal Corporation follows a delivery lead time for each deliveries routing within locality, intra-regional, and international. For ordinary type of documents, deliveries are routed within locality, intra-regional, and internationally, with delivery lead times of 1 to 2 working days, within 5 working days, and 8 to 90 working days, respectively. For tracked and registered mails delivery lead times for local areas are 1 to 2 working days, up to 5 working days for intra-regional, and 8 to 90 days for international locations, respectively. Lastly, for express mails, areas within local and intra-regional have delivery lead times of 1 to 2 working days,

while international locations have delivery lead times of 8 to 90 days working days.

Sorsogon Province concentrated its economic activity in the city of Sorsogon (Sorsogon Official Website, 2024). The province is known for its diverse geographic landscape, covering from urban areas to remote coastal barangays. According to the Sorsogon Executive Legislative Agenda for 2023-2025, one of their development goals for the institutional sectors is to promote accountable, efficient, and transparent form of governance. Postal Office plays a crucial role in ensuring timely delivery of mails, parcels, and government communications. The value of this institution extends beyond delivering postal services, as it emphasizes the targets of SDG 16 on Peace, Justice, and Strong Institutions by significantly contributing to local development in promoting reliable communications, enhancing citizen's trust, and supporting the economic activity of the province.

In the local environment of postal services, communication is rapidly evolving. The Sorsogon Philippine Postal Office remained a trusted institution for transporting mail services. Its postal services support local businesses and ensure that government services reach the most remote areas of the province. It was emphasized in the objectives of the Executive Legislative Agenda of Sorsogon Province for 2023-2025 to improve the institutional sector's procedures and operations. Whereas this can be achieved through continues modernization of business operations and the adoption of emerging digital technologies to ensure that the benefits of postal services reach all corners of the province. According to Laseinde (2017), the demand for traditional postal services has been continuously declining due to the diverse customer's demands, market competition, and the substitution of paper mail with digital alternatives. The rapid digital transformation in today's era has led to the growth of e-commerce. This shift urges the postal systems to enhance their logistics systems, parcel tracking, to satisfy the needs of the customers. Financial sustainability, as part of the Strategy Map of the Philippine Postal Corporation (PPC), integrates a strategic planning aimed in building an inclusive customer relationship through access to communication and secured postal products.

The Universal Postal Union (UPU) have identified postal expansion options that may contribute to a more effective postal operation. To maintain its societal

relevance, the postal system should consider innovating its services and optimizing resources. Postal institutions continuously struggle with limitations in infrastructures and outdated systems that affect operational efficiency and service quality (Trimble et al., 2015). The substantial increase in parcel deliveries has become an emerging challenge to postal delivery. The completion of the delivery process and tracking the postal items are essential steps in meeting and increasing customer satisfaction.

The courier market faces challenges as a result of globalization. Identified challenges such as low profit margins, access to enhanced infrastructure, technological adoption and service quality have been ongoing postal issue (Noordin et al., 2012). The complexity of postal processes from the collection, sorting, organizing, and distribution, requires support through technological advancements to ensure reliable postal services. In the past, the postal industry implemented physical transportation and communication. However, meeting the evolving customer expectations requires a wider landscape within a more market-oriented and customer driven environment.

Despite the fundamental role of postal services in the community, especially in facilitating communication in remote areas, there are limited studies focusing on the operational challenges and customer service satisfaction in the local postal office at Sorsogon City. Existing studies only emphasize the postal institution in a global context. Delivery issues and other factors faced at the provincial level should be provided with a localized assessment. Furthermore, with the evident challenges faced by the postal service delivery, such as contemporary factors in institutional modernization and digital transformation, a comprehensive analysis should be conducted to address the gap. This research aims to carry out assessment on the service delivery of Sorsogon Philippine Postal Office to thoroughly investigate the institutional performance, client satisfaction and operational challenges that can develop improvements.

The justification of this study lies in the mandate of the Philippine Postal Corporation in planning, developing, and operating a nationwide postal system with a network that extends or make available, at least ordinary mail service, to any settlement in the country. In the locality of Sorsogon City, a reliable postal office directly impacts on the socio-economic status of the community. By assessing the level of satisfaction and the challenges

encountered in the postal services, this study provides vital data for improvements in service delivery. Where it significantly contributes to public administration through transparency, accountability, and effectiveness.

Moreover, by aligning the impact on Sustainable Development Goals, the relevance of this study underscores a broader development within the service industry. The key findings of the study will serve as

evidence-based recommendations for the Philippine Postal Corporations, supporting modernization initiatives and ensuring that postal offices remain responsive to the changing needs and requirements of the community. Furthermore, this research study strengthens public service delivery at the local level, contributing to a more inclusive and sustainable development within the community.

Table 1. Demographic Profile of the Respondents

Group	Frequency(n=30)	Percentage
Postal Clients	21	70%
Postal Employees	9	30%
Total	30	100%

This study aims to analyze the assessment of service quality at the Sorsogon City Philippine Postal Office. Particularly, it seeks to 1) assess the level of customer satisfaction with the services provided by the Sorsogon City Philippine Postal Office along with the following dimensions of service quality based on the services availed along: a. reliability, b. responsiveness, c. empathy, d. assurance, and e. tangibility; 2) identify the challenges encountered by the clients and Sorsogon City PHILPost employees along the identified variables; and 3) A Strategic Policy Framework: Strengthening Service Delivery at Sorsogon Philippine Postal Office.

II. METHODOLOGY

Research Design

This study utilized a mixed method research design. The integration of both quantitative and qualitative design were vital components to assess the level of satisfaction and challenges encountered on the services of Sorsogon City Philippine Postal Office. An explanatory-sequential design was being applied, where the collection of quantitative data is being analyzed first and the qualitative data was collected and analyzed based on the results of the quantitative data. This research design aims to understand, clarify, and enhance the findings from the quantitative results through the qualitative inquiry.

Two research instruments were used to collect the results of this study. A survey questionnaire and interview form were distributed to the main respondents of this study.

The data gathered were treated using relevant statistical tool and measures such weighted mean, frequency, and rank.

Sources of Data

The respondents of this study were divided into two groups: the external respondents, who are the clients availing the postal services of Sorsogon City Philippine Postal Office. They were identified by the Sorsogon Philippine Postal Office according to their frequency and volume of their use of postal services, and the internal respondents, who were the employees of the agency that are directly involved in the business operation. There are nine (9) postal employees who participated in the study. Of these, seven (7) were employed under the contract of service, while two (2) held permanent positions. The positions within the agency include the Postmaster, Teller and Letter Carrier. The external respondents were further categorized into seven (7) groups based on their business industry. They were identified by government offices, law offices, court offices, lending institutions, educational institutions, cooperatives, and banks.

A total of 21 external respondents were selected to participate in the study. These were selected through a purposive sampling. This criterion was set to ensure that the external respondents, who are the clients of Sorsogon Philippine Postal Office, have sufficient experience and direct familiarity with the services provided by the postal office.

Each business industry was presented by 3 representatives from the government offices, law offices, court offices, lending institutions, educational institutions, cooperatives, and banks.

Respondents who did not meet these criteria were excluded from the study to maintain the validity of the data collected.

Research Instruments

A dry-run was performed prior to the actual data collection to validate the accuracy and efficiency of the research instruments. A researcher’s made instrument was utilized to gather data from the clients and employees. The first part of the survey questionnaire includes the profile of the clients, specifically the type of organization, business industry, the services availed, and the longevity of using the services at the Sorsogon City Philippine Postal Office. The second part of the research instrument focuses on the level of satisfaction of the clients on the postal services of Sorsogon City Philippine Postal Office in terms of the five (5) dimensions of the service quality model, which are reliability, responsiveness, empathy, assurance, and tangibility. Each variable provides five (5) indicators, allowing the clients to rate the services specifically. An operational description was provided for dimension, enabling the clients to understand the nature of each variable in the survey questionnaire.

Another research instrument that was employed in the conduct of this study was the unstructured interview, which reveals the challenges encountered by the clients and employees of Sorsogon Philippine Postal Office

along with the reliability, responsiveness, empathy, assurance, and tangibility of the postal services.

Data Collection

A letter was presented to each head of offices of the identified business industries in Sorsogon City. Most of the requests to conduct a survey and interview were granted upon receipt of the letter. The data was collected during the availability of responses. A scheduled interview was also administered by the researcher through a voice recording to allow the respondents to provide valuable insights and experiences about the challenges they encountered regarding the postal services. During the personal interview, follow-up questions were asked to the respondents to obtain deep investigations about the challenges encountered on the postal services. The researcher ensures that the schedule of the data collection was convenient for the respondents, which allowed them to have an initial idea about the nature and context of the unstructured questions. The survey and interviews were carried out for the period of March 7 to 31, 2025. Some of the approvals for the survey and interviews of each business industry needed to be approved by their regional offices and main office branches, which prolonged the data collection process.

Table 2. Level of Satisfaction on the Reliability of Postal Services

Indicator	WM	Interpretation
1. The delivery time meets the expected delivery of services.	2.71	Neutral
2. The services provided are performed correctly.	3.76	Satisfied
3. Handling management of items are strictly followed.	3.86	Satisfied
4. The services are performed consistently as expected.	3.14	Neutral
5. The postal services are reliable and can be recommended to other entities.	3.29	Neutral
Overall Weighted Mean	3.35	Neutral

An unstructured interview was also conducted with the employees of Sorsogon Philippine Postal Office. Nine (9) employees of the agency participated in the interview, including the Postmaster, tellers, and letter carriers. Due to availability issues of the letter carriers, who are mostly routing around the city to deliver mails, and packages, the unstructured interview forms were received by the Postmaster to allow the distribution during their available hours. Prior to the distribution of the interview forms, the employees of the agency were briefed about the purpose of the study and the forms were collected once the responses are completed.

Data Analysis

The statistical tool that was used in this study is the Likert Scale Analysis. Likert Scale is an analysis used to

measure the opinions, attitudes, or behaviors of the respondents. The researcher adapted satisfaction scale to extract the experience and evaluation of the service quality of Sorsogon Philippine Postal Office. The level of satisfaction was analyzed through a five (5) point Likert Scale and weighted mean. Thematic analysis was employed in the unstructured interviews conducted with the respondents. This approach enabled the researcher to understand, analyze, interpret, and identify patterns from the data gathered (Braun & Clarke, 2006). A coding process was designed to ensure coding reliability. The available data serves as the basis for developing themes, providing a structured interpretation of the data collected. The goal of this analysis is to identify common themes from the interviews where it provides in-depth insights from the clients’ experiences

and perspectives. Transcription Analysis was employed for interviews with audio recording. The transcription was executed manually since the interviews for each representative of the identified industries took only 5 to 7 minutes.

The coding process allows the researcher to transform the raw data into a structure themes, which reveals the experiences and challenges encountered by the respondents. The coding adds meaningful interpretation from the data collected during the interview.

III. RESULTS

1. Level of Satisfaction on Postal Services

Table 2 presents the level of satisfaction on the reliability of postal services in Sorsogon City Philippine Postal Office. The overall weighted mean of this dimension is 3.35, which is interpreted as a neutral level of satisfaction.

Among the indicators, the highest weighted mean of 3.76 was observed for the indicator “the services provided are performed correctly”, reflecting a satisfactory rating.

The lowest weighted mean is 3.14 corresponding for the indicator “the services are performed consistently as expected”, which falls within a neutral level of satisfaction.

As shown in table 3, the overall weighted mean for the dimension of responsiveness is 3.59, which is interpreted as a satisfactory rating.

Among the indicators, the highest weighted mean is 4.05, which was observed for the indicator “the staff are willing to help inquiries”.

Table 3. Level of Satisfaction on the Responsiveness of Postal Services

Indicator	WM	Interpretation
1. The staff are willing to help inquiries.	4.05	Satisfied
2. The staff addresses the issues and concerns promptly.	3.71	Satisfied
3. The staff are always available to assist its clients when need arises.	3.76	Satisfied
4. The staff handles complaints effectively	3.48	Neutral
5. The staff keeps the clients informed about delays or issues about the services availed.	2.95	Neutral
Overall Weighted Mean	3.59	Satisfied

The lowest weighted mean is 2.95 corresponding for the indicator “the staff keeps the clients informed about delays or issues about the services availed”, which falls within a neutral level of satisfaction.

Table 4 shows the level of satisfaction on the empathy of postal services. The overall weighted mean of this dimension is 3.54, which reflects a satisfactory rating.

Table 4. Level of Satisfaction on the Empathy of Postal Services

Indicator	WM	Interpretation
1. The staff takes time to understand the needs of the clients.	3.52	Satisfied
2. The staff displays positive and genuine attitude when performing their duties.	3.52	Satisfied
3. The staff shows knowledge and expertise when handling postal services.	3.52	Satisfied
4. The staff provides priority assistance to clients with special needs.	3.62	Satisfied
5. The staff attend immediately to the clients’ transactions at all times.	3.52	Satisfied
Overall Weighted Mean	3.54	Satisfied

Among the indicators, the highest weighted mean is 3.62, which was observed for the indicator “the staff provides priority assistance to clients with special needs”, indicating a satisfactory rating.

shows knowledge and expertise when handling postal services and the staff attend immediately to the clients’ transactions at all times”, which falls within a satisfactory rating.

The lowest weighted mean is 3.52 corresponding for the remaining indicators “the staff takes time to understand the needs of the clients, the staff displays positive and genuine attitude when performing their duties, the staff

As shown in table 5, the overall weighted mean for the dimension of assurance is 3.50, which is interpreted as a satisfactory rating.

Table 5. Level of Satisfaction on the Assurance of Postal Services

Indicator	WM	Interpretation
1. The Postal Office provides excellent postal service.	3.19	Neutral
2. The staff provides effective communication and clear instructions when assistance is needed.	3.33	Neutral
3. The staff are competent in handling postal services.	3.57	Satisfied
4. The staff assures protection on the confidentiality of their postal services.	3.81	Satisfied
5. The Postal Office follows standard procedures in handling postal services.	3.57	Satisfied
Overall Weighted Mean	3.50	Satisfied

Among the indicators, the highest weighted mean is 3.81, which was observed for the indicator “the staff assures protection on the confidentiality of their postal services”. The lowest weighted mean is 3.19 corresponding for the indicator “the postal office provides excellent postal service”, which falls within a neutral level of satisfaction. As shown in table 6, the overall weighted mean for the dimension of tangibility is 3.39, which is interpreted within a neutral level of satisfaction.

Among the indicators, the highest weighted mean is 3.62, which was observed for the indicator “the staff are professional when delivering their services to the clients”.

The lowest weighted mean is 3.14 corresponding for the indicator “the postal office adapts modern equipment in their day-to-day operation”, which falls within a neutral level of satisfaction.

Table 6. Level of Satisfaction on the Tangibility of Postal Services

Indicator	WM	Interpretation
1. The Postal Office adapts modern equipment in their day-to-day operation.	3.14	Neutral
2. The Postal Office provides informative materials for the clients.	3.29	Neutral
3. The physical infrastructure of the Postal Office provides convenience to its clients.	3.48	Neutral
4. The staff are professional when delivering their services to the clients.	3.62	Satisfied
5. The exterior and interior of the postal office are clean and well-maintained.	3.43	Neutral
Overall Weighted Mean	3.39	Neutral

2. Issues and Concerns Experienced by Clients

The interviews were conducted in a wide range of sector in the business industry. It was participated by representatives from government offices, law offices, educational institutions, banks, cooperatives, court offices, and lending institutions. These sectors were selected because they frequently availed the postal services at the Sorsogon Philippine Postal Office. Their insights and experiences reflect the inclusive challenges faced by the community. The results delve in the fundamental findings from the interviews. The analysis

of the challenges encountered by the clients was followed by an exploration of the underlying causes and potential solutions.

As shown in table 7, the clients of Sorsogon Philippine Postal Office have faced multiple challenges across service quality dimensions, reflecting a broader concern in operational efficiency and customer satisfaction. Reliability concerns include delivery delays, poor communication, inadequate reliable tracking system, emphasizing the need for better resource management and staff availability.

Table 7. Challenges Encountered by the Clients

Dimensions	Themes (Challenges)
1. Reliability	<ul style="list-style-type: none"> · Delivery delays and service timeliness · Communication and information gaps · Unreliable customer service · Postal resource constraints · Operational inefficiency · Poor mail handling and accountability

	<ul style="list-style-type: none"> Staffing constraints Tracking challenges Cost and affordability issues
2.Responsiveness	<ul style="list-style-type: none"> Lack of urgency and proactive planning Poor teamwork and collaboration issues Task turn-over risks Staff competency and training needs Need for tracking and transparency
3. Empathy	<ul style="list-style-type: none"> Need for improved interdepartmental coordination Gaps in client engagement Need for better frontline communication Disregarded concerns Inadequate handling of inquiries
4.Assurance	<ul style="list-style-type: none"> Lack of standardized procedures Unreliable service delivery Concerns about leadership accountability Trust issues on the procedures
5.Tangibility	<ul style="list-style-type: none"> Limited transportation resources Constrained infrastructures Lack of standardization in mail handling Slow rate in the adoption of modern technology

Responsiveness is hindered by extended waiting times, insufficient manpower, and ineffective task management, resulting in reduced customer satisfaction. In terms of Empathy, there are gaps in customer engagement and the frontline communication process, pointing to the need for further improved client support. Assurance issues arise from lack of adherence to standard procedures, unclear leadership responsibility, and trust concerns among postal clients. Lastly, the challenges in tangibility were affected by constrained infrastructure, insufficient transportation resources, disorganized mail handling, and outdated physical layout, all of which affect the overall quality and accuracy of service.

3. Issues and Concerns Experienced by Employees

This subsection revealed the results gathered from the unstructured interviews with the employees of the Sorsogon Philippine Postal Office. The responses highlight the objective two (2) of this study, which is to identify the challenges encountered by the clients and

employees of Sorsogon Philippine Postal Office along the identified variables: Reliability, Responsiveness, Empathy, Assurance, and Tangibility.

This section also explores the first-hand experiences, insights, and opinions of the employees of the Sorsogon Philippine Postal Office. This study gains a qualitative understanding of how the employees deal with the challenges they encountered in terms of delivering service quality, the infrastructure, procedural adherence, and technological adaptation.

As shown in table 8, the key challenges faced by the employees of Sorsogon Philippine Postal Office outlines various concerns in the service quality dimensions, emphasizing the need for operational development. Reliability concerns include customers' addresses inaccuracies, high costs and Bureau of Customs procedural issues, and delays hindered by inconsistent storage and handling practices of the postal office.

Table 8. Challenges Encountered by the Employees

Dimensions	Themes (Challenges)
1.Reliability	<ul style="list-style-type: none"> Addresses and information inaccuracy Cost and customs issues Timeliness and delays Storage and handling challenges Misinformation and miscommunication

2.Responsiveness	<ul style="list-style-type: none"> • Staff shortages • Need for operational support and staff efficiency • Resource and budget constraints
3. Empathy	<ul style="list-style-type: none"> • Service quality improvement • Modernization and technological upgrades
4.Assurance	<ul style="list-style-type: none"> • Logistical and resource limitations • Operational delays
5.Tangibility	<ul style="list-style-type: none"> • Technological gaps • Staff training and development needs • Manual data handling

Responsiveness is hindered by staff shortages, limited operational support, and budget constraints to provide efficient service delivery. In the dimension of empathy, it calls attention to modernized and enhanced service quality to meet customer expectations. Assurance is challenged by logistical issues, and resource limitations, resulting in operational delays. Lastly, tangibility highlights the need for technological adaptation, improved staff training, and the streamlining of the process by limiting manual data handling to improve service delivery.

A Strategic Policy Framework: Strengthening Service Quality at Sorsogon Philippine Postal Office

Based on the results of the study, the researcher proposed a policy brief and brochure to highlight the postal services, policy issues and policy recommendations that may improve the service delivery of the Sorsogon Philippine Postal Office.

According to Cascella (2002), Strategic Planning is translating the strategies into results. Planning must be followed by effective deployment and implementation. The alignment of departmental and individual goals must be linked to strategic action. Effective planning

demands resources to establish operational improvements. Organizations should define effectively their core processes to the employees that deliver value to customer satisfaction. The output of this research study entitled “A Strategic Policy Framework: Strengthening Service Quality at Sorsogon Philippine Postal Office” highlights the key strategies to improve the service quality of the agency and to increase the level of customer satisfaction. Operational challenges experienced by the clients and postal employees may be cushioned by these proposed enhancement plans.

As mentioned in this study, postal services play an important role in society, providing access to communication and extending the reach of postal

services even to vulnerable areas. To support the targets of Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialization and Foster Innovation (SDG 9) and Peace, Justice, and Strong Institution (SDG 16), the Sorsogon Philippine Postal Office should maintain reliable delivery of postal products to its clients and establish operational efficiency and resiliency, especially in the digital age. The proposed output of this research study enables the postal office to align its operational goal and vision by implementing standardized procedures to meet customer satisfaction.

IV. DISCUSSIONS

1. Understanding the Clients Level of Satisfaction

Reliability

According to Kampen (2006), service delivery contributes to restoring trust from the community. Satisfaction and quality create an effective relationship, where there is actual experience of availing the service.

The actual experience of the respondents on the postal services of Sorsogon City Philippine Postal Office had recorded notable findings and insights. The reliability of postal services at the agency has resulted to an overall weighted mean of 3.35, which falls under a neutral level of satisfaction. This implies that while the other clients of the postal office are satisfied with the other services such as the services provided are performed correctly and handling management of items are strictly followed, there still remains a significant area of concern such as delivery timeliness.

This moderate level of satisfaction is associated with various internal and external challenges such as tracking challenges, communication and information gaps, accountability, operational inefficiency, and postal resource constraints.

This supports studies which found that late deliveries and unsettled complaints significantly affect customer satisfaction (Situmorang et al., 2025).

Responsiveness

Of the 21 respondents, an overall weighted mean of 3.59 resulted from the survey under responsiveness, which falls within a satisfactory rating. Among all the indicators, a weighted mean of 4.05, which falls within a satisfaction level, was given to the indicator on which the staff are willing to help with inquiries. The handling of complaints effectively is not consistently performed by the agency which may be linked to inadequate manpower, concern in staff competency and training needs. Some clients experienced speedy response, while others were disregarded, which affects the response and handling of clients' concerns. Occasionally, clients feel the difficulty of approaching postal personnel, which implies understaffing, and significantly affects the availability of addressing frontline concerns.

The indicator obtaining the lowest weighted mean score of 2.95 concerns whether the staff keeps the clients informed about delays or issues on the services availed. This low rating implies that there is a significant gap in communication between the clients and postal employees. Several factors may contribute to this concern. First, there is an unclear role assignment that could lead to confusion of who is responsible for updating the clients. Second, delays in the client's workflow could possibly be caused by internal processing inefficiencies or resource constraints. Lastly, the lack of adequate tracking systems and transparency aggravates the issues, as clients are left uninformed about the status of their mails. Staff should always give individual attention to customers' needs and the active willingness to provide prompt service must be implemented consistently (Zygiaris et al., 2022). The notable findings can negatively affect customer satisfaction and trust in the postal office. Highlighting actions to improve staff coordination, clear roles, and enhanced tracking systems. Alternative actions should be implemented to address the needs and requirements of the customers (Lee et al., 2000).

Empathy

The results under the service quality dimension of empathy resulted to an overall weighted mean of 3.54, which falls within a satisfactory rating. The indicators, which includes the staff's availability to understand client needs, their professional attitude, and the priority given to clients with special needs, all scored to a weighted mean of 3.52, indicating a satisfactory level of client service. With a satisfactory rating on these indicators, a consistent approach to effective handling of inquiries, client engagement, tracking updates should be

performed. This is supported by the study of Grönroos (1984) that personal interactions and frontline employees' behavior are vital in shaping customer perception towards service quality. However, while the overall rating is positive, there is a slight fluctuation in the priority given to clients with special needs, with a weighted mean score of 3.62. This result implies that clients appreciate a personalized attention given by the service provider, which is a crucial aspect emphasized by Bove and Johnson (2000) in their study on customer satisfaction. The key findings underscore the need for continuous staff training and high service standards.

A balanced perception reflects an inconsistent performance. A customer-centered approach should be exercised to understand better the customer and consider every aspect to improve business decisions (Wintermantel, 2025). To improve the overall experience of the clients, better frontline communication and improved interdepartmental coordination should be implemented. A satisfactory rating was given to the postal office, where the staff displays a positive and genuine attitude when performing their duties. This suggests that staff are committed to providing a quality service delivery and maintaining a professional working environment, which aligns with the Strategy Map of the Philippine Postal Corporation in establishing a positive experience for the customers and stakeholders. A consistent positive behavior to clients builds trust and satisfaction (Bove & Johnson, 2000). Postal staff should constantly practice the time to explain the procedures to the clients. As such, it holds a strong foundation to good customer service.

Assurance

It was observed that under the service quality dimension of assurance, the satisfactory rating with an overall weighted mean of 3.50, implies a positive perception at the Sorsogon Philippine Postal Office. The postal staff obtained a satisfactory rating in several critical areas under this dimension that reflects their capability to deliver services. Specifically, this includes their competence in handling postal services, which implies sufficient level of skills and knowledge in processing mails and packages. This observation aligns with Zygiaris et al. (2022), who emphasizes that operational security significantly contributes to perceived service quality. Moreover, the staff's commitment to maintaining the confidentiality of postal communication is positively noted, emphasizing their adherence to standard procedures that protect client information.

Furthermore, the staff are recognized for their compliance with established standard procedures, ensuring reliable service delivery. However, a neutral level of satisfaction was observed for the indicators where the postal office provides excellent postal service, with a weighted mean score of 3.19, and where staff provides effective communication and clear instructions when assistance is needed, obtaining a weighted mean score of 3.33. This implies that there are aspects within the postal services that require improvement, particularly by providing client-centered service and reliable service delivery, as identified during the interviews. Additionally, there is a notable concern regarding the leadership accountability of the Postmaster. As the leader of the agency, it is essential for the Postmaster to take a more active role in addressing client concerns and ensuring transparent communication to enhance customer satisfaction. The skills, knowledge, and competencies severely explains the trust and confidence that the clients give back to the postal office (Wu et al., 2015).

To maintain excellent postal services, the Sorsogon Philippine Postal Office should ensure enough manpower and provide a clear orientation on the postal services to enhance the assurance and reliable postal transactions. According to the operational efficiency and resiliency of the Philippine Postal Corporation under the social impact in their posted Strategy Map for 2025, the PPC builds an inclusive customer relationships through access to communication, secured delivery of postal products and services, and provisions of postal payments. This suggests that the postal office should guarantee to their clients the mails and packages are delivered safely and on time, which develops trust in their postal service.

Tangibility

In the modern digital era of the business industries, increasing the level of assurance may greatly contribute to the credibility of the postal office to meeting the diverse needs and requirements of the clients availing their postal products and services. Creating a track record system for mail deliveries empowers reliability of the services and professionalism of the postal staff in assuring services are performed on time and with excellent quality. Public awareness of postal information and other education materials would address the concern of the clients in terms of updates and statuses of mails. A feedback system can be vital to ensure that clients' concerns are addressed with accountability to uphold excellent government service.

The tangibility of the postal services at the Sorsogon Philippine Postal Office resulted to an overall weighted mean of 3.39, indicating a neutral level of satisfaction. This implies that there are key areas within the agency that require improvements, including adaptation of modern systems, modernizing equipment and facilities, improved sorting and mail tracking systems, and. The outdated systems, limited transportation resources, and lack of standardization in mail handling, limit the productivity and overall service quality of at the Sorsogon Philippine Postal. It has been noted by the clients that these factors contribute to the delays and inefficiencies of the agency. Ismagilova (2019) found that the tangibility aspect of an organization has a significant impact on the clients' perception about the services.

The indicator where the postal office provides informative materials for the clients resulted to a weighted mean of 3.29. This indicator implies that the availability of posters and other instructional materials are not consistently posted to visible areas due to constrained infrastructures and the clients have limited awareness about it. Based on the posted Strategy Map for 2025 of the Philippine Postal Corporation under their internal processes, the inclusive organizational development lies on the improve infrastructure through accessible digital connection and resilient facilities. This suggests that the postal office in Sorsogon City still requires enhancements, which are derived from the results gathered during the survey conducted under the tangibility dimension of the postal office. The physical infrastructure of the agency resulted in a weighed mean of 3.48, which falls under a neutral level of satisfaction. Clients experienced inconvenience about the structural form of the postal office, which calls for improved facility and space expansion. A well-maintained and clean office gives a positive experience to the clients, which perceive overall quality of service. Better utilization of spaces improves the sorting management and workflow of the office. Generally, the clients score the professionalism of the postal staff to a weighted mean of 3.62. This result suggests that despite the lack of modern equipment and technology adaptation, the agency remains to dispense the postal services with respect and professionalism, in adherence to their customers and stakeholders target for 2025.

2. Operational Challenges Experienced by the Clients and Employees

This study investigated the challenges encountered by the clients and employees of the Sorsogon Philippine

Postal Office, particularly the gaps on the postal services along with the five (5) service quality dimensions.

Operational Inefficiency

The respondents from Sorsogon Philippine Postal Office shared their experiences and insights about the challenges they encountered on the timeliness, communication, reliability, postal resources, operational efficiency, tracking system, cost of postal items, and handling management of postal services. The identified challenges by the clients were further supported by the operational hurdles reported by the employees, including inaccurate clients' information miscommunication and mail handling challenges, all of which resulted to delays in service delivery.

Communication and Information Gaps

Communication and information gaps fall under the dimension of responsiveness. The clients noted key areas that needs to be addressed such as extended waiting times, reduction in customer experience, lack of proactive planning, inadequate manpower, poor teamwork, staff competency, and role assignments. On the other hand, the employees of Sorsogon Philippine Postal Office shared their challenges in meeting the needs of clients, which include staff shortages, the need for operational support, and resource and budget constraints.

Staff Competency

Issues such as tracking and communication, interdepartmental coordination, customer service, gaps in client engagement, better frontline communication, inadequate handling of inquiries and the need for additional support were supported were highlighted by the clients. These challenges were further reinforced by operational barriers faced by the employees, including modernization and technological upgrades and challenges in implementing service quality improvement.

Resource and Budget Constraints

In the service dimension of assurance, the clients have identified key issues related to the adherence to the Philippine Postal Corporation standard procedures. These includes the lack of standardized procedures, unreliable service delivery, need for client-centered service, leadership accountability concerns, manpower concerns were experienced. These challenges were further supported by the operational barriers mentioned by the postal employees, including logistical and resource limitations, as well as operational delays.

Slow Rate in the Adoption of Modern Equipment

Slow rate in the adoption of modern equipment falls under the dimension of tangibility. Clients experienced challenges related to the infrastructure of the Sorsogon Philippine Postal Corporation, which affected workflow and operations. These challenges included limited transportation resources, constrained infrastructures, clear and visible signages, improved facility, space expansion, sorting and mail management systems, and tracking reliability. These issues were also supported by the constraints reported by the postal employees, such as technological gaps, staff training and development needs, as well as concerns over manual data handling.

3. The Policy Framework

The proposed output of this study titled, A Strategic Policy Framework: Strengthening Service Delivery at Sorsogon Philippine Postal Office, emphasized the relevant policy issues derived from the conduct of the research study. Operational matters such as inefficiencies, communication and information gaps, slow rate in the adoption of modern equipment, staff competency, and resource and budget constraints are among the key challenges identified by both clients and employees of the Sorsogon Philippine Postal Office.

Service satisfaction in public institutions plays a pivotal role in enhancing the implementation of processes to effectively provide public service. By providing policy recommendations on the identified issues and concerns, this may drive continuous improvement of service delivery, strengthening the trust of the clients, encourages postal staff accountability on their role assignments and supports their strategic statements in providing efficient, competitive, friendly and timely delivery of communications, goods and payment services within the Philippines and across the world.

Digitization and service accessibility, manpower and training development, communication and information dissemination, and facilities improvement are among the recommendation identified to enhance the service delivery of the Sorsogon Philippine Postal Office. These areas are crucial in addressing the existing gaps and aligning the internal processes with the strategic goals of the Philippine Postal Corporation. Lastly, communication and modern infrastructures contribute to an effective and efficient public service environment.

V. CONCLUSION AND RECOMMENDATION

The results showed a neutral level on delivery timeliness of service. This is confirmed by the in-depth analysis

conducted with the clients and employees to support the result of satisfaction rate. It was revealed that due to lack of manpower and outdated physical and technological infrastructure, the operational standard of the Sorsogon City Philippine Postal Office is not met. The findings revealed that the responsiveness to keep the clients informed about the delays or issues on the services availed by the clients is not met, that resulted to a neutral level of satisfaction. This is confirmed by the unstructured interview with the clients and employees of Sorsogon City Philippine Postal Office, which revealed that the confirmation and updates regarding the status of mails are not performed consistently due to resource and budget constraints. The staff at Sorsogon City Philippine Postal Office also identify the major concern in their agency. The lack of manpower affects their objective in meeting the standard time frames of delivering the postal services.

The study also examined the challenges encountered by the postal staff in strictly following the standard procedure of the Philippine Postal Corporation and challenges affecting the efficiency and operation of the postal office. The findings revealed that with no substantial growth in their revenue, there is a slow rate of adaptation to modern equipment and infrastructure. The results also showed that the clients hold a strong belief in the postal staff's commitment in observing the standard procedures established by the Philippine Postal Corporation, aimed to meet its operational efficiency, financial sustainability, and an inclusive organization development. The challenges encountered by both external respondents (clients) and internal respondents (employees), directly support the indicators identified for each variable that confirms the need for an operational stability. Lastly, with the evident challenges faced by the Sorsogon Philippine Postal Office employees in the five service quality dimensions, there is a need to address the issues in technological gaps, logistical and resource limitations, service quality improvement, operational support and handling management of postal services. The Philippine Postal Corporation vision for 2025 was not completely realized, as the agency embarks to new established vision for year 2028.

The key findings of this study should be given focus on a holistic operational improvement that may increase and sustain the level of satisfaction from the clients. It is recommended that even in the lack of manpower at Sorsogon Philippine Postal Office, the employees of the Sorsogon Philippine Postal Office should still adhere to

the standard delivery lead time for each postal service. This prevents delays and inconsistent updates on the postal services of the clients. There are sudden challenges that may encounter in the delivery of services such as the weather condition and connectivity. The slow rate in their revenue due to limited market coverage, hinders their adaptation to technological advancement and modern infrastructure such as transportation systems, reliable tracking system, and upgraded equipment. Thus, this may suggest possible economic impact in the long run, which can slow down the postal operation.

Moreover, it is also recommended that training and development programs for the Sorsogon Philippine Postal Office employees be improved to effectively address operational issues and client concerns. Additionally, communication and information dissemination may be implemented to ensure that clients are promptly informed about any delays in the postal services they availed. Furthermore, an enhanced tracking system may also strengthen the reliability and transparency of the postal services, following an integration on digital system for manual recording of transaction.

Moreover, the researcher proposes a policy brief and a brochure for the Sorsogon Philippine Postal Office to highlight policy recommendations and promote effective information dissemination that may increase the operational efficiency of the agency. The policy brief titled, "A Strategic Policy Framework: Strengthening Service Delivery at Sorsogon Philippine Postal Office", may serve as the evidence-based recommendations highlighting notable findings that aims to inform the policymakers or decision-makers of the Philippine Postal Corporation that the Sorsogon City Philippine Postal Office calls for enhancements in the delivery of services. Additionally, this proposal may highlight the significance of the study for policy development within the service industry sector.

Finally, a more selective study may be undertaken outside the locality of Sorsogon City. Municipalities with Postal Offices and the clients availing of the services within that location should be considered as respondents. Acknowledging the relevance of this study may provide additional knowledge and evidences on the challenges encountered by both clients and employees. This may strengthen the goal of establishing a more inclusive postal office, where the corporation ensures

effective service delivery and equal access to communications and other postal services.

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