



Stakeholders' Satisfaction in the Service Delivery of Binalonan Water District

*Clifford Casococ Evangelista^a and Easter B. Belandres^b, PhD**

^a *Urdaneta City University, 1 San Vicente West, Urdaneta City, Panasinan, 2428, Philippines*

^b *Urdaneta City University, 1 San Vicente West, Urdaneta City, Panasinan, 2428, Philippines*

ABSTRACT

The article focuses on how satisfied stakeholders are with the services that the Binalonan Water District (BIWAD) provides, as well as what influences satisfaction and what obstacles they face. Through the use of questionnaires and a descriptive research approach, the study discovers a high degree of satisfaction across several service areas. Service delivery is greatly impacted by a number of factors, including cost, labor, facilities, employee mood, and service provider expertise. While external stakeholders deal with customer service and infrastructure damage, internal stakeholders struggle with billing disputes, compliance, and infrastructure maintenance. Stakeholder groups' markedly different levels of satisfaction point to the necessity for customized services. The objectives of the planned BIWAD five-year development plan are to guarantee regulatory compliance, improve water quality, expand services, and upgrade infrastructure.

Keywords: local water district, stakeholders' satisfaction, factors that affect satisfaction

1. Main text

In accordance with Zwane and Matsiliza (2022), water utility corporations are essential to the health and operation of societies because they provide a critical platform for a range of economic activities. One of their main duties is to offer a steady and secure supply of water, which is a basic resource that supports vital processes like the creation of food and energy. Furthermore, these businesses play a critical role in ensuring that every home has access to sterilized water, which has a substantial positive impact on sanitation and public health. Water utility businesses provide essential services to a wide range of industries, including commercial, agricultural, and industrial ones, in addition to residential use. Water is necessary for manufacturing processes in industries, daily operations in commercial buildings, and extensive irrigation in agriculture. Water utilities provide a steady and reliable supply of water, which makes it easier for many sectors to operate smoothly. When the problems caused by climate change are taken into account, the significance of water utility corporations is further highlighted. Uncertainties associated with climate change, such as modified precipitation patterns, extreme weather, and evolving hydrological cycles, can have a big influence on the distribution and accessibility of water resources. Water utility companies need to become more resilient and efficient in order to effectively navigate an increasingly uncertain environment in the face of these problems. Water utility businesses must operate efficiently if they are to meet the increasing demands and uncertainties brought on by climate change. To achieve this efficiency, cutting-edge technologies must be adopted, sustainable water conservation strategies must be put into place, and water management techniques must be optimized. Hutete and Sibanda (2022) stated that water utilities may increase service dependability, manage limited water resources more effectively, and help communities become more resilient overall in the face of environmental uncertainty by doing this. These businesses support worldwide efforts to strike a balance between human needs and environmental preservation by promoting responsible water usage practices, minimizing environmental consequences, and reducing energy consumption through more efficient operations (Muendo and Nyang'au, 2023). The challenges facing the administration of municipal waterworks are not new. Two main problems are common in Bontoc's central barangays: inadequate access to potable water and the unequal distribution of residential water services administered by the municipality. Due to a number of contributing causes, the major problems with the residential water supply that exist today still exist. To solve these issues, the Bontoc Local Government Unit (LGU) has approved a number of initiatives, such as enhancing the availability of water, keeping a close eye on water pressure and amount, fixing pipes quickly, replacing aging pipelines, and giving regular updates on water supply (Kotoku and Kumasi, 2022). Households have also suggested other changes, such using more water sources, improving water pressure and distribution structure, reusing water, and applying conservation measures. It could potentially mitigate the current problems with household water distribution and delivery if the LGU implements these steps effectively and works with households. This study intends to make a substantial contribution to the body of literature by including interdisciplinary viewpoints and the particular circumstances of the indigenous people. It also hopes to assist in the creation of sustainable water management techniques in underserved areas. In this context, a wide range of people and organizations are considered stakeholders, such as the staff members who oversee and maintain the water infrastructure, the clients who depend on BIWAD's services for everyday needs, and the larger community that depends on the district's operations for overall community well-being. To ensure that stakeholders' needs and expectations are met, Binalonan Water District must focus on meticulously planning the delivery of its services. This planning

process should encompass the technical aspects of water treatment and distribution, customer service, maintenance, and communication. Service organizations must have a well-thought-out plan and ensure its successful implementation. Binalonan Water District sources its water supply from eight deep wells in different barangays, including Poblacion, Linmansangan, San Felipe Sur, Camangaan, Mangcasuy, Dumayat, and Sta. Maria Norte and Tabuyoc pumping stations. Submersible pumps powered by electricity are used in these deep wells to effectively retrieve water. As of right now, the local water district employs 55 committed workers. The district's basic principles—integrity, transparency, accountability, respect, and environmental friendliness—serve as its guiding principles. All relationships and operations inside the organization are guided by these values. Binalonan Water District's vision and mission statement function as a set of guiding principles that drive the district's efforts toward delivering exceptional public service. BIWAD was founded to satisfy the community's expanding water needs, and it has continuously changed to suit the area's rising need for water services. BIWAD engages in regular interactions with many stakeholders, including its staff, concessionaires, and the nearby community, in its capacity as a water service provider.

2. Methodology

The descriptive research method was employed in this study. Quota sampling was employed in the context of the study on stakeholder satisfaction with Binalonan Water District (BIWAD) services. Quota sampling is a non-probability sampling method in which a pre-specified number of participants or items are chosen from particular demographic strata or subgroups. The population in this instance consists of the board of directors, staff, and stakeholders who are directly impacted by BIWAD services; these latter groups are referred to as internal stakeholders. Based on preset quotas that represent the variety of stakeholder groups throughout the population, participants were chosen. Based on their involvement as BIWAD stakeholders, quotas are established. The stakeholders of BIWAD, both internal and external, make up the study's population. A useful method for ensuring that the study includes a representative sample of stakeholders that reflects the variety of the broader population is quota sampling. There were 110 respondents for this survey, which enables focused data gathering from various stakeholder segments and offers insights into the diverse viewpoints and experiences connected to BIWAD services. An average weighted mean, or BIWAD degree of satisfaction with service delivery, was employed. Analysis of Variance (ANOVA) was utilized to find the significant difference in the stakeholders' perceptions if they were categorized according to employees, BOD, households, schools, businesses, and barangay officials. Frequency and ranking were employed to ascertain the issues that the respondents faced when providing BIWAD frontline services.

3. Results and Discussions

In the context of the application procedure, Table 1 displays the degree of satisfaction with the services provided by the Binalonan Water District (BIWAD). The data shows that this service has a highly satisfied descriptive rating and an overall average weighted mean of 3.81. This result suggests that clients are happy with their application's procedure and result. Customers may regard the application process as simple, effective, and satisfactory in fulfilling their requirements and expectations based on this degree of satisfaction. It illustrates BIWAD's capacity to offer its clients efficient and successful service in relation to water connection applications. The customers found it uncomplicated to understand and adhere to the directions. The high degree of satisfaction in this area indicates that BIWAD has given its clients clear instructions on the application process, which has resulted in a satisfying experience for them. With a descriptive evaluation of highly satisfied and an average weighted mean of 3.90, the necessary application documents were also provided. This outcome suggests that clients were satisfied with the clarity of the paperwork required for the application procedure. The high degree of satisfaction in this area demonstrates that BIWAD has been successful in outlining the required paperwork, guaranteeing that clients are knowledgeable and able to promptly satisfy their needs.

Table I: Weighted Mean on the Satisfaction of the Services Provided by the Binalonan Water District (BIWAD)

Application for water connection	WM	Descriptive Equivalent
a. The application process for water connection was easy to understand	3.88	Highly Satisfied
b. Clear instructions were given on how to apply for a water connection	3.89	Highly Satisfied
c. The required application documents were specified	3.90	Highly Satisfied
d. My water connection application was processed within the promised time frame	3.69	Highly Satisfied
e. Timely updates were given on the status of Application	3.69	Highly Satisfied
f. Customer support was easily accessible when Assistance was needed.	3.79	Highly Satisfied
Overall Weighted Mean	3.81	Highly Satisfied

Table 1 demonstrates that applicants for water connections received clear instructions, with a weighted mean of 3.89 and the second-highest descriptive rating—highly satisfied—among the indicators. Confusion and dissatisfaction are decreased when clients have clear instructions that explain the procedure, specifications, and expectations. Customers are more likely to finish the application accurately and quickly when they are aware of what is expected of them and how to proceed, which facilitates a more seamless process overall. Transparency and trust can be improved with clear directions.

Customers are more likely to have faith in the company and its services when they perceive the process to be fair and transparent, which raises satisfaction levels. With a weighted mean of 3.69 and an extremely satisfied descriptive equivalent, the results showed that the water connection application was processed in the allotted amount of time and that customer service was readily available when assistance was needed. Despite having the lowest mean, it is still within the acceptable range. This finding implies that even though customer satisfaction is generally good, a small percentage of consumers may have encountered delays in application processing and updates on their application status. Customers may experience annoyance and irritation from delays in the processing and updating of applications for services like water connections (Shamim, n.d.). The wait time for their water connection can lead to a number of problems, even if they do get one. Clients are stressed and inconvenienced when they are unsure of when they will receive the service. Customers' schedules and daily routines may be disturbed by protracted delays, especially if they depend significantly on the service for their daily needs. It may also have an effect on how the client views the service provider, which could result in a decline in satisfaction and trust.

Table 2: Weighted Mean on the Satisfaction of the Services Provided by the BIWAD in Service Request

Service Request	WM	Descriptive Equivalent
a. Respond promptly to service requests related to damaged water lines or meters	3.71	Highly Satisfied
b. The response time for addressing any service requests is satisfactory	3.70	Highly Satisfied
c. Timely Assistance is received when experiencing low water pressure	3.62	Highly Satisfied
d. Effectively resolved the issue referred to them	3.66	Highly Satisfied
e. Provide sufficient advance notice before disconnecting the water service.	3.70	Highly Satisfied
f. Customer support is easily accessible when Assistance is requested.	3.77	Highly Satisfied
Overall Weighted Mean	3.69	Highly Satisfied

One significant finding is displayed in Table 2, which is that consumers place a high value on customer support's accessibility when help is needed. This is demonstrated by the descriptive rating of Highly Satisfied and the average weighted mean (WM) of 3.77. It would appear from this that stakeholders value customer support services' accessibility, which is essential for meeting their demands quickly and effectively. The high degree of satisfaction with customer support's accessibility suggests that BIWAD has done a good job of giving its clients easy ways to get in touch with support. As stated in their citizens' charter, this also includes simple ways to get in touch with them, such as phone hotlines, email addresses, or online chat services, along with explicit directions on how to use these channels of support. Customer relationship management techniques and the BIWAD's overall service delivery are positively impacted by the notion of customer support's accessibility. The stakeholders' strong appreciation for the support services' accessibility suggests that BIWAD has done a good job of matching its offerings to the demands and expectations of its clients. By putting accessibility first and making sure that clients can get in touch with help quickly when they need it, BIWAD has improved customer satisfaction and reputation. The table's data also shows that, as shown by the average weighted mean (WM) of 3.71 and a descriptive rating of Highly Satisfied, consumers are happy with BIWAD's quick response to service requests pertaining to damaged water pipes or meters. This result emphasizes how crucial it is to have open lines of communication to address problems quickly and effectively (Bazaanah and Litabe, 2023). It is imperative that service calls pertaining to damaged water pipes or meters be addressed promptly for multiple reasons. First, prompt action can shield clients from additional harm and annoyance. There are several reasons for low water pressure. High demand during periods of peak usage, which puts strain on the system's capacity and lowers pressure, is one frequent cause. Additionally, water can be diverted from its intended destination by distribution system leaks, which could lower pressure (Yuningsih, et al., 2024). Changes in height can also have an impact because higher altitudes may have lower pressure because it takes more gravitational force to transport water uphill. Water flow can be restricted by corrosion or clogs in pipes, which can exacerbate pressure problems. Widespread low pressure can be caused by inadequate system design, which includes undersized pipes or incorrect valve settings. Pressure levels might also be impacted by maintenance problems or malfunctioning pumps.

Table III. Weighted Mean on the Satisfaction of Services Provided by the BIWAD in Application for Reconnection

Application for Reconnection	WM	Descriptive Equivalent
a. The required documentation for Reconnection was easy to understand.	3.87	Highly Satisfied

b.	Assistance was provided in the filling out of the reconnection application	3.83	Highly Satisfied
c.	Responsive to my inquiries and concerns during the reconnection process	3.73	Highly Satisfied
d.	The staff who conducted the Reconnection was courteous and professional	3.70	Highly Satisfied
e.	Ensures that the water meter is functioning correctly during reconnection	3.80	Highly Satisfied
f.	The billing reconnection was accurate and transparent	3.82	Highly Satisfied
Overall Weighted Mean		3.79	Highly Satisfied

The outcome—in particular, the high level of satisfaction with the billing reconnection procedure—is consistent with looking into creative ways for water utilities to serve impoverished individuals while maintaining ethical business practices. It is understood that upfront payments are a common practice and that connecting to the water supply entails real charges. However, a report published by the Asian Development Bank challenges this approach. According to ADB, creative methods can increase low-income communities' access to water utilities. Implementing an all-inclusive water tariff, which can include the connection fee as part of a regular or monthly payment, is one such strategy. Customers who are struggling financially, in particular, can now receive water services without having to pay a large upfront price thanks to this strategy. Customer satisfaction with the billing reconnection process is high, indicating that they place a high priority on billing accuracy and transparency. Governments, municipalities, and water utilities can increase low-income populations' access to water services and guarantee that billing procedures remain transparent and reliable by looking into alternative payment options, such as an all-inclusive water tariff. This will also increase customer satisfaction (Yuningsih, et al., 2024). With a score of 3.70, which is nevertheless considered extremely satisfied, the component of the application reconnection process that has the lowest average weighted mean (AWM) result is that the staff members that handle the reconnection are courteous and professional. This suggests that although there is some room for improvement, clients usually view BIWAD employees as professional and polite throughout the reconnection process.

Table IV. Weighted Mean on the Satisfaction of Services Provided by the BIWAD in Voluntary Disconnection

Voluntary Disconnection		WM	Descriptive Equivalent
a.	The Request for a voluntary disconnection of water service is easy.	3.84	Highly Satisfied
b.	Service disconnection is within a reasonable time after my request	3.68	Highly Satisfied
c.	The person in charge explained the implications and procedures for voluntary disconnection.	3.79	Highly Satisfied
d.	I have received proper assistance during the disconnection process	3.69	Highly Satisfied
e.	The final bill and settlement after the voluntary disconnection were promptly given by the BIWAD.	3.75	Highly Satisfied
f.	Handles customer requests in a professional manner	3.81	Highly Satisfied
Overall Weighted Mean		3.76	Highly Satisfied

According to Table 4, BIWAD guarantees an effortless procedure for clients seeking a voluntary disconnect, in accordance with their Citizen's Charter. There are just five steps in the process, all of which are spelled out in detail in the charter, along with the name of the person in charge of overseeing it. Customers find it simple to manage the voluntary disconnection process thanks to this clarity and help. Additionally, BIWAD reminded its concessionaires that failure to pay water bills for three consecutive months will result in automatic disconnection. In order to ensure clarity and adherence to the billing and disconnection procedures, this policy serves as a reminder to consumers regarding the repercussions of non-payment. High-income nations, however, typically impose more stringent limitations on disconnections in order to safeguard the water supply of disadvantaged people. Certain nations, such as France, Australia, and the UK, even prohibit home customers from disconnecting their water supply. In contrast, disconnection policies are typically less restricted in nations with higher rates of poverty or affordability problems. Medium-income nations frequently rely more on utilities to maintain service quality using tariff revenue and frequently lack a strong strategy to address issues about infrastructure affordability (Hutete and Sianda, 2022). The implementation of minimum water flow programs to alleviate disconnection difficulties is limited to a small number of nations and localities. In high-

income nations, social assistance programs are more common as a means of reducing the health concerns related to water limitations. This shows that communities that have higher GDPs and fewer residents who are having trouble paying their Waste Water Service (WWS) fees are more likely to use debt avoidance techniques. Water flow limitation is not common, but it might be an effective replacement for disconnecting in order to protect the human right to WWSs without endangering utility revenue. Upon closer inspection of the table, it is also apparent that the response to competently handled customer demands was highly satisfied, earning a score of 3.81, falling into the Highly Satisfied description area. This suggests that clients believe BIWAD responds to their demands in a professional manner, which greatly enhances their level of satisfaction. A good rating in this area indicates that the employees handle client questions and requests regarding voluntary disconnection with courtesy, effectiveness, and efficiency. It is essential to act professionally while interacting with consumers in order to preserve goodwill and make sure their requirements are fulfilled in a timely and courteous manner. This high satisfaction rating is indicative of BIWAD's dedication to offering its clients excellent customer service and speaks well of the company's customer service procedures. However, with a score of 3.68—still regarded as well satisfied—the lowest AWM result for service disconnection occurs within a decent amount of time after my request. When it comes to water disconnection, BIWAD has to follow a set procedure that could take a long time to finish. The concessionaire must first identify the cause of the disconnect and then file a service request with the Public Assistance Desk as part of this protocol, which consists of multiple steps.

Table V. Weighted Mean of the Factors that Facilitate the Delivery of Services in the Binalonan Water District Along with Cost of Services

Cost of Services	WM	Descriptive Equivalent
a. The cost of water services provided by BIWAD is affordable to households	3.69	Strongly Agree
b. Provides detailed information about how the bill is calculated	3.64	Strongly Agree
c. The water bill issued is accurate	3.68	Strongly Agree
d. Payment channels are easily accessible for customers	3.75	Strongly Agree
e. Demonstrates efficiency in managing operational costs, which helps keep rates stable	3.59	Strongly Agree
f. BIWAD welcomes and acts upon customer feedback related to cost and billing	3.70	Strongly Agree
Overall Weighted Mean	3.78	Strongly Agree

The weighted score of 3.70 for the statement "BIWAD welcomes and acts upon customer feedback related to cost and billing" in Table 5 indicates a "strongly agree" response. This outcome shows that BIWAD appreciates consumer input on water service pricing and invoicing and takes the necessary action to respond to client input, which raises client satisfaction and aids BIWAD in refining its offerings. measures to address it. This attentiveness to client input raises client satisfaction and aids BIWAD in refining its offerings. Additionally, this result suggests that BIWAD values client interaction. Because water services are critical, water companies must engage customers effectively. Customers frequently do not deal with their water company until they have an invoice to pay, ignoring the larger problems related to water availability, costs, and conservation. Water utilities, however, need to interact with their consumers in a proactive and thorough manner given the growing concerns surrounding these matters. Information sharing, feedback requests, problem solving, and decision-making with customers are all components of effective customer engagement. Water companies can encourage a sense of ownership and responsibility for water conservation and management among their consumers by involving them in various ways. This can therefore result in better informed and involved customers as well as more sustainable water use habits (Kotoku and Kumasi, 2022). Nevertheless, out of all the factors taken into consideration, the aspect that received the lowest rating was "demonstrates efficiency in managing operational costs, which helps keep rates stable," with a weighted mean (WM) score of 3.59, still indicating a "strongly agree" response. This suggests that customers may still feel that there is room to improve operational cost management, which could result in even more stable rates for water services. Additionally, by keeping rates competitive and affordable, improving efficiency in this area could also boost overall customer satisfaction.

Table VI. Weighted Mean of the Factors that Facilitate the Delivery of Services in the Binalonan Water District along Manpower

Manpower	WM	Descriptive Equivalent
a. Provide accurate information and solutions to customer concerns	3.74	Strongly Agree
b. Employees are readily available during business hours to assist customer/client	3.77	Strongly Agree
c. Addresses service-related concerns promptly without unnecessary delays	3.66	Strongly Agree
d. Staffing levels are sufficient to handle service demands even during peak times.	3.72	Strongly Agree

e.	Employees are empowered to solve customer concerns without unnecessary bureaucratic delay.	3.75	Strongly Agree
f.	Management encourages employees to provide feedback and suggestions for service improvement.	3.74	Strongly Agree
Overall Weighted Mean		3.73	Strongly Agree

With a score of 3.75, or "strongly agree," the statement "Employees are empowered to find solutions to customer concerns without needless bureaucratic delay" is indicated. According to this outcome, clients think BIWAD staff members are competent and authorized to handle their issues quickly, without needless delays or red tape. The efficient provision of services and a favorable client experience are enhanced by this employee empowerment. Giving staff members the freedom to resolve client issues is in line with a citizen's charter's tenets. The rights, obligations, and expected levels of service for people with regard to public services are usually outlined in a citizen's charter. Giving staff the capacity and ability to handle client complaints quickly—without needless delays or bureaucratic obstacles—is what it means to empower them in this context. A citizen's charter's essential component, ensuring that clients receive effective and efficient service, is guaranteed by this premise. By abiding by this guideline, BIWAD shows that it is dedicated to providing top-notch service and fulfilling the requirements stated in its Citizen's Charter, which ultimately enhances the customer experience. The Manpower category's lowest average weighted mean result, however, is "Addresses service-related concerns promptly without unnecessary delays," with a score of 3.66, which nevertheless indicates a "strongly agree" reaction. Despite having a good score, this element is the lowest when it comes to the manpower area. There are various reasons for the belief that BIWAD is not responding quickly to customer issues. Problems with bureaucratic red tape or laborious procedures are examples of administrative inefficiencies that might delay the processing of consumer complaints. Insufficient staffing can also cause delays since there might not be enough people to quickly manage the volume of service demands. The intricacy of the service request procedure may cause a delay in responding to client inquiries. These elements may lead to systemic bottlenecks that hinder BIWAD from rapidly resolving client issues, which could negatively impact the organization's perceived responsiveness.

Table VII. Weighted Mean of the Factors that Facilitate the Delivery of Services in the Binalonan Water District (BIWAD) along Facilities

Facilities	WM	Descriptive Equivalent
a. A well-maintained infrastructure, such as water treatment plants and distribution networks.	3.68	Strongly Agree
b. Regular facility maintenance and upkeep.	3.64	Strongly Agree
c. Emergency response facilities are present to respond to service disruptions or crises.	3.60	Strongly Agree
d. Proper wastewater treatment facilities for environmental sustainability	3.60	Strongly Agree
e. Facilities are accessible to all, including persons with disabilities and senior citizens.	3.62	Strongly Agree
f. Adequate security measures at facilities, including water meters to protect against vandalism and tampering	3.58	Strongly Agree
Overall weighted Mean	3.62	Strongly Agree

Table 7 demonstrates that respondents gave routine facility care and upkeep a high mean value of 3.64, suggesting strong agreement. This suggests that routine facility care and repair have a big impact on how stakeholders view BIWAD's service delivery. Facilities that are kept up-to-date guarantee dependable service delivery devoid of glitches or malfunctions, elevating the regarded caliber of service. By avoiding pollution and guaranteeing the supply of clean and safe water, maintenance operations also support the safety and health of stakeholders. Maintaining infrastructure properly can increase its lifespan, lowering the need for future expensive repairs or replacements and saving the Binalonan Water District revenue (Cecilia, et al., 2024). Water pipes have a lifespan of roughly 75 years and deteriorate with time. To guarantee that these pipes continue to function at their best for the duration of their lives, regular facility repair and upkeep are crucial. However, in spite of strong consensus, the feature with the lowest mean rating (3.58) concerns the suitability of security protocols at establishments, including water meters, with the intention of preventing vandalism and manipulation. The low grade for the effectiveness of security measures at facilities—including water meters—to deter vandalism and tampering could be attributed to a number of causes. Stakeholders believe current security measures are insufficient or ineffective in effectively discouraging or preventing vandalism and tampering incidents. This is a result of actual vandalism or tampering incidents that the stakeholders have encountered, which has caused them to doubt the efficacy of the security measures in place as well as the necessity of physically guarding drinking water supplies and sewerage systems. This emphasizes the significance of comprehending technological workings and being aware of necessary security equipment.

Table VIII. Weighted Mean of the Factors that Affect the Delivery of Services in the Binalonan Water District (BIWAD) Along Facilities

Attitude of Employees	WM	Descriptive Equivalent
a. Consistently responds to customer inquiries and service requests promptly and with a polite and respectful attitude	3.71	Strongly Agree
b. Actively listens to customers' concerns, shows empathy, and tries to understand and address their needs.	3.78	Strongly Agree
c. Maintain a high level of professionalism in all their interactions with their clients and stakeholders	3.79	Strongly Agree
d. Exhibits patience, especially when dealing with complex inquiries and difficult situations.	3.72	Strongly Agree
e. Adaptable and responsive to changing customer needs.	3.78	Strongly Agree
f. Adheres to organizational policies and procedures, ensuring consistency and fairness in service delivery.	3.79	Strongly Agree
Overall Weighted Mean	3.76	Strongly Agree

The results highlight the role that employee attitude plays in providing better service performance and highlight the necessity for managers to give staff attitude development top priority in order to achieve optimal service delivery. The results of this study are consistent with the finding that employee competencies, such as attitude, have a direct impact on customer experience and service performance. Positive perceptions of employee competencies are suggested by the strong agreement regarding professionalism and policy adherence, which are known to affect customer happiness and service quality. The decreased rating for courteous and timely responses, while still good, points to a potential area for improvement in the customer experience. The findings demonstrating employee attitude's substantial beneficial influence on service performance are consistent with the research's emphasis on the value of attitude in the workplace. The intricate interaction between employee abilities, customer experience, and service performance is highlighted by the mediating influence of customer experience, even if it was not significant in this study. This demonstrates the critical role that employee attitude plays in service performance and emphasizes the necessity for managers to concentrate on fostering a happy work environment for the purpose of guaranteeing superior customer service.

Table IX. Weighted Mean of the Factors that Facilitate the Delivery of Services in the Binalonan Water District (BIWAD) Along with the Competency of the Service Provider

Competency of the Service Provider	WM	Descriptive Equivalent
a. Demonstrates a high level of technical expertise and competency in addressing customer issues and requests related to water services.	3.81	Strongly Agree
b. Pay close attention to detail, ensuring that data, measurements, and calculations related to water services are accurate.	3.70	Strongly Agree
c. Provide consistent and timely service delivery, maintenance, and repair.	3.66	Strongly Agree
d. Commits to deliver high-quality service through thorough inspections and testing to ensure the reliability of water systems.	3.71	Strongly Agree
e. Actively seeks opportunities for improvement in their skills and service delivery processes, aiming for enhanced customer satisfaction	3.70	Strongly Agree
Overall weighted Mean	3.72	Strongly Agree

Retraining, education, and human resource management are some of the most crucial elements for the successful establishment, maintenance, and expansion of water supply and sanitation (WS&S) systems. These programs require all levels of skilled workers to be successful since they ensure the effective operation and maintenance of the systems. When workers are aware of the job skill requirements—which are crucial for system operation—they can perform their duties more successfully. For one to progress socially and economically, one must possess knowledge and skills. Education, training, retraining, and human resource management are among the most important components for the effective implementation, upkeep, and growth of water supply and sanitation (WS&S) systems. All levels of skilled labor are necessary for these programs to succeed since they guarantee efficient operation and upkeep of the systems. Comprehending the necessary job abilities is essential for smoothly managing the system, as it allows the employees to carry out their responsibilities effectively. In connection with this, Belandres (2023) stated that knowledge and skills are essential for both social and economic advancement. They have a big impact on maintaining and raising employee productivity and income-earning prospects, increasing labor market mobility, and providing more career options. The effectiveness and sustainability of WS&S programs depend on investments in education, training, and human resource management, since these areas are crucial for creating and retaining a competent labor force that can handle the difficulties facing the

industry. With a descriptive rating of "Strongly Agree," the statement "Dedicated to delivering high-quality service through thorough inspections and testing to ensure the reliability of water systems" received a weighted mean of 3.71, indicating that customers think the service providers are committed to guaranteeing the quality and reliability of water systems. The dedication to comprehensive testing and inspections suggests a proactive strategy for preserving the BIWAD's high caliber of services. On the contrary, "Provide consistent and timely service delivery, maintenance, and repair" has a descriptive rating of strongly agree and a weighted mean of 3.66. This indication was rated marginally worse than the others while being relatively high. This suggests that there is a need for more consistency and punctuality, as some customers may perceive occasional inconsistencies or delays in service delivery, maintenance, and repair. There are a number of reasons why service requests for the Binalonan Water District (BIWAD) may be delayed. Excessive demand for services could put pressure on available resources, delaying the timely processing of all requests. Delays may also result from scarce resources, such as a lack of personnel or equipment, since the water district may find it difficult to keep up with the demand. Certain service requests could be more difficult and time-consuming by nature, necessitating extra time to resolve. Traffic and access issues are examples of logistical obstacles that can make it more difficult to deliver services to some places on time. Bureaucratic and administrative procedures can cause delays since they frequently need to be finished before a service request can be completed.

Table X. Significant Difference in the Perception of the Stakeholders of BIWAD

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	31.92684	5	6.385368	26.8775	1.9E-22	2.244087
Within Groups	71.2719	300	0.237573			
Total	103.1987	305				

Groups	Count	Sum	Average	Variance
Employees	53	160	3.01887	0.51887
BOD	53	204.6	3.86038	0.03013
Households	53	204.362	3.85589	0.60053
Schools	53	208.675	3.93726	0.17231
Business	53	183.2	3.4566	0.03722
Brgy. Officials	41	149.689	3.65094	0.01503

By determining how much they depend on water for operations, sanitation, and customer service, businesses assess BIWAD service delivery. A few examples of the variables that affect their level of satisfaction are water pressure, the availability of water for industrial activities, and the effects of water outages on their business operations. They also take into account how affordable BIWAD's services are for their company. These groups' diverse roles, requirements, and expectations with regard to BIWAD's services account for the disparities in perceptions that exist between them.

Table XI. Problems Encountered by Internal Stakeholders of BIWAD in the Delivery of Services

Problems Encountered by Internal Stakeholders	Frequency	Percentage	Rank
Difficulties in dealing with billing disputes, late payments, or non-payment by customers	84	24.71	1
demanding customers with their complaints and inquiries	50	14.70	2
Aging pipes, pumps, and other equipment that require heavy maintenance and upgrade	48	14.12	3
Water supply issues such as shortages, pipeline leaks, or water quality concerns	41	12.06	4
Lack of training for employees	30	8.82	5
High Workload	24	7.06	6
Difficulty in resounding emergencies such as water main breaks, natural disasters, or contamination incidents	22	6.47	7
Political interference from politicians	17	5.00	8

Compliance with water utilities regulations	14	4.12	9
understaffed offices	10	2.94	10
Total	340	100.00	

By providing discounts to particular demographic groups and offering incentives for fast bill settlement, the Binalonan Water District (BIWAD) encourages its consumers to pay their payments on time. To avoid a 20% late payment fee, customers are urged to make their payments on time. The difficulty of handling picky clients and their grievances and questions, which 14.71% of respondents mentioned, comes in second. For BIWAD and similar companies, handling irate clients and efficiently responding to their grievances and questions is a significant task. These clients frequently have higher expectations for the caliber and reliability of water services, and they are more likely to express their dissatisfaction when those expectations are not realized. To address this issue, BIWAD set up a public help desk where clients can bring up their problems in a specific forum. Through this service, clients can use BIWAD's hotline numbers to voice their complaints and concerns, providing a convenient and efficient means of responding to client input. The upkeep and modernization of outdated infrastructure, including pipes, pumps, and equipment, is one of the major difficulties faced by the Binalonan Water District (BIWAD) and was mentioned as a worry by 14.12% of respondents. Because of their age, these parts require regular maintenance as well as occasional improvements to keep the water supply system dependable and effective. Furthermore, as indicated by 12.06% of respondents, resolving problems related to the supply of water, such as shortages, leakage, or quality issues, poses a significant obstacle. A number of things can cause these problems, such as aging infrastructure, unsuitable water treatment methods, or environmental influences. For customers to receive a consistent, high-quality supply of water, these issues must be handled quickly and effectively. Even the inadequate training provided to employees was brought up by 8.82% of respondents. Sufficient training is vital to furnishing workers with the requisite abilities and comprehension to execute their jobs efficiently (Muendo and Nyang'au, 2023). Employees may find it difficult to fulfill the responsibilities of their jobs without the right training, which could result in inefficiencies and service interruptions.

Table XII. Problems Encountered by the External Stakeholders in the Delivery of Services by BIWAD

Problems Encountered by the External Stakeholders	Frequency	Percentage	Rank
Unresponsive or unhelpful customer service representatives	56	17.13	2
Acts of vandalism and tampering with water facilities and meters	56	17.13	2
Language barriers between BIWAD employees and customers make it difficult for customers to express their concerns	56	17.13	2
High interest for overdue	49	14.98	4
Inadequate water pressure	46	14.07	5
Damaged infrastructure, pipelines, or reservoirs can lead to service disruptions and water loss	32	9.79	6
frequent water supply interruptions	9	2.75	7
Poor water quality concerns such as discolored water, foul odors, or sour taste concerns	8	2.45	8
Delays in the provision of service requests such as meter installations, repairs, or reconnections	6	1.83	9
Inaccurate water billings, such as overbilling	4	1.22	10.5
Difficulties in payment method	4	1.22	10.5
Lack of transparency on water services, rates, policies, and procedures	1	0.31	12
Total	327	100.00	

"High interest for past-due payments was ranked fourth, suggesting that stakeholders struggle to pay their water bills on time, which leads to high interest rates on past-due payments. Excessive interest rates can make things more expensive for all parties involved and increase the likelihood of disagreements or problems paying outstanding debts. The fifth-ranked item on the stakeholders' list was "inadequate water pressure." This issue raises the possibility that stakeholders are having problems with their supply's water pressure, which may have an impact on how well appliances and fixtures work with water. Insufficient water pressure can cause annoyance and discontent among those involved who depend on steady water pressure for their everyday tasks. The issue of decaying or damaged infrastructure within BIWAD's water delivery system was brought to light by the sixth-place ranking of "damaged

infrastructure, pipelines, or reservoirs." Water loss, maintenance expenses, and service interruptions can result from damaged infrastructure. Resolving infrastructure problems is crucial to maintaining the water delivery system's dependability and effectiveness.

4. Conclusions and Recommendations

The Binalonan Water District has received positive feedback from stakeholders regarding its performance in providing services in a number of service categories, such as water connection applications, service requests, reconnection applications, and voluntary disconnection applications. Regarding the different elements that could have an impact on the way services are delivered in the Binalonan Water District (BIWAD), respondents are in strong agreement. The significance of the cost of services was overwhelmingly agreed upon by the respondents, demonstrating their perception that the cost of services has a major impact on how well they are provided. The Binalonan Water District has received positive feedback from stakeholders regarding its performance in providing services in a number of service categories, such as water connection applications, service requests, reconnection applications, and voluntary disconnection applications. Regarding the different elements that could have an impact on the way services are delivered in the Binalonan Water District (BIWAD), respondents are in strong agreement. The significance of the cost of services was overwhelmingly agreed upon by the respondents, demonstrating their perception that the cost of services has a major impact on service delivery. They also overwhelmingly agreed on the significance of the workforce, facilities, employee attitude, and service provider competency, demonstrating the critical roles that variables like cost, human resources, facilities, employee attitude, and service provider competency play in determining how services are delivered in BIWAD.

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