The Impact of Citizen Inquiry on The Overall Leadership of DENR RO3

Michael Santarina[1], Mohamed A. Shire[1], Janelyn B. Tumiguing[1], Noel T. Florencondia[2]

[1]Student, Graduate School, Master of Engineering Management, Nueva Ecija University of Science and Technology, Cabanatuan City, Philippines.

[2]Adviser, Graduate School, Master of Engineering Management, Nueva Ecija University of Science and Technology, Cabanatuan City, Philippines.

Corresponding Author: tumiguingjanelyn@gmail.com

Abstract: - This study aimed to know the Assessment to the Impact of Citizen's Inquiry to the Overall Efficacy of DENR RO3. More specifically, the following questions were given: (a) How effective is the 8888 Hotline in addressing the concerns of the community in terms of: Complaints; Reporting; and Immediate Response; and (b) What are the problems encountered by the employees in using the 8888 Hotline? A normative descriptive type of research design was used in this study because this study required more specifications of data to fill up unproven facts. A total of 50 respondents were drawn from the DENR RO3 personnel rosters. This study suggests creating a space where customers can offer comments and criticism. It is advised to keep a suggestion box where customers may place their thoughts and suggestions. Customers can also be given access to an online connection if they want. It is advised that the DENR RO3 hire more staff to assist clients. This staff must also be well-trained and knowledgeable about the details of the services that clients are requesting, or at the very least, be prepared to answer questions. It is advised that modifications to policies be reviewed frequently because doing so will enhance staff-client interactions. It is also advised to undertake a review of the current documentation requirements and, if possible, eliminate or remove those that are superfluous.

Key Words: *Impact, Citizen Inquiry, Leadership, DENR.*

I. INTRODUCTION

The Presidential Complaint Center (PCC), a front-line desk in the Office of the President, acts as a point of contact for all requests for information and help from the general public as well as complaints and grievances from private institutions and companies. It seeks to provide an acceptable resolution to the requirements of the public using the most appropriate and effective means possible, successfully bridging the delivery of services to the general public. The Center aspires to provide a wealth of useful information, giving the Office of the President better understanding of the most urgent issues facing the people.

The Philippine government runs a nationwide public service hotline called 8888 that is available around-the-clock. On August 1, 2016, President Rodrigo Duterte established the Citizens' Complaint Hotline, also referred to as the President's Hotline, to allow members of the public to report subpar front-line government service delivery and corrupt practices in all government agencies, government-owned and controlled corporations, government financial institutions, and other government-run instrumentalities in the Philippines. The Office of the Cabinet Secretary, which oversees the 8888 Citizens' Complaint Center, coordinates with the Office of the Special Assistant to the President and the relevant government agency to expeditiously resolve public grievances and to provide feedback on the actions taken on citizens' concerns within 72 hours.

Prior to the launch of 8888, anybody who wanted to complain about a service received from a public servant had to call 1-6565 or the Contact Center ng Bayan (CCB) hotline. The CCB was established in 2012 and acted as the national government's helpdesk, acting as a conduit for public feedback between the

general public and several front-line government organizations. To assist in the execution of Republic Act 9485, often known as the Anti-Red Tape Act of 2007, the Civil Service Commission and the Department of Science and Technology's Information and Communications Technology Office-National Computer Center created the CCB. Through the Contact Center ng Bayan, the Civil Service Commission conducted a total of 175,481 transactions from its start in 2012 to June 2016. These transactions included calls, emails, and SMS messages.

On August 1, 2016, the 8888 hotline and the new emergency number 9-1-1 both went live. Executive Order No. 6, which institutionalized the hotline and created the 8888 Citizens' Complaint Center, was signed by President Rodrigo Duterte on October 14, 2016. The directive required the office to create various lines of communication for public concerns, such as SMS, e-mail, a website, and social networking sites, and it placed the contact center under the Office of the Cabinet Secretary's control. The decree further specifies that administrative sanctions would be applied to government employees who do not promptly address complaints made through the hotline.

As of January 2017, more than a thousand complaints from the general public are received daily by the 8888 Citizens' Complaint Center. The Land Transportation Office regarding the issuance of plates and licenses, the Home Development Mutual Fund or PAGIBIG regarding loan grants, the Bureau of Internal Revenue regarding the processing of papers, the Civil Service Commission regarding the release of pensions and benefits, and the Social Security System regarding the release of benefits, according to Civil Service Commission Chairperson Alicia de la Rosa-Bala. De la Rosa-Bala claimed that the complaints they have heard range from inaction on submitted applications or requests, slow processing of papers, snubs by public servants, grumpy government workers, fee overcharging, and the existence of "fixers" in government agencies.

For the goal of getting grants or other financing as well as proving their success to their stakeholders (volunteers, clients/callers, and staff), there are many techniques in place to evaluate helplines and hotlines. Here, several of these strategies are examined along with their advantages and disadvantages.

For example, while a qualitative method of evaluation may allow staff to identify which volunteers are prepared to work the helpline on their own, a cost-per-call approach may be required for a governmental funder, while key performance indicators may be necessary for clients or strategic organizations. Most organizations, especially in Department of Environment and Natural Resources in Cordillera Autonomous Region (DENR-CAR), will not find one method suitable for every situation. The time that passes after a caller dials the helpline is known as the response time. when a call is simply sent to a phone line that needs to be answered. Naturally, services that use answering services to handle calls that cannot be promptly taken will respond to calls more slowly. The response time is usually the slowest for services that do not accept direct phone calls and instead forward all calls to an answering service.

Similar to response time, this strategy merely uses a checklist to make sure the helpline gathers the necessary information. A quick check to make sure that the necessary information is being obtained for each contact, for instance, can assist determine whether volunteers are actually answering calls and asking the necessary questions on helplines that collect information about gender, age, problem kind, and other factors. Therefore, it is suggested that this study be conducted in order to understand how to assess the impact of citizen inquiry on the overall leadership of DENR RO3.

II. FRAMEWORK

The initial database rationalization and planning for the creation of the government's information systems strategic plan serve as the study's main pillars. Our plan for long-lasting reforms in government agencies is called the Integrated Transformation Program, or ITP. In order to improve organizational dysfunctions, services quality, law enforcement capacities, and the welfare and benefits of our employees and dependents, the Transformation Program is currently being put into action. The Reform Commission Report, the Study on Transforming the Government into a more Capable, Effective and Credible Task Force, and the Transformation Plan serve as the foundation for the Transformation Program. The program's ten Key Result Areas (KRAs) are as follows: 1. Institutional growth and national policy 2. Operations 3. Infrastructure Development 4. Develop human resources 5. Financial and administrative management 6. Performance management and strategic planning 7.Technology for information and communication 8. Excellence demonstrated by the creation of best practices 9. Information to the Public and Advocacy 10. Enhance Management. To achieve the intended goals for each of the 10 KRAs, 34 reform initiatives have been identified. 1. Creation of Institutional Stability and Continuity Mechanisms 2. Development of a national internal security strategy 3. Institutional Framework Rationalization Functional Relationship Rationalization 5. Enhancing the functional configuration and organizational structure 6. LGU Functional

Relationship Redefinition and Reengineering 7. System of Position Classification and Staffing Reengineering 8. Operation manual enhancement and integration 9. Building Capacity for Research and Development and Creating a Research Agenda 10. Updates to Equipment Standards and Multi-Year Financing Development 11. Modernizing operating systems, staffing, and laboratory infrastructure 12. Review and enhancement of the policies and practices for material management 13. Tools for Psychometric Testing Development 14. Career Development System Development 15. Renumeration System Reengineering 16. Creation of an Insurance and Pension Corporation 17. The discipline and grievance system will be reviewed and strengthened.

Additionally, the 8888 Citizens' Complaint Center was formed by Executive Order No. 6, which also institutionalized the hotline. The EO places Leoncio Evasco Jr., one of Duterte's most dependable men, in charge of the Office of the Cabinet Secretary, which oversees the 8888 Citizens' Hotline and Complaint Center. When Duterte was still the mayor of Davao City, Evasco served as his chief of staff for a considerable period of time. A "mechanism where citizens may report their complaints and grievances on acts of red tape as defined under RA No. 9485 and other relevant laws, and/or corruption of any national government agency, government-owned or -controlled corporation, government financial institution, and other instrumentalities of the government," according to the EO, is what the complaint center is described as.

The first batch of seminar workshops for DENR Hotline 8888 Focal Persons took place in Quezon City from April 17–19, 2018, and were attended by the Mines and Geosciences Bureau Regional Office's Information Officer and designated Permanent Focal Person for Hotline 8888. In order to assure the successful operation of Hotline 8888, the Seminar-Workshop covered topics such as Integrity, Transparency, and Accountability in Public Service, Effective and Efficient Public Service, Public Information Disclosure, and Data Privacy Protocol. Discussions focused on the proper conduct expected of public officials, the causes and effects of corruption, the characteristics of Philippine anti-corruption laws, as well as reporting on Hotline 8888 successes of relevant agencies and complaint handling methods.

According to Executive Order No. 6, "Institutionalizing the 8888 Citizen's Complaint Hotline and Establishing the 8888 Citizen's Complaint Center," President Duterte established Hotline 8888. A public hotline is available to receive comments or complaints about government services. As a result, numerous public complaints about the government have been received since it began operations in 2016 – among them, delayed government processing, confusing or evolving policies and standards, and rude government staff. Hotline Focal Persons from DENR, Line Bureaus, and Attached Agencies across the country actively participated in the seminar-workshop batch 1. The conventional strategy of employing the industrial model to manage the service delivery sector has begun to change today. This is a result of the realization that services and products differ significantly from one another. Achieving customer delight or service excellence is specified as their purpose, with some significant exceptions. The concept of customer delight has been around for a while, but several service delivery businesses have only recently acknowledged it for its significance.

Companies in a variety of service industries are focusing on delivering excellent customer experiences as a result of the increased globalization of services in an effort to maintain their competitiveness and win over new clients. As a result, service excellence can be seen as a crucial component of an organization's success, but it hasn't received the necessary attention as a corporate objective up to this point. Identification of the factors that contribute to service excellence is urgently needed for the development of the service-driven contact center sector because, when call centers were originally established, they adopted the mass-production model to meet customer requests for cost reduction. Over time, it became clear that this paradigm wasn't appropriate for use in the service sector. Additionally, from the standpoint of a contact center, the service level and manner in which the customer service agent (CSA) provides service can be seen as a critical differentiator and consequently as a competitive advantage. The quality of the interaction between the customer and the CSA is also frequently a key factor in determining customer loyalty.

There is little research on service excellence and how businesses may delight clients, despite the large body of literature on the traits, dimensions, and aspects that make up service quality, its nature, and how it can be improved. Additionally, there is a void in the existing literature regarding the factors that contribute to service excellence in the contact center industry. In order to uncover the pertinent determinants and the connection to service quality, this article provides a conceptual framework for the contact center industry using literature review and content analysis. To close the gap for the expanding industry will be timely. The goal of the article is to achieve service excellence for contact center sector competitive advantage.

The following is the organization of this idea. This concept first summarizes the prior research on call centers, contact centers, and service delivery. After that, it looks at the factors that affect

service delivery outcomes in connection to service excellence to contextualize the research gap and create the theoretical foundation for this study. Additionally, each variable's function and interrelation are examined in this essay. Finally, it is suggested that future studies use this approach.

III. LITERATURE REVIEW

Exciting changes have occurred over the last two decades, with developing nations starting to export services. Cross-border service trading is now made simpler by technological advancements. However, other opportunities are being taken advantage of: tourists travel not only for sightseeing but also for medical and educational purposes; service providers relocate abroad under creative new business models; and some developing nations defy conventional wisdom by making investments in foreign services. Bravely integrating exploratory econometric analysis with thorough case studies of representative nations like Brazil, Chile, the Arab Republic of Egypt, India, Kenya, Malaysia, and the Philippines, "Exporting Services: A Developing Country Perspective" adopts this strategy. The analysis is driven by two questions: How did these emerging nations excel at exporting services? Which policy combination was effective, and which tactics failed to produce the desired effects? Three categories of factors are examined in the analysis: first, the fundamentals, which include a nation's factor endowments, infrastructure, and institutional quality; second, policies affecting trade, investment, and labor mobility in the services sector; and third, proactive policies in the sector of services intended to encourage exports or investment. The case examples highlight both the complexity of policymaking and reforms in the service sector as well as the advantages of successfully implementing reforms. Despite the fact that success appears to be explained by a series of improbable circumstances, common traits can also be found. A number of nations have implemented policies to encourage exports, particularly exports of services related to information technology. Policymakers, specialists, and scholars working to change service and investment laws in their own nation will find this material useful.

The year 2016 in the Philippines can be summarized in terms of decisions, adjustments, and difficulties. A new group of officials, from the president down to the local level, were once again chosen by the people in an election year. Rodrigo Duterte of Davao won the election out of the five candidates running for president. His ascent to power has brought about a number of adjustments in terms of politics, administration, and presidential style. From many sectors in the Philippines and

overseas, his fight on drugs drew praise and criticism. The first six months of the Duterte administration have not been without controversy and issues, from local ones like the Marcos burial to global ones like the alleged anti-United States and pro-China and Russia foreign policy to domestic ones like the Marcos burial. But as the Philippines close out 2016 and enter 2017, issues like the federalism push and peace negotiations with the rebels continue.

This article investigates the growth of e-government and how it affects China's authoritarian system. Most people agree that e-government may help to boost labor efficiency, information flow, government openness, and citizen political engagement. The popular knowledge that applies to authoritarian regimes may be valid in open democracies, although there is little research evidence to support this claim. In this essay, we examine the state of e-government in China today by a thorough examination of 29 municipal and provincial government websites. We examine the elements that are offered online, including the data and services that are made available. We also look at initiatives to increase openness and citizen participation, as well as whether China's current e-government will lead to future progress toward e-democracy.

Information and communication technology (ICT) is now viewed as a ready method by which governments can solve concerns of social exclusion in many industrialized nations. In fact, this viewpoint has already been swiftly transformed into a multi-billion-dollar policy agenda in the UK that aims to use ICT for social inclusion. However, outside of rhetorical concerns about reducing inequities between the informationally "rich" and "poor" and bridging the perceived "digital divide," little critical thought has been given to how technology is being used by governments to achieve socially equitable goals. As a result, this paper examines the UK government's ICT-based social policy drive through official documentation, policy statements, and political discourse, taking into account the "problems" that it seeks to address, the actual content of the policies, and the alleged justifications and advantages for doing so. After examining how these policies were created formally, the article looks at how well-founded they are in terms of fulfilling their claimed goals of expanding access to ICT and successfully promoting "social inclusion." The research comes to a conclusion by proposing a critical viewpoint of such ICT policies that uncovers deeper economic justifications behind this program of seemingly "social" policy.

This article examines how improvements in communications impact people' capacity to contribute to the coproduction of governmental services. The authors examine service requests made to the City of Boston during a one-year period between

2010 and 2011 and look at potential discrepancies by race, education, and income using geospatial analysis and negative binomial regression. However, there is some evidence that Hispanics may use these services less when demands move from call centers to the Internet and smartphones. The data show minimal worry that 311 systems (non-emergency call centers) may benefit one racial group over another. The results reveal that disadvantaged communities are less likely to use the 311 service, with the notable exception of smartphone usage, which is consistent with another research. The consequences for bridging the digital divide and citizen participation in coproduction are examined.

This study identifies characteristics and patterns of domestic violence content and access to this content on all state government Web sites, offering the first statewide examination of state e-government support for domestic abuse (DV) survivors (50 states plus the District of Columbia). DV content was found, investigated, and documented in terms of information kind (for example, shelter access), accessibility (for example, language), and type of writing agency via a systematic assessment of click routes and site search results (e.g., law enforcement). Resources for general DV, such hotlines and referral services, were more frequent than information on specialized requirements, like child custody. The information that states offer on intermediate or long-term support is significantly less than that on acute emergency requirements, which are in fact fulfilled at the local level. Accessibility was impeded by both cognitive (such as English-only websites) and emotive (such as language barriers) difficulties (e.g., a tone which focused on data transmission rather than on information use). In contrast to social service or medical organizations, legal/law enforcement organizations regularly offered the most information and connections to other websites, both inside and outside the website of the state government.

The popularity of technology-based self-services has increased as a result of advancements in Internet technologies, and the design of such services is becoming more crucial. We identified the important service features influencing the adoption and use of transactional e-government services, as well as citizens' preference structures across these attributes, using technology-based services in the public sector as the context. We conducted a Web-based survey and a conjoint experiment among 2465 citizens after defining four important criteria, including usability, computer resource need, technical assistance provision, and security provision. Citizens responded to a two-stage Web-based poll on how they felt about smartcard technology for transactional e-government services before using it as well as how they felt 4 months later. According to the findings, the crucial characteristics (noted above) had an impact on residents' intentions, eventual use, and satisfaction. In the conjoint experiment, users of two transactional e-government services provided their choices for important service attributes. Additionally, a cluster analysis revealed four unique citizen segments: resource-conservative, balanced, usability-focused, and risk-averse. These segments can guide attempts to build e-government services. The market segmentation is appropriate for analyzing how citizens embrace and use transactional e-government services, according to a post hoc analysis.

It was claimed that many individuals are worried about the interactions between police and residents and that many people believe they have the solution to the issue. Police believe that if the public followed the law, there would be no issue. However, the public generally thinks that if the police were more approachable and understanding, the issue would be resolved. Both sides are somewhat correct and partially incorrect, yet their attitudes toward one another frequently prevent them from cooperating or coming up with solutions to their shared difficulties.

IV. METHODOLOGY

This study aimed to know the Assessment to the Impact of Citizen's Inquiry to the Overall Efficacy of DENRRO3.

More specifically, the following questions were given:

- How effective is the 8888 Hotline in addressing the concerns of the community in terms of:
  - Complaints;
  - Reporting; and
  - Immediate Response?
- What are the problems encountered by the employees in using the 8888 Hotline?

A normative descriptive type of research design was used in this study because this study required more specifications of data to fill up unproven facts. The researcher divided the factors in this study into two categories: communication connections and their effects on the policies. As a descriptive study, it was relatively simple to interpret the data from the verbal interpretation that was selected for each group. To make the responses credible, the researcher further examined them. One of the most significant types of research methodology was this research design. Because the data for each category were treated with chosen statistical computations and then examined and interpreted based on the respondents'

opinions, this method was adopted in the majority of research papers, case studies, and dissertations.

The core data came from a survey of DENR RO3 staff who are responsible for taking complaints, reports, and ensuring a prompt response to calls from Hotline 8888. Another aspect of the major data collection is the efficacy of the programs utilizing the Hotline 8888 and the answers to the issues encountered. The secondary data will consist of a review of pertinent literature that will be utilized to evaluate, analyze, and interpret the survey's findings.

Additionally, the researcher's own observations are included in this paper. A total of 50 respondents were drawn from the DENR RO3 personnel rosters. In this study, their opinion was most important, and their participation was also required. The respondents are picked based on their availability and willingness to express their thoughts on the employees' reactions to the Hotline 8888's efficacy.

The questionnaire was the primary tool used to gather the data. Three sections made up the questionnaire. The success of the hotline 8888 in terms of complaints, reporting, and prompt response is covered in the first section. The final section addresses the issues that were encountered. With the help of the Regional Head of DENR RO3, the researcher will distribute the validation request among the designated validators in order to verify the contents. Ten (10) DENR RO3 personnel will pretest the questionnaire to see whether the questions are valid.

The researcher will hand out the floated questionnaire to the respondents. To help the responders better comprehend the questions' substance, every explanation will be provided. This will be done to minimize disruptions while the survey is being conducted. The questionnaire will be created based on the researcher's initial interviews with selected employees and members of the community. The researcher treated the data obtained from the questionnaire with different statistical tools. The following verbal interpretations will be used in this study for the distribution:

Weight	Interval	Interpretations
4	3.25-4.00	Highly Effective
3	2.50-3.24	Effective
2	1.75-2.49	Moderately Effective
1	1.00-1.74	Least Effective

The following verbal interpretations will be used in this study for the problems encountered:

Weight	Interval	Interpretations
4	3.25-4.00	Highly Serious
3	2.50-3.24	Serious
2	1.75-2.49	Moderately Serious
1	1.00-1.74	Least Serious

V. RESULTS AND DISCUSSIONS

5.1 Effectiveness of Hotline 8888

The client satisfaction and expectation survey has developed into a global strategy in performance evaluation of a public or private entity's office or agency, to assess the level of client satisfaction in addition to that of the staff, procedure, and product. According to the DENR-Quality CO's Management System (QMS) Manual, which received ISO certification in 2018, customer satisfaction affects all of the DENR procedures. This is a crucial departmental initiative for the QMS's ongoing improvement. Additionally, the DENR is using this as a method of feedback to get both positive and negative input on how services and product issuances have been implemented.

Similar to the previous feedback method, this one had an open-ended clause to promote client suggestions and comments and to advance toward improved customer service. (DENR Special Order 2010–12: Establishing the Public Assistance Unit) The discovery, development, usage, and protection of natural resources are governed and overseen by the Branch of Environment and Natural Resources (DENR), the executive department of the Philippine government. After several reorganizations, the Department was eventually reorganized and given the name "Department of Environment and Natural Resources (DENR)" on June 10, 1987, as a result of Executive Order (EO) No. 192.

Respondents for the DENR RO3 included individuals who applied for chainsaw registration, tree cutting permits, and transport permits. Applications for land certification, free patent issuances for both residential and agricultural use, and land disposition are the main procedures under the Land Management Service.

Table.1. Complaints

Item	WM	Interpretation
Illegal cutting off trees	3.24	Effective
Coercion among employees	2.86	Effective
Corrupted members of the organization	2.78	Effective
Overtime mining in hazard areas	3.04	Effective
Irregular extraction of mineral resources	3.06	Effective

Violation of policies intended for joint venture of government and private entities	2.98	Effective
Unsupervised checkpoints with DENR staffs	2.86	Effective
Deregulated consumption of timber for carving and household practices	2.86	Effective
Unmanned inspector of on-going joint DENR-DPWH projects	2.88	Effective
Illegal dumping grounds for garbage and waste materials	3.14	Effective

The indicators included the following: the ability to speak with customers in plain, understandable language; the capacity to give succinct, precise responses to inquiries; the openness to receiving comments and feedback; the promptness with which clients were attended to; the manner in which clients were treated; and the competence with which services were rendered. There were respondents who exceeded their expectations and were extremely satisfied in talking with our staff, with a percentage rating showing that clients were very satisfied. This was in regards to the ability to communicate with clients in easy and comprehensible language. There were respondents who said that they were satisfied, and none of the respondents under this indicator indicated that they were extremely dissatisfied or neutral. This means that communicating with clients effectively requires language skills. Actually, language and communication are what build trust, increase comprehension, and draw in more customers.

Table.2. Reporting

Item	WM	Interpretation
Doubtful inspections of a government employee	3.00	Effective
Potential bribery of private entities to DENR employee	2.94	Effective
Excavation of land without permit	3.10	Effective
Resettlement of people under hazard mapping	2.86	Effective
Newly found sites for exploration	2.86	Effective
Capture of endangered specie	3.38	Highly Effective
Owning of endangered specie	3.20	Effective
Selling of endangered specie	3.24	Effective

Hoarding of illegally cut trees	3.16	Effective
Potential danger to hazard areas	2.92	Effective

The majority of customers were really happy with the staff's sense of authority in their field of expertise and the services they were receiving from them in terms of their competence in providing services. The assessment was accurate, which is quite encouraging. Regarding the skill displayed by the service providers, some clients expressed satisfaction, and a negligible proportion of respondents indicated neutrality. The study's findings suggest that the DENR RO3 is serving with a high level of confidence in the services it is providing, and clients would not be work. Journal of Information Science, 27 (5), 311-318.
uncertain about the procedure or the demands being made of them.

Table 3. Immediate Response

Item	WM	Interpretation
Renewal of licenses and permits	3.18	Effective
Missing persons in forest, mining areas or woodlands	3.08	Effective
Trapped casualty of disaster	3.02	Effective
Startup of a malicious project	2.98	Effective
Proposed procurement for specific fiscal year	2.98	Effective
Monitoring of ongoing joint projects	3.08	Effective
Undelivered inspection	3.00	Effective
Transportation of endangered animals	3.28	Effective
Protection of Threatened Specie	3.28	Effective
Wildlife information and issuances	3.12	Effective

The area of competence received the greatest satisfaction rating, while the area of basic facilities received the lowest, according to a survey on clients' satisfaction on the frontline services of a government higher education institution done by Perez and Ilagan (2020). The government HEI was able to provide services of a high caliber, but there were gaps and not enough of them to guarantee high client satisfaction.

5.2 Problems encountered by the employees in using the 8888 Hotline

On the other hand, "openness to hearing comments and feedback" is a quality of people's interactions with and

traits toward clients that needs improvement. The contentment indicator received the lowest rating out of all the indicators, 66.20%. Finding a new customer is five times more expensive than keeping an existing one. The service providers must pay attention to the client's perspective and cherish it. In his post, it was stated that clients are subject-matter experts, thus one must pay attention to their suggestions and opinions as they have experience using their own products. To win their trust, service providers must be honest, attentive to their customers' demands, and individualized in their treatment of each individual customer.

Clients who expressed extreme satisfaction and exceeding their expectations for the indication related to the problems meant that the procedures they went through throughout their application were consistent with the client's anticipation for a rating, a very good rating. According to this statistic, clients were noticeably favoring how many steps went into processing their applications. The clients would appreciate it if there were a way to streamline the process and cut down on the steps. Some respondents expressed satisfaction, others dissatisfaction, and still others disappointment. It is hinted that the service provider might need to carve out some time to examine the procedures for each service and implement changes to streamline the process.

Table.4. Problems

Item Statement	WM	Interpretation
The hotline number is also the customer service number of the telecommunication networks	2.72	Serious
The hotline conflicts with the international standard of emergency 911	2.46	Moderately Serious
The hotline number is being used by pranks	2.44	Moderately Serious
The hotline number is not directly patched to the decentralized concerns	2.60	Serious
The complaints, reports and immediate responses are not given to proper authorities or right organizations	2.70	Serious
Communication and internet traffics becomes hindrance in the operation of the Hotline number	2.76	Serious

The hotline number is prone to hacking, phishing and database infections	2.68	Serious
The hotline number is only favor with citizens in the areas with signals of communication	2.74	Serious
There are lots of reports and complaints which caused unappropriated actions for immediate response	2.66	Serious
The government is still working maintenance and viability of the 8888 hotline	2.88	Serious

Customers' complaints about "promptness in attending the clients, and openness to receiving suggestions and feedbacks" have been documented. There is no excuse not to do this because of technology; the difficulty is for the staff to learn how to listen carefully to the clients, open communication successfully, and respond to them swiftly.

With clients expressing worry, poor competency performance and poorly trained staff appeared to be in the second place. A recommendation to enhance the number of frontline service providers and that further augmentation should also be directly associated with the process, a process owner, arose in the preceding pages on the client satisfaction report. A service provider is stated to need to be an authority in the industry and an expert who is prepared to respond to any questions a client may have in order to keep them satisfied with the services being provided.

VI. CONCLUSIONS AND RECOMMENDATIONS

According to the findings, the administrative and support services work hand in hand with the frontline services that are primarily used by DENR RO3 clients and are provided under strong leadership. Customers are quite happy with the staff working for DENR RO3-frontline services. They are contented with the procedures and outcomes, nonetheless. The majority of clients reported that the three indicators and measures of satisfaction met their expectations satisfactorily, although they still want to see some improvements in the staff, procedures, and products. Customers have had a variety of issues with DENR-RO3 frontline services in relation to the staff, procedures, and goods. To increase the client's satisfaction with DENR RO3's frontline services, an action plan is suggested.

This study suggests creating a space where customers can offer comments and criticism. It is advised to keep a suggestion box where customers may place their thoughts and suggestions. Customers can also be given access to an online connection if they want. It is advised that the DENR RO3 hire more staff to assist clients. This staff must also be well-trained and knowledgeable about the details of the services that clients are requesting, or at the very least, be prepared to answer questions. It is advised that modifications to policies be reviewed frequently because doing so will enhance staff-client interactions. It is also advised to undertake a review of the current documentation requirements and, if possible, eliminate or remove those that are superfluous.

Review the DENR Manual of Operation and Manual of Authorities, update the processes involved in one frontline service as needed to comply with the "ease of doing business" (RA 11032) standard, and ask for the process to be changed so that it can be taken into consideration when the Citizen Charter of the Office is revised. For the benefit of the clients, a statement to the effect that "incomplete or non-conforming application to requirements, no acceptance policy," be published.

Send clients a prompt notification when documents are ready for release or when they are missing and clients are required to comply. Create a database to automate current procedures and shorten processing times. In order to minimize delays and maintain the validity period, clients must provide comprehensive and compliant paperwork while taking the transport vehicle into mind. Establish clear expectations with customers at the outset of the application process so that they are adequately directed on the documentary requirements, including the steps in the processing procedure, the processing time, and the anticipated date that the document will be ready for pickup. To meet the standards for ease of doing business, prevent document damage or loss while processing. Paper quality should be modified and enhanced to have a lot better appearance in terms of items.

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