



## **CLIENT SATISFACTION ON THE FRONTLINE SERVICES OF A UNIVERSITY IN CAGAYAN**

**EDENJOY A. MANUEL\***Cagayan State University Lal-lo Campus Lal-lo, Cagayan

---

**ABSTRACT:***This study generally assessed the level of satisfaction of employees and students on the frontline services in Cagayan State University Lal-lo Campus. Specifically, it determined the profile of the frontliner staff, the level of satisfaction of employees and students and the differences of the level of satisfaction of both employees and students. It attempted to assess the quality of services offered by the frontline service providers like the library, cashier's office, accounting office, business office, student services office, medical and dental service office and the like. After the assessment made, it is believed that the findings would serve as bases for the improvement of services offered since it will indicate the performance of each frontline service.*

*The descriptive survey design method of research was used with a questionnaire as the sole data-gathering instrument. Complete enumeration was used since all the employees and students of this campus were the respondents of the study.*

*The students described the frontline services offered them "better" similar with the faculty and staff. However, the faculty and staff gave the guidance and medical/dental offices with a "best" rating.*

**KEYWORDS:** *service satisfaction, service providers, client satisfaction*

### **INTRODUCTION**

#### **Background of the Study**

Frontline services are critical components of service experience. As an interface between an organization and the customer, frontline services play a very important role in the customer's evaluation of service quality. Research has shown that responses of the frontline employees influence customer's evaluation and satisfaction. If frontline service attitudes and behaviors are less than expected, they can result in negative customer evaluation and ultimately affect patronage.

Research on the cause of performance deficiency and negative attitude among the frontline services is limited. Most service employee researches have focused on employee outcomes such as job satisfaction, service quality, job performance and productivity, but



with an emphasis on the internal determinants of these outcomes. One environmental variable that is emerging as a significant factor which affects frontline service performance is customer density and its resultant crowding experience.

Government agencies in the Philippines to include State Universities and Colleges are mandated to comply with good governance standards to qualify for Performance-Based Bonus. One measure of which is the satisfaction of clientele to the services of the agency itself.

In this study, the satisfaction of students and employees at Cagayan State University Lal-lo campus on the frontline service providers was determined. Results were used as bases for intervention towards the delivery of quality services to employees and students.

### **Statement of the Problem**

This study determined the satisfaction of students and employees on the frontline services of Cagayan State University at Lal-lo campus. Specifically, it sought answers to the following questions:

1. What are the frontline services existing in CSU Lal-lo?
2. What is the profile of the frontliners of CSU?
3. What is the level of assessment of students and employees on the different frontline services in terms of:
  - a. Timeliness
  - b. Quality
  - c. Efficiency
  - d. Adequacy
4. What is the difference of the level of assessment of both employees and students on frontline services?

### **METHODS**

This chapter provides a brief description of the research methods and procedures employed in the conduct of the study. It also includes the research design, locale of the study, respondents and sampling techniques, research instruments, collection of data and analysis of data.



## **Research Design**

The descriptive design was used in the study for it elicited information on the profile of the frontliners, the satisfaction of the teachers and students on the frontline services and their reason for their dissatisfaction.

## **Respondents and Sampling Technique**

The respondents of this study were the 16 frontline staff, the 54 faculty and staff and all students who were enrolled last school year 2015-2016. Complete enumeration was used to determine the respondents.

## **Research Instrument**

Two sets of questionnaires served as the primary tool in gathering the needed data in the study. The first set was designed for the student respondents and the other set was designed for the employees. The questionnaire for the students consisted statements indicating their level of satisfaction about the services offered by the frontline service providers while the questionnaire for the staff included their profile and their level of satisfaction on the services they offer.

## **Collection of Data**

A letter asking permission to conduct the study was forwarded to the Campus Executive Officer of Cagayan State University at Lal-lo Campus. Upon approval, the sets of questionnaires were personally distributed to the respondents in which after completion, the questionnaires were immediately retrieved to prevent loss.

## **Analysis of Data**

The data collected were tallied and tabulated using the Statistical Package for Social Sciences (SPSS) such as frequency counts, weighted means and percentage distribution. The 5-point scale below was used in the study.

<b>Adjectival Equivalent</b>	<b>Arbitrary Weight</b>	<b>Scale</b>
4.21 – 5.00	5	Best
3.41 – 4.20	4	Better
2.61 – 3.40	3	Good
1.81 – 2.60	2	Fair
1.00 – 1.80	1	Poor



## RESULTS AND DISCUSSION

This chapter presents the findings of the study. The frontliner's profile, and the level of satisfaction of employees and students on the frontline services offered

### Profile of the Frontline Staff

Table 1 shows the profile of the frontline staff in terms of sex, highest educational attainment, and length of service. Among the 16 frontline staff, the male dominated with a total number of nine or 56.25percent and female with a total number of seven or 43.75 percent. This finding means that the male staff outnumbered the female frontline staff in this campus.

On the same table, the highest educational attainment of the staff is presented. Results show that eight or 50percent finished a bachelor's degree, six or 37.5percent finished a masteral degree and two or 12.5 finished a doctoral degree. This finding means that the frontlinestaff consider pursuing post graduate education.

For their length of service in the University, there were eight or 50percent who had served the University from 2 to 7 years, three or 18.75percent with 8-13 years in service, two or 12.50percent with 14-19 years in service, two or 12.50percent with 26-31 years in the service and the least was one or 6.25percent with 20-15 years in the service.

Findings imply that half of the frontline staff had been in the service for quite some time.

**Table 1. Profile of the frontline staff**

Category	Frequency (n=16)	Percent
<b>Sex</b>		
Male	9	56.25
Female	7	43.75
<b>Highest Educational Attainment</b>		
BS	8	50.0
MS/MA	6	37.5
PhD	2	12.5
<b>Length of Service (in years)</b>		
2-7	8	50.00
8-13	3	18.75
14-19	2	12.50
20-25	1	6.25
26-31	2	12.50



### Assessment of Library Services Offered to Students

Table 2 shows the level of satisfaction of students in terms of library services. The students rated library services “better” as indicated by the weighted mean 4.14. This finding implies that they are satisfied with the services offered in the library.

The students rated the technical expertise of the staff of the library “better” as indicated by the weighted mean of 4.08, which means that the students are satisfied with the service offered in the library in terms of their technical expertise. They also rated the quality of customer service from the librarian and her staff “better” as indicated by the weighted mean of 4.09, which shows that the librarian and her staff are doing their job with excellence.

In terms of timeliness of response to service requests from the library staff, the students also rated their services “better” with the weighted mean of 4.06. The finding shows that the librarian and her staff respond to the requests of the students quickly if ever they have questions or problems in using the library.

In terms of availability and quality of library resources such as books, periodicals and general references, they also rated it “better” with a weighted mean of 4.16. This finding means that the library has enough books, periodicals and general reference to provide the needs of the students in doing their assignments, projects and other related works in their studies.

**Table 2. Assessment of the library services offered to students.**

Category	Weighted Mean	Description
Technical expertise of the staff in the library	4.08	Better
Quality of customer service from the librarian and his/her staff	4.09	Better
Timeliness of response to service requests from the library staff	4.06	Better
Availability and quality of library resources such as books, periodicals and general reference.	4.16	Better
Overall perception of services provided by the library staff	4.10	Better
<b>Overall Weighted Mean</b>	<b>4.14</b>	<b>Better</b>



**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

For the overall perception of services provided by the library staff, they rated it “better” also with a weighted mean of 4.10. This finding means that the librarian and her staff offer a better service in communicating with the students.

**Assessment of the Business Services Offered to Students**

Table 3 shows the level of satisfaction of students on the business services offered them. Generally, the students rated business services with “better” performance as indicated by the weighted mean 4.02. Finding implies that the students are satisfied with the services being offered in the business office.

In terms of technical expertise of the business service, students rated it “better” as they observed the expertise of the business office staff with a weighted mean of 4.01. On the quality of customer service, they were also rated better with the weighted mean of 4.04 which means that the staff pays attention to their customers. They were also rated better on the timeliness of response to service request with a weighted mean of 3.99 which also means that the staff can provide the needs of their customers on time. Students also rated the availability and quality of business items and products sold in the business service a better performance for they have the product available all the time when their customers needed them. With a weighted mean of 4.04, students also rated the overall perception of services provided in the business service a better performance, wherein the staff also meet the expectations of their customers.



**Table 3. Assessment of the business services offered to students.**

Category	Weighted Mean	Description
Technical expertise of the staff in the business office	4.01	Better
Quality of customer service from the business director and his/her staff	4.04	Better
Timelines of response to service requests from the business office staff	3.99	Better
Availability and quality of business items and products sold in the business office	4.02	Better
Overall perception of services provided by the business staff	4.04	Better
<b>Overall Weighted Mean</b>	<b>4.02</b>	<b>Better</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Assessment of the Student Services**

Table 4 shows the assessment of students in terms of services offered in the student services office. The students rated it “better” as indicated by the weighted mean 4.09. This finding implies that they are satisfied with the service that is being offered in the student services.

The student service was rated better on the technical expertise of the staff with a weighted mean of 4.16. This means that the staff in the student service was expert in doing her job. In terms of quality of customer service, the students also rated it better with a weighted mean of 4.06 which means that the OSSW coordinator provide a quality service to her customer. In the timeliness of response to the customer, they also rated it better with a weighted mean of 4.05 as indicated in the table. The OSSW coordinator has a quick



response to the needs of her customer. In terms of availability and quality of student projects, events and activities, they also rated it better with the weighted mean of 4.10 as indicated in the table. This finding shows that services of the OSSW are made readily available to students and the students were satisfied with that. The OSSW coordinator is confident enough to address the issues that her customers were facing. This was proven as the students rated her better with a weighted mean of 4.09 as shown in the table below.

**Table 4. Assessment of the respondents on student services offered them.**

Category	Weighted mean	Description
Technical expertise of the staff in the Office Student Services and Welfare (OSSW)	4.16	Better
Quality of customer service from the OSSW and his/her staff	4.06	Better
Timelines of response to service requests from the OSSW staff	4.05	Better
Availability and quality of student projects, events and activities	4.10	Better
Confidence that all significant student issues are being appropriately addressed	4.09	Better
<b>Overall Weighted Mean</b>	<b>4.09</b>	<b>Better</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Assessment of the Guidance Service**

Table 5 shows the level of satisfaction of students in terms of guidance services. The students rated the guidance service “best” as indicated by the weighted mean 4.43. This finding implies that the students are very satisfied with the service that is being offered in the guidance service.



The students rated “best” the technical expertise of the staff of the guidance office with a weighted mean of 4.45 as indicated in the Table. This means that the guidance staff was trusted by the students with their problem. In terms of quality of customer service, they also rated it “best” with a weighted mean of 4.43, which means that the guidance counselor provides a very good service to the students. The guidance counselor also quickly responded to the needs of the students as they rated him with “best” service with a weighted mean of 4.41 as shown in the Table. This finding means that the guidance counselor responds immediately to his customers as they approach him. In terms of availability of trainings, workshops conducted and seminars, he was also rated “best” by the students with the weighted mean of 4.38, for they saw that he attended those at the right time to approach the new and old students of CSU Lal-lo. They also rated him “best” with the weighted mean of 4.44 in terms of confidence in appropriately addressing the students’ problem. This means that he is confident enough to help students in their problems by giving them a good advice.

**Table 5. Assessment of the guidance services.**

Category	Weighted Mean	Description
Technical expertise of the staff in the Guidance Office	4.45	Best
Quality of customer service from the guidance director and his/her staff	4.43	Best
Timelines of response to service requests from the guidance staff	4.41	Best
Availability and quality of trainings, seminars, and workshops conducted	4.38	Best
Confidence that all student- related issues are being appropriately addressed	4.44	Best
<b>Overall Weighted Mean</b>	<b>4.43</b>	<b>Best</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor



### Assessment of Medical and Dental Services

Table 6 shows the level of satisfaction of students in terms of medical and dental services. The students rated it “better” as indicated by the weighted mean 4.20. Finding implies that they are very satisfied with the service that is being offered in the medical and dental office.

Moreover, they were rated “best” in technical expertise with the weighted mean of 4.21 as shown in the Table above. This finding shows that the staff in the clinic were trusted by the students when it comes to their health. In the quality of customer service, the students rated them better with the weighted mean of 4.19 as they provide a good service to them. Also in timelines of response to service, they were also rated “better” with the weighted mean of 4.17 as they responded immediately on the needs of their customers. In the availability and quality of medical supplies and materials, they were also rated better with the weighted mean of 4.14 as shown in the Table. This finding means that they have supplies of medicine and materials needed inside their clinic as students with health problem comes to them for cure. They were rated best in confidence that all medical and dental problems are being appropriately addressed for they are well trusted by their customers in curing their sickness. This only means that they are committed to their job as the doctor and nurse of this campus.

**Table 6. Assessment of the medical/dental services.**

Category	Weighted Mean	Description
Technical expertise of the staff in the Campus Clinic	4.21	Best
Quality of customer service from the campus physician and his/her staff	4.19	Better
Timelines of response to service requests from the Campus Clinic staff	4.17	Better
Availability and quality of medical supplies and materials	4.14	Better
Confidence that all medical and dental problems are being appropriately addressed	4.25	Best
<b>Overall Weighted mean</b>	<b>4.20</b>	<b>Better</b>



**Legend:**

4.21 – 5.00	-Best
3.41 – 4.20	-Better
2.61 – 3.40	-Good
1.81 – 2.60	-Fair
1.00 – 1.80	-Poor

**Assessment in Registrar Services**

Table 7 shows the level of satisfaction of students in terms of registrar services. The students rated their services “better” as indicated by the weighted mean 4.19. Finding implies that they are satisfied with the service that is being offered in the registrar’s service.

They were rated best in technical expertise with the weighted mean of 4.21 as shown in the table. This means that the staff there were technically expert in doing their job as student were satisfied. In terms of quality of customer service, they were rated better with the mean of 4.17. This means that they provide a better quality service to their customers as observed on them. In terms of timelines of response to service requests from them, they were rated better by the students with a weighted mean of 4.16. This means that they can respond at the time the students need their service. In terms of availability and quality of students’ records, they were also rated better with the weighted mean of 4.17 as they can give immediately what the students want from them in terms of their personal records which they need like their grades, and in getting important records when they need it. And they were rated best with a weighted mean of 4.24 in keeping and protecting the student’s record as indicated in the table below. It means that when their customers are asking their personal records such as grades, they can give them what they asked for they keep and protect records inside their office.



**Table 7. Registrar Services**

Category	Weighted Mean	Description
Technical expertise of the staff in the Registrar's Office	4.21	Best
Quality of customer service from the Registrar and his/her staff	4.17	Better
Timelines of response to service requests from the Registrar staff	4.16	Better
Availability and quality of student records and other related document	4.17	Better
Confidence that all significant students records are updated, protected and preserved	4.24	Best
<b>Overall Weighted mean</b>	<b>4.19</b>	<b>Better</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Assessment of Accounting Services**

Table 8 shows the level of satisfaction of students in terms of accounting services. The students rated accounting services "better" as indicated by the weighted mean 4.19. It implies that they are satisfied with the service that is being offered in the accounting office of this campus.

They were rated "best" with a weighted mean of 4.21 as shown in the Table 8 in terms of technical expertise of the staff in the Accounting Office. This only means that the accounting staff are technically expert with their job as students were satisfied enough to their service. They were rated "better" with a weighted mean of 4.16 in their quality of customer service. This means that they deliver a good quality of service to their customers.



In terms of timelines to response, they were rated better with a weighted mean of 4.17. This means that they respond at the right time to the needs of their customers.

They were also rated better in terms of availability and quality of test permits, statement of accounts and other pertinent documents with a weighted mean of 4.19. This means that documents needed by the students were available all the time as they needed them. They can provide it immediately as they have it already. They were rated “best” in confidence that all significant students’ records are updated, protected and preserved with a weighted mean of 4.23 as shown in the Table. This means that they have all the records of the students protected and updated.

**Table 8. Accounting Services**

Category	Weighted Mean	Description
Technical expertise of the staff in the Accounting Office	4.21	Best
Quality of customer service from the Accountant and his/her staff	4.16	Better
Timelines of response to service requests from the Accounting staff	4.17	Better
Availability and quality test permits, statement of accounts and other pertinent documents	4.19	Better
Confidence that all significant students records are updated, protected and preserved	4.23	Best
<b>Overall Weighted Mean</b>	<b>4.19</b>	<b>Better</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor



## Assessment of Cashiering Services

Table 9 shows the level of satisfaction of students in terms of cashiering services. The students rated cashiering services “better” as indicated by the weighted mean 4.18. Finding implies that the students are satisfied with the services offered in the cashiering service of this campus.

They were rated “best” with the weighted mean of 4.21 in the technical expertise of the staff in the cashier’s office. This means that they serve their customers well and they were expert in their job. In terms of the quality of customer service, they were rated “better” by the students with a weighted mean of 4.17 as shown in the table. It only means that they provide a good quality of service to their customers as the result of this survey. They were also rated “better” in terms of timeliness of response to the request of their customer with a weighted mean of 4.15. This finding means that they respond immediately as their customers approach them. In the availability of official receipts and other related documents, they were also rated “better” with a weighted mean of 4.20 by the students. This means that there are available official receipts anytime that the students come and pay their bills in this campus. They can immediately give them official receipts as a document for their bills. In terms of confidence that all collections and payments are properly documented, they were also rated “better” by the students with a weighted mean of 4.19 as shown in the table. It only means that all details about the payment of the students are properly documented and kept in the cashier’s office.

Table 9. Cashiering services.

Category	Weighted Mean	Description
Technical expertise of the staff in the Cashier’s Office	4.21	Best
Quality of customer service from the Cashier and his/her staff	4.17	Better
Timelines of response to service requests from the Cashier’s Office staff	4.15	Better
Availability of official receipts and other related documents	4.20	Better
Confidence that all collections and payments are properly documented	4.19	Better
<b>Overall Weighted Mean</b>	<b>4.18</b>	<b>Better</b>



**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Assessment of Socio-Cultural and Sport Services**

Table 10 shows the level of satisfaction of students in terms of socio-cultural and sports services. The students rated it “better” as indicated by the weighted mean 4.07. Finding implies that they are satisfied with the services offered in the socio-cultural and sports services offices of this campus.

Socio-cultural and sports services staff were rated “better” in terms of technical expertise with a weighted mean of 4.10, which means that they are technically expert in serving the students. They were also rated “better” with a weighted mean of 4.06 in the quality of customer service. This finding indicates that they provide a good service to the students when they needed something to them especially when it comes to the things they were going to use in sports or to compete with other campuses.

**Table 10. Socio-cultural and sports services**

Category	Weighted Mean	Description
Technical expertise of the staff in the Socio-cultural Office	4.10	Better
Quality of customer service from the socio-cultural director and his/her staff	4.06	Better
Timelines of response to service requests from the Socio-cultural Office staff	4.04	Better
Availability and quality of socio-cultural projects, events and activities.	4.07	Better
Overall perception of services provided by the socio-cultural staff.	4.08	Better
<b>Overall Weighted mean</b>	<b>4.07</b>	<b>Better</b>



**Legend:**

4.21 – 5.00	-Best
3.41 – 4.20	-Better
2.61 – 3.40	-Good
1.81 – 2.60	-Fair
1.00 – 1.80	-Poor

In terms of timeliness to response, they were also rated “better” by the students, for they can respond immediately to the needs of athletes in this campus. In terms of availability and quality of socio-cultural projects, events and activities, they were also rated “better” with a weighted mean of 4.07 as shown in the table. This finding means that they have projects, events and activities that are always available for the athletes. And they were also rated “better” in terms of overall perception of service provided by the socio-cultural staff with a weighted mean of 4.08. This finding indicates that they provide a good quality of service to the students as they were rated better in all aspects evaluated.

**Assessment of Instructional Media Services**

Table 11 shows the level of satisfaction of students in terms of instructional media services. The students rated it “better” as indicated by the weighted mean 4.07. Finding implies that they are satisfied with the services offered in the instructional media office of this campus.

The staff were rated “better” in terms of technical expertise with a weighted mean of 4.07 which means that they serve their customers with expertise on their job. Students can trust them in assessing them whatever they need to the staff of this office. In terms of quality of service, they were also rated “better” with a weighted mean of 4.07 as students also observed that the staff served them with a good quality of service. They also gave the students the right service they want immediately as they were rated “better” with a weighted mean of 4.04 as shown in the table. In terms of availability and quality of supplies, materials and equipment, they were also rated “better” with a weighted mean of 4.09. This means that they have always supplies available in their office whenever the students approach them for their needs like materials they needed in their classrooms like chalks etc. In the overall perception of service provided by the staff, they were also rated “better” with



a weighted mean of 4.08 for the students were satisfied with the service they provide to them.

**Table 11. Instructional media services.**

Category	Weight	
	ed Mean	Descriptio n
Technical expertise of the staff in the Instructional Media Center (IMC)	4.07	Better
Quality of customer service from the IMC director and his/her staff	4.07	Better
Timelines of response to service requests from the IMC staff	4.04	Better
Availability and quality of supplies, materials and equipment	4.09	Better
Overall perception of services provided by the IMC staff.	4.08	Better
<b>Overall Weighted Mean</b>	<b>4.07</b>	<b>Better</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Summary Table for the Assessment of Frontline Services**

Table 12 shows the overall weighted mean of each frontline service available in CSU Lal-lo campus. As shown, most of these services were rated “better” by the students; only that the guidance service provided them the best service. This means that students are very satisfied or they trust the most the service provided by the guidance office for they rated them best. But since all of the other services were rated better, this only means that they are good in providing the services needed by the students of CSU Lal-lo.



Table 12. Summary table for the services offered by the frontliners of CSUL.

Services	Weighted	
	Mean	Description
Library Services	4.10	Better
Business Services	4.02	Better
Student Services	4.09	Better
Guidance Services	4.43	Best
Medical/Dental Services	4.20	Better
Registrar Services	4.19	Better
Accounting Services	4.19	Better
Cashiering Services	4.18	Better
Socio-Cultural Services	4.07	Better
Instructional Media Services	4.07	Better

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Profile of the Faculty and Staff of CSUL**

Table 13 shows the profile of the faculty staff and personnel working in this campus. There was an equal number of male and female working in CSU Lal-lo campus which was composed of 27 male and 27 female. In terms of classification of their jobs, there were 23 or 42.49 percent faculty and 31 or 57.41 non-teaching personnel.

In terms of length of service, 21 employees spent 20 and above years of service to the school while nine served below 19 years and the rest (24) did not respond to the item asked.



Table 13. Profile of the faculty and staff.

Category	Frequency (n=54)	Percent
<b>Sex</b>		
Male	27	50.0
Female	27	50.0
<b>Classification</b>		
Faculty	23	42.59
Non-teaching Personnel	31	57.41
<b>Length of Service (in years)</b>		
2	2	1
3	5	3
4	1	1
7	1	1
20	2	1
24	3	2
25	2	1
28	2	1
30	2	1
32	1	1
33	2	1
35	4	2
37	1	1
38	2	1
<b>No response</b>	<b>24</b>	<b>44.44</b>

Findings imply that most of the employees of CSUL are seasoned workers of the institution.



### Assessment of Employees on Record Services

Table 14 shows the level of satisfaction of faculty staff and personnel in terms of record services in CSU Lal-lo. With a weighted mean of 3.97 as indicated in the table, they were rated better in all of the questions being answered by the faculty staff and personnel for they provided a better service to them. This finding shows that the faculty staff and personnel are satisfied with the service they rendered in this campus.

**Table 14. Assessment of record services.**

Category	Weight	
	ed Mean	Descriptio n
Technical expertise of the staff in the Record office	3.96	Better
Quality of customer service from the Records officer and his/her staff	4.07	Better
Timelines of response to service request from the Record Office staff	3.94	Better
Availability and quality of official records and other related documents	3.93	Better
Confidence that all significant records are updated, valid and reliable.	3.93	Better
<b>Overall Weighted Mean</b>	<b>3.97</b>	<b>Better</b>

#### Legend:

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

### Assessment of Accounting Service

Table 15 shows the level of satisfaction of faculty and staff in terms of accounting services. The accounting staff were rated “better” as indicated by the weighted mean 4.12. Finding implies that the faculty and staff are satisfied with the services offered in the accounting office of this campus.



**Table 15. Assessment of accounting services**

Category	Weight	
	ed Mean	Descriptio n
Technical expertise of the staff in the Accounting Office	4.41	Best
Quality of customer service from the Accountant and his/her staff	4.13	Better
Timelines of response to service request from the Accountant staff	3.91	Better
Availability and quality of net-take home pay, pay slip and other pertinent documents	4.04	Better
Confidence that all official records are updated, valid and reliable.	4.11	Better
<b>Overall Weighted Mean</b>	<b>4.12</b>	<b>Better</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

They were rated best in terms of technical expertise with a weighted mean of 4.41. This means that the staff in the accounting were technically expert with their job. In terms of quality of customer service, they were rated better for they serve a good quality of service to the faculty members of every college with a weighted mean of 4.13. In terms of timeliness of response, they were also rated better with a weighted mean of 3.91 as shown in the table. This means that the staff can respond at the right time to the request of the faculty personnel as they approach them for their needs. They were also rated better in terms of availability and quality of net-take home pay, pay slip and other pertinent documents with a weighted mean of 4.04. This means that there were always available pay slip and other needed documents in the accounting office so that they can provide immediately the needs of the faculty/staff of every college. In confidence that all official records are updated, valid and reliable, they were also rated better with the weighted mean



of 4.11 as shown in the table. This only indicates that faculty personnel have trust in the accounting staff in keeping all official records.

### **Assessment of Cashiering Services**

Table 15 shows the level of satisfaction of faculty and staff in terms of cashiering services. The cashier staff were rated “better” as indicated by the weighted mean 4.14. Finding implies that the faculty and staff are satisfied with the services offered in the cashiering office of this campus.

**Table 16. Cashiering services**

Category	Weighted	
	Mean	Description
Technical expertise of the staff in the Cashier’s Office	4.41	Best
Quality of customer service from the Cashier and his/her staff	4.04	Better
Timelines of response to service request from the Cashier’s Office staff	3.93	Better
Availability and quality of official receipts and other related documents.	4.17	Better
Confidence that all collections and payments are properly documented.	4.15	Better
<b>Overall Weighted Mean</b>	<b>4.14</b>	<b>Better</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

The cashiering staff were rated best by the faculty personnel in terms of their technical expertise in doing their job with a weighted mean of 4.41 as indicated in the table. This means that they were technically expert in doing their job as the faculty staff gave them a high score.

In terms of timeliness of response, they were also rated better with a weighted mean of 3.93 as shown in the table. This means that the staff can respond at the right time to the requests of the faculty personnel as they approach them for their needs. They were



also rated better in terms of availability and quality of official receipts and other related documents with a weighted mean of 4.17. This means that there are always available official receipts and other needed documents in the cashier's office so that they can provide immediately the needs of the faculty staff of every college. In confidence that all collections and payments are properly documented, they were also rated better with a weighted mean of 4.15 as shown in the table. This only indicates that the cashier staff have all the records of every faculty & staff kept and they can easily give them if they needed a proof.

### Assessment of Library Services

Table 17 shows the level of satisfaction of faculty personnel in the service of library staff. As seen in the table, they were rated "best" with an overall weighted mean of 4.53 and in every item, they were also rated best. This means that the faculty staff and personnel were very much satisfied with the services rendered by the librarian and its staff.

**Table 17. Assessment of library services.**

Category	Weighted Mean	Description
Technical expertise of the staff in the Library	4.68	Best
Quality of customer service from the librarian and his/her staff	4.61	Best
Timelines of response to service request from the library staff	4.68	Best
Availability and quality of library resources such as books, periodicals and general references	4.23	Best
Overall perception of service provide by the library staff.	4.46	Best
<b>Overall Weighted Mean</b>	<b>4.53</b>	<b>Best</b>

#### Legend:

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor



### Assessment in Registrar Services

Table 18 shows the level of satisfaction of faculty and staff in terms of registrar services. The registrar staff were rated “better” as indicated by the weighted mean 4.11. It implies that the faculty and staff are satisfied with the service offered in the registrar’s office of this campus.

They were rated “best” with the weighted mean of 4.43 in their technical expertise in rendering service to the faculty staff and personnel which means that all staff in the registrar office were technically expert in doing their job. In terms of quality of customer service, they were rated “better” with the weighted mean of 4.17 as shown in the table. They serve a good quality of service to their customers so they were rated better by the faculty and personnel.

In terms of timelines to respond to the request of their customers, they were rated better with a weighted mean of 3.83. This means that the staff in the registrar office can respond to the request of their customers at times. In terms of availability and quality of faculty records and other related documents, they were also rated “better” with a weighted mean of 4.10 as shown in the table. It means that the registrar’s office have all the records and other related documents all available at any time the faculty staff needed them. They were also rated “better” with a weighted mean of 4.03 in confidence that all records were updated, protected and preserved, which means that all the faculty records are kept safe in the registrar’s office.

**Table 18. Registrar services**

Category	Weighted Mean	Description
Technical expertise of the staff in the Registrar’s Office	4.43	Best
Quality of customer service from the Registrar and his/her staff	4.17	Better
Timelines of response to service requests from the Registrar staff	3.83	Better
Availability and quality of faculty records and other related document	4.10	Better
Confidence that all significant faculty records are updated, protected and preserved	4.03	Better
<b>Overall Weighted Mean</b>	<b>4.11</b>	<b>Better</b>



**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Assessment of Training Services**

Table 19 shows the level of satisfaction of faculty and staff in terms of training services. The training staff were rated “better” as indicated by the weighted mean 4.04. Finding implies that the faculty and staff are satisfied with the services offered in the training service of this campus.

They were rated “best” with the weighted mean of 4.26 in their technical expertise in rendering service to the faculty staff and personnel which means that the staff in the training service are technically expert in doing their job. In terms of quality of customer service, they were rated “better” with the weighted mean of 4.04 as shown in the table. They offer a good quality of service to their customers as shown in the rating (better) given by the faculty staff and personnel. In terms of timelines to respond to the request of their customer, they were rated better with the weighted mean of 3.90. This means that the staff in the training service can respond to the request of their customers at times. In terms of availability and quality of trainings, seminars, scholarships and other events, they were also rated better with the weighted mean of 3.96 as shown in the table. This means that they are always ready to hold/ organize training, seminars, scholarship and other events to the faculty staff and personnel of this school. They were also rated “better” in giving their faculty and personnel equal opportunities and treatment for professional growth and development with the weighted mean of 4.02. This means that they do not have favoritism in any of the faculty staff of this campus. They are all given equal and fair treatment from the training service of this school.



**Table 19. Assessment of training services.**

Category	Weighted Mean	Description
Technical expertise of the staff in the Training Officer	4.26	Best
Quality of customer service from the Training specialist and his/her staff	4.04	Better
Timelines of response to service requests from the training staff	3.90	Better
Availability and quality of trainings, seminars, scholarships and other events	3.96	Better
Confidence that all significant faculty members and administrative personnel are given fair/equal opportunities and treatment for professional growth and development.	4.02	Better
<b>Overall Weighted Mean</b>	<b>4.04</b>	<b>Better</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Assessment in Medical and Dental Services**

Table 20 shows the level of satisfaction of faculty and staff in terms of medical and dental services. The faculty staff rated medical and dental services “best” as indicated by the weighted mean 4.31. It implies that the faculty and staff are satisfied with the services offered in the medical and dental service of this campus.

They were rated “best” in terms of technical expertise with a weighted mean of 4.51. This means that the staff were accurate enough on their job to serve the faculty and personnel of this campus. In terms of quality of customer service, they were also rated “best” with a weighted mean of 4.39 as they give a good quality of service to the faculty staff and personnel. This means that they have trust in them in curing their illness. And in terms of timeliness to respond to service request of the faculty personnel, they were also rated “best” with the weighted mean of 4.43. This means that they respond quickly to their



patients as they come to their clinic. In terms of availability and quality of medical and dental supplies and materials, they were also rated “better” for they have medical supplies and materials needed available all the time. In terms of confidence that all medical and dental problems are being appropriately addressed, they were also rated “better” with a weighted mean of 4.20 as shown in the table. This means that once the faculty and employees come to them, they can provide them immediate assistance.

**Table 20. Assessment of medical/dental services.**

Category	Weighted Mean	Description
Technical expertise of the staff in the Campus Clinic	4.51	Best
Quality of customer service from the campus physician and his/her staff	4.39	Best
Timelines of response to service request from the Campus Clinic staff	4.43	Best
Availability and quality of medical and dental supplies and materials	4.04	Better
Confidence that all medical and dental problems are being appropriately address.	4.20	Better
<b>Overall Weighted mean</b>	<b>4.31</b>	<b>Best</b>

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Summary Table of the Frontline Services as Assessed by Faculty and Staff**

Table 21 shows the overall weighted mean of each frontline service in CSU Lal-lo Campus rated by the faculty staff and personnel. The record servicerated “better” with the weighted mean of 3.97 got the lowest weighted mean as shown in the table. The accounting services, cashiering services, registrar services and training services were also rated “better” as they provide a good quality of service and the faculty staff and personnel were satisfied with their services. Library services and medical and dental services were both rated “best”



because the faculty staff and personnel were very satisfied on the services that they provided them.

This means that both the library and medical and dental staff serve their customers the best quality service and that they work with passion and dedication.

**Table 21. Summary table of the frontline services as assessed by the faculty and staff.**

Services	Weighted Mean	Description
Record Services	3.97	Better
Accounting Services	4.12	Better
Cashiering Services	4.14	Better
Library Services	4.53	Best
Registrar Services	4.11	Better
Training Services	4.04	Better
Medical and Dental Services	4.31	Best

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**Difference of the Assessment of the Employees and Studentson Frontline Services**

Table 22 shows the difference of level of satisfaction between employees and students of CSU Lal-lo. Employees rated library services “best” with a weighted mean of 4.53 while students rated them “better” with a weighted mean of 4.10. As shown, there is only a little difference between their ratings. It is because students don’t often go to the library that’s why they have only little knowledge on the services offered in the library. Like for example if they were looking for a book or any materials they needed, they can’t find it easily and sometimes they don’t ask the staff there where it can be found and they leave without approaching the staff.

In registrar services, employees and students rated them “better” although there is only a little difference between their ratings. Students rated them 0.9 higher than the employees, which means that students were more satisfied than the employees on the service of the registrar. In cashiering services, they were also rated “better” by both the employees and students though students rated them 0.4 higher than the employees. Same



with the accounting services, they were also rated “better” by both the respondents although there is also 0.9 differences between the ratings of the two. In medical and dental services, the employees rated them “best” with the weighted mean of 4.31 while the students rated them “better” with the weighted mean of 4.20. This means that employees were more satisfied to the service provided by the medical staff than the students.

**Table 22. The difference of the level of satisfaction between employees and students.**

Services	Rate of Employees		Rate of Students	
	Weighted Mean	Description	Weighted Mean	Description
Library	4.53	Best	4.10	Better
Registrar	4.11	Better	4.20	Better
Cashiering	4.14	Better	4.18	Better
Accounting	4.12	Better	4.19	Better
Medical/Dental	4.31	Best	4.20	Better

**Legend:**

- 4.21 – 5.00 -Best
- 3.41 – 4.20 -Better
- 2.61 – 3.40 -Good
- 1.81 – 2.60 -Fair
- 1.00 – 1.80 -Poor

**CONCLUSIONS**

From the findings, it is concluded that the frontline staff of the CSU Lal-lo campus offer a good quality of service to their customers. Only a few of them were rated best which means that they still have to work hard and pay attention to the needs of their customers so that they will increase their trust on them and rate them high.



## **RECOMMENDATIONS**

Based on the findings and conclusions, the following recommendations are offered:

1. The frontline staff given high rating (best) should maintain their excellent service to both faculty and students.
2. The frontline services given a lower rating should evaluate their own performances and learn from their mistakes to provide quality service to their customers.
3. The administration should devise a strategy in evaluating the performance of the frontline services to make them aware of their strengths and limitations.
4. Incentives should be given to staff performing well in their respective jobs to motivate them to provide their customers the best service they could offer

## **REFERENCES:**

[AlioshaAlexandrov](#), [EminBabakus](#), [UgurYavas](#). [The Effects of Perceived Management Concern for Frontline Employees and Customers on Turnover Intentions: Moderating Role of Employment Status](#). *Journal of Service Research*, vol. 9, 4: pp. 356-371. , First Published May 1, 2007.

Gianfranco Walsh, Jason J. Dahling, Mario Schaarschmidt and Simon Brach, Surface-acting outcomes among service employees with two jobs, *Journal of Service Management*, **27**, 4, (534), (2016).

Jagdip Singh (2000) Performance Productivity and Quality of Frontline Employees in Service Organizations. *Journal of Marketing*: April 2000, Vol. 64, No. 2, pp. 15-34.

Jonathon R. B. Halbesleben and Oliver K. Stoutner, Developing Customers as Partial Employees: Predictors and Outcomes of Customer Performance in a Services Context, *Human Resource Development Quarterly*, 24, 3, (313-335), (2013).

YukselEkinci& Philip L. Dawes(2009)Consumer perceptions of frontline service employee personality traits, interaction quality, and consumer satisfaction, *The Service Industries Journal*,29:4,503-521,DOI: [10.1080/02642060802283113](https://doi.org/10.1080/02642060802283113).