



Frontline Online Services Delivery Performance and Clients' Satisfaction in Department of Education Calamba City

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Abstract— This study's primary objective was to evaluate the performance level of the frontline online services employees in the Schools Division Office (SDO) Calamba City in terms of quality, efficiency, and timeliness, as well as the level of clients' satisfaction with frontline online service delivery in the Schools Division Office (SDO) Calamba City in terms of reliability, responsiveness, assurance, and empathy. The research also aimed to assess the relationship between the performance level of frontline online services employees as to the level of clients' satisfaction with frontline online service delivery. The data were statistically processed using weighted mean, Likert-scale, and Pearson r to analyze the relationship of the variables in this study, which used the descriptive correlational method. Respondents of the study were the heads, employees, and clients of the Schools Division Office (SDO) Calamba City. The findings revealed in their online frontline service delivery, the Schools Division Office (SDO) Calamba City employees demonstrated a high level of performance and adherence to quality standards. Also, clients of the SDO in Calamba City reported high levels of satisfaction with the online service delivery at the frontline. Whereas, the result also showed that there was a significant relationship between the performance level of frontline online service delivery in SDO Calamba City and the level of clients' satisfaction on frontline online service delivery in SDO Calamba City which had the r values ranging from .209 to .422, respectively, all of which were less than the level of significance at .05. The proponent prepared and presented an action plan to the Schools Division Office Calamba City in Laguna. The action plan indicated opportunities for capacity development in the online frontline service delivery of the Schools Division Office (SDO) in Calamba City. This may maintain and further enhance the performance level of the Frontline Online Services Employees.

Keywords— service quality, satisfaction, action plan.

INTRODUCTION

Service delivery is the act of providing a service to customers (Service Delivery, 2023). It also incorporates the continuous communication between the provider and the client during the life of the provider's provision of the service and the customer's use of it. With the help of online technology, online service delivery is now an important part of every organization with regard to delivering services. Now, one of the main goals of an organization is to give the customer good information and technology service delivery.

Meanwhile, public sector organizations also provide quality service and satisfy customers, even if not focused on competitive advantage or profitability (Sarande et al., 2019). Customer discontent and subsequent loss of revenue might be the result of poor service quality, unsystematic development, and inadequate employee training. Aiming for quality entails providing superior administrative services in addition to being outstanding. Due to the progress



of technology, the administrative and support employees therefore play important responsibilities (Perez et al., 2019).

The DepEd Schools Division Office (SDO) – Calamba City, offers a wide variety of services to its teaching and non-teaching personnel as well as to clients outside the department. However, the service system of the SDO went different when COVID-19 spread in the country. Processes and dealings both in the public and private sectors became difficult. This made it possible for the non-teaching personnel to interact and work remotely, and it also made it possible to conduct learning and development interventions through the internet. The standard procedure for service delivery was also redirected as a result of the recommendations, and it was moved to focus on frontline online services.

Presently, the restrictions in relation to the global pandemic are gradually lifted. The Department of Education also allowed in-school learning. However, the SDO Calamba City continues to provide the services needed by its clients through frontline online services. The study attempted to determine how the performance of frontline-online service employees has been substantially related to the satisfaction of their clients.

METHODS

The study used descriptive and correlational research techniques. The use of the descriptive correlation method was highly important to provide answers on the hypothesized relationship between the independent variable to dependent variables. The sample size of the study was calculated using the G*Power tool. Methods used include Mean, Four Point Likert Scale and Pearson r to analyze the relationship between performance level of frontline online services delivery in SDO Calamba City and the level of client satisfaction.

RESULTS AND DISCUSSIONS

Table 1.1. Performance Level of the Frontline Online Services Employees in the Schools Division Office (SDO) Calamba City in terms of Quality

Indicators in terms of Quality	\bar{X}	VI	Rank
Reflect work thorough and current knowledge/skill of the job and impact on the organization's activities/ related resources.	3.53	SA	7
Use opportunities to expand knowledge/skills, sharing information with staff	3.55	SA	5
Consistently exceed expectations of work quality, quantity, client service, and timeliness standards.	3.58	SA	1.5
Consistently and significantly exceed job expectations and standards and demonstrate a high degree of initiative, client service, and quality of work.	3.57	SA	3
Consistently promote and maintain a harmonious/ productive work environment.	3.58	SA	1.5
Suggests innovations to improve operations or streamline procedures.	3.54	SA	6
Define and analyze complex problems.	3.56	SA	4
Serve as a role model for adherence to work policies and safety standards.	3.52	SA	8



GENERAL ASSESSMENT	3.55	SA/VG	
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Legend: 3.25 – 4.00 Strongly Agree (SA)/Very Good 1.75 – 2.49 Disagree (D)/Fair
2.50 – 3.24 Agree (A) / Good 1.00 – 1.74 Strongly Disagree (SD)/ Poor

The performance level of the frontline online services employees in the Schools Division Office (SDO) Calamba City in terms of Quality had a general assessment of 3.55 which was verbally interpreted as Very Good. This means that the Frontline Online Services Employees demonstrated a very good Performance in the Schools Division Office (SDO) Calamba City in terms of Quality. This indicates that the Schools Division of Calamba City has done an excellent job with regard to the quality of frontline online services.

The findings emphasize the employees' consistent demonstration of knowledge, skill, and impact, as well as their ability to exceed expectations in a variety of work-related areas. While the overall performance is commendable, the adherence to work policies and safety standards could be improved. These findings offer suggestions for enhancing the efficacy of SDO Calamba City's online frontline service delivery.

The result of the study is supported by Kencana (2019) which indicated that high quality of service is associated with employees' ability to instill trust in clients, as well as employees' knowledge and courtesy in providing services to consumers, knowledge, politeness, and ability leads to trust and confidence in the company. As defined by Teshome et al. (2018), quality service is the state in which the client's perception of the service and the service itself meets or beyond their expectations.

Table 1.2. Performance Level of the Frontline Online Services Employees in the Schools Division Office (SDO) Calamba City in terms of Efficiency

Indicators in terms of Efficiency	\bar{X}	VI	Rank
Regularly exceeds expectations.	3.47	SA	7.5
Implement innovative policies and use resources and technology to maximize productivity and service.	3.47	SA	7.5
Commit to and promote excellence, led by example, and energize performance and teamwork.	3.61	SA	2.5
Use and encourage creative decisions and solutions.	3.57	SA	6
Act as a positive change agent.	3.61	SA	2.5
Play as a role model and be recognized as respectable and trusted.	3.61	SA	2.5
Articulately and persuasively present and solicit complex or sensitive data.	3.59	SA	5
Prevent/ resolve unit/ team problems.	3.61	SA	2.5
GENERAL ASSESSMENT	3.57	SA/VG	

Legend: 3.25 – 4.00 Strongly Agree (SA)/Very Good 1.75 – 2.49 Disagree (D)/Fair
2.50 – 3.24 Agree (A) / Good 1.00 – 1.74 Strongly Disagree (SD)/ Poor

The performance level of the frontline online services employees in the Schools Division Office (SDO) Calamba City in terms of Efficiency had a general assessment of 3.55 which was verbally interpreted as Very Good. This means



that the Frontline Online Services Employees demonstrated a very good Performance in the Schools Division Office (SDO) Calamba City in terms of Efficiency.

From these results, it can be concluded that the SDO Calamba City employees who provide frontline online services demonstrate commendable work efficiency. Their dedication to excellence, innovation, and effective problem-solving contributes to their capacity to efficiently deliver services and maximize output.

The study is supported by Palacios et. al (2020), frontline employees played a crucial role as the primary point of contact for consumer complaints when a service failure occurs. They have the potential to substantially contribute to the service recovery process by resolving issues quickly and effectively. This demonstrates the significance of competent and efficient staff in enhancing consumer satisfaction.

Table 1.3. Performance Level of the Frontline Online Services Employees in the Schools Division Office (SDO) Calamba City in terms of Timeliness

Indicators in terms of Timeliness	\bar{X}	VI	Rank
Communicate clearly, effectively, timely, concisely, and organized.	3.61	SA	5
Develop or implement solutions with low supervision.	3.53	SA	6
Reflect work on maximum innovative use of time and resources to consistently surpass expectations and improve operations.	3.64	SA	3
Answer queries for delivery of service.	3.68	SA	2
Response to client needs.	3.78	SA	1
Prepare monthly reports on time.	3.63	SA	4
GENERAL ASSESSMENT	3.65	SA/VG	

Legend: 3.25 – 4.00 Strongly Agree (SA)/Very Good 1.75 – 2.49 Disagree (D)/Fair
2.50 – 3.24 Agree (A) / Good 1.00 – 1.74 Strongly Disagree (SD)/ Poor

The performance level of the frontline online services employees in the Schools Division Office (SDO) Calamba City in terms of Timeliness had a general assessment of 3.55 which was verbally interpreted as Very Good. This means that the Frontline Online Services Employees demonstrated a very good Performance in the Schools Division Office (SDO) Calamba City in terms of Timeliness.

Based on these results, it can be concluded that the SDO Calamba City employees who provide frontline online services perform well in terms of timeliness. They excel at promptly responding to client requirements and effectively communicating in a timely manner.

The result of the study is supported by Nunkoo et al. (2019), in which they found out on their study that waiting time was discovered to be an important service quality dimension that predicts client satisfaction. This supports the notion that timeliness increase the client satisfaction. This is also supported by Manuel (2019) in where summarize that client’s value quick and efficient service, and frontline staff must provide effective and efficient assistance.



Table 2.1. Level of Clients' Satisfaction on Frontline Online Service Delivery in the Schools Division Office (SDO) Calamba City in terms of Reliability

Indicators in terms of Reliability	\bar{X}	VI	Rank
The staff provides service as promised.	3.69	VS	1
The staff provides you accurate information.	3.66	VS	2
The staff performs service for you correctly the first time.	3.64	VS	5
The staff is honest to the clients and can be trusted.	3.65	VS	3.5
The staff tells you exactly when service will be provided.	3.65	VS	3.5
GENERAL ASSESSMENT	3.66	VS	

Legend: 3.25 – 4.00 Very Satisfied (VS) 1.75 – 2.49 Slightly Satisfied (SS)
2.50 – 3.24 Satisfied (S) 1.00 – 1.74 Very Dissatisfied (VD)

The level of clients' satisfaction on frontline online service delivery in the Schools Division Office (SDO) Calamba City in terms of Reliability had a general assessment of 3.66 which was verbally interpreted as Very Satisfied. This means that the clients were Fully Satisfied with the Frontline Online Service Delivery in the Schools Division Office (SDO) Calamba City in terms of Reliability.

The findings implies that the Schools Division Office (SDO) Calamba City has achieved its clients' full satisfaction with their frontline online service delivery. The findings also indicate the importance of the work efficiency of the SDO staff which was manifested by delivering accurate information at the scheduled time.

According to Nunkoo et al. (2019), waiting time was discovered to be an important service quality dimension that predicts client satisfaction. Beyene (2019) added that client satisfaction can be generated by providing high-quality services which is especially important for the growth and development of service in the public sector.

Table 2.2. Level of Clients' Satisfaction on Frontline Online Service Delivery in the Schools Division Office (SDO) Calamba City in terms of Responsiveness

Indicators in terms of Responsiveness	\bar{X}	VI	Rank
The staff responds to your requests quickly.	3.64	VS	5
The staff gives you a prompt service.	3.65	VS	4
The staff is willing to help you.	3.70	VS	1
The staff lets you know that they are working on your request.	3.66	VS	3
The staff is flexible to customize the service offered based on your needs	3.68	VS	2
GENERAL ASSESSMENT	3.67	VS	

Legend: 3.25 – 4.00 Very Satisfied (VS) 1.75 – 2.49 Slightly Satisfied (SS)
2.50 – 3.24 Satisfied (S) 1.00 – 1.74 Very Dissatisfied (DS)

The level of clients' satisfaction on frontline online service delivery in the Schools Division Office (SDO) Calamba City in terms of Responsiveness had a general assessment of 3.67 which was verbally interpreted as Very Satisfied.



This means that the clients were Fully Satisfied with the Frontline Online Service Delivery in the Schools Division Office (SDO) Calamba City in terms of Responsiveness.

The findings imply that the clients of the Schools Division Office (SDO) Calamba City were so content with its frontline online service delivery. It indicates that the frontline online service employees showed willingness to help clients and respond to their requests promptly.

According to Palacios et al. (2020), frontline staff is the primary channel for client complaints when a service breakdown happens, and they could present vital functions in the service recovery process, with the ability to solve problems effectively and quickly. The finding is supported by Kencana (2019) which stated that responsiveness is the ability of employees to help customers and provide responsive services. He further indicated that is reflected in the speed and accuracy of services provided to customers.

Table 2.3. Level of Clients' Satisfaction on Frontline Online Service Delivery in the Schools Division Office (SDO) Calamba City in terms of Assurance

Indicators in terms of Assurance	\bar{X}	VI	Rank
The staff have services knowledge of the SDO.	3.66	VS	4
The staff has the skills required to perform service.	3.68	VS	2.5
The staff speaks with you by using appropriate forms.	3.68	VS	2.5
The staff is trustworthy.	3.69	VS	1
The staff makes you feel safe when it comes to privacy.	3.65	VS	5
GENERAL ASSESSMENT	3.67	VS	

Legend: 3.25 – 4.00 Very Satisfied (VS) 1.75 – 2.49 Slightly Satisfied (SS)
2.50 – 3.24 Satisfied (S) 1.00 – 1.74 Very Dissatisfied (DS)

The level of clients' satisfaction on frontline online service delivery in the Schools Division Office (SDO) Calamba City in terms of Assurance had a general assessment of 3.67 which was verbally interpreted as Very Satisfied. This means that the clients were Fully Satisfied with the Frontline Online Service Delivery in the Schools Division Office (SDO) Calamba City in terms of Assurance.

The findings imply that the clients of the Schools Division Office (SDO) in Calamba City have experienced a high level of satisfaction with its frontline online service delivery. This indicates that clients were assured of the quality of the service delivery of frontline online employees. It means that employees were trustworthy and had skills and knowledge of handling pertinent papers and their primary security.

The finding is supported by Kencana (2019) which indicated that high quality of service is associated with employees' ability to instill trust in clients, as well as employees' knowledge and courtesy in providing services to consumers, knowledge, politeness, and ability leads to trust and confidence in the company. Bhat (2020) contends that the level of participation of both workers and customers has an effect on the quality of service since production and consumption occur concurrently. The behaviors and attitudes of staff members have an impact on



the level of contentment experienced by customers, with encounters with contact people serving as a crucial indication.

Table 2.4. Level of Clients' Satisfaction on Frontline Online Service Delivery in the Schools Division Office (SDO) Calamba City in terms of Empathy

Indicators in terms of Empathy	\bar{X}	VI	Rank
The staff is able to communicate with you in language you prefer (English, Tagalog, etc.).	3.73	VS	1.5
The staff is able to communicate effectively.	3.73	VS	1.5
The staff shows personal attention to you.	3.68	VS	4.5
The staff knows your specific needs.	3.68	VS	4.5
The staff gives you satisfaction on the personalized service	3.69	VS	3
GENERAL ASSESSMENT	3.70	VS	

Legend: 3.25 – 4.00 Very Satisfied (VS) 1.75 – 2.49 Slightly Satisfied (SS)
2.50 – 3.24 Satisfied (S) 1.00 – 1.74 Very Dissatisfied (DS)

The level of clients' satisfaction on frontline online service delivery in the Schools Division Office (SDO) Calamba City in terms of Empathy had a general assessment of 3.67 which was verbally interpreted as Very Satisfied. This means that the clients were Fully Satisfied with the Frontline Online Service Delivery in the Schools Division Office (SDO) Calamba City in terms of Empathy.

The finding is supported by Sarande et al. (2022), which they mentioned that Yohannes indicated that high customer satisfaction meets empathy attributes such as caring employees, the ability to be approachable, and giving individual attention that the company can provide to the customers. According to Manuel (2019), are key components of the service experience. Frontline services, being the contact between an organization and the consumer, play a critical part in the client's judgment of service quality.

Table 3. Test of Significant Relationship between the Performance Level of Frontline Online Service Delivery in SDO Calamba City and the Level of Clients' Satisfaction

Performance Level of Frontline Online Service Delivery	Clients' Satisfaction on Frontline Online Service Delivery	r value	P value	Remarks	Decision
Quality	Reliability	.238**	.000	Significant	Reject Ho
	Responsiveness	.315**	.000	Significant	Reject Ho
	Assurance	.209**	.000	Significant	Reject Ho
	Empathy	.253**	.000	Significant	Reject Ho
Efficiency	Reliability	.401**	.000	Significant	Reject Ho
	Responsiveness	.394**	.000	Significant	Reject Ho
	Assurance	.263**	.000	Significant	Reject Ho



	Empathy	.422**	.000	Significant	Reject Ho
Timeliness	Reliability	.366**	.000	Significant	Reject Ho
	Responsiveness	.238**	.000	Significant	Reject Ho
	Assurance	.315**	.000	Significant	Reject Ho
	Empathy	.209**	.000	Significant	Reject Ho

**Correlational at the level 0.01

*Correlational at the level 0.05(Two-tailed)

The result shows that there is a significant relationship between the Performance Level of Frontline Online Service Delivery in SDO Calamba City and the Level of Clients' Satisfaction on Frontline Online Service Delivery in SDO Calamba City. The Test of Significant Relationship between the Performance Level of Frontline Online Service Delivery in SDO Calamba City and the Level of Clients' Satisfaction had the r values ranging from .209 to .422 was interpreted as with a strong positive correlation as to correlate Performance Level of Frontline Online Service Delivery and Clients' Satisfaction.

The computed probability values .000 were lesser than the level of significant ($P < 0.05$); thus, the null hypothesis is rejected. The result shows that there is a significant relationship between the independent and dependent variables.

According to the definition provided by Teshome et al. (2018), quality service is the condition in which the customer's perception of the service and the service itself meet or exceed the expectations of the client. The provision of, and timely delivery of, the goods or services that the customer expects to get from you is the most important aspect of delivering great service.

The fact that there is a link between pleased customers and quality of service demonstrates that the quality of service is the key factor that determines customer contentment. Koirala and Shrestha (2018) defined that the level of customer satisfaction is significantly influenced by the quality of the service that is provided.

CONCLUSIONS

The Schools Division Office (SDO) Calamba City employees excel in online frontline service delivery, demonstrating high performance and adherence to quality standards. Clients report high satisfaction with the staff's dependability, responsiveness, assurance, and empathy. Service delivery performance directly connects to clients' overall satisfaction. The study provides input for training, work process improvements, performance monitoring, and regular feedback mechanisms to enhance the SDO's online service delivery and client experience.

RECOMMENDATIONS

The Schools Division Office should continuously train and develop frontline online services employees to stay updated on technology and practices, enabling better service to clients. Trainings should cover customer service, technical skills, cybersecurity, data analytics, and problem-solving. Regular performance reviews and optimizations can identify areas for improvement. Rewards and recognition can boost employee morale and motivation. Monthly evaluations and client satisfaction surveys can help maintain consistency in services.



The Schools Division Office should strengthen the relationship between performance level and client satisfaction by providing consistent procedures. An action plan should be developed, including trainings and programs, to ensure the right resources are used and move projects forward. Future studies can explore the relationship between customer satisfaction and frontline online service employee performance.

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