



Optimizing Administrative Professionalism: A Strategic Approach to Elevate Clientele Satisfaction in Service-Oriented Environments

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Abstract

Professionalism is crucial in shaping client experience in organizations, yet many organizations lack strategies to enhance staff conduct, leading to inconsistent service, communication gaps, and inadequate training. Essential qualities such as competence, courtesy, honesty, integrity, and specialized knowledge significantly impact client interactions, complaint resolution, and organizational image. This study, conducted at the City College of Calamba, Philippines, surveyed 1,126 students to assess their perceptions of professionalism among administrative personnel providing student services and evaluate customer satisfaction. Using a descriptive correlational approach with stratified random sampling and simple statistical treatment such as mean and Goodman and Kruskal's Gamma Correlation, the study established a correlation between staff professionalism and satisfaction, proposing a development program based on its findings. The survey found high levels of professionalism and customer satisfaction, recognized staff strengths in professional communication and accountability, and indicated areas for growth in problem-solving. The significant relationships between job performance, service delivery, ethics, and satisfaction highlight professionalism's impact on consumer perspectives. The novelty of this study lies in its focus on the correlation between professionalism and satisfaction within an educational setting, offering insights for targeted development programs. Limitations include a small sample size, which may affect generalizability, reliance on self-reported data, cross-sectional design, and a focus on one institution, which may overlook broader contextual nuances.

Keywords: *Professionalism; Excellence; Customer Service; Work Ethics; Client Satisfaction*

INTRODUCTION

In service-oriented organizations, administrative professionalism is vital for shaping client experiences. The importance of this professionalism has become increasingly evident in recent years, particularly as service delivery and client interactions have evolved. Despite this, there is a significant gap in the understanding and application of strategic measures to enhance administrative professionalism. Issues such as inconsistent service delivery, communication gaps and insufficient training programs usually undermine client satisfaction and highlight the urgency of addressing these concerns (Corwin, 2022).

Professionalism encompasses more than just courteous behavior and academic competence; it involves a combination of attributes essential for effective performance. Key elements include extensive knowledge of one's field, competence, honesty, integrity, and courtesy (Miles, 2022). This multifaceted concept is vital not only for individual success but also for organizational success. Inadequate professionalism can severely impact personal and organizational outcomes.

The recent pandemic has further reshaped traditional views on professionalism. With the rise of remote work, the boundaries between personal and professional life have blurred, leading to a reevaluation of what constitutes professionalism. The pandemic has challenged established norms and prompted a rethinking of work ethics and structures, as employees now navigate new dynamics in their professional interactions (Shaner, 2022). This shift requires an updated understanding of professionalism that aligns with contemporary work environments and personal expression.

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Professionalism directly impacts client interactions, complaint resolution, and overall client perception. Effective client service entails treating customers with empathy and care, meeting their requirements, and assuring their satisfaction (Corwin, 2022). High levels of professionalism, through effective communication and problem-solving, are critical for delivering exceptional customer service and enhancing client satisfaction (Donohoe, 2019).

In addition to professionalism, employee performance is a vital factor that influences client service delivery. Employee performance reflects how well individuals fulfill job duties, complete tasks, and engage with clients (Nursiti et al., 2022). High performance is correlated with the quality of the customer service provided. Employees who demonstrate professionalism are better equipped to deliver superior client service, resulting in enhanced client experience.

Employee performance is typically evaluated through various measures, such as the quality, quantity, and creativity of task execution (Muda et al., 2014). Maintaining high-performance levels, particularly during challenges like the COVID-19 pandemic, is essential for organizational success (Harter, 2020). This study uses Bernardin and Russel (2013) employee performance scale, which assesses six dimensions: quality, timeliness, quantity, need for supervision, cost-effectiveness, and interpersonal impact. These characteristics offer an extensive review of how professionalism affects service performance and client satisfaction.

Previous studies have identified a research gap regarding the impact of professionalism and organizational commitment on employee performance and client satisfaction in educational institutions. While much research has focused on business settings, there is limited empirical evidence in the education sector (Nursiti et al., 2022). This study aims to bridge this gap by evaluating the professionalism of administrative staff providing student services and assessing its relationship with client satisfaction. The findings will guide a suggested personnel development program aimed at improving professionalism and service quality. The study sought to answer the following questions:

1. How do the administrative staff manifest professionalism in terms of
 - a. Excellence;
 - b. Customer Service Delivery and
 - c. Work Ethics (Performance and Duties)?
2. What is the level of satisfaction of respondents regarding the services rendered by administrative staff?
3. How is the professionalism of administrative staff related to the level of satisfaction of respondents regarding administrative staff services rendered?
4. Based on the findings of the study, what personnel development program can be proposed?

LITERATURE REVIEW

This section reviews the relevant literature to explore the key drivers of satisfaction and strategic initiatives necessary to enhance the professionalism of administrative staff, thereby improving the overall service experience for clients.

Administrative Professionalism in Service-Oriented Environments

Professionalism in the workplace encompasses how you present yourself, your attitude, and how you interact with others. It helps create strong first impressions, builds lasting relationships, and establish a solid reputation within your organization and industry. In an administrative setting, professionalism encompasses excellence, customer service, and work ethic—core competencies essential for delivering exceptional service and fostering positive client interactions.

Employee excellence is motivated by aspirations, moral standards, abilities, and dedication to achieve the highest performance metrics. It is more than just meeting requirements; it is a

commitment to continuous improvement, innovation and achievement of the highest standards. Employees with unwavering dedication to excellence positively represent their organizations and contribute to their growth. This mindset is a culture that leads to organizational success in today's fast-paced world. By prioritizing excellence, organizations can unlock the full potential of their teams and ensure long-term success (Talentsquare, 2023).

Customer service focuses on timely and quality support, whether through resolving issues or assisting with purchases. Its foundation rests on three key pillars—professionalism, patience, and a "people-first" mindset. Professionalism means maintaining a calm and responsible attitude; patience involves attentively addressing customer needs; and a "people-first" approach emphasizes empathy and creating positive experiences (Herrity, 2023).

Work ethic refers to behavioral rules and values that govern appropriate workplace behaviors, such as integrity, accountability, and resilience. It includes taking initiative, managing tasks effectively, and upholding ethical standards in all interactions (Andreev, 2023). Administrative staff, especially in customer service roles, must remain composed and professional, even when handling difficult situations. Heath (2022) emphasized that maintaining professionalism helps create a positive organizational image and ensures client satisfaction.

According to Ramilan et al. (2024), the role of intrinsic motivators like spirituality or professional ethics emerges as a key factor that goes beyond formal job responsibilities. Workplace spirituality enhances Organizational Citizenship Behavior (OCB), which, in turn, improves lecturers' performances. Similarly, this study focuses on how professionalism—linked to ethical conduct, customer service delivery, and work ethics—can influence students' and other stakeholders' satisfaction. Like OCB, professionalism encourages behaviors that go beyond basic job descriptions, fostering a positive work environment and improving service delivery.

Additionally, the research by Sakinah and Muhandi (2023) on the work environment, job embeddedness, and Organizational Citizenship Behavior (OCB) at the PT Ayo Media Network closely aligns with this study on professionalism and customer service delivery in educational settings. Both examine factors that drive behaviors beyond formal job roles and impact organizational effectiveness. In both studies, the work environment plays a crucial role in shaping OCB, whereas job embeddedness has no significant effect. This study similarly highlights how professionalism, ethical conduct, and customer service delivery enhance OCB-like behaviors, leading to improved organizational outcomes.

In higher education, professionalism and excellence are critical, as colleges and universities must continuously adapt to meet the diverse needs of students (Boggs & McPhail, 2016). In the Philippines, Campos and Campos (2023) stated that state universities and local colleges are enhancing their efforts to provide quality education and contributing to national competitiveness by developing skilled human resources. Quality assurance and accreditation have long been practiced by SUCs and LUCs to deliver relevant programs and meet labor market needs. The implementation of Total Quality Management (TQM) approaches in these institutions helps drive growth, ensuring continuous institutional improvement. Quality, as a key determinant of educational outcomes, encompasses economic, social, cognitive, and cultural aspects, all supported by the input-implementation-output-feedback model to address challenges and ensure institutional success (Jamoliddinovich, 2022).

Understanding Key Drivers of Clientele Satisfaction

According to Rane et al. (2023), the value of service quality in creating client loyalty is a well-known notion in marketing and company management. It refers to the level of customer satisfaction experienced during interactions with a company's services and includes factors such as service reliability, responsiveness, empathy, tangibles, and assurance. These elements play an important

role in creating consumer views of service quality, which in turn influences brand loyalty. This is because positive service experiences leave a favorable impression on customers, leading to improved customer satisfaction and confidence in the business.

Organizations must adopt various strategies to deliver exceptional customer service. One important technique is to acquire data from numerous sources, such as client feedback, surveys, and analytics, to better understand consumers' expectations and preferences. This allows organizations to efficiently modify what and how they provide their clients' needs to satisfy their demands. Investing in employee training programs is another important technique for providing exceptional service. Employees play an important role in providing good customer service, and organizations must provide employees with the essential skills and expertise to do so. Giving staff decision-making autonomy and resources can increase their capacity to serve clients successfully.

Additionally, [Chattopadhyay \(2019\)](#) highlighted that customer satisfaction is vital because it allows organizations to collect input from their customers and use it to manage and improve their day-to-day operations. Client satisfaction is the best determinant of how an organization will conduct its business in the future. She also mentioned that these aids SWOT analysis, which may assist the organization in developing a planned and thorough manner. Furthermore, it will be helpful to make the right choice of resources when manufacturing items. Similarly, it maintains relationships with existing clients while creating opportunities to acquire new clients.

This study explained that client satisfaction data are useful for identifying significant client requirements. At the most basic level, identifying the consumer's exact needs to obtain satisfaction is beneficial. An organization's efforts should be clearly focused on the most essential areas to the client. Customer satisfaction data can be used to track customer satisfaction over time. Simply put, the same information collected at various time points may help identify trends and patterns that emerge as an organization develops and changes. This can also be useful in revealing the degrees of effectiveness of interventions, services, and so on across history.

On the other hand, [Zhenjing et al. \(2022\)](#) emphasized that employee performance is a hot topic, and it is impacted by the workplace in various ways. A typical working environment's behavioral and physical characteristics are significant. The physical environment includes all components related to an employee's capacity to physically participate in the workplace. The behavioral environmental components connect workplace occupants' etiquette. Individual employee behavior is positively influenced by the workplace environment. As a result, the quality of the office environment has a considerable influence on employee motivation, excitement, innovation, and efficiency. Work motivation, inventive behavior, attendance, colleague involvement and career management are all impacted by a firm's level of commitment.

Their study revealed that providing a suitable work atmosphere might foster a higher sense of commitment in individuals toward their jobs and organizations. Several previous studies have reported similar findings. In their investigation of the correlation between office environment and employee commitment, the researchers discovered that a suitable workplace environment can contribute to employee well-being, which in turn improves employee commitment to work. Employee commitment levels improve employee performance in organizations that raise commitment levels.

Impact of Administrative Professionalism on Clientele Satisfaction

[Aprileni et al. \(2020\)](#), citing [Lanin \(2010\)](#), defined satisfaction as the public's overall appraisal of service based on a comparison of expected and actual outcomes. Their study aimed to assess how staff professionalism and organizational equity impact patient satisfaction at Padang Panjang City Regional General Hospital. The results showed that these factors significantly affected patient satisfaction, with a combined contribution of 20.5%. Employee professionalism directly

influenced patient satisfaction by 2.2%, while organizational equity accounted for 19.1%. The findings confirm that improving staff professionalism and organizational equity lead to increased patient satisfaction.

Moreover, [Bila and Lanin \(2020\)](#) demonstrated that customer satisfaction is affected by variables other than service excellence. It also demonstrates the importance of customer satisfaction in developing a positive social environment and providing effective public service. This study used professionalism as an independent variable, consumer equity as a dependent variable, and responsiveness as an intervening variable. The study findings indicate that there is a direct positive relationship between professionalism and responsiveness to customer satisfaction. However, responsiveness factors can be used to predict the indirect positive influence of professionalism on customer satisfaction.

[Raza et al. \(2019\)](#) provided a detailed analysis of the influence of bank employee service behavior on customer satisfaction. The major findings clearly show that both individual (Individual attributes and Individual marketing skills) and professional (Professional knowledge and Professional marketing skills) aspects of employee behavior have a substantial impact on client satisfaction. This study also found that individual employee service behaviors had a greater effect on client satisfaction than professional factors. Finally, it was discovered that bank employees' individual and professional characteristics had a favorable and substantial impact on customer happiness; nevertheless, individual characteristics emerged as the dominant factor in anticipating client contentment.

Strategies for Optimizing Administrative Professionalism

Enhancing administrative professionalism is crucial for improving client satisfaction. Studies highlight a direct link between administrative staff effectiveness and client trust, underscoring the need for well-structured development programs. Professionalism extends beyond technical skills; it involves emotional intelligence (EI), adaptability, and a service-first mindset. [Brown \(2019\)](#) found that organizations that implement targeted training programs experience more efficient processes and higher client satisfaction.

Interpersonal skills, particularly EI, are key to client satisfaction. [Robinson et al. \(2020\)](#) showed that EI training improves conflict resolution and client expectations management, leading to higher satisfaction rates. Employee motivation also plays a critical role, with [Saeed et al. \(2022\)](#) emphasizing the importance of clear recognition programs to encourage excellence and teamwork.

Aligning staff development with organizational goals boosts job satisfaction and service quality. [Smith and Lee \(2021\)](#) found that leadership- and communication-focused training improved service delivery and retention. [Johnson et al. \(2022\)](#) noted that ongoing, well-planned training programs consistently enhance administrative professionalism and align performance with company requirements.

Tailored training programs are crucial for administrative roles, with [Thomas and Harris \(2020\)](#) advocating for a focus on customer service, time management, and organizational expertise. As digital transformation reshapes administrative tasks, [Johnson and Patel \(2021\)](#) emphasized the importance of integrating digital literacy into training to improve efficiency and client interactions.

The findings of [Budiningsih et al. \(2023\)](#) highlight that both human capital and training significantly influence professional behavior, with human capital showing a higher sensitivity to shaping professionalism. This underscores the importance of focusing on both the knowledge and skills of personnel and the quality of training. In your research, improving core competencies, such as effective communication and problem-solving, alongside targeted training programs, could similarly enhance professionalism and service quality.

Additionally, [Yanty et al. \(2024\)](#) emphasized that evaluations of employee performance play a crucial role. They provide valuable insights for employers in making informed decisions about pay, promotions, and behavioral expectations. In addition, these evaluations help employees set career goals based on strengths and weaknesses. This study’s focus on developing a personnel development program underscores the importance of such evaluations in fostering continuous improvement and addressing performance gaps. By implementing targeted training initiatives and aligning them with performance standards, the institution can enhance staff professionalism, improve service delivery, and ultimately advanced student satisfaction.

Mentorship also plays a vital role in professional growth. [White et al. \(2023\)](#) found that mentorship programs improve both skills and job satisfaction, directly contributing to better client service. Combining EI, strategic development, and mentorship helps optimize administrative professionalism, leading to enhanced client satisfaction and organizational success.

RESEARCH METHOD

Research Design

This study used a descriptive correlational design to examine the strength of the relationship between professionalism and student satisfaction. [Curtis et al. \(2016\)](#) noted that a correlational research design is well-suited for assessing both the strength and direction of relationships between variables.

Instrument validation

The primary data collection tool was a self-designed questionnaire checklist, which underwent thorough validation, review, and refinement. After expert evaluation, the model was pilot tested on a sample with similar characteristics to assess item reliability. The test yielded a Cronbach’s alpha of 0.97, indicating excellent internal consistency. Validity ensures that the instrument measures what it intends to and reliability ensures consistent results. As [Leavy \(2020\)](#) highlighted, validity types include face, content, and construct validity, and Cronbach’s alpha, as discussed by [Creswell and Creswell \(2018\)](#), is a key measure of reliability, with a score of 0.7 or above indicating adequacy.

Statistical Treatment of Data

The data on professionalism and satisfaction levels were analyzed using basic mean calculations and a four-point Likert scale (Table 1).

Table 1. Four-Point Likert Scale

Weight	Ranges	Qualitative Description
4	3.25 – 4.00	Very Professional/Very Satisfied
3	2.50–3.24	Professional/Satisfied
2	1.75-2.49	Unprofessional/Dissatisfied
1	1.00-1.74	Very Unprofessional/Very Dissatisfied

Goodman and Kruskal’s Gamma Correlation was used to assess the relationship between the professionalism of CCC administrative staff and respondent satisfaction. This method, as recommended by [Agresti \(2010\)](#) and [Liebetrau \(1983\)](#), is well-suited for analyzing ordinal variables because of its robustness. Unlike other non-parametric tests like Kendall’s Tau and Spearman’s Rho, Gamma accounts for the magnitude of differences in data values. A Gamma coefficient near ±1 indicates a strong, directional association between variables, confirming its effectiveness in this analysis.

Description of Respondents

As shown in Table 2, the researcher collected 1,126 responses from students across various departments, programs, and year levels at the City College of Calamba, Philippines. Using Cochran's formula and stratified random sampling, the sample ensured proportional representation. The Bachelor of Science in Information Technology program had the highest participation rate at 13.06%, while the Bachelor of Early Childhood Education program had the lowest participation rate at 2.58%. The representation across all four-year levels was balanced, providing a solid basis for analyzing the relationship between professionalism and student satisfaction. This diverse sample allows for generalizable findings and highlights variations in satisfaction across disciplines and academic stages, guiding targeted improvements in administrative services to meet the distinct needs of different student groups.

Table 2. Demographic Profile of Respondents

Programs	Year Levels				Total	Percentage
	1 st	2 nd	3 rd	4 th		
Bachelor of Elementary Education	36	33	35	33	137	12.17 %
Bachelor of Secondary Education major in English	29	34	30	32	125	11.10 %
Bachelor of Secondary Education major in Science	30	25	29	23	107	9.50 %
Bachelor of Secondary Education major in Math	28	25	28	24	105	9.33 %
Bachelor of Science in Accountancy	34	35	36	36	141	12.52 %
Bachelor of Science in Accounting Information System	37	35	28	30	130	11.55 %
Bachelor of Science in Computer Science	35	33	33	31	132	11.72 %
Bachelor of Science in Information Technology	38	37	36	36	147	13.06 %
Bachelor of Science in Psychology	37	36			73	6.48 %
Bachelor of Early Childhood Education	29				29	2.58 %
Grand Total	333	293	255	245	1126	100.00 %

FINDINGS AND DISCUSSION

Manifestation of Professionalism Among CCC Administrative Staff

The first objective of this study is to assess the level of professionalism of the administrative personnel at City College, Calamba. The provided Table 3 on the preceding page presents the weighted mean and interpretation of respondents' assessment regarding the manifestation of professionalism among administrative staff at the City College of Calamba, emphasizing excellence in various dimensions. Notably, the findings suggest a consistent demonstration of high professionalism across multiple aspects, as evidenced by the elevated mean scores for each category. Particularly noteworthy is the staff's exceptional proficiency in professional communication with clients and colleagues, as indicated by their highest mean score of 3.58. This proficiency encompasses clarity, responsiveness, and interpersonal skills, fostering positive relationships, and enhancing collaboration within the workplace. Such a strong emphasis on professional communication underscores the organization's commitment to maintaining elevated standards of service delivery and cultivating customer satisfaction.

Table 3. Manifestation of Professionalism Among Administrative Staff in Terms of Excellence

The administrative staff...	Mean	Verbal Interpretation
1. communicate professionally with clients and colleagues, including clarity, responsiveness, and interpersonal skills	3.58	Very Professional
2. demonstrate a deep understanding and mastery of their specific professional responsibilities.	3.57	Very Professional
3. effectively analyze and resolve challenges by demonstrating a proactive and solutions-oriented approach.	3.51	Very Professional
4. actively seek opportunities for professional development and exhibits a commitment to continuous improvement in their roles	3.56	Very Professional
5. demonstrate adaptability and flexibility in responding to evolving work demands, industry changes, and client requirements	3.55	Very Professional
6. show initiative in addressing challenges and contribute positively to team dynamics.	3.53	Very Professional
7. are responsive to client feedback, suggestions, and concerns, and their ability to incorporate constructive feedback for continuous improvement.	3.52	Very Professional
8. deliver services with high quality, accuracy and attention to detail.	3.58	Very Professional
GENERAL MEAN	3.55	Very Professional

However, the study also brings attention to a notable area of concern, as reflected by the comparatively lower mean score of 3.51 for effectively analyzing and resolving challenges. The lower score signifies potential room for improvement in how administrative staff approach and manage challenges in their roles. Possible strategies for addressing this concern include enhancing problem-solving skills, fostering a proactive mindset, and providing additional support and resources. By empowering staff to adeptly identify, analyze, and address challenges, the organization can better equip itself to navigate the complexities of its operational landscape, ensuring sustained success in a dynamic and competitive environment.

These findings align closely with [Kaplan \(2023\)](#), who similarly identified an area of concern regarding administrative staff's effectiveness in analyzing and resolving challenges. Kaplan emphasized the importance of enhancing problem-solving skills as a critical area for development. Strengthening these skills allows staff to respond more effectively to evolving needs and complexities in their roles. Moreover, fostering a proactive mindset and providing supplemental support and resources further empower staff to navigate challenges with ease, ultimately enhancing organizational performance and resilience. Therefore, prioritizing the cultivation of problem-solving skills resonates with the study's findings, emphasizing the significance of addressing this area of concern to bolster overall effectiveness and success within an organization.

Table 4 provides an analysis of respondents' perceptions regarding the manifestation of professionalism among administrative staff at the City College of Calamba, specifically focusing on customer service delivery. This study showcases the commendable professionalism demonstrated by the administrative staff across various dimensions, including honesty, punctuality, adherence to office protocols, and confidentiality. Consistently high mean scores indicate strong commitment to upholding ethical standards and fulfilling responsibilities with integrity. Notably, the highest mean score of 3.65 (very professional) was attributed to "showing honesty in their actions," indicating that honesty and transparency are highly valued within administrative staff. This emphasis on ethical conduct not only fosters trust and credibility but also contributes to a positive

organizational culture, prioritizing integrity in all interactions with clients and colleagues.

Table 4. Manifestation of Professionalism Among Administrative Staff in Terms of Customer Service Delivery

The administrative staff...	Mean	Verbal Interpretation
1. show honesty in their actions	3.65	Very Professional
2. report to work on or before time	3.59	Very Professional
3. wear prescribed office attire	3.68	Very Professional
4. disregard participation in any office wrongdoing	3.48	Very Professional
5. consider every employee’s weakness and lapse.	3.49	Very Professional
6. inhibit themselves to be engaged in business with the government	3.54	Very Professional
7. keep confidential information to themselves	3.64	Very Professional
8. accomplish assigned tasks on or before prepared schedules	3.62	Very Professional
GENERAL MEAN	3.59	Very Professional

However, the study also identified an area for improvement, reflected in the lowest mean score of 3.48 (very professional) for "disregarding participation in any office wrongdoing." Although the staff performs well overall, this dimension indicates instances in which adherence to organizational policies or ethical standards may not be consistent. Addressing this issue is vital for mitigating risks and maintaining the college’s reputation, as any unethical behavior could undermine trust and compromise credibility. By emphasizing the importance of ethical conduct and providing ongoing training and support, the College can reinforce its commitment to upholding high standards of professionalism and accountability among its administrative staff.

In conclusion, while the study underscores the administrative staff’s overall professionalism in customer service delivery, it also highlights the importance of continuous improvement and vigilance in upholding ethical standards. Addressing areas for enhancement, particularly by promoting a culture of integrity and accountability, can further strengthen the College’s reputation, enhance stakeholder trust and ensure sustained success in serving its community effectively.

The recommendations by Segal (2021) regarding preventing workplace misconduct closely align with the findings of the study, particularly in addressing the identified areas for improvement regarding adherence to organizational policies and ethical standards among administrative staff. Segal emphasized the importance of fostering a culture of respect and professionalism, which resonates with the study’s emphasis on promoting integrity and accountability within the workplace. His suggestions, such as setting a tone of leadership from the top, empowering employees to speak up against misconduct, and holding leadership at all levels accountable, reflect the need for proactive measures to address ethical concerns and maintain organizational reputation. Additionally, Segal’s focus on diversity and inclusion underscores the significance of creating an environment in which all employees feel valued and supported, which correlates with the study’s emphasis on promoting a culture of inclusivity to uphold professionalism and integrity within the organization. Overall, his recommendations provide valuable insights into strategies for addressing the identified areas for improvement and fostering a workplace culture that prioritizes ethical conduct and accountability.

Table 5. Manifestation of Professionalism Among Administrative Staff in Terms of Work Ethics

The administrative staff...	Mean	Verbal Interpretation
1. perform their assigned task skillfully	3.58	Very Professional
2. employ transparent office transactions	3.52	Very Professional
3. ensure a comfortable client atmosphere	3.52	Very Professional
4. spend productive time at their office	3.55	Very Professional
5. attend to client immediate assistance	3.51	Very Professional
6. provide materials as requested	3.53	Very Professional
7. respond to the request in accordance with the school rules and regulations	3.63	Very Professional
8. inform the students on important issues and information.	3.65	Very Professional
GENERAL MEAN	3.56	Very Professional

The findings presented in Table 5 offer insight into the exemplary professionalism demonstrated by the administrative staff, particularly regarding work ethics. Across various dimensions of work ethics, such as skillfully performing assigned tasks and ensuring a comfortable client atmosphere, the staff consistently earned high mean scores, which is indicative of their unwavering dedication to upholding ethical standards and fulfilling their responsibilities within the workplace. Notably, the manifestation of informing students about important issues and information received the highest mean score of 3.65, underscoring the staff's proactive approach in disseminating crucial information to students, thereby fostering a conducive learning environment and supporting student success.

However, in the middle of the overall high level of professionalism, the study also revealed an area for improvement, highlighted by the manifestation of attending to client immediate assistance, which garnered the lowest mean score of 3.51. This suggests potential opportunities to enhance the responsiveness and efficiency in addressing clients' immediate needs and concerns. By prioritizing prompt and attentive assistance, the college can further enhance customer satisfaction, streamline service delivery processes, and cultivate positive relationships with stakeholders, ultimately fortifying its reputation and success.

In conclusion, although administrative staff exhibit a commendable commitment to professionalism and work ethics overall, targeted efforts for improvement are warranted in specific areas. By addressing deficiencies in providing immediate client assistance and maintaining high standards in other aspects of work ethics, the City College of Calamba can reinforce its position as a premier educational institution dedicated to fostering student success and delivering exceptional service to its community.

The recommendations provided by [Cristiano \(2023\)](#) on best practices for prioritizing customer service requests offer valuable insights into enhancing responsiveness and efficiency, which aligns with the study's emphasis on addressing immediate client needs to strengthen overall satisfaction and organizational reputation. The prioritization strategies outlined in this article, such as responding to loyal customers first, tagging repeat customers as high-priority tickets, and marking urgent pre-sale activity as high priority, emphasize the importance of promptly addressing customer needs. By implementing the best practices suggested in the article, such as prioritizing messaging channels and responding quickly regardless of ticket prioritization, the administrative staff can improve their responsiveness and efficiency in addressing client immediate assistance, aligning with the overarching goal of enhancing customer satisfaction and contributing to the institution's reputation and success.

Satisfaction with the Services Rendered by the CCC Administrative Staff

Table 6 on the preceding page reveals the satisfaction level of students with the services rendered by the CCC administrative staff. The results presented showcase a notably high level of satisfaction among students regarding the services rendered by the administrative staff at the City College of Calamba. Across a wide range of indicators, students consistently rated their satisfaction levels as "Very Satisfied," with an overall general mean score of 3.59. Particularly noteworthy is the indicator of managing library resources, assisting with research inquiries, and facilitating access to academic materials received the highest mean score of 3.66. This suggests that students feel adequately supported in their academic endeavors, with efficient access to essential resources contributing positively to their learning experiences and outcomes.

Table 6. Level of Student Satisfaction with Services Rendered by the CCC Administrative Staff

Indicators	Mean	Verbal Interpretation
1. Providing guidance and support to students in navigating financial aid options, including scholarships, grants, and loans.	3.60	Very Satisfied
2. Offering career guidance, job placement services, and assistance with resume building and interview preparation.	3.58	Very Satisfied
3. Facilitating access to on-campus health services and coordinating health-related programs and initiatives.	3.62	Very Satisfied
4. Coordinating internship and co-op programs, connecting students with potential employers, and providing information about industry-specific opportunities.	3.58	Very Satisfied
5. Managing the registration process for student clubs, organizations, and extracurricular activities on campus.	3.58	Very Satisfied
6. Offering academic guidance, helping students with course selection, and providing information about academic programs and requirements	3.61	Very Satisfied
7. Addressing student conduct and disciplinary matters, ensuring a safe and respectful campus environment.	3.62	Very Satisfied
8. Managing library resources, assisting with research inquiries, and facilitating access to academic materials.	3.66	Very Satisfied
9. Offering technical assistance to students for issues related to campus computer systems, online platforms, and other technology-related concerns.	3.55	Very Satisfied
10. Organizing orientation events and programs to help new students acclimate to campus life and resources.	3.61	Very Satisfied
11. Assisting students in resolving conflicts with peers, faculty, or staff through mediation and support.	3.53	Very Satisfied
12. Managing logistics for graduation ceremonies, providing information on degree requirements, and assisting with commencement-related inquiries.	3.56	Very Satisfied
13. Offering support and referrals to counseling services for students facing personal or emotional challenges.	3.60	Very Satisfied
14. Facilitating the enrollment process by managing course registration, schedule adjustments, and providing support for adding or dropping courses.	3.58	Very Satisfied
15. Processing and issuing official academic transcripts detailing a student's academic record, grades, and other relevant information.	3.58	Very Satisfied
16. Coordinating the scheduling of classrooms and academic spaces for courses and exams.	3.50	Very Satisfied

Indicators	Mean	Verbal Interpretation
17. Maintaining and safeguarding academic records, ensuring compliance with privacy regulations and facilitating record requests.	3.64	Very Satisfied
18. Overseeing student information systems, including updates, maintenance, and user support for faculty, staff, and students.	3.57	Very Satisfied
19. Performing daily cleaning routines to ensure that classrooms, lecture halls and common areas are tidy, sanitized, and free from dust and debris.	3.62	Very Satisfied
20. Assisting the setup and arrangement of classroom furniture and equipment as needed (e.g. desks, chairs, and audio-visual aids).	3.57	Very Satisfied
GENERAL MEAN	3.59	Very Satisfied

However, the study also revealed a slight area of concern, as indicated by the lower mean score of 3.50 for coordinating the scheduling of classrooms and academic spaces for courses and exams. While still reflecting satisfaction, the lower score suggests that there are opportunities for improvement in this aspect of service provision. Enhancing the coordination of classroom scheduling can lead to more efficient use of academic spaces, reduced scheduling conflicts, and an overall smoother academic experience for students. Addressing this concern is crucial for optimizing resource allocation and enhancing operational efficiency within the college.

Although administrative staff are generally successful in meeting students’ service expectations, there are specific areas, such as classroom scheduling coordination, where targeted efforts for improvement may be warranted. By addressing these areas of concern and continuing to prioritize student satisfaction, the college can further solidify its reputation as an institution dedicated to providing excellent support services and fostering a conducive learning environment for its student body.

The research findings of [Chen et al. \(2022\)](#), which emphasize the significance of the scheduling problem, particularly in the context of university course scheduling, closely align with the results of our study, which reveal a concern regarding coordinating the scheduling of classrooms and academic spaces within the college. While the existing research suggests using mathematical modeling tools to optimize scheduling processes, this study underscores the importance of addressing scheduling challenges to enhance resource allocation and operational efficiency within educational institutions. By implementing optimization strategies and improving coordination, colleges can overcome scheduling complexities, streamline operations, and ultimately enhance the quality of education and services provided to students.

Professionalism Among CCC Administrative Staff as Related to Students’ Satisfaction with Their Services

Table 7 on the preceding page summarizes Goodman and Kruskal’s gamma tests for job excellence and customer satisfaction, customer service delivery and customer satisfaction, and work ethics and customer satisfaction. The tests were run to determine the relationships between the perceived excellence of the job, the service delivery, the work ethics of the staff, and customer satisfaction. Results show that there is a strong, positive correlation between excellence in job rendered and customer satisfaction, which is statistically significant ($G = .891, p < .001$). The results suggest that customers were proportionately satisfied with the excellent service they received.

Table 7. Gamma Correlation results between job excellence, customer service delivery, work ethics, and customer satisfaction

		Value	Asymptotic Standard Error	Approximate Tb	Approximate Significance	Conclusion
Job Excellence versus Customer Satisfaction	Gamma	.891	.018	15.445	.000	Strong positive correlation
Customer Service Delivery versus Customer Satisfaction	Gamma	.916	.014	16.114	.000	Strong positive correlation
Work Ethics versus Customer Satisfaction	Gamma	.942	.011	16.690	.000	Strong positive correlation
N of Valid Cases		1126				

Moreover, Table 7 indicates a strong, positive correlation between service delivery and customer satisfaction, which is statistically significant ($G = .916, p < .001$). As highlighted by [Agregti \(2010\)](#) and [Liebetrau \(1983\)](#), a Gamma coefficient approaching ± 1 indicates a strong association between ordinal variables, reflecting both the strength and direction of the relationship. This implies that effective service delivery is strongly linked to higher customer satisfaction.

Additionally, the results reveal a strong, positive correlation between the perceived work ethics of staff and customer satisfaction, which is also statistically significant ($G = .942, p < .001$). These findings suggest that the ethical conduct of staff plays a critical role in shaping customer satisfaction. Maintaining strong work ethics is essential for ensuring positive customer feedback and satisfaction.

The analysis of the data presented in the table reveals a significant positive correlation between service delivery and customer satisfaction, suggesting that effective service delivery leads to favorable feedback from customers. Additionally, the study highlights a strong, positive correlation between the perceived work ethics of staff and customer satisfaction, indicating that the ethical conduct of staff significantly influences customer satisfaction levels. These findings emphasize the importance of upholding good work ethics to ensure positive customer feedback.

Furthermore, this study concludes that there are meaningful relationships between administrative staff professionalism and student satisfaction, suggesting that higher student satisfaction corresponds to higher levels of administrative staff performance. This aligns with the findings of [Aprileni et al. \(2020\)](#), who examined the impact of staff professionalism on patient satisfaction in a healthcare setting and emphasized the crucial role of professionalism in shaping customer perceptions and satisfaction levels across various contexts. While the present study focuses on student satisfaction within an educational institution, [Aprileni et al. \(2020\)](#) study investigates patient satisfaction in a healthcare environment, highlighting the universal importance of staff professionalism in enhancing customer satisfaction and organizational effectiveness. Overall, both studies underscore the significance of professionalism in fostering positive customer experiences and contributing to organizational success.

Proposed Personnel Development Program

Based on the study findings, the proponents propose the following personnel development program for the administrative staff. The proposed Personnel Development Program enhances institution professionalism by focusing on three main dimensions: Excellence, Customer Service Delivery, and Work Ethics.

1. **Excellence:** This dimension targets improving core competencies, such as communication, problem-solving, teamwork, and adaptability. Regular workshops will be held to develop these skills, with each session budgeted at Php 25,000 for facilitator fees, materials, and food. Workshops will be held quarterly over 12 months, with progress reviews. Specialized sessions will address problem-solving, decision-making, and interpersonal skills, adjusting budgets, and scheduling as needed. Seminars on adaptability will also be held, with cost and schedules aligned with other activities.

2. **Customer Service Delivery:** This component focuses on enhancing service quality and relationships with stakeholders. Training modules will be developed to improve customer sensitivity and service standards. Each session will be budgeted at Php 25,000, covering facilitator costs, materials, and food, and will run over 12 months with quarterly progress reviews. Success will be determined through customer satisfaction surveys.

3. **Work Ethics:** This dimension emphasizes fostering ethical behavior and adherence to organizational policies. Regular workshops will address ethical issues such as public accountability and anti-red tape laws, with each session costing Php 25,000. Workshops will take place throughout the year, and progress and effectiveness will be assessed regularly. Additionally, the college’s code of conduct will be reviewed and updated, with a budget of Php 15,000 for meetings. This process will ensure that staff are well informed and compliant with ethical standards.

Table 8. The Proposed Matrix for Personnel Development Program

Aspects of Professionalism for Development	Activity	Objective	KRA (Qualitative)	Performance Indicator (Quantitative)	Budget	Time Frame
A. Excellence						
Effective Communication Skills	Conduct regular workshops on effective communication and problem-solving.	Develop staff competencies in communication, problem-solving, teamwork, and adaptability.	Staff Competency Development	Percentage of Staff Participating in Professionalism Workshops	Workshop Facilitator: Php10,000 Training Materials and Resources: Php 5,000 Food: Php 10,000 note: budget for every workshop to be conducted	Duration: 12 months Quarterly Progress Reviews Annual Performance Evaluation and Program Assessment
Problem-Solving and Decision-Making	Facilitate team-building activities and role-playing exercises to enhance interpersonal skills.					
Interpersonal Skills and Teamwork	Offer seminars on adaptability and resilience in the workplace.					
Adaptability and Resilience						
B. Customer Service (Delivery)						
Customer Sensitivity	Customer Service Training Develop specialized training modules focusing on understanding student needs and delivering exceptional customer service. Role-play scenarios	Elevate the quality-of-service delivery and foster positive relationships with students and stakeholders.	Customer Service Excellence	Customer Satisfaction Survey Results	Training Facilitator: Php10,000 Training Materials and Resources: Php 5,000 Food: Php 10,000 note: budget	Duration: 12 months Quarterly Progress Reviews Annual Performance Evaluation and Program Assessment

Aspects of Professionalism for Development	Activity	Objective	KRA (Qualitative)	Performance Indicator (Quantitative)	Budget	Time Frame
	to simulate real-life interactions with students and other stakeholders. Provide feedback sessions to reinforce positive behaviors and address areas for improvement.				for every training to be conducted	
C. Work Ethics						
Ethical Conduct and Integrity	Conduct regular workshops on ethics. *Public Accountability by Ombudsman * Human Rights Advocacy *Anti-Sexual Harassment *Gender Advocacy *Anti-red tape Law	Develop a sense of commitment and awareness of his/her accountability.	Staff Competency Development	*Percentage of staff members who complete ethics training workshops annually. *Number of reported ethical concerns or violations investigated and resolved. *Compliance rate with the college's code of conduct and ethics policies.	Workshop Facilitator: Php10,000 Training Materials and Resources: Php 5,000 Food: Php10,000 note: budget for every workshop to be conducted	Duration: 12 months Quarterly Progress Reviews Annual Performance Evaluation and Program Assessment
Code of Conduct Review and Compliance	Review and update the college's code of conduct and ethics policies to reflect current best practices and legal requirements.	Ensure that all staff members are familiar with the code of conduct and are committed to upholding its principles.	Staff Competency Development	*Compliance rate with the college's code of conduct and ethics policies. *Results of staff satisfaction surveys regarding the organization's commitment to ethical conduct and integrity.	Food: Php10,000 Materials and Resources: Php 5,000 note: budget for every meeting to be conducted	Duration: 12 months Quarterly Progress Reviews Annual Performance Evaluation and Program Assessment

The Recognition and Award program is designed to celebrate and acknowledge exceptional performance within the institution and foster a culture of appreciation and motivation among the staff members.

Table 9. Recognition and Awards

Category	Activity Giving of Recognition and Awards	Criteria	Reward	Budget	Time Frame
No Monetary Awards	Display outstanding employee including photos, awards and certificates	Outstanding employees in the institution	Wall of Fame	<u>P 3,000</u> (Materials)	Annually and onwards
	Public acknowledgement of employees together with other top performers	Top performer employees	Certificate of appreciation	<u>P3,000</u> (Materials)	Monthly and onwards
	Recognize employees for job well done during flag raising ceremony	Extra-ordinary accomplishments of employees	Certificate of appreciation	<u>P3,000</u> (Materials)	All Mondays of the month during flag ceremony

Category	Activity Giving of Recognition and Awards	Criteria	Reward	Budget	Time Frame
	Post thank you note on an employee's table or computer monitor	Every time a job well done by employees.	Thank you note	1,000	Each time when a job well done
With Monetary Rewards	Above and Beyond the Call of Duty Award	Service award for "above and beyond" performance on a project or delivery of services	Plaque of Appreciation plus P5,000	Annually	P 15,000 (Plaque and cash rewards)
	Model Employee of the Year	Recognition of outstanding employees' performance and achievement	Plaque of Appreciation plus P5,000	Annually	P 15,000 (Plaque and cash rewards)
	Heroes Award	Honoring Excellence and Rewarding Outstanding Employee Service	Plaque of Appreciation plus P5,000	Annually	P 15,000 (Plaque and cash rewards)

Non-Monetary Awards:

The proposed program includes several non-monetary recognition methods. Outstanding employees will be prominently featured on the Wall of Fame, a dedicated space celebrating their exemplary performance. This recognition is based on exceptional achievement and will be budgeted at Php 3,000 annually for materials. In addition, the top performers will be publicly acknowledged during flag-raising ceremonies each month, receiving a certificate of appreciation. This initiative also has a budget of Php 3,000 for materials and is intended to consistently honor excellence. Furthermore, thank you notes will be posted on employees' desks each time a job well done is recognized, with a budget of Php 1,000 allocated for these acknowledgments. This gesture will occur whenever appropriate, ensuring timely recognition is part of the workplace culture.

Monetary Rewards:

The program also includes several prestigious monetary awards. The "Above and Beyond the Call of Duty Award" will be given annually to employees who demonstrate exceptional performance beyond their regular duties, with a reward of a plaque and Php 5,000. This initiative, budgeted at Php 15,000, highlights extraordinary contributions to the institution. Similarly, the "Model Employee of the Year" award will honor outstanding achievements with a plaque and Php 5,000, which is also budgeted at Php 15,000 annually. The "Heroes Award" will recognize excellence in service, providing a plaque and Php 5,000 to those who significantly impact their roles and institution. Each of these monetary awards will be allocated Php 15,000 annually, celebrating the highest levels of performance and commitment.

CONCLUSIONS

This study makes several significant theoretical and practical contributions to the understanding of professionalism among administrative staff and its impact on student satisfaction. Theoretically, it refines existing frameworks by emphasizing critical dimensions of professionalism, such as problem-solving and ethical standards, thereby extending Kaplan (2023) model. This study also supports the theoretical link between staff professionalism and student satisfaction, aligning with Chen et al. (2022) and demonstrating how professionalism influences service outcomes in educational settings. Additionally, the study integrates professional development into theoretical models, showcasing how targeted training programs can address staff performance gaps.

Practically, the study reveals that although staff professionalism across job performance, customer service, and work ethics is commendable, areas for improvement exist, particularly problem-solving skills and responsiveness. This study offers actionable recommendations based on existing literature, including fostering integrity and investing in personnel development programs, to enhance professionalism and service quality. The proposed personnel development program emerges as a critical strategy for addressing these improvement areas and advancing professionalism within the institution. By investing in staff's professional growth and skill enhancement, the institution can strengthen its capacity to deliver exceptional services and support to stakeholders. Targeted training initiatives focusing on problem-solving, ethics, and service delivery foster continuous learning and improvement, ensuring alignment with organizational goals and community needs. Ultimately, the personnel development program serves as a proactive strategy for enhancing professionalism, elevating service quality, and sustaining the institution's reputation as a premier educational provider dedicated to student success and community engagement.

LIMITATION & FURTHER RESEARCH

This study is subject to several limitations that may affect the interpretation and generalizability of its findings. First, the sample size and scope were limited to the City College of Calamba, potentially limiting the external validity of the results to other institutions or a wider population. Moreover, reliance on self-reported data introduces the possibility of response biases, such as social desirability and respondent fatigue, which may influence the accuracy of reported perceptions and satisfaction levels. Additionally, the cross-sectional design employed in the study captures only a single snapshot in time, precluding insights into longitudinal trends or causal relationships between variables. Furthermore, while established measurement instruments were utilized, the reliability and validity of these tools were further evaluated. Finally, the study's focus solely on administrative staff and students within a single institution may overlook contextual nuances and variations present in different educational settings.

To address these limitations and enhance the understanding of professionalism and service satisfaction within educational institutions, several recommendations are proposed. First, future research should consider employing longitudinal designs to track changes over time and better understand the factors influencing variability in professionalism and satisfaction levels. Incorporating mixed-methods approaches, combining quantitative surveys with qualitative interviews or focus groups, can offer richer insights into staff and student experiences and motivations. Additionally, replication studies in diverse settings will validate findings and inform tailored interventions tailored to specific contextual needs. Furthermore, the development and implementation of targeted training and development programs for administrative staff, focusing on communication, problem-solving and ethical decision-making, could enhance professionalism and service quality. Finally, fostering stakeholder engagement in decision-making processes ensures the relevance and impact of interventions and promotes transparency and buy-in from all

involved parties.

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