



ASSESSMENT ON THE QUALITY OF SERVICE OF DFA REGIONAL CONSULAR OFFICE SAN PABLO RELATIVE TO ITS CITIZEN'S CHARTER

Myriel Angelie P. Castañeda

Department of Foreign Affairs – Consular Office San Pablo

ABSTRACT

The Department of Foreign Affairs opened its five additional Regional Consular Offices in 2018 including RCO San Pablo. The new Consular Offices would help provide additional slots for passport applications in Southern Luzon and help decongest the Department of Foreign Affairs' existing offices in Metro Manila.

Service quality and customer satisfaction are important concepts to every government agency. The study was conducted to assess the compliance of the Department of Foreign Affairs Regional Consular Office – San Pablo to its citizens charter thru the perception and level of satisfaction of the passport applicants in from the quality of the services delivered by the said office in 2023. Primarily, it has three passport services which are passport processing, passport encoding and passport releasing.

The study used a descriptive quantitative approach which generated a total of 153 random passport applicants as respondents. After determining the level of satisfaction thru promptness of service, courteousness of the employees, accuracy and efficiency of public workers and quality of the facilities and area, the study found out that the DFA Regional Consular Office – San Pablo is in compliance with its citizen's charter as reflected by a high rate of satisfaction level as reflected from the passport applicants.

KEYWORDS : *Service Quality, Customer Satisfaction, Citizen's Charter, Passport Applicants*

INTRODUCTION

One of the executive branches of the Philippine government is the Department of Foreign Affairs (DFA) which is responsible for contributing to enhance national security, national sovereignty and the protection of territorial integrity. It is also tasked with participating in the national effort of sustaining development, rights protection, and promoting the welfare of Filipinos living abroad, as well as mobilizing them as partners in national development and increasing international understanding the culture of the Philippines for mutually beneficial relations with other countries.

The Department of Foreign Affairs has a highly responsive system that ensures effectivity of services to the public. It also pursues the development of personal, professional development and career development of every employee. It is bounded by the principles of excellence, integrity and patriotism in the pursuit of its objectives and organizational goals (Jeannifer Villanueva, 2013).

According to the official website of the Department of Foreign Affairs, the jurisdiction of passport offices in the Philippines are under the Office of Consular Affairs (OCA) of the Department of Foreign Affairs (DFA). These are also known as Passport Extension Offices (field offices of DFA-OCA) which were officially declared and called as "DFA Consular Offices"; these offices process passport applications and release at the same time iin select regional malls across the country "apostille" / "red ribbon" service (but not all consular offices have this type of service). In intercommunication and coordination with the Philippine Foreign Service posts the consular offices also provide assistance-to-nationals (ATN) services to Filipinos and are also accepting applications for delayed registration of (ROB) reports of birth, (ROM) reports of marriage, or death abroad and other civil registry documents.

Passport offices in the Philippines were divided into Satellite Offices (SO) in Metro Manila and Regional Consular Offices (RCO) in other areas. These passport offices were restructured under the direction of the Assistant Secretary of the DFA Office of Consular Affairs and formally renamed DFA Regional Consular Offices (RCO) in 2017 under Executive Order No. 45. A Philippine Foreign Service Officer (FSO) and a Philippine Foreign Service Staff Officer (FSSO) now oversee each passport office.

The purpose of this study is to perform an assessment that will satisfy its applicants, since the Department of Foreign Affairs is one of the country's government agencies, and serving the public effectively is one of the most essential factors to consider.



OBJECTIVES OF THE STUDY

1. Determine the demographic profile of passport applicants in DFA Consular Office San Pablo.
2. Determine the passport applicants’ level of satisfaction with the Passport Processing services rendered by the DFA Regional Consular Office (RCO) – San Pablo.
3. Determine the passport applicants’ level of satisfaction with the Passport Encoding services rendered by the DFA Regional Consular Office (RCO) – San Pablo.
4. Determine the passport applicants’ level of satisfaction with the Passport Releasing services rendered by the DFA Regional Consular Office (RCO) – San Pablo.
5. Determine the significant relationship between the passport applicants’ demographic profile and the level of their satisfaction.
6. Determine the significant difference between the passport applicants’ level of satisfaction in the three different passport services – processing, encoding and releasing as compliance to its citizen’s charter.

MATERIALS AND METHODS

The researcher employed qualitative-descriptive research and purposive sampling techniques, as well as a questionnaire and collected data from 153 random individual passport applicants from San Pablo City and other locations (nearby areas). Grimes & Schulz (2017) mentioned that descriptive studies are frequently the first scientific toes in new areas of inquiry. A clear, specific, and measurable definition of the disease or condition in question is an essential component of descriptive research.

The main instrument for this study was a collection of structured questionnaires. A questionnaire is a quantitative data collecting technique that is widely used in construction research because it is an excellent research instrument for gathering standardized data and drawing conclusions. (Taherdoost,2016). Survey questionnaire was distributed to the target respondents and also personally retrieved the whole survey questionnaire, after which the findings were tallied, tabulated, analyzed, and interpreted. The researcher was only allowed to deliver 5 survey questionnaires each day so that office activities would not be disrupted. The questionnaire was divided into three parts; the first part is on the demographic profile of the respondents and type of the passport services that they had.

The researcher used a 4-point likert scale which is a psychometric response scale primarily used in questionnaires to obtain participant’s preferences or degree of agreement with a statement or set of statements. According to Likert (1994), a 4-point (or other even numbered) scale, is used to construct an ipsative (forced choice) measure when no indifferent alternative is provided. Each level on the scale is assigned a number value or coding, which typically begins at 1 and increases by one for each level.

Likert scales are a noncomparative scaling approach that is unidimensional (measures only one characteristic). Respondents are asked to use an ordinal scale to indicate their degree of agreement with a specific statement. In social science research, one of the most used data-gathering strategies is the questionnaire. In research, the fundamental purpose of a questionnaire is to collect crucial information in the most exact and valid manner feasible. Brewerton et.al,(2002). The correctness and consistency of survey or questionnaire responses are crucial features of research procedure called as validity and reliability.

RESULTS AND DISCUSSIONS

Demographic profile of the respondents.

Table 1. Age range of Passport Applicants in DFA San Pablo.

Age	F	%
17 & BELOW	10	6.54%
18-30	57	37.25%
31-60	69	45.10%
61 & above	17	11.11%
TOTAL	153	100.00%

Table 1 shows the different age range of the passport applicants of DFA Regional Consular Office – San Pablo. Majority of the applicants’ age ranged from 31-60 years old at 45.10 %, followed by the 18-30years old at 37.25%, then 61 years old and above at 11.11% and the least number of passport applicants’ age ranged from 17 years old and below at 6.54%. Most passport applicants are between the ages of 31 and 60 and the majority of them are Overseas Filipino Workers (OFWs), who are really required to obtain a passport by their nature of work in order for them to go to other countries.



Table 2. Gender of Passport Applicants in DFA San Pablo

Gender	<i>F</i>	%
Male	70	45.75%
Female	75	49.02%
LGBT	8	5.23%
TOTAL	153	100.00%

Table 2 shows the gender of the passport applicants of DFA Regional Consular Office – San Pablo. It shows that majority of the applicants were females (49.02%) , followed by males with (45.75%) and LGBT with (5.23%) .

Table 3. Address of Passport Applicants in DFA San Pablo.

Address	<i>F</i>	%
Abra De Ilog	2	1.31%
Alaminos Laguna	9	5.88%
Batangas City	1	0.65%
Bay Laguna	1	0.65%
Binan Laguna	1	0.65%
Cabuyao Laguna	2	1.31%
Calamba City	8	5.23%
Calapan Or Mdo	1	0.65%
Calauan Laguna	4	2.61%
Candelaria Quezon	2	1.31%
Dasmaringas Cavite	2	1.31%
Dolores Quezon	4	2.61%
Famy Laguna	2	1.31%
Lemery Batangas	2	1.31%
Liliw Laguna	5	3.27%
Lipa City	3	1.96%
Los Banos Laguna	2	1.31%
Magdalena Laguna	1	0.65%
Muntinlupa City	2	1.31%
Nagcarlan Laguna	6	3.92%
Naujan Or Mdo	1	0.65%
Paete Laguna	3	1.96%
Pagsanjan Laguna	2	1.31%
Pakil Laguna	1	0.65%
Pampanga	1	0.65%
Pangil Laguna	2	1.31%
Rizal Laguna	4	2.61%
San Antonio Quezon	1	0.65%



San Pablo City	56	36.60%
Sariaya Quezon	1	0.65%
Silang Cavite	1	0.65%
Sta Cruz Laguna	3	2.61%
Sta Rosa City	2	1.31%
Sto Tomas City	2	1.31%
Taal Batangas	2	1.31%
Tanauan City	5	3.27%
Tiaong Quezon	4	2.61%
Victoria Laguna	1	0.65%
TOTAL	153	100.00%

Table 3 shows the address of the passport applicants of DFA Regional Consular Office – San Pablo. Passport applicants were from different locations and the majority of them were from San Pablo City at 36.60%; followed by Alaminos Laguna at 5.88%; Calamba City at 5.23%; Nagcarlan Laguna at 3.92%; Liliw Laguna and Tanauan City at 3.27%; Calauan Laguna, Dolores Quezon, Rizal Laguna, Sta. Cruz Laguna and Tiaong Quezon at 2.61%; Paete Laguna at 1.96%; Abra de Ilog, Cabuyao Laguna, Candelaria Quezon, Dasmariñas Cavite, Famy Laguna, Lemery Batangas, Los Banos Laguna, Muntinlupa City, Pagsanjan Laguna, Pangil Laguna, Sta Rosa City, Sto Tomas City, Taal Batangas at 1.31% and the rest with 0.65%.

Table 4. Marital Status of Passport Applicants in DFA San Pablo

Marital status	<i>F</i>	%
Married	57	37.25%
Single	87	56.86%
Widowed/Widower	9	5.88%
TOTAL	153	100.00%

Table 4 shows the Marital Status of the passport applicants of DFA Regional Consular Office – San Pablo. Most applicants were single (56.86%), followed by married applicants (37.25%) and widowed / widower (5.88%).

Table 5. Educational Attainment of Passport Applicants in DFA San Pablo

Educational attainment	<i>F</i>	%
High School	29	18.95%
Senior Hs	5	3.27%
U.G- College	47	30.72%
Vocational	7	4.58%
College Grad	63	41.18%
Post-Graduate	2	1.31%
TOTAL	153	100.00%

Table 5 shows the Educational Attainment of the passport applicants of DFA Regional Consular Office – San Pablo. Most applicants were college graduates (41.18%), followed by college-undergraduates (30.72%), high school graduates (18.95%), vocational (4.57%), senior high school I (3.27%) and post-graduate (1.31%).



Table 6. Employment Status of Passport Applicants in DFA San Pablo.

Employment status	F	%
Employed	82	53.59%
Unemployed	50	32.68%
Businessman	5	3.27%
Self-Emp	2	1.31%
Student	9	5.88%
Retired	5	3.27%
TOTAL	153	100.00%

Table 6 shows the Employment Status of the passport applicants of DFA Regional Consular Office – San Pablo. Majority of the applicants were employed (53.59%), followed by unemployed (32.68%), students (5.88%), businessman (3.27%) and self-employed (1.31%).

Passport Applicants’ Level of Satisfaction with the Processing Service

Table 7. Level of Passport Applicants’ Satisfaction in terms of Timeliness/ Promptness of Service in Processing

Statement	Mean	SD	Verbal Interpretation
1. The office follows the stated time of the passport processing duration on citizen’s charter.	3.87	0.34	Very Ontime
2. The processing is easy and not time consuming.	3.89	0.32	Very Ontime
3. The DFA San Pablo’s processing staff / personnel give prompt service.	3.92	0.28	Very Ontime
4. The schedule time has been followed and finished on time.	3.85	0.36	Very Ontime
Overall	3.88	0.22	Very Ontime

Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4.00	Very Ontime
3	2.51 - 3.50	Ontime
2	1.51-2.50	Less Ontime
1	1.00 1.50	Not at all ontime

Table 7 shows the level of passport applicants’ satisfaction in terms of Timeliness/ Promptness of Service in Processing as such as employee’s manner in assisting the applicants by verifying the submitted documents, whether authentic or falsified, interviewing each applicant to check their identity and checking if there is any discrepancy on their submitted documents.

It resulted to its over-all mean of 3.88 which means and classified as *very on-time* by the respondents’ answers. This indicates that the passport applicants’ level of satisfaction is high with the service provided in terms of timeliness/promptness from Passport Processing.

Meanwhile the statement 4 ($M=3.85$) got the lowest ranking. According to Hornik,1984 customers’ reactions to waiting are more strongly affected by perceived than by objective waiting time if they have a schedule to be followed.

The length of the waiting time is a significant component that will influence consumers' evaluation of the wait. It is necessary to distinguish between the real or timed waiting time and the perceived length. This would imply that perceived waiting time acts as a mediator. Thus, the effect of objective waiting time on the appraisal of the wait is mediated by the perceived waiting time.(Pruyn Ž et al.1993).



Table 8. Level of Passport Applicants' Satisfaction in terms of DFA Employees' Courteousness in Processing

Statement	Mean	SD	Verbal Interpretation
1. The processing staff / personnel were courteous.	3.95	0.22	Very Courteous
2. The processing staff / personnel shows fair and equal treatment to each applicants.	3.92	0.28	Very Courteous
3. The processing staff / personnel shows helpfulness to answer applicant's queries.	3.97	0.18	Very Courteous
4. The processing staff / personnel shows professionalism while having transactions with them and not sarcastic.	3.93	0.25	Very Courteous
Overall	3.94	0.19	Very Courteous

Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4.00	Very Courteous
3	2.51 - 3.50	Courteous
2	1.51-2.50	Less Courteous
1	1.00 1.50	Not at all Courteous

Table 8 shows the level of satisfaction of passport applicants in terms of Courteousness in Passport Processing, which is defined as the employee's manner in assisting the applicants by communicating with each applicant, providing information about their passport applications, explaining the passport process, and informing them if their passport release may be delayed without prior notice from the main office with patience and in good manners was resulted to an overall mean of 3.94 which considered and categorized as *very courteous* by the respondents' answers. This indicates that the passport applicants' level of satisfaction is high with the service provided in terms of courteousness from Passport Processing.

Meanwhile the statement 2 ($M=3.92$) got the lowest ranking. According to Chebata et al., (2005), the perception of the people on equal distribution have a significant effect on their relationship with service providers. People seldom attempt to obtain the best services, but instead seek fair services and consistent treatment. Unfair treatment is a crucial factor leading to customer complaints (Ambrose et al., 2007). Perceived fairness influences customer loyalty to vendors in service recovery situations (Chebata and Slusarczyk, 2005). This suggests that consumers are more satisfied if they receive a service similar to what other customers receive.

Table 9. Level of Passport Applicants' Satisfaction in terms of DFA Employees' Accuracy and Efficiency in Processing

Statement	Mean	SD	Verbal Interpretation
1. The received information and other instructions are clear.	3.97	0.18	Very High
2. The processing staff/personnel are knowledgeable to perform such service.	3.89	0.32	Very High
3. The service in processing is of quality.	3.97	0.18	Very High
4. The processing staff / personnel provides an enough attention to the application and not gossiping with other co-workers.	3.93	0.25	Very High
Overall	3.94	0.20	Very High

Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4.00	Very High
3	2.51 - 3.50	High
2	1.51-2.50	Low
1	1.00 1.50	Very Low



Table 9 shows the level of satisfaction of passport applicants in terms of Accuracy and Efficiency of Public Workers in Processing, which is defined as the employee's manner in delivering information and explaining to the passport applicants the process of passport application. The staff also professionally answer applicants' inquiries concerning requirements and provide explanations if there is a contradiction in the applicant's documents.

It resulted in an overall mean of 3.94, which was evaluated and rated as *very high* by the respondents' answers. This indicates that the passport applicants' level of satisfaction is high with the service provided in terms of accuracy & efficiency of the public workers in Passport Processing.

Meanwhile the statement 2 ($M=3.89$) got the lowest ranking. According to De Geus 1997, along with the increased emphasis on knowledge comes a growing perception of the importance of individuals who work with knowledge. Knowledge is defined as a justified belief that increases an entity's capability for effective action (Huber,1991). In order to provide good service in any organization, the employees must maximize the use of their knowledge because knowledge is the most important firm-specific intangible asset.

Table 10. Level of Passport Applicants' Satisfaction in terms Quality of Facilities and Processing Area

Statement	Mean	SD	Verbal Interpretation
1. The area is accessibly located.	3.88	0.52	Very Good Quality
2. The processing area is comfortable and clean.	3.94	0.24	Very Good Quality
3. The processing area of DFA San Pablo has modern equipment.	3.86	0.53	Very Good Quality
4. The facilities such as machine, chairs, computers, scanners, cameras etc. are sufficient.	3.94	0.24	Very Good Quality
Overall	3.91	0.27	Very Good Quality

Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4:00	Very Good Quality
3	2.51 - 3.50	Good Quality
2	1.51-2.50	Bad Quality
1	1.00 1.50	Very Bad Quality

Table 10 shows the level of passport applicants' satisfaction in terms of the quality of the facilities and area in Passport Processing. It resulted in an over-all mean of 3.91 which categorized and classified as *very high quality* by the respondents' answers. This indicates that the passport applicants' level of satisfaction is high.

Meanwhile, statement 3 ($M=3.86$) got the lowest ranking. According to a study, changes have been taking place in all facets of human life including the office equipments and this is as a result of technological advancement (Osuala,2005). Every office in today's business world, be it government, industry or other human endeavours needs a modern equipments. The office worker expects certain support from the organization into which he/she is employed. This support can be technological (machines and equipment) and human (Harinder et al., 2015).

Passport Applicants' Level of Satisfaction with the Encoding Service

Table 11. Level of Passport Applicants' Satisfaction in terms of Encoding Timeliness/ Promptness

Statement	Mean	SD	Verbal Interpretation
1. The office follows the stated time of the passport encoding duration on citizen's charter.	3.86	0.35	Very Ontime
2. The encoding is easy and not time consuming.	3.90	0.51	Very Ontime
3. The DFA San Pablo's encoding staff / personnel give prompt service.	3.88	0.33	Very Ontime
4. The schedule time has been followed and finished on time.	3.88	0.33	Very Ontime
Overall	3.88	0.26	Very Ontime



Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4:00	Very Ontime
3	2.51 - 3.50	Ontime
2	1.51-2.50	Less Ontime
1	1.00 1.50	Not at all ontime

Table 11 shows the level of passport applicants' satisfaction in terms of Timeliness/ Promptness of Service in Encoding as such as employee's manner in assisting the applicants by the overall duration of scanning the application forms and all the submitted requirements, scanning of biometrics, taking the picture for their passports, resulting to an over-all mean of 3.88 which means and classified as *very on-time* by the respondents' answers. This indicates that the passport applicants' level of satisfaction is high with the service provided in terms of timeliness/promptness from Passport Encoding.

Meanwhile, statement 1 ($M=3.86$) got the lowest ranking. According to the study of Kumar et al.,(1997), duration time guarantee is a commitment from a firm to serve its customers within a specified period of time. If the firm fails to meet this commitment for some customers then it compensates them for the delay. A large number of firms in a variety of industries such as fast food, banking, government and other private institutions offer such time guarantees to their customers (Babad et al., 1995).

Levin et al. (2014) proved that perceived duration of the wait will have a greater impact on the cognitive component of the appraisal because estimating a time span in terms of minutes is more closely related to a long or short judgment than to the emotional response that may result.

Moreover, if clients witness service times that are longer than expected, their satisfaction often decreases then their satisfaction typically declines at the beginning of the wait but increases toward the end of the wait . (Bearden, 2009).

Table 12. Level of Passport Applicants' Satisfaction in terms of DFA Employees' Courteousness in Encoding

Statement	Mean	SD	Verbal Interpretation
1. The encoding staff / personnel were courteous.	3.88	0.33	Very Courteous
2. The encoding staff / personnel shows fair and equal treatment to each applicants.	3.92	0.27	Very Courteous
3. The encoding staff / personnel shows helpfulness to answer applicant's queries.	3.94	0.24	Very Courteous
4. The encoding staff / personnel shows professionalism while having transactions with them and not sarcastic.	3.96	0.20	Very Courteous
Overall	3.93	0.18	Very Courteous

Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4:00	Very Courteous
3	2.51 - 3.50	Courteous
2	1.51-2.50	Less Courteous
1	1.00 1.50	Not at all Courteous

Table 12 indicates the level of satisfaction of passport applicants in terms of Courteousness in Passport Encoding, which includes the employee's way in communicating appropriately and professionally in addressing all applicants' inquiries concerning the encoding of their passport information upon encoding. The respondents' responses resulted in an overall mean of 3.93, which was categorized and defined as *very courteous*. This indicates that the level of satisfaction of passport applicants with the service provided in terms of courteousness from Passport Encoding is high.

Meanwhile, statement 1 ($M=3.88$) got the lowest ranking. According to a study, courteous service communication may indirectly influence customer discretionary behavior. It was defined as any behavior a customer voluntarily performs, beyond purchasing products or services, which may be helpful or harmful to an organization (Ford,1995).



Moreover, courteous service would influence customer evaluations and mood, which, in turn, would influence customer's perception. Courtesy also explained relatively little variation overall in outcome variables. Therefore, efforts to improve customer outcomes should extend beyond improving the courtesy of service and behavior towards the perceived service (Austin et al., 2008).

Table 13. Level of Passport Applicants' Satisfaction in terms of DFA Employees' Accuracy and Efficiency in Encoding

Statement	Mean	SD	Verbal Interpretation
1. The received information and other instructions are clear.	3.98	0.14	Very High
2. The encoding staff/personnel are knowledgeable to perform such service.	3.92	0.27	Very High
3. The service in encoding is of quality.	3.96	0.20	Very High
4. The encoding staff / personnel provides an enough attention to the application and not gossiping with other co-workers.	4.00	0.00	Very High
Overall	3.97	0.12	Very High

Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4:00	Very High
3	2.51 - 3.50	High
2	1.51-2.50	Low
1	1.00 1.50	Very Low

Table 13 shows the level of satisfaction of passport applicants in terms of Accuracy and Efficiency of Public Workers in Passport Encoding, which includes the employee's manner in giving instructions and assisting passport applicants on what is the proper hand position for biometrics, as well as explaining what is not allowed, such as accessories, make-up, and clothing that is subject to the quality control of passport printing. The respondents' responses resulted in an overall mean of 3.97, which was categorized and defined as *very high*. This indicates that the level of satisfaction of passport applicants with the service provided in terms of courteousness from Passport Encoding is high.

Meanwhile, statement 2 ($M=3.92$) got the lowest ranking. According to a study, knowledge and action have a reciprocal relationship. Goal directed action guides the selection of information from the environment and its organization for the task at hand (Stewart, 1997).

Moreover, Nonaka (1991) focuses on the creation of knowledge and in particular the interrelations between explicit and tacit knowledge. Explicit knowledge is that which can be transmitted to others through formal, systematic language (Polyani, 1966). In contrast, tacit knowledge refers to knowledge that is embedded in individual experience and, as a result, is difficult to communicate to others. Polyani (1966, p.4) defines the essence of tacit knowledge with his observation that "We know so we can tell."

Table 14. Level of Passport Applicants' Satisfaction in Terms of the Quality of Facilities in Encoding Area

Statement	Mean	SD	Verbal Interpretation
1. The area is accessibly located.	3.88	0.52	Very Good Quality
2. The encoding area is comfortable and clean.	3.80	0.24	Very Good Quality
3. The encoding area of DFA San Pablo has modern equipment.	3.86	0.53	Very Good Quality
4. The facilities such as machine, chairs, computers, scanners, cameras etc. are sufficient.	3.94	0.24	Very Good Quality
Overall	3.91	0.27	Very Good Quality

Note. N=61.



Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4:00	Very Good Quality
3	2.51 - 3.50	Good Quality
2	1.51 - 2.50	Bad Quality
1	1.00 - 1.50	Very Bad Quality

Table 14 shows the level of passport applicants' satisfaction in terms of the quality of the facilities and area in Passport Encoding. This includes the comfort in the area, facilities such as computers, biometrics and documents scanners, cameras and updated passport system. The respondents' responses to Comfort and cleanliness of the Encoding area got the lowest mean of 3.80.

According to Horrevorts et al., (2018), it is found that a higher objective cleanliness correlates significantly with a higher perceived satisfaction of customers in office environments. A higher measured cleanliness also correlates significantly with a higher work satisfaction level of customers in working in office environments.

Level Passport Applicants' Satisfaction with the Releasing Service

Table 15. Level of Passport Applicants' Satisfaction in terms of Releasing Timeliness/ Promptness

Statement	Mean	SD	Verbal Interpretation
1. The office follows the stated time of the passport releasing duration on citizen's charter.	3.85	0.36	Very Ontime
2. The releasing flow is fast and not time consuming.	3.95	0.22	Very Ontime
3. The DFA San Pablo's releasing staff / personnel give prompt service.	3.90	0.30	Very Ontime
4. The schedule time has been followed and finished on time.	3.84	0.35	Very Ontime
Overall	3.89	0.21	Very Ontime

Note. N=61

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4:00	Very Ontime
3	2.51 - 3.50	Ontime
2	1.51 - 2.50	Less Ontime
1	1.00 - 1.50	Not at all ontime

Table 15 shows the level of passport applicants' satisfaction in terms of Timeliness/ Promptness of Service in Releasing as such as employee's manner in assisting the applicants by the overall duration of a gathering of the receipt, searching the DFA portal for the applicant's record, checking the actual passport and release to the applicants. The statement followed the schedule on time got the lowest mean of 3.84.

Meanwhile, the statement 4 ($M=3.84$) got the lowest ranking. According to the study of Zairi (2000), customers are satisfied when their schedule followed on time, but this is when the customers are served in order of their arrival.

Thus this is, in a sense, the "fairest" queue discipline. This does not, of course, mean that other procedures may not be justified when different criteria are taken into account. It is usual in the theory of queues to assume that customers are served in the order of their arrival to follow their schedule.



Table 16. Level of Passport Applicants' Satisfaction in Terms of Courteousness in Releasing

Statement	Mean	SD	Verbal Interpretation
1. The releasing staff / personnel was courteous.	3.93	0.26	Very Courteous
2. The releasing staff / personnel shows fair and equal treatment to each applicants.	3.90	0.30	Very Courteous
3. The releasing staff / personnel shows helpfulness to answer applicant's queries.	3.90	0.30	Very Courteous
4. The releasing staff / personnel shows professionalism while having transactions with them and not sarcastic.	3.89	0.29	Very Courteous
Overall	3.91	0.25	Very Courteous

Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4:00	Very Courteous
3	2.51 - 3.50	Courteous
2	1.51-2.50	Less Courteous
1	1.00 1.50	Not at all Courteous

Table 16 indicates the level of satisfaction of passport applicants in terms of Courteousness in Passport Releasing, which includes the employee's way of communicating appropriately and professionally in addressing all applicants' inquiries concerning their actual passport information especially when there are wrong entries or wrong spelling on their names. The respondents' responses resulted in an overall mean of 3.93, which was categorized and defined as *very courteous*. This indicates that the level of satisfaction of passport applicants with the service provided in terms of courteousness from Passport Releasing is high.

Meanwhile, the statement 4 ($M=3.89$) got the lowest ranking. According to Halliday (1987), professionalism necessitates that professionals be worthy of their clients' confidence, prioritize confidentiality, and refrain from using their expertise for dishonest objectives. Some professionals are rewarded with power, preferential benefits, and high position in exchange for their expertise in customer dealings.

Table 17. Level of Passport Applicants' Satisfaction in Terms of DFA Employees' Accuracy and Efficiency of in Releasing

Statement	Mean	SD	Verbal Interpretation
1. The received information and other instructions are clear.	3.93	0.26	Very High
2. The releasing staff/personnel are knowledgeable to perform such service.	3.90	0.30	Very High
3. The service in releasing is of quality.	3.93	0.26	Very High
4. The releasing staff / personnel provides an enough attention to the application and not gossiping with other co-workers.	3.93	0.26	Very High
Overall	3.72	0.24	Very High

Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4:00	Very High
3	2.51 - 3.50	High
2	1.51-2.50	Low
1	1.00 1.50	Very Low



Table 17 shows the level of satisfaction of passport applicants in terms of Accuracy and Efficiency of Public Workers in Passport Releasing, which includes the employee's manner in explaining about the “do’s and don’ts” on the passport, proper safe keeping of passport and the explanation about “unclaimed” passports.

The respondents' response resulted in an overall mean of 3.72, which was categorized and defined as *very high*. This indicates that the level of satisfaction of passport applicants with the service provided in terms of courteousness from Passport Releasing is high.

Meanwhile, the statement 2 ($M=3.90$) got the lowest ranking. In order to give good service, employees must be knowledgeable about its work and its organization. According to Nonaka (1991), Organized knowledge in turn guides goal-directed action. In any segment of action, these two processes occur in parallel, but they can be separated analytically into moments when one or the other dominates.

Table 18 Level of Passport Applicants’ Satisfaction in Terms of the Quality of Facilities and Releasing Area

Statement	Mean	SD	Verbal Interpretation
1. The area is accessibly located.	3.95	0.22	Very Good Quality
2. The releasing area is comfortable and clean.	3.93	0.26	Very Good Quality
3. The releasing area of DFA San Pablo has modern equipment.	3.93	0.26	Very Good Quality
4. The facilities such as machine, chairs, computers, scanners, cameras etc. are sufficient.	3.90	0.30	Very Good Quality
Overall	3.93	0.19	Very Good Quality

Note. N=61.

Legend:

Rating Score	Rating Scale	Descriptions
4	3.51 - 4:00	Very Good Quality
3	2.51 - 3.50	Good Quality
2	1.51-2.50	Bad Quality
1	1.00 1.50	Very Bad Quality

Table 18 shows the level of passport applicants’ satisfaction in terms of the quality of the facilities and area in Passport Releasing. This includes the comfort in the area, facilities such as computers, scanners and the passport releasing system. It resulted in an overall mean of 3.93 which was categorized and classified as *very high quality* by the respondents’ answers and this simply indicates that the passport applicants’ level of satisfaction is high.

Meanwhile, the statement 4 ($M=3.90$) got the lowest ranking. According to the study of Groen et al. (2019), satisfaction with the facilities had a significant influence on the assessed productivity support from the service of the employees. Many studies in Facilities Management investigate aspects of performance measurement, in which Ventovuori et al., (2007) found that around 18 percent of empirical-based publications in the improvement of facilities focus on performance-related issues. Management of facilities can be defined as the management of premises and services required to accommodate and support the core business activities of a client organization, while constantly adding value to the stakeholders (Mudrak, et al., 2004). It is therefore a key function in managing facility resources, support services and the working environment to support the core business of an organisation in both the long and short term.

Furthermore, Tucker and Smith (2008) emphasized the importance of gaining customer perceptions through performance measurement in order to add value to an organization's service delivery; however, methods of gaining customer satisfaction within facilities tend to be quantitative in nature (Sarshar and Pitt, 2009), focusing on customer satisfaction surveys and potentially missing important issues.



The significant correlation of the profile of the respondents and level of their satisfaction on service received

Table 19. Relationship Matrix Between Profile and Level of Satisfaction

Profile	Level of satisfaction			
	Timeliness	Courteousness	Accuracy	Quality
Age	$r_s=.042$ $p=.607$	$r_s=.042$ $p=.607$	$r_s=.042$ $p=.607$	$r_s=.042$ $p=.607$
Gender	$F=1.202$ $p=.303$	$F=0.218$ $p=.805$	$F=1.128^a$ $p=.339$	$F=1.135$ $p=.324$
Address	$F=0.525$ $p=.988$	$F=0.549$ $p=.982$	$F=0.402$ $p=.999$	$F=0.680$ $p=.913$
Marital status	$F=1.104$ $p=.334$	$F=0.194$ $p=.824$	$F=0.379$ $p=.685$	$F=1.126$ $p=.327$
Educational attainment	$r_s=.046$ $p=.573$	$r_s=-.004$ $p=.963$	$r_s=-.044$ $p=.590$	$r_s=.018$ $p=.827$
Employment status	$F=1.09$ $p=.367$	$F=4.30$ $p=.001$	$F=2.83$ $p=.218$	$F=2.24$ $p=.053$

Note. Each cell contains the statistic to measure relationship and corresponding *p* value. r_s =Spearman's rank-order correlation coefficient. Relationships with Gender and Civil Status were tested using ANOVA since they are both nominal variables with 3 levels. A general regression technique was used with Address and Employment Status since they are nominal variables with many levels and cannot meet some assumptions of ANOVA.

^aWelch's ANOVA was used due to violation of normality assumption.

Table 19 shows that there is no significant relationship between the respondent's demographic profile such as gender, address, marital status and educational attainment to the level of satisfaction in terms of timeliness, courteousness, accuracy and quality of facilities.

However, employment status have statistically significant relationships with Courteousness, $F=4.30$, $p=.001$. Gopinath (2016) concluded a significant difference between Satisfaction factors related with courtesy and there is a positive relationship exists between the factors of service satisfaction.

Moreover, according to Khan and Nemati (2011) job involvement is the psychological perception of an individual about the work or significance of work in the individual's self-image. They believe in what they call "Why are you not like me syndrome". People who are working (employed) tend to compare themselves to other workers (Lubakaya, 2014).

The significant difference in the levels of satisfaction among the three different passport services

Table 20. Level of Passport Applicants' Satisfaction on the three Passport Services

Satisfaction variable	Type of service						<i>F</i>	<i>p</i>	Analysis
	Processing		Encoding		Releasing				
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			
Timeliness	3.88	0.22	3.88	0.26	3.89	0.21	0.03	.974	Not Significant
Courteousness	3.94	0.19	3.93	0.18	3.91	0.25	0.24	.784	Not Significant
Accuracy	3.94	0.20	3.97	0.12	3.92	0.25	0.62	.541	Not Significant
Quality	3.92	0.21	3.91	0.27	3.93	0.19	0.17	.844	Not Significant

Table 20 shows that it was found out that there were no significant differences between the applicants's level of satisfaction with regard to the three passport services such as Processing, Encoding and Releasing in terms of Timeliness, Courteousness, Accuracy and Efficiency of Public workers and Quality of Facilities and Area. There is no sufficient evidence that the computed *F* values were significant. All *p* values are not less than .05.



Moreover, services that meet customer preferences and expectations are considered to be of high quality. With regards to the timeliness / promptness of the service, the study of Levin et.al. (2014) proved that perceived duration of the wait will have a greater impact on the cognitive component of the appraisal.

The quality of every service also depends on the ability of their staff to act like professionals and with courtesy. Courteous behavior is directly related to showing respect.

CONCLUSIONS AND RECOMMENDATIONS

The passport applicants in DFA Regional Consular Office San Pablo were dominated by ages 31 to 60 years old at 45.10% of the total respondents of the study; the majority of the applicants were female at 49.02% of the total respondents of the study. The passport applicants in DFA Regional Consular Office San Pablo were mostly from different municipalities and cities in Laguna province where the RCO San Pablo is located. 80.38% of the total respondents of the study were from the province of Laguna.

The majority of the passport applicants in DFA Regional Consular Office San Pablo were single at 56.86% ; were mostly college graduates at 41.18 and employed at 53.59% of the total respondents of the study.

The demographic profile of the respondents does not affect their level of satisfaction. As long as the people get the best service from a government agency, the level of satisfaction would be high regardless of their demographic profile. There is no statistically significant difference between the level of satisfaction and the three passport services, which are Passport Processing, Passport Encoding, and Passport Releasing. Passport applicants commended all the passport services.

As DFA Regional Consular Office – San Pablo got the highest rates from its passport applicants in Timeliness/Promptness of Service, Courteousness of the Employees, Efficiency and Accuracy of the Employees and Quality of the Facilities & Area it is highly recommended to share to other DFA Consular and Satellite Offices their best practice and also to other government agencies.

The Department of Foreign Affairs Regional Consular Office – San Pablo got a high overall result on the level of satisfaction from the respondents, therefore they are in compliance with its citizen's charter. On the other hand, regardless of the overall high results, there would be always room for improvements from the lowest ranking statements in Processing, Encoding & Releasing Services such as following of schedule on time, equal and fair treatment to the applicant, knowledge of work and the quality of facilities must be considered to improve its service. The Department of Foreign Affairs Regional Consular Office – San Pablo must anticipate the number of applicants to be accepted so the appointment schedule can still be followed on time and make it even faster.

Based on the given results, the researcher recommends the following:

- To maintain the good quality of the service, communication training, courtesy training and other customer service training and program must be attended by the employees. Customer service workshop also is recommended for the enhancement of their services.
- The DFA RCO San Pablo staff/personnel should also treat every applicant with the same service - the way they speak, tone of the voice and also facial expressions must also be observed since most of the time, people misinterpret it and generate confusion and erroneous connotation.
- Courteousness of employees must always be observed. It was mandated by the Civil Service Commission that government employees must possess courtesy while dealing with the public.
- In regards to knowledge that possess by employees towards work, they must also attend passport service trainings and retooling seminars to keep their expertise current and relevant.
- Other low ranking such as improvement of facilities and equipment must be highlighted and proposed for upgrade to be included on the allotted budget for the succeeding fiscal year to serve the public better. System maintenance must constantly be performed in the mean time to minimize and avoid system crashes, which can also affect the duration time of application once interrupted.
- The DFA Regional Consular Office - San Pablo's applicants had a positive view of its passporting services, the office is likely ready to take other services such as authentication services in addition to passport services.

One of the challenges for future researchers is determining whether the DFA Regional Consular Office – San Pablo can give authentication services because most people have inquired about it. Currently, the nearest DFA Office that provides authentication services is DFA NCR-South, which is located in Muntinlupa City.

REFERENCES

1. Ancho, I., & Bongco, R. (2019). *Exploring filipino teachers' professional workload*. *Journal of Research, Policy & Practice of Teachers & Teacher Education*, 9(2), 19–29. <https://doi.org/10.37134/jrppte.vol9.no2.2.2019>
2. Anderson, E. W., & Fornell, C. (2000). *Foundations of the American Customer Satisfaction Index*. *Total Quality Management*, 11(7), 869–882. <https://doi.org/10.1080/09544120050135425>



3. Anderson, E. W., Fornell, C., & Rust, R. T. (1997). *Customer Satisfaction, Productivity, and Profitability: Differences Between Goods and Services*. *Marketing Science*, 16(2), 129–145. <https://doi.org/10.1287/mksc.16.2.129>
4. Arvey, R. D. (1979). *Fairness in Selecting Employees*. Addison Wesley Publishing Company.
5. Brewerton, P.M. & Millward L.J. (2002). *Starting off the Research Process* SAGE Research Methods. *Methods.sagepub.com*. Retrieved from: <https://methods.sagepub.com/book/organizational-research-methods/n3.xml>
6. Chingos, M. M. (2012). *Citizen Perceptions of Government Service Quality: Evidence from Public Schools*. *Quarterly Journal of Political Science*, 7(4), 411–445. <https://doi.org/10.1561/100.00011071>
7. Chiguvu, D., & Guruwo, P. T. (2015). *Impact of Customer Satisfaction on Customer Loyalty in the Banking Sector*. *International Journal of Scientific Engineering and Research (IJSER)*, 5(2)
8. Churchill, G.A. Jr., Surprenant, C., 1982. *An investigation into the determinants of customer satisfaction*. *Journal of Marketing Research* 19, 491–504.
9. Cronin, J., & Taylor, S. A. (1992). *Measuring Service Quality: A Reexamination and Extension*. *Journal of Marketing*, 56, 55-67. Devellis, R. F. (1991).
10. CSC orders gov't employees to be courteous to the public. (n.d.). *Philstar.com*. Retrieved December 7, 2022, from <https://www.philstar.com/cebu-news/2006/08/31/355660/csc-orders-govt-employees-be-courteous-public>
11. David, C., Ramon, J., Albert, G., Flor, J., & Vizmanos, V. (n.d.). (electronic) *Pressures on public school teachers and implications on quality*. <https://pidswebs.pids.gov.ph/CDN/PUBLICATIONS/pidspn1901.pdf>
12. *dfa.gov.ph*. (2017). *DFA Issues Implementing Rules on Ten-Year Philippine Passports*. *Dfa.gov.ph*. <https://dfa.gov.ph/newsroom/dfa-releasesupdate/14403-dfa-issues-implementing-rules-on-ten-year-philippine-passports>
13. *dfa.gov.ph*. (2018, October 30). *DFA Opens Consular Office in San Pablo City*. *Dfa.gov.ph*. <https://dfa.gov.ph/dfa-news/dfa-releasesupdate/18425-dfa-opens-consular-office-in-san-pablocity>
14. Eugenio, K. V., Galvez, A. D., & Pobre, G. (2013). *Designing a DFA (Department of Foreign Affairs) passport process using usability factors*. *Bachelor's Theses*. https://animorepository.dlsu.edu.ph/etd_bachelors/10986/
15. FORD, W. S. Z. (1995b). *Evaluation of the Indirect Influence of Courteous Service on Customer Discretionary Behavior*. *Human Communication Research*, 22(1), 65–89. <https://doi.org/10.1111/j.1468-2958.1995.tb00362.x>
16. Google Scholar. (2020). *Google Scholar*. *Google.com*. https://scholar.google.com/scholar?hl=en&as_sdt=0
17. Gilbert, G. R. & Veloutsou, C. (2006). *A cross-industry comparison of customer satisfaction*. *The Journal of Services Marketing*, 20 (5), 298-308.
18. Gilbert, G. R., Veloutsou, C., Goode, M. M. H. & Moutinho, L. (2004), *Measuring customer satisfaction in the fast food industry: A cross-national approach*. *The Journal of Services Marketing*, 18 (5), 371-83.
19. Groen, B., van der Voordt, T., Hoekstra, B., & van Sprang, H. (2019). *Impact of employee satisfaction with facilities on self-assessed productivity support*. *Journal of Facilities Management*, 17(5), 442–462. <https://doi.org/10.1108/jfm-12-2018-0069>
20. GS, A. D., & Istanti, E. (2022). *The Role of Timeliness in Improving Customer Satisfaction, Customer Loyalty of PT. JNE. IJEBD (International Journal of Entrepreneurship and Business Development)*, 5(2), 339–345. <https://doi.org/10.29138/ijebd.v5i2.1782>
21. Harinder, S., Gill, & Arora, S. (2015). *Study of Customer Satisfaction: A Comparison of Public and Private Banks*. http://www.pbr.co.in/2013/2013_month/Dec/12.pdf
22. Lambert, V. A., & Lambert, C. E. (2012). *Qualitative Descriptive Research: An Acceptable Design*. *Pacific Rim International Journal of Nursing Research*, 16(4), 255–256. Retrieved from: <https://he02.tci-thaijo.org/index.php/PRIJNR/article/view/5805>
23. Lepkova, N., & Žūkaitė-Jefimovienė, G. (2012). *Study on Customer Satisfaction with Facilities Management Services in Lithuania*. *Slovak Journal of Civil Engineering*, 20(4), 1–16. <https://doi.org/10.2478/v10189-012-0017-4>
24. Lallana, E., Pascual, P., Soriano, E., Nakpil, K., & Recio, B. (2002). *e-Government in the Philippines: Benchmarking Against Global Best Practices*. <https://www.unapcict.org/sites/default/files/2019-01/e-Government%20in%20the%20Philippines%20%20Benchmarking%20Against%20Global%20Best%20Practices.pdf>
25. Lepkova, N., & Žūkaitė-Jefimovienė, G. (2012). *Study on Customer Satisfaction with Facilities Management Services in Lithuania*. *Slovak Journal of Civil Engineering*, 20(4), 1–16. <https://doi.org/10.2478/v10189-012-0017-4>
26. Levin, I., & Zakay, D. (1989). *Time and human cognition : a life-span perspective*. Elsevier Science Publ. <https://www.elsevier.com/books/time-and-human-cognition/levin/978-0-444-87379-8>
27. McGinnis, A. (n.d.). *Take Government Services Digital to Improve Public Satisfaction*. *Www.avisystems.com*. Retrieved December 7, 2022, from <https://www.avisystems.com/blog/take-government-services-digital-to-improve-public-satisfaction>
28. Mehmet H. Eurasia Business And Economics Society. *Conferencia, & Al, E. (2018). Empirical studies on economics of innovation, public economics and management : proceedings of the 18th Eurasia Business and Economics Society Conference*. Springer.
29. Mehran N. (2010). *Global Business and Management Research: An International Journal* Vol.2 No.1. Universal-Publishers.
30. Memorandum Circular No. 57, s. 1966 | GOVPH. (n.d.). *Official Gazette of the Republic of the Philippines*. Retrieved December 7, 2022, from <https://www.officialgazette.gov.ph/1966/06/30/memorandum-circular-no-57-s-1966/>
31. Mitra, S. (2019). *A Neoclassical Approach to Behavioral Economics*. *International Journal of Economics, Business and Management Studies*, 6(1), 1–18. Retrieved from: <https://doi.org/10.20448/802.61.1.18>
32. OECD. "Responsiveness of Public Services: Timeliness." *Www.oecd-ilibrary.org*, 10 Dec. 2013, pp. 158–161, www.oecd-ilibrary.org/governance/government-at-a-glance-2013/responsiveness-of-public-services-timeliness_gov_glance-2013-54-en, https://doi.org/10.1787/gov_glance-2013-54-en.



33. NAASO Standards of Conduct/Policy and Procedures for Membership Discipline. (1999). *Obesity Research*, 7(1), 131–131. <https://doi.org/10.1002/j.1550-8528.1999.tb00400.x>
34. OECD. (2013). *Responsiveness of public services: Timeliness*. www.oecd-ilibrary.org, 158–161. https://doi.org/10.1787/gov_glance-2013-54-en
35. Oh, H. (1999). Service quality, customer satisfaction, and customer value: A holistic perspective. *International Journal of Hospitality Management*, 18(1), 67–82. [https://doi.org/10.1016/s0278-4319\(98\)00047-4](https://doi.org/10.1016/s0278-4319(98)00047-4)
36. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49(4), 41–50.
37. Rosen, D. E., & Surprenant, C. (1998). Evaluating relationships: are satisfaction and quality enough? *International Journal of Service Industry Management*, 9(2), 103–125. <https://doi.org/10.1108/09564239810210451>
38. SCRIBNER, S. (1985). *Knowledge at Work*. *Anthropology & Education Quarterly*, 16(3), 199–206. <https://doi.org/10.1525/aeq.1985.16.3.05x1486d>
Search results | Emerald Insight. (n.d.). www.emerald.com. <https://www.emerald.com/insight/search?q=Customer+satisfaction>
39. Thwaites, J. (1984). T.J. PETERS, R.H. Jr. WATERMAN : In Search of Excellence : Lessons from America's Best-Run Companies. New-York, Harper and Row, 1982, 350 pp., ISBN 0-06-015042-4. *Relations Industrielles*, 39(2), 403. <https://doi.org/10.7202/050045ar>
40. Tiebout, C. M. (1956). A Pure Theory of Local Expenditures. *Journal of Political Economy*, 64(5), 416–424.
41. Weaver-Meyers, P. L., Stolt, W. A., & Fong, Y. S. (2012). *Interlibrary Loan/Document Delivery and Customer Satisfaction*. Routledge.
42. Weaver-Meyers, P., & Stolt, W. (1997a). Delivery Speed, Timeliness and Satisfaction. *Journal of Library Administration*, 23(1-2), 23–42. https://doi.org/10.1300/j111v23n01_03
43. Wensley, A., & Evans, M. (2020). 17th International Conference on Intellectual Capital, Knowledge Management & Organisational Learning. Academic Conferences International limited.
44. Worick, L. (2019, August 26). *The Difference Between Customer Experience & Customer Satisfaction*. The MSR Group. <https://www.themsr.com/customer-experience-management/whats-the-difference-between-customer-experience-customer-satisfaction/>

Level of Passport Applicants' Satisfaction in terms of Processing Timeliness/Promptness

8 Level of Passport Applicants' Satisfaction in terms of DFA Employees' Courteousness in Processing

9 Level of Passport Applicants' Satisfaction in terms of DFA Employees' Accuracy and Efficiency in Processing

10 Level of Passport Applicants' Satisfaction in terms Quality of Facilities and Processing Area

11 Level of Passport Applicants' Satisfaction in terms of Encoding Timeliness/ Promptness

12 Level of Passport Applicants' Satisfaction in terms of DFA Employees' Courteousness in Encoding

13 Level of Passport Applicants' Satisfaction in terms of DFA Employees' Accuracy and Efficiency in Encoding

14 Level of Passport Applicants' Satisfaction in terms Quality of Facilities and Encoding Area

15 Level of Passport Applicants' Satisfaction in terms of Releasing Timeliness/Promptness

16 Level of Passport Applicants' Satisfaction in terms of DFA Employees' Courteousness in Releasing

17 Level of Passport Applicants' Satisfaction in terms of DFA Employees' Accuracy and Efficiency in Releasing

18 Level of Passport Applicants' Satisfaction in terms Quality of Facilities and Releasing Area

19 Relationship Matrix Between Respondents' Profile and Level of Satisfaction

19 Level of Passport Applicants' Satisfaction on the three Passport Services