

Work Efficiency and Productivity of Finance Employees of Davao Doctors College in the Delivery of Quality Services

SUSANA B. GAMIL

sbgamil_ddci@yahoo.com.ph
Davao Doctors College

RODOLFO V. SORIA

Philippine College of Technology,
Davao City, Philippines

Abstract - The study aimed to determine the level of work efficiency and productivity of the finance employees of Davao Doctors College in relation to the delivery of quality services to the clientele. Specifically, the study sought to answer the following problems: First, the services delivered by finance employees to parents and students, and faculty and employees; Second, the respondents' assessments of the level of work efficiency of employees in the delivery of quality services to their clientele; Third, respondents' assessment of the level of productivity of finance employees in the delivery of quality services to their clientele; Fourth, the relationship of work efficiency of the employees and delivery of quality services to the clientele; Fifth, the relationship of productivity of employees and delivery of the quality of services to the clientele and; Sixth, the intervention scheme that may be proposed based on the findings of the study. The descriptive method was utilized in this study. The respondents were composed

of 50 parents, 2304 students, 88 full time faculty, 41 non-teaching staff and 20 administrators. Frequency, percentage and rank method weighted and Pearson's Product Moment Coefficient of Correlation were the statistical techniques used. No significant relationship existed between the work efficiency of employees and the quality of services delivered to the clientele and between the productivity of the employees and the quality of services delivered to clientele.

Keywords - work efficiency, service quality, clientele

INTRODUCTION

In any given organization, an analysis of job description and performance targets of its employees is considered the most important essential function of the office manager. Performance targets are important because they provide direction to the individual particularly on his work efficiency and productivity, which is an essential factor in the delivery of quality service with their clients.

Until lately the finance employees of Davao Doctors College are under fire because of complaints coming from their clientele. The complaints range from non-issuance of examination permits and clearances of students on time, delay in the processing of faculty's payrolls resulting in non-payment of their salaries on time. Queries of parents, faculty and students are not properly attended to. There are even cases of rudeness and misconduct of employees in dealing with their clientele.

Realizing the seriousness of the case, an appraisal of the job performance of the employees is in order. According to Herrero, Arganda and del Rosario (2002) the employee's job performance in a given work situation can be viewed as resulting from the interrelationship between work efficiency, productivity and quality of service delivered to the clientele. Work efficiency is the amount of physical and mental energy used to execute the job activity. Productivity is the output that enables the employee to successfully accomplish the task assigned to them. Quality of service is the extent of timeliness, accuracy, completeness, rightfulness, orderliness, and neatness of the

job performed. These three determinants of employees' performance are to a great extent a gauge of their actual performance in their task.

Today's environment at the finance office of Davao Doctors College underscores the need to assess the performance of its employees. Capability and knowledge of functions is inadequate to meet all position requirements, ineffective delivery system, poor performance as evidenced by mounting complaints from students, parents, faculty and non-teaching staff, all highlights the difficulties besetting the finance office. The researchers are challenged to work on these problems.

By and large, there is a felt need to pursue a research on the work performance of these employees to find out the quality of delivery services delivered to their clientele.

METHODOLOGY

The descriptive survey method was used to assess the level of work efficiency and level of productivity of finance employees in relation with the delivery of quality service to their clients at Davao Doctors College. This type of research is a fact finding study with adequate and accurate interpretation. It is used to collect demographic data about people's behavior, practices, intentions, beliefs, attitudes, opinions, judgments, interests, perceptions and the like and then such data are analyzed, organized and interpreted.

The questionnaire was used as the main instrument in gathering data. This was supplemented by documentary analysis. A self-administered questionnaire was constructed because it is less expensive per respondent. It also requires less time and less skill for data gathering and processing.

The documentary analysis based from the year monthly accomplishment reports of finance employees which was submitted to the Human Resource Management regarding their output in terms of efficiency, productivity and delivery of services were perused by the researchers.

Interviews were also conducted with faculty, employees, students and parents to supplement the data found in the questionnaire.

Readings were conducted in the DDC library, USP and UM Graduate School Libraries in Davao City to gather information of several books, thesis, dissertation and other articles related to the problems under investigation. The job descriptions or functions of the employees were included as part of the items in the questionnaire. After the readings were conducted, the questionnaire was categorized into six parts, to wit:

1. Services rendered to parents, students, faculty and employees;
2. Level of work efficiency of employees;
3. Level of productivity of employees;
4. Findings the significant relationship between level of work efficiency of employees in the relation to delivery of quality services to their clientele;
5. Findings the significant relationship between level of productivity in relation to delivery of quality services to their clientele; and
6. Proposed intervention scheme based on the findings of the study.

A dry run of the questionnaire was administered to 20 parents, 50 students, 20 faculty and 30 employees to determine the validity of the instrument. Items that were vague and ambiguous were deleted. In some cases, items were added, modified corrected based from the suggestions given by the respondents during the dry run of the questionnaire. After the dry run the draft was shown to the adviser for further suggestion and revision. The suggestions given by the respondents and the adviser provided the bases for drafting the final questionnaire.

The data gathered in this study were derived from the unstructured interviews that were conducted with some students, parents at the time they were waiting for their turn to be served the accounting office. The focus of the interviews was based in services to their impressions of the services rendered by the finance employees to their clientele. There were many reactions gathered from these interviews. Most of them were negative. Like for instance during the examination period claimed by the students, It took them sometime to get their examination

permit. Likewise parents claimed that there was only one window serving the students in accepting payment of their tuition fees. They also claimed that the employees spent more time in talking with each other than attending to their clientele's needs. On the other hand, instructors who were interviewed by the researchers in the faculty room during their vacant period said that some of the employees were rude, boastful and arrogant. They were hard to talk with and cannot be approached readily for assistance.

In determining the level of work efficiency and level of productivity of the finance employees in relation to the delivery of quality service to the clientele, the researchers identified five groups of respondents: students, faculty, employees, administrators and parents. Total number of respondents is 403.

The universal sampling was used in determining the respondents of the study for the (20) administrators. Inclusion criteria included college administrators with two (2) years of service and full time at Davao Doctors College. For faculty, inclusion criteria included full time and have rendered more than one year of service in the school. To the students inclusion criteria included two years or more studying at Davao Doctors College. The 49 second year students comprised 5 percent of the 1,300 students while the 70 third year students comprised 5 percent of the 1,300 students and the 85 fourth year students comprised more than 10 percent of the 900 students. In determining the parent respondents the accidental sampling was used. In this type of sampling there is no system of selection. At the time they happened to be there at the accounting office paying the tuition fees of their children while others were following up important documents of their children.

The researchers asked the permission of the Director of Davao Doctors College to administer the questionnaire to the respondents of the study. Upon approval of the permit the researchers distributed copies of the questionnaire to the respondents. They were given one-week to accomplish the questionnaire. Another week was allotted to the retrieval of the questionnaire. The data gathered were collated, tabulated and treated statistically.

The study made use of the following statistical techniques in the treatment of the data.

1. The frequency, percentage and ranking system were used to determine the services delivered to students, parents, faculty and employees.
2. A measure of position or central tendency is a single figure which is representative of the general level of magnitude or values of the items in a set of data. This figure is used to represent all the number in the set of data. Weighted Mean – was used in determining the level of efficiency and level of productivity of the finance employees. The quality of services rendered by the finance employees were treated with the same statistics.
3. The Pearson Product Moment of Correlation - was used to determine if there is a significant relationship between level of work efficiency and level of productivity of finance employees in relation with the delivery of quality services to the clients. The formula is

RESULTS AND DISCUSSION

Services rendered by the finance employees to parents and students.

There are various services rendered by employees to parents and students. These services differed in terms of focus of attention given to them.

Both items which rank first are students and parents respondents were unanimous in their perceptions that finance employees prepared and released examination permits every examination period together with the preparation with students' final clearance and the end of the semester.

As revealed by the respondents, employees also provided parents assessment of tuition fees of their children ranks third. Finance employees as claimed by the respondents prepared letter of reminder to students and their parents with unpaid promissory notes ranks fourth.

Aside from the aforementioned services respondents claimed that employees sent collection to students with overdue accounts ranks

fifth. This value of this kind of service cannot be underestimated for they are also fast means of disseminating information to the clientele. Prepared summary of unclaimed permits every after examination and assisted the cashier during examination and enrolment period both ranked 6.5th; Ranked 8th is received tuition fee payments of students and Registrar's records. Other services rendered by the employees to their clientele as claimed by their respondents were as follows: encoded adding/dropping of subjects, checked adding/dropping forms against computer records, issued official receipt of adding/dropping forms, reconciled student subjects and charges against Registrar's records, prepared statement of accounts of educational plan scholars, attended to inquires of students and parents. The item that obtained the lowest score from the respondents is easy to approach and talked to.

Based from the findings of the study, it is manifested that there were various services rendered to students and parents by the finance employees. This means that relationships with customers can evolve into rich and fulfilling partnerships if only employees understand customer expectation with increasing accuracy. Consultant-author Bell (2000) contends that such a customer partnership arises from certain attitudes or orientation. Among these, he says that such partnerships are: anchored in an attitude of generosity, a given perspective that finds pleasure in extending the relationship beyond just meeting a need or requirement, grounded in trust, bolstered by a joint purpose, marked by truth, candor, and straight talked mixed with compassion and care, based on balance and pursuit of equality and grounded in grace, which Bell describes as "an artistic flow that gives participants a sense of familiarity and ease"

Not every customer relationship becomes a partnership, of course. But such partnerships represent the highest level of customer-provider affiliation.

Notwithstanding the semantic distinctions about customers-employee interacts with people who depend upon us to provide them with information; guidance, services, products, or social support.

Services rendered by finance employees to faculty and employees. The frequency and percentages scores of faculty and employees respondents on the services rendered by the finance employees to

them. There were nineteen items which were performed by the finance employees to their clientele.

The items that were ranked of 1.5th were encoding and printing DTR of employees and faculty, maintaining files of employees' DTR and computing 13th monthly pay of full time and part time employees

Maintaining employees' deduction schedule and monitored payments ranks fourth. This was followed by reading and updating daily time record of employees. Distributing pay slips of employees' ranks sixth. Recording appointments, leaves, overtime and change of schedules of employees ranks seventh. Preparing certification of contributions, loan payments, maternity and sickness benefits and other claims ranks eight. Updating employees' information, earnings and deductions ranks ninth. Preparing monthly schedules of remittances to various government entities and private institutions ranks tenth.

The rest of the services delivered by the finance employees to faculty and employees were as follows: preparing monthly summary of employees punctuality and attendance, entertaining inquires of employees, computing yearly conversion, analyzing instructors program of faculty every semester and assisting in the analysis of instructors program, computing payroll and generating payroll register bank transmittal and pay slips.

The least rated item is bar coding of ID cards of new employees. Based on the findings of the study, there were numerous services delivered by the finance employees to their clientele. This means that employees must be properly motivated in their work if they are expected them to deliver efficient and effective service to their customers. One way of doing this is to create a reward system within the organization.

Accordingly to Barry (1998) the reward system within an organization needs to be tilted to the advantage of the employees who provides excellent service. Any rewards should be given in direct relationship to the employees' contribution to customer service.

Rewards take many forms, such as employee of the week (or month) recognition, compliments, spoken or in writing, news letter write ups, salary and cash bonuses, promotions and job enrichment, work

scheduling flexibility, pins, badges, uniforms, surprise recognition, and lunches or banquets.

According to Timm (2002) management has constraints when it comes to rewarding employees but the most important point is that the manager rewards the right actions and results.

Work efficiency of employees to enhance the delivery of services to students and parents. There were fifteen (15) services delivered to the students and parents. The overall mean value is 3.19 described as moderately efficient. This means that employee' services delivered to students and parents are done 50-69 percent most of the time. Of the fifteen services rendered to their clientele, the employees were rated highly efficient in preparing and releasing examinations permit every examination period and receiving tuition fee payments of students from parents. This means that in the aforementioned activities, the employees performed their work 70 to 89 percent most of the time. On the other hand the employees were rated moderately efficient in thirteen items. These were issuing official receipt of adding/dropping form, preparing students final clearance at the end of the semester, attending to inquire of students and parents, providing parents assessment of tuition fee of their children, preparing letter of reminder to students and parents with unpaid promissory notes, encoding adding and dropping subjects, send collection letter to student with overdue accounts, preparing statement of accounts of educational plan, checking adding/ dropping forms against computer records, preparing summary of unclaimed permits every after examination period.

The least rated item was easy to approach and talks to. This means that employees human relations is below par as shown by the perceptions of students and faculty which described their performance on this activity as slightly efficient—According to Sison (1991) the importance of good public relations in the promotion of sound human relations in business and industry recognized. It attracts and holds competent employees; it cultivates and maintains the goodwill and confidence of the clientele.

The findings imply that employee's lacks motivation in their work. This means that there is still room for improvement. An important

task of the manager is to harness their energy and organize it into a powerful team willing and eager in order to deliver their services to the customers' very well. Motivation is the driving power which carries out the plan of the management through group enthusiasm. Although this driving power driving power which can be influenced by management through the enhancement of favorable working climate by means of adequate coordination, policies and programs, and other employee benefits, it is not under its absolute control. Most of the initiative and willingness to work are within the individual himself but it is through good leadership that these employees move and act in the way management want them.

Services delivered to faculty and employees. Out of the nineteen services delivered by the finance employees to the faculty and employees, two services were rated highly productive. These were encoding and printing DTR of employees and faculty and computing 13th month pay of full time and part time employees. This means that finance employees complete more than the average amount of work required of them.

There were seventeen services of employees rated as moderately productive by the respondents. These were reading and updating daily time record of employees, maintaining files of employees' DTR, recording appointment, leaves, overtime and change of schedule of employees, maintain employees deduction schedule and monitoring payment, assisting in the analysis of the instructors program, distributing pay slips of employees, updating employees information, earnings and contributions, entertaining inquiries of employees, preparing monthly schedule of remittances to various government entities and private institutions, computing yearly sick leave conversion, reconciling annual income and income tax withheld of employees for income tax purposes. This means that employees complete regular work required well within a reasonable time.

The overall mean score is 3.19 described as moderately productive. This implies that the employees have not succeeded in achieving their goals in delivering services to the faculty and employees with a high degree of productiveness. This indicates further that employees were only able to accomplish assignments and satisfied minimum job requirements.

The findings indicate that more effort should be exerted by the management to improve the performance of the employees. A way of doing this is to boost the morale are known by such terms as enthusiasm, personal satisfaction, team spirit, pride of achievement and willingness to work. According to Beach (2000), employee morale cannot be achieved through salary or wage alone but also through cordial and happy relationships, wholesome working conditions, desirable working environment, and proper attitude Flippo (1996) further stresses that high morale results in high productivity.

Delivery of quality services by finance. The respondents claimed that the financial employees were highly effective in the issuance of permits and clearances of students. On the other hand they were rated satisfactory on the processing of payrolls of employees, releasing of salaries and allowance of employees, remitting of SSS, PERAA, PAG-IBIG premium and other loans, issuing of pay slips to employees, entertaining students/employees parent queries, very thoughtful, courteous, considerate and attending to the needs of the clients, reading and updating daily time recording of employees, distributing of certificates of withholding tax of employees, and maintaining employee' deductions.

The overall mean scores of employees under this category is 3.24 described as satisfactory. This means that the performance of the employees in the delivery of quality services is rated as average.

The findings suggest that more effort should be exerted by the manager to improve the performance of the employees to enhance the delivery of quality services. The employees' interaction with people and administrators involves a complex network of relationship. Each of this relationship may have positive as well as negative contributions to his effectiveness. Each of these has varied demands and pressures on the employee's energy and time. It would require an individual with a strong stamina or endurance to withstand the enormous physical, moral, and psychological tensions and conflicts that are brought about by such relationships. Such varied pressures and demands are the results of differences in motivations of individuals and groups. How well the employee understands his role and how well he handles these relationships will determine his effectiveness as an employee.

The role of the manager is by no means a standard one. In her department she performs functions which would cause the title "manager" to be more descriptive of her position. Her responsibility is to a large number of subordinates or staff assistants. Mostly, she should be a "lead worker."

Two kinds of people expect the manager to be a leader: her superior is in a position to demand that the manager demonstrate her capacity. The subordinates are not so fortunate, but they deserve leadership of the highest type. Their future to some extent is, in the manager's hands, and her future is definitely in theirs. Without their support she has little possibility of attaining her objectives.

The manager devotes most of her time to real supervision, which includes planning, assigning of current work, following up on its training and seeing that training is properly done taking a personal interest in each employee and always being available.

The manager will achieve higher productivity and better employee's delivery of service if she lets the employees know what she expects, if she trains them carefully, and if she makes every effort to give clear instructions.

Using the Pearson's correlational analysis, the computed r value is .242. This denotes low correlation therefore the null hypothesis is accepted. Based on the findings, work efficiency of employees which was rated moderately efficient did not affect the quality of services delivered to the clientele. Subsequently, it affirms the findings of Sanders (1998) that mediocre performance does not add an extra dynamic business with little time, energy and resources spend on services. Service begins to be meaningful when it is an internal dynamic. This dynamic develops when employees accept service as the underpinning of your enterprise, believing that without their customers, you would not exist. Berra (1996) said that customer loyalty arises from organizations that make service an integral part of their operating philosophy.

Prus (1994) claimed that customers are quick to see the depth of an organization's commitment to service. The organization that distinguishes itself in the eyes of the customers is rare. Most organization have not made enough of an impression one way or the another for their customers to even think about them, much less to share

these thoughts with others. That element of loyalty recommending an organization to others is lost because of undistinguished service.

Productivity of employees was not significantly related with the quality of services delivered to their clientele. The respondents rated the finance employees moderately productive. The computed r value of .341 denotes low correlation which means there is no significant relationship. Therefore the null hypothesis is accepted. These findings imply that productivity of employees did not affect the quality of services delivered to clientele.

CONCLUSIONS

Based on the findings of the study the following conclusions are drawn:

1. There were numerous services delivered by the finance employees to parents and students. Foremost were: preparing and releasing examination permits every examination period and preparing students final clearances at the end of the semester.
2. There were various services delivered by the finance employees to faculty and employees. Foremost were: encoding and printing DTR of employees and faculty, maintaining files of employees DTR and computed 13th month pay of full time and part time employees.
3. The work efficiency of financial employees is described as moderately efficient.
4. The level of productivity of finance employees in delivering quality services to their clientele was described as moderately productive.
5. The degree of delivery of quality services of the employees to their clients was described as satisfactory.
6. There was no significant relationship between the work efficiency of employees and quality of services delivered to the clientele. The null hypothesis is accepted.
7. There was no significant relationship between the productivity of employees and the quality of services delivered to the clientele. The null hypothesis is accepted.

RECOMMENDATIONS

In the light of the findings and conclusions, the following recommendations are hereby given:

1. The management of the school should implement the intervention scheme proposed by the researchers.
2. Employees should broaden their awareness of how other people read their verbal and nonverbal messages which is a useful step in improving customer service.
3. The management should conduct training for employees in fundamentals of customer service.
4. The manager needs to determine what critical service data are needed to track important results. She can then measure key results and compare them with the goals or standards.
5. Control also involves taking corrective action by coaching employees to help them attain standards or by adjusting the plan as needed.
6. Providing rewards is a crucial part of controlling and motivating.
7. Avenue for further research - A study on behavioral management and quality service clientele satisfaction should be conducted further.

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