

# Stakeholders' Level of Satisfaction in the Implementation of Operations Manual in One Community College in the Philippines

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**Abstract** - *This study determined the stakeholders' level of satisfaction and effectiveness of the implementation of the operations manual, the organizational structure and the implementation of Binalatongan Community College services. The study employed the descriptive method of research and used descriptive statistics: frequency counts and weighted average means to quantify the raw data. This study found that the administrators were highly satisfied in the implementation of the operations manual except for Curriculum Program which was moderately satisfied. The faculty members were satisfied in the implementation of policies on student affairs, physical plant and facilities and curriculum programs. However, the students were fairly satisfied on the physical plant and facilities while moderately satisfied on academic and student affairs, and curriculum program implementation. The community people were moderately satisfied on student affairs, physical and facilities, and curriculum programs while fairly satisfied on academic affairs implementation. Furthermore, all the stakeholders agreed that the Operations manual implementation is moderately effective.*

**Keywords** – *Operations Manual; stakeholders, administration*

## INTRODUCTION

Policies and procedures are important because it serves as a strategic link between the business vision, and its day-to-day operations. A well written policy is a well guided future direction of a company. This written policy is all authored in a single book called as operations manual. The operations manual is a comprehensive and authoritative book that guides the employees within the company on how the business should be conducted policies and procedures it holds in order for the employees to perform their job for an optimum result.

Although operations manual content may differ the conceptual structure is applicable to all the company history, mission and vision, products and service, policies and procedures. Fundamentally the operations manual encompasses two considerable areas the company wide and position specific information [1]. The information contained in the company wide section articulates the company history, mission and vision that every employee should be aware of. It helps the employees understand entirely the organization structure, the position, sections of the operation manual, on the other hand it applies to every stakeholder if result is favorable.

The Operations manual provides companies as well as institutions with a lot of benefits such as reduction and minimization of risk, shared information, and maximization of potentials and avoidance of knowledge. The Operations Manual is a key for knowledge management at all levels and improves company performance [2]. Since it is inevitable that change may occur during operations in the institutions, manual of operations must get regular evaluation or monitoring. As the institution grows, operations manual must be updated. Annual review sessions should be scheduled to ensure that elements and programs of the operations manual are kept up to date. Operations manual is intended for all companies and institutions whether it be public or private, large, medium or small enterprise, profit or non-profit organization.

Among many institutions in the Philippines, Binalatongan Community College is one of the youngest College in Pangasinan. The school is located in San Carlos City, established in 2006. Since the school is nearly established, operations manual was authored yet unevaluated, hence this study.

The organizational structure is usually defined in terms of three dimensions: (1) the bases of group activities together, (2) type of authority and

relationship among the organizational units, and (3) the coordination of all mechanism used [3].

Explaining the aforementioned details, the different activities, hopes to gain effectiveness through specialization and coordination of similar related activities following the operations manual. The organizational and functional chart of the college shall be the one to be adopted and approved by the Board of Trustees (BOT) and with the set –up they have different areas of responsibilities like, the College President as the Chairman of the board, the Higher Education Representatives, Congressional Committees like, Department of Education (DepEd), Regional Director, Regional Director of NEDA, faculty Representative, College Student Supreme Council, and two prominent citizens hence force referred to as citizen regents.

There are ways of looking into management, through the people who composed the organization as well as the beneficiaries. Management is the planning, deciding or exercising of control and supervision on the same function of the organization [3].

Management is the organ of the society that specially charges with making resources productive with responsibility for organized economic stability. At this juncture, the governance of this college shall be vested in the Board of Trustees (BOT), which has the powers and functions to receive an appropriate sum for the support of the collages full utilization of the resources for further development.

In addition, a program is the totality of activities of an organization for its immediate operation as well as the future development [4]. The essential program of the institution shall be embodied in the curriculum wherein students' activities can be guided upon.

It is also essential that an effective management should have a sound financial administration which is a basic requirement to national development [6]. Practically, government decisions have financial implications which influence all sectors of the economy, both public and private. Moreover greater demands for government services due to increased population have deepened the interest of financial administration

Explaining this particular area, financial administration is therefore of special importance because there seem to be no limit to what may the stakeholders ask from the government or the administrator, hence there is always a limit to the funds available. It is then an effective organization if

there is a financial organization which requires (1) a budget system for the planning of balanced expenditures and revenues (2) a system of control and audit for the proper custody of funds, this means a controller's office to check and balance disbursement [6].

## **METHOD**

### **Research Design**

The study employed the descriptive-survey method of research. This is to point out the status of Binalatongan Community College in terms of organizational structure, programs offered, enrollment since its creation and faculty; and the level of satisfaction of administrators, faculty, students and community people on the implementation of the college Operations Manual relative to the services of academic affairs, student's affairs, physical and plant facilities, and curriculum. These data are needed in the assessment and evaluation of the implementation of the operations manual in the Binalatongan Community College.

Descriptive studies aim to provide an accurate description of an existing situation of an association between variables from which one can then make some statements about a certain group of population.

### **Respondents**

The Respondents of the study were administrators, faculty, students and community (parents and barangay officials nearby) of the Binalatongan Community College located in San Carlos City, Pangasinan. The total enumeration sampling technique was used. There were 133 respondents that included five (5) administrators, 10 faculty members, and 68 second year and third year students of Bachelor of Elementary Education (BEED) and Bachelor of Science in Information Technology (BSIT). Purposive sampling was used to get 50 respondents from the community. The community-respondents include the parents of the students. The data gathered were from the respondents enrolled during the First Semester of Academic year 2010-2011. All the respondents were informed about the purpose of the study before answering the questionnaire and undergoing focus group discussion. Each participant signed a consent letter on voluntary basis. It was indicated in the letter that their responses were treated with strict confidentiality.

### **Instrument and Data Collection**

The instrument used in the study was a questionnaire prepared by the researcher which was externally validated by ten competent faculty members in the Graduate School. The instrument has a validity score of 3.9 which is highly valid with a range of scores between one (1) and five (5). The questionnaire consisted of four parts with 15 items each. The questionnaire was administered to administrators, faculty, students and community people to describe their level of satisfaction in four areas of services. The data gathered were collated, tallied and tabulated. These data were presented in tabular forms and was analyzed and interpreted for the readers to understand the results obtained. The obtained results served as a tangible basis for the evaluation implementation of Operation manual used by administrators, faculty, and students of Binalatongan Community College (BCC) located in San Carlos City, Pangasinan.

To answer the status of the Binalatongan Community College in terms of Organizational Structure, Programs Offered, and Qualification of Faculty, frequency count was used.

For problem number 2 which asked the effectiveness of BCC services through level of satisfaction of administrators, faculty, students and community on the implementation of the existing operations of the Binalatongan Community College (BCC) in terms of the Academic Affairs Services, Student Affairs Services, Physical Facilities, and Program Curriculum, the Average Weighted Mean was used including range and corresponding verbal interpretation. The results were treated and interpreted using descriptive rating from 1 to 5 both in the level of satisfaction and effectiveness of the manual. The scale means having 4.5-5.0 as the highest satisfactory description of "very high satisfaction" and very effective, 3.5-4.49: as "high satisfaction" and effective, 2.5-3.49: as "satisfied" and "effective", 1.5-2.49: as "least satisfied" and least effective, to the lowest of rating which is 1.0-1.49 as "not satisfied" and "not effective".

### **RESULTS AND DISCUSSION**

This study found that the organization structure of BCC is headed by the Chairman of the Board Trustees (BOT), followed by the Vice-President for Administrator and Operations, Vice-President for Academic Affairs, Two Deans, College of Education and College of Information Technology, Ten (10)

Faculty member in two (2) Colleges and Seven (7) Support Staff identified as college Secretary/Registrar, three (3) clerks, IT Facilitator and two (2) IT Staff.

The two mandated Commission on Higher Education, Policies, Standards, Guidelines, and Procedures has been met with minimum requirements defined in Commission on Higher on Education (CHED) Memorandum Order [8]. The Binalatongan Community College Organizational Structure embraces all organizational units to enable it to function judiciously and effectively. Its organization has administrators, deans, faculty, staff and students that it may serve.

The two programs BEEd [9] and BSIT [10] are designed as mandated by the Commission on Higher Education policies, standard, revision and procedures its offering academic programs followed the guidelines and are already met as a requirement set forth by the CHED Memorandum.

The enrollment of the college, started with twelve (12) students, four (4) BSIT and eight (8) BEE however, this number grew in number up to the present. Based from the 1st semester, S.Y. 2010-2011 data of enrollment and went up to 248 of which 97 were BEE and 151 BSIT. This increase of enrollees is due to the low tuition fee compared to the other institutions in the municipality and in the nearby city. It was also found out that there was a significant number of drop-outs when the students goes to the next higher level. Students' reason was due to the financial constraints and change of residents. There were significant drop-out of 42.86 percent for the BEE Program while a minimal drop-out of 18 percent for BSIT Program during the 2nd semester S.Y. 2008-2010, This could be influenced by the issuance of food and transportation allowance to poor but deserving students in the college.

The enrollment in both BEE and BSIT programs were increased by 63.04 percent and four percent during 1st Semester S.Y. 2009-2010. Luckily BEE Program regained its enrollment by an increase of 34.38 percent, BSIT Program increased by 41.86 percent. It showed that there were minimal drop-outs observed in the second semester.

There was an increase in enrollment from 1st Semester to 2nd Semester in the institution. This implies that quality procedures and academic strategies needed to maintain the enrollment were observed. Based from the interviews, students though can't afford to go to school due to high miscellaneous

rates such as the budget for food allowances, school supplies and transportation they have to attend classes because the education is still of quality. And that the item-learning process/resources within the degree programs are accessible to all BCC students.

Teachers are also very essential in education. The Binalatongan Community College faculty members maintain the quality of teaching since they are all college graduate related to their field of expertise. They are qualified to prepare the students to be competitive and skilled professionals. Based from the data, BSE faculty met the CHED minimum requirement of twenty percent doctoral degree holders and at least forty percent masterate degree holders. This finding implies that BSE course is striving to maintain quality education through competent faculty members. This is in response to the CHED quality, excellence, relevance and responsiveness, access and equity, efficiency and effectiveness in education.

#### **Administrators Extent of Satisfaction**

The extent of satisfaction of the administrators in terms of Academic Affairs Services showed that the Administrators were *highly satisfied* with the implementation of Academic Affairs Services with 4.16 Average Weighted Mean. This means that the academic services like course/ subjects offering, teaching and instruction, facilities for learning are met at minimum requirement for high implementation and effectiveness.

The perceived high satisfaction by the Administrators was an indicator for highly effective Academic Strategic Planning and Academic Procedures in assessing the learning outcome as implemented by the faculty, policy on academic admission policy on subject equivalency, provisions of training of faculty members to conduct curricular programs review and enrichment. The conduct of academic affairs has also bearing on the nature of linkages established outside the College for the hands-on training/OJT/practice teaching as perceived that some programs are also effective in their conduct of the said activities.

It is also noted that college activities were periodically monitored and evaluated by the administrators to upgrade quality of instructions for the students. The satisfaction rating of Administrators on Students Affairs showed that all items were rated with the average weighted mean of 3.75 which means that the administrators were “highly satisfied” with the implementation of the student affairs services.

The conducts of students’ activities were highly effective (4.6). However, some policies about student services like policies and procedures in the selection, admission and retention of students and the conduct of medical/dental services to the college students resulted to “moderately effective” (3.1) and improvement of teaching-learning process through research was found “moderately effective” (3.0).

#### **Faculty Level of Satisfaction on Academic Affairs**

The extent of satisfaction of Faculty members on Academic Affairs Service was rated “highly satisfied” with weighted average of 3.48. This implies that all academic affairs activities’ implementation were “effective” and satisfying to the faculty. The faculty perceived that the implementation of academic strategic planning, the conduct of curricular program review, Faculty capability enrichment, and service delivery for instruction were found to be effective. However the faculty found procedures in evaluation of learning process on academic was found to be “moderately effective”. Thus, periodic monitoring and evaluation of the Academic program implementation to the faculty was “moderately satisfying”.

#### **Students Level of Satisfaction on Academic Affairs Services**

The students are “moderately satisfied” with Academic affairs services and “moderately effective” with a general weighted mean of 2.79. This shows that all academic services are moderately effective except on the provision of training and education to faculty members which was perceived to be “highly satisfied” (4.0). It is worthy to note that pre-service training is moderately given to students.

It is sad to know that conduct of research among faculty and students was perceived as moderately effective with the general weighted average of 2.57. This low result findings entail that there should be procedural mechanism to improve research services, conduct of researchers to be appreciated by the faculty and students for further satisfaction.

#### **Community Level of Satisfaction on Academic Affairs Service**

Furthermore, the level of satisfaction among community respondents on academic affairs services was found to be “least satisfied (1.67). The low satisfaction on the implementation of academic affairs services means “fairly effective” (2.3)

implementation of academic affairs services which further needs improvement on the mechanism and system of the program. Furthermore, the stakeholders felt that there is a need for academic strategic planning and an academic procedure in assessing the learning outcomes of the students. There is also a felt need of the community that academic admission and retention policies be implemented by the admission office.

#### **Administrators' Level of Satisfaction on Student Affairs Services**

The administrators are highly satisfied in the implementation of its students' affairs services and the operations manual is highly effective along this area.

#### **Faculty Level of Satisfaction on Student Affairs Services**

The data on student affairs as rated by faculty members revealed moderately effective implementation with weighted mean of 3.3 and moderately satisfied (3.2). The following items were found to be highly effective on policies and procedures in the selection, admission and retention of students, guidance and counseling services.

#### **Students Level of Satisfaction on Student Affairs services**

The level of satisfaction of students relative to student affairs services revealed that students have "moderate satisfaction" with the general weighted mean of 2.69. There were items found to be moderately effective, some student affairs services were "fairly effective" because some students were lowly satisfied. These are on cultural and moral development of students, medical and dental service of the College.

#### **Community Level of Satisfaction of on Student Affairs Services**

This study found out that community stakeholders' satisfaction on student affairs services is the same with students. The community respondents revealed that they are "moderately satisfied" in the implementation (weighted mean of 2.72). Almost all services are "moderately effective" except for the student consultation services and the provisions of directions in the planning, implementation, monitoring and evaluation service, and learning process are fairly effective (2.3). This finding

confirms that appropriate measures in the manual to ensure uniformity and transparency of procedures of efficient and effective implementation of student services programs were not properly implemented.

#### **Administrators' Level of Satisfaction on Physical plant/ facilities**

The satisfaction rating of administrator's relative to physical plant/facilities gave "satisfaction" results with the general weighted mean of 3.68 and "effective" on the implementation of activities and purchase and repair of physical plan/facilities. However, there is a moderate satisfaction or moderate effectiveness rating given to the following services like the procurement of library books, student lounge with TV set for relaxation during noontime, mini-gym, swimming facilities, movie house be available to the students and sanitary canteen cafeteria services of the college.

#### **Faculty Level of Satisfaction on Physical plant and facilities**

The rating of the faculty members on the implementation of policies related to physical plant/facilities has a weighted average of 3.14 which means "moderately satisfied" thus, "moderately effective" implementation. Almost all of their responses were moderately effective except on the provisions of the presence of photocopying machine and computer in the library which is considered as fairly effective.

#### **Students' Level of Satisfaction on Physical Plant and Facilities**

The gathered data reflects that students have "low satisfaction" rating on physical plant/facilities services with a general weighted mean of 2.47 which means it is "fairly effective" implementation. Low satisfaction rating was given to the following services like the poor school production and procurement of audio-visual materials for the use of the students, cubicles for research work in the library, lack of physical fitness and recreation facilities, no provision of photocopy machines and computer to be used by students, and other facilities needed in the College.

#### **Community Level of Satisfaction on Physical Plant and Facilities**

The community respondents rated moderately satisfied with physical facilities with the weighted mean of 2.80. The majority of the services are

moderately effective except for internet connections for use of the students (BEED/BSIT). It is also noted that the Students' lounge and cafeteria are provided with TV sets for relaxation.

#### **Administrators, faculty, students and community level of Satisfaction on Program Curriculum**

The administrators rated program Curriculum implementation as "highly satisfied" (4.50); while the faculty (3.37), students (2.88) and community (2.62) are all "moderately satisfied" in the implementation of the program curriculum. Majority of respondents gave moderate satisfaction on program curriculum except for Administrators who gave high satisfaction level on curriculum.

The 18 faculty have moderate satisfaction on the following curriculum content which responded to Global, National, and Local Needs and recent to professional developments. The curriculum reflects the breadth and depth of the professional/technical preparation required by its graduates. However, outstanding achievement is recognized and encouraged by the Dean/ classroom while instruction is enrichment through strategies.

#### **CONCLUSION AND RECOMMENDATION**

The Binalatongan Community College has organizational structure that follows the CHED standard organization system. The programs offered are Education and Information Technology. Its population of students experiences fluctuations in enrollees. In the advent of increased number of students there was also an increase in number of qualified faculty.

The operational manual guided the administration in organizational set up of operations according to CHED standards in offering programs in Education and Information Technology. After several years of its operation the operational manual was evaluated in accordance to its implementation which was evaluated by the administration, faculty, students, and community.

Summing the four areas on level of satisfaction of the respondents, the operations manual is implemented with satisfaction and effectiveness according to its stakeholders. The administrators were highly satisfied in the implementation of its academic affairs, student services, physical plan and facilities and program curriculum. The administrators found the implementation of the Operational Manual highly effective. The faculty members were moderately satisfied with the implementation of students' services, program curriculum, physical plant and

facilities but, highly satisfied with academic affairs. The faculty agreed that the operational manual was moderately effective in three areas and highly effective in academic affairs. The students felt that the implementation of the manual was moderately satisfying in areas of academic and student affairs and program curriculum however, has low satisfaction rating in physical plant and facilities. The students agreed that the operational manual is fairly effective. The community stakeholders were lowly satisfied in the implementation of academic affairs however, moderately satisfied on student services, physical plant and facilities and program curriculum. The community stakeholders agreed that the operational manual is fairly effective in academic and student affairs while moderately effective in physical plant and facilities and program curriculum.

The implementation of the Operational Manual of Binalatongan Community College suggested that there should be further improvement of its operations particularly in the implementation of physical plant and facilities and student services particularly along cultural, medical and dental services.

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