

University Frontline Services: Analyzing Citizen's Charter Awareness and Its Relationship to Client Satisfaction among Internal Stakeholders

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ABSTRACT

It aimed to determine the university internal stakeholders' level of awareness, perceived implementation of the Citizen's Charter and the extent to which these factors correlate and influence client satisfaction and to further identify gaps and enhancement strategies. Results further showed a significant relationship between the level of Citizen's Charter awareness and the overall satisfaction of internal stakeholders and a significant influence of both Citizen's Charter awareness and perceived level of implementation on client satisfaction. Interviews from the participants emphasized that while stakeholders recognized the Charter's existence and has positive perception on its implementation, engagement remains passive and dependent on visual exposure rather than structured communication that limits interaction with its content. The study concludes that while service quality is high, communication is underutilized. It recommends a proactive and scaled up dissemination strategies and standardized implementation to further enhance awareness and service quality.

INTRODUCTION

Government institutions in the Philippines including State Universities must comply with Republic Act No. 9485 (Anti Red-Tape Act of 2007, ARTA) and Republic Act No. 11032 (Ease of Doing Business and Efficient Government Service Delivery Act of 2018) mandating Citizen's Charter as a mechanism to deliver efficient and transparent services to the public and its stakeholders. Despite compliance with its mandates in physical posting requirements and service transparency, a disconnect exists between the presence of the Citizen's Charter and the lived experiences of the internal stakeholders in some manner impacting satisfaction in frontline services of offices like the Registrar's Office, Office of Student Affairs and Services (OSAS), and Human Resource Management Office (HRMO). This study analyzed awareness level, perceived implementation, and their relationship and influence on satisfaction using the SERVQUAL Model among internal stakeholders (students, faculty, staff) across five campuses of Aklan State University.

Despite the institutionalization of the Citizen's Charter, studies indicate that client satisfaction with government services continues to face challenges due to inefficiency, limited stakeholder awareness, and inconsistent implementation (De Guzman & Torres, 2020). Similarly, reports such as the Philippine Statistics Authority (PSA) Client Satisfaction Measurement Report (4th Quarter, 2023) highlighted that awareness of the Citizen's Charter among stakeholders remains relatively low, resulting in significant gaps between policy and practice.

In the context of SUCs and HEIs, these challenges are even more critical because service delivery directly affects students, faculty, and administrative personnel. Studies conducted in Philippine state universities revealed that while institutions demonstrate compliance with Citizen's Charter standards, gaps in awareness and stakeholder engagement remain evident, limiting their full utilization (Gabia & Urbiztondo, 2024). Furthermore, research at Isabela State University indicated that although service quality is rated positively, inconsistencies in implementation and stakeholder-specific needs continue to influence satisfaction levels (Cammayo, 2024).

At present, Aklan State University (ASU) has demonstrated compliance with ARTA requirements through the establishment and monitoring of Citizen's Charter standards across its frontline offices. These efforts aim to streamline processes, ensure prompt service delivery, and create a positive service experience for stakeholders. While Aklan State University (ASU) has maintained compliance with the physical implementation and monitoring of these service standards across its five campuses, a significant disconnect often exists between the presence of a posted charter and the lived experience of internal stakeholders. In a university setting, a lack of awareness can directly affect the perceived credibility of frontline services, such as those provided by the Registrar, Human Resource Management Office, and Office of Students Affairs and Services.

The study addresses: services availed and frequency; awareness of ARTA and Citizen's Charter; perceived implementation (visibility, efficiency, responsiveness, physical setup); satisfaction (reliability, assurance, tangibles,

empathy, responsiveness); relationship between variables; service gaps; and recommendations.

Hypothesis

The research hypotheses guiding this study are the following:

1. There is no significant relationship between the level of Citizen's Charter awareness and the overall satisfaction of internal stakeholders with the university frontline services.
2. The level of Citizen's Charter awareness and the perceived implementation of the Citizen's Charter do not significantly influence the level of client satisfaction with university frontline services.

THEORETICAL REVIEW

The theoretical foundation of this study was anchored on the SERVQUAL Model developed by Parasuraman, Zeithaml, and Berry (1985, 1988). SERVQUAL is a widely recognized framework that is used to measure the quality of service delivery and has been used extensively in both academic research and practical applications. The SERVQUAL framework focuses on five key dimensions of service quality: reliability, assurance, tangibles, empathy, and responsiveness, often referred to as the RATER model. It can be said that SERVQUAL is a multiple-item scale with good reliability and validity that helps firms to have a better understanding of evaluating the service expectations and perceptions of customers and improve the services as well.

Parasuraman et al. (1988) claimed that SERVQUAL provides a basic skeleton through its expectations/perceptions format encompassing statements for each of the five service quality dimensions. This model provides a multidimensional, structured approach to evaluating service quality by focusing on the discrepancy between a client's expectations and their actual perceptions of the service received. The SERVQUAL Model remains a reliable diagnostic tool for identifying service quality deficiencies, especially in public services and e-government contexts, by highlighting the discrepancy between expected and perceived service (Wang, Lo, & Yang, 2022).

In the context of the Citizen's Charter, the SERVQUAL model supports the measurement of how well service standards are met and how these influence satisfactions. It helps determine whether the commitments stated in the Citizen's Charter, such as timeliness, transparency, and courtesy, are consistently practiced by frontline offices. By analyzing the relationship between awareness and satisfaction, this study determines if dissatisfaction arises because stakeholders do not know their rights under the Charter. The Citizen's Charter serves as the institutional benchmark for expected service as a diagnostic tool; the SERVQUAL model identifies the gaps where the actual performance of frontline offices, such as the Registrar, OSAS, and HRMO, falls.

Scope and Limitations of the Study

This study examined the level of Citizen's Charter awareness and its influence on client satisfaction among internal stakeholders of the university. The

study was conducted within the context of a Higher Education Institution (HEI), specifically Aklan State University (ASU), covering its five campuses. It focused on selected administrative and academic frontline service units, namely the Office of Student Affairs and Services (OSAS), the Registrar's Office, and the Human Resource Management Office (HRMO), which are directly involved in delivering frontline services.

This study was limited to internal stakeholders only and excluded external clients such as alumni, parents, partner institutions, and members of the public. The analysis was also confined to selected frontline service offices and did not include auxiliary or support units that are not directly engaged in routine service transactions. Furthermore, the study did not evaluate the legal compliance, completeness, or technical accuracy of the Citizen's Charter. Instead, it focused on internal stakeholder's awareness, perception of implementation, and overall satisfaction based on their actual service experiences.

The Statistical analysis employed both descriptive and Inferential statistics. Descriptive statistics, including the frequency, percentage, and mean, to determine levels of awareness, perception, and satisfaction; and inferential statistics, including Pearson Product-Moment Correlation and multiple regression analysis, to examine relationships and influence among variables. As such, the findings were limited to the assumptions and scope of these statistical tools, including linear relationships among variables and reliance on self-reported data. The results do not establish causality but rather indicate the degree of association and predictive influence among the variables under study.

METHODOLOGY

A sequential explanatory mixed-method design was employed, beginning with quantitative data collection followed by qualitative interviews to provide contextual depth. Two Hundred Fifty (250) participated (30 students, 10 faculty, 10 staff) in each campus participated and completed the online questionnaire measured by 5-point Likert's Scale. Instruments adapted SERVQUAL and researcher made questionnaires, validated by experts.

Quantitative data analysis. Survey responses were encoded and analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics (frequency, percentage, mean, and standard deviation) were used to summarize stakeholders' level of awareness, perceived implementation of the Citizens Charter, and satisfaction across the SERVQUAL dimensions of reliability, assurance, tangibles, empathy, and responsiveness. Building on earlier SERVQUAL applications in higher education and the Philippine public sector, Pearson Product-Moment Correlation was employed to determine the strength and direction of the relationship between Citizens Charter awareness and client satisfaction, while multiple linear regression was used to assess the combined predictive influence of awareness and perceived implementation on satisfaction. Multicollinearity was examined through variance inflation factors and tolerance values, and all tests were conducted at the 0.01 level of significance to ensure more rigorous control of Type I error.

Qualitative data analysis. Interview data generated from nine key informants were subjected to thematic analysis following the six-step process of Braun and Clarke (2006). First, the researcher familiarized themselves with the data by repeatedly reading the transcripts and noting initial impressions. Second, initial codes were generated inductively to capture salient features related to awareness, implementation, and service experience. Third, codes were collated into potential themes that described recurring patterns in stakeholders' narratives. Fourth, these themes were reviewed against the coded extracts and the entire data set to ensure coherence and distinctiveness. Fifth, themes were defined and named, resulting in five overarching themes that articulated specific gaps in awareness and service delivery. Finally, vivid, representative excerpts were selected, translated where necessary, and woven into the narrative report to illustrate each theme and to explain or nuance the quantitative findings.

Integration of quantitative and qualitative findings. Consistent with a sequential explanatory mixed-method design, quantitative results were analyzed first and then used to inform the focus of the qualitative phase. Themes from the interviews were interpreted in relation to the survey patterns allowing the researcher to explain why statistically high awareness coexists with passive utilization and to identify concrete service and communication gaps.

RESULTS

Services Availed

Participants availed services in the frontline offices like enrollment (55.2%), library and information (28.4%), service records (59%) it was further revealed that stakeholders avail services in the offices in a transactional nature and depends on the specific needs of every stakeholders.

Level of Awareness

Participants reported "Highly Aware" of the Republic Act No. 9485 (ARTA) and the University Citizen's Charter indicating they are fully aware of its provisions, presence and existence in the university. This finding is consistent with the objectives of Republic Act No. 9485 or the Anti-Red Tape Act of 2007, which was amended to Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which emphasizes the importance of transparency and accessibility of service information to ensure informed clients. Moreover, local studies support that higher levels of awareness contribute to a better understanding of service processes and expectations. Guanzon and Padilla (2022) emphasized that effective dissemination of ARTA-related information enhances client knowledge of procedures, while Estoria-Maquiling (2023) found that stakeholders in state universities exhibit higher awareness when service standards and commitments are clearly communicated. Similarly, Dela Cruz and Santos (2024) noted that awareness strengthens client's ability to navigate service systems and evaluate service performance. Further supporting this, Medes, Cruz, and Villanueva (2025) argued that awareness reduces uncertainty during transactions and promotes more efficient service interactions. These findings affirm that strong awareness is a critical factor in

promoting informed engagement and improving the overall experience of clients in university frontline services.

Table 1. Overall Awareness

Dimension	Mean	SD	Interpretation
Awareness (Overall)	3.81	0.93	Highly Aware

Level of Perceived Implementation

All implementation dimension was perceived as “highly implemented” indicating the Citizen’s Charter is effectively implemented in terms of visibility, efficiency, responsiveness, and physical setup. Results reflects a high level of compliance, suggesting that the university has successfully embedded the mandates of Republic Act No. 9485, as amended by Republic Act No. 11032, into its daily operations (Anti-Red Tape Authority [ARTA], 2020). This aligns with the intent of ARTA policies, which emphasize not only formal compliance but also the institutionalization of efficient, transparent, and client-centered service delivery.

Table 2. Overall Perceived Implementation

Dimension	Mean	SD	Interpretation
Visibility	4.22	0.64	Highly Implemented
Efficiency	4.13	0.73	Highly Implemented
Responsiveness	4.23	0.81	Highly Implemented
Physical Setup	4.23	0.60	Highly Implemented

Level of Satisfaction

Overall, internal stakeholders reported as “highly satisfied” across SERVQUAL dimensions. This high level of satisfaction suggests that the university effectively delivers across the core dimensions of service quality, reflecting a strong alignment between service standards and actual client experiences.

Among the five dimensions, Reliability ($M = 4.34$, $SD = 0.77$) and Assurance ($M = 4.34$, $SD = 0.59$) emerged with the highest mean scores. These results indicate that stakeholders place significant value on the consistency of service delivery, accuracy of information, and the competence and credibility of frontline personnel. This finding supports the work of Parasuraman, Zeithaml,

and Berry (1988), who identified reliability as the most critical determinant of service quality, as well as Zeithaml, Bitner, and Gremler (2018), who emphasized that assurance builds trust and confidence in service interactions.

Findings strongly support the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1985; 1988), which posits that service quality is a multidimensional construct influencing client satisfaction. The results also align with contemporary studies in higher education, where high performance across reliability, assurance, empathy, tangibles, and responsiveness is associated with stronger client satisfaction and more favorable institutional perceptions (Medes, 2025).

Table 3. Client Satisfaction

Dimension	Mean	SD	Interpretation
Reliability	4.34	0.77	Highly Satisfied
Assurance	4.34	0.59	Highly Satisfied
Tangibles	4.30	0.67	Highly Satisfied
Empathy	4.30	0.66	Highly Satisfied
Responsiveness	4.29	0.63	Highly Satisfied

Relationship between Citizen's Charter Awareness and Client Satisfaction

The computed Pearson correlation coefficient ($r = 0.520$) indicates a moderate positive relationship between the two variables. This implies that as the level of awareness of the Citizen's Charter increases, the level of client satisfaction with university frontline services also tends to increase. The p-value ($p = 0.000$) is less than the 0.01 level of significance, indicating that the relationship is statistically significant. Thus, the null hypothesis stating that there is no significant relationship between Citizen's Charter awareness and client satisfaction is rejected.

The moderate, statistically significant positive correlation between Citizen's Charter awareness and client satisfaction ($r = 0.520$, $p < 0.01$) indicates that clients who are more aware of the Charter tend to report higher satisfaction with university frontline services. This supports earlier evidence that awareness of service standards and procedures enhances clients' understanding and expectations, leading to more favorable evaluations of service quality (Guanzon & Padilla, 2022; Estoria-Maquiling, 2023). Similar patterns were reported in RA 11032 compliance studies, where higher awareness and visibility of Citizen's Charters and ease-of-doing-business provisions were associated with improved satisfaction scores and positive feedback on frontline services.

Table 4. Correlation of Awareness and Satisfaction

Variables	r-value	p-value	Decision
Citizen's Charter Awareness and Client Satisfaction	0.520	0.000	Reject H_0

Influence of Level of Citizen's Charter Awareness and Perceived Level of Implementation to Client Satisfaction

The regression model, which yielded an R value of 0.784, indicating a strong relationship between the independent variables (awareness and implementation) and the dependent variable (client satisfaction). The coefficient of determination ($R^2 = 0.615$) reveals that approximately 61.5% of the variation in client satisfaction can be explained by the combined effect of awareness and perceived implementation of the Citizen's Charter. The adjusted R^2 value of 0.612 further confirms the stability and reliability of the model, suggesting minimal shrinkage and a good overall fit.

The ANOVA results show that the regression model is statistically significant ($F = 197.049$, $p = 0.000$), indicating that the model significantly predicts client satisfaction. Since the p-value is less than the 0.01 level of significance, the null hypothesis is rejected. This confirms that awareness and implementation of the Citizen's Charter jointly have a significant effect on client satisfaction.

These findings suggest that both awareness and implementation are important determinants of how clients perceive service quality in university frontline services. Higher levels of awareness enable clients to better understand service procedures, requirements, and their rights, thereby reducing uncertainty during transactions. At the same time, effective implementation ensures that services are delivered in accordance with established standards, further enhancing the client experience. Guanzon and Padilla (2022) emphasized that effective implementation of ARTA mechanisms improves transparency and accountability, which in turn enhances client satisfaction. Similarly, Estoria-Maquiling (2023) found that in state universities and colleges, both awareness of service processes and actual service delivery significantly influence stakeholder satisfaction.

The regression results confirm that Citizen's Charter awareness and perceived implementation are significant predictors of client satisfaction, with a substantial proportion of satisfaction explained by these variables. This implies that improving both the dissemination of information and the actual delivery of services can lead to higher levels of client satisfaction in university frontline operations.

Table 5. Influence between Awareness, Perceived Implementation and Satisfaction

Model	Sum of Squares	df	Mean Square	f-value	p-value	Decision
Regression	50.260	2	25.130	197.049	0.000	Reject H ₀
Residual	31.500	247	0.128			
Total	81.761	249				

Identified Gaps that Affect Internal Stakeholder's Awareness and Understanding of the Citizen's Charter in the University

The qualitative findings of this study reveal a complex landscape where institutional compliance meets the lived realities of university stakeholders. These narratives are best understood through the following that has emerged: Theme 1: Seen but Not Understood, which explores how awareness is often rooted in passive exposure rather than conceptual clarity; Theme 2: Visible but Uninviting, highlighting how poor design and placement discourage active engagement with the Charter; Theme 3: Policy Exists but Orientation Fails, addressing the critical need for systematic information, education, and communication (IEC) strategies; Theme 4: Fast but Not Always, which identifies the service gap created when documented timeframes clash with resource limitations; Theme 5: The Subtle Impact of the Service Setting, examining how the physical environment, though secondary, remains a relevant factor in the overall stakeholder experience. Collectively, these themes reflect and provide a comprehensive picture of the existing service and communication gaps, offering a foundation for improving both policy implementation and stakeholder engagement strategies.

Table 6. Thematic Analysis Identified Gaps

Theme	Identified Gap	Description of Gap	Supporting Verbatim
Theme 1: Seen but Not Understood	Surface-Level Knowledge	Awareness is based on passive exposure rather than deep understanding of the Citizen's Charter as a functional tool.	Sa mga bulletin boards ina nakadisplay... matsu mini tarpaulin imaw dun... pero kung mantawon kuta abe imaw hay wa ako na-attract sa duyon nga citizen's charter nga nakadisplay, pero sayud ko una imaw nga naga-exist. (The Citizen's Charter is displayed on bulletin board in the form of a mini-tarpaulin. However, while I recognize its presence, the design and layout do not attract my attention.)

Theme	Identified Gap	Description of Gap	Supporting Verbatim
Theme 2: Visible but Uninviting	Poor Design and Accessibility	The Charter's layout, font size, and placement discourage stakeholders from reading and engaging with its content.	<i>Bukon gid ako fully aware sa contents pero nakita ko po imaw sa desk. I guess their Citizen's Charter is sometimes cannot be seen visibly because it's either small or sometimes far away. (I am not fully aware of the contents, but I have seen the citizen's charter on the desk. I think it is sometimes not visibly accessible because the display is too small or placed too far away.)</i>
Theme 3: Policy Exists but Orientation Fails	Lack of Structured Awareness and Dissemination	Absence of formal orientations, seminars, and IEC campaigns limits stakeholders' understanding and application of the Charter.	<i>Dapat visible du citizen's charter, dapat magkaroon it orientation or flyers, magsa campaign, and information dissemination para ma aware. Informations, Education, Communication, mga flyers or IEC. (The Citizen's Charter should be visible; there should be orientation or flyers like campaigns, and information dissemination to raise awareness. Information. Education and Communication (IEC) materials, such as flyers, would help ensure that stakeholders are properly informed.)</i>
Theme 4: Fast but Not Always	Inconsistent Service Delivery	Service timelines are not always met due to resource limitations, workload, and external factors such as queues.	<i>Nafollow man sya before pero subong diri depende sa may time be. Nakabutang gid sa among nga charter within 5 minutes... isa lang amon nga machine so parang may limitation man du machine, so 30 lang nga library card du pwede nga marelease in one day. So ga vary imaw base sa number of clients. (The process used to be consistently followed before, but now it depends on whether there is time. Our charter specifies that transactions should be done within 5 minutes; however, we only have one machine, so there are limitations, and thus, only about 30 library cards can be released in one day. So, the processing time varies depending on the number of clients.)</i>
Theme 5: The Subtle Impact of the Service Setting	Resource and Facility Limitations	Physical environment concerns (heat, seating, space) affect stakeholder comfort and overall experience.	<i>Ga affect imaw sa akon nga experience specially if du chairs hay limited ag abo du clients nga gina cater. (It affects my experience, especially if the chairs are limited and many clients are being catered to.)</i>

The thematic analysis of qualitative further data revealed recurring patterns that expose significant gaps in the awareness, understanding, and implementation of the Citizen's Charter among internal stakeholders. Although the Charter is visibly present across university offices, its function as a practical tool for promoting transparency, accountability, and efficient service delivery remains underutilized. The findings suggest that stakeholder awareness is largely shaped by passive exposure rather than active engagement and functional understanding. This supports the observations of the Anti-Red Tape Authority (2020), which emphasized that mere compliance through display does not guarantee effective utilization of the Citizen's Charter.

Furthermore, limitations in visual design, the absence of structured orientation programs, inconsistencies in service delivery, and constraints in physical facilities were identified as key barriers to effective implementation. These findings align with studies by the Asian Development Bank (2013), which stressed that public service reforms must go beyond policy issuance and incorporate user-centered design, clear communication strategies, and continuous stakeholder engagement. Similarly, recent studies highlight that awareness remains limited when dissemination relies on passive methods rather than interactive and multi-channel approaches.

DISCUSSION

Based on the integrated findings, several conclusions are drawn regarding the level of awareness, the level of perception on the implementation, and the overall client satisfaction of the internal stakeholders in the University Citizen's Charter.

Internal stakeholders actively and regularly avail themselves of university frontline services, particularly in areas related to academic records, student support, and administrative transactions. This demonstrates continuous engagement with service offices, especially during peak academic periods, highlighting the central role of these offices in university operations, underscoring the importance of efficient service delivery systems.

Stakeholders demonstrate a high level of awareness of Republic Act No. 9485 and the Citizen's Charter. This indicates that stakeholders are familiar with the legal framework governing efficient public service and have knowledge of service procedures, requirements, and processing times.

The Citizen's Charter is institutionally functional within university frontline operations and is operationally implemented in accordance with prescribed service standards. Its presence contributes to transparency and procedural clarity within service transactions. However, qualitative findings revealed that while awareness levels are statistically high, engagement with the Charter remains largely insufficient or idle. The reliance on visual exposure rather than structured communication strategies limits the depth of stakeholder interaction with its content. Awareness, therefore, may function more as recognition of presence than as comprehensive procedural literacy.

The Citizen's Charter is perceived as highly implemented across all dimensions. Visibility and accessibility of information are adequate, services are

delivered efficiently and timely, personnel demonstrate responsiveness and accountability, and the physical setup and comfort of service areas contribute to a positive service environment.

Internal stakeholders report very satisfactory levels of service quality across all SERVQUAL dimensions, including reliability, assurance, tangibles, empathy, and responsiveness. This indicates that frontline services consistently meet or exceed stakeholder expectations in terms of professionalism, accuracy, and promptness. Qualitative findings showed that client satisfaction is primarily driven by operational efficiency and frontline personnel behavior. Professionalism, responsiveness, and timeliness employ substantial influence on service perception.

The very satisfactory ratings across all SERVQUAL dimensions reinforce the central claim of Parasuraman, Zeithaml, and Berry that perceived service quality is multidimensional and closely linked to client satisfaction. In line with previous SERVQUAL-based studies in higher education and Philippine public-sector agencies, reliability and assurance emerged as the strongest dimensions in this study, underscoring stakeholders' emphasis on consistent processes, accurate information, and competent, trustworthy personnel. These results mirror findings from Gorospe et al. (2021) and Estoria-Maquiling (2023), where reliability, responsiveness, and empathy were significant predictors of satisfaction in university and regulatory settings. At the same time, the qualitative themes "Fast but Not Always" and "The Subtle Impact of the Service Setting" show that even within an overall positive service environment, resource constraints, queues, and physical discomfort can generate localized dissatisfaction, echoing international evidence that the built environment and waiting experience can affect perceptions of public services.

Study confirms that higher levels of awareness of the Citizen's Charter are associated with increased satisfaction. This suggests that well-informed stakeholders are better able to appreciate the quality and efficiency of services. Moreover, this also confirms that both awareness and perceived implementation significantly influence stakeholder satisfaction, emphasizing that both knowledge of service standards and actual service experiences are critical determinants of perceived service quality.

The high level of awareness and perceived implementation of the Citizens Charter among internal stakeholders is broadly consistent with earlier evidence from Philippine state universities that have institutionalized ARTA compliance. Studies such as Estoria-Maquiling (2023) and Medes et al. (2025) reported similarly positive ratings on transparency, information accessibility, and adherence to service standards, suggesting that sustained policy implementation and monitoring can foster stakeholder familiarity with procedures and service commitments. However, the present study nuances these findings by showing that awareness is often surface-level and driven by passive exposure to posted materials, as reflected in the themes "Seen but Not Understood" and "Visible but Uninviting." This supports the observation of the Anti-Red Tape Authority (2020) and the Asian Development Bank (2013) that mere physical display of charters

does not automatically translate into functional understanding or meaningful use by clients.

The moderate, statistically significant correlation between Citizens Charter awareness and client satisfaction, alongside the regression model where awareness and perceived implementation jointly explain over half of the variance in satisfaction, aligns with previous Philippine studies that link transparency and service information to better client evaluations. Findings from Guanzon and Padilla (2022), Kintanar (2025), and similar charter-implementation research indicate that stakeholders who are informed about processes, standards, and timelines tend to navigate services more confidently and to assess outcomes more favorably. Other factors such as organizational image, digital service channels, and previous experiences may also be influential in university settings. This highlights the need to consider Citizens Charter initiatives not in isolation but as part of a broader service-quality and governance reform agenda.

Despite high levels of awareness, qualitative findings reveal gaps in active engagement and a deeper understanding of the Citizen's Charter. Stakeholders often rely on passive exposure to information through less engaging formats, limiting meaningful interaction with policies and service standards, and other minor gaps were also identified that the stakeholders often experience between offices.

The results highlight a critical opportunity to transition from passive information dissemination to interactive and possibly technology-driven engagement strategies. By adopting user-centric platforms, the university can foster a deeper understanding of service standards among stakeholders, ultimately driving higher levels of institutional satisfaction and service excellence.

CONCLUSIONS AND RECOMMENDATIONS

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FURTHER STUDY

Further researcher may expand the scope of this study by incorporating external stakeholders, such as alumni, parents, and other clients outside the university system, to provide a more comprehensive assessment of the Citizen's Charter's effectiveness across diverse user groups. Further studies may also explore additional variables that were not covered in the present research, including service equity, inclusivity, digital service delivery, and accessibility, particularly in the context of evolving e-governance practices. Examining how these factors influence client satisfaction and service utilization can offer deeper insights into improving public service delivery systems. Longitudinal studies or comparative analyses across different institutions may be conducted to determine trends, sustainability of outcomes, and best practices in

implementation. Additionally, adopting mixed-method or experimental research designs may further enrich the interpretation of findings.

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