

# CLARK INTERNATIONAL AIRPORT CORPORATION

Locator Feedback Report  
September 15 to October 5, 2021

Clark Freeport Zone, Pampanga, Philippines  
[www.clarkairport.com](http://www.clarkairport.com)

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## EXECUTIVE SUMMARY

This report presents the perceived level of satisfaction among CIAC locators. The survey period (preparation, data gathering, and analysis) is from September 15 to October 5, 2021. It aimed to provide a third-party assessment. Based on the findings, the following conclusions were derived:

1. Overall, majority of the respondents were satisfied with CIAC services.
2. Majority of the locators were positive raters.
3. Majority of the locators were satisfied.
4. "Very good service and responsive" and "Fast" were the top reasons for satisfaction.
5. Locators were very satisfied with the staff and organization attributes.
6. Locators were satisfied with the lease attributes.
7. Locators were neither satisfied or dissatisfied on the complaints handling and records keeping attributes.
8. Locators were very satisfied with the information and communication attributes.
9. Locators were satisfied with the information and communication (website) attributes.
10. Locators were satisfied with the facilities attributes.
11. Majority of the attributes of staff and organization have significant, moderate positive relationship to the locators' overall level of satisfaction.
12. All of the attributes of lease have significant, moderate positive relationship to the locators' overall level of satisfaction.
13. All the attributes of complaints handling and records keeping have no significant relationship to the locators' overall level of satisfaction.
14. All the attributes of information and communication have significant, moderate positive relationship to the locators' overall level of satisfaction.

15. Majority of the attributes of information and communication (website) have significant, moderate positive relationship to the locators' overall level of satisfaction.
16. All the attributes of facilities have no significant relationship to the locators' overall level of satisfaction.
17. There is no significant difference comparing 2021 and 2020 overall satisfaction ratings.
18. 3 aspects of satisfaction declined significantly.
19. 3 aspects of satisfaction remained the same.
20. While majority of the respondents are satisfied with CIAC's services, there still some opportunities for improvement that they shared.

## **INTRODUCTION**

The primary feedback given by the locators in the context of this survey included the 6 aspects – (1) staff and organization, (2) lease, (3) complaints handling and records keeping, (4) information and communication, (5) information and communication (website), and (6) facilities.

## **PRE-TEST RESULTS AND REPORT**

### **THE SAMPLE INSTRUMENT AND STIMULUS MATERIAL**

(See attached. Participant: Paolo Manuel T. Rodriguez- Emergence Renewable Corporation)

To ensure the collection of high- quality data, the third-party service provider conducted the instrument pre-test. In reference to the total number of respondents and as per page 18 of the GCG guideline, a single pre-test is sufficient for the respondent sample size.

The team conducted an undeclared pilot survey (administered the survey to the respondent as if it is the real and full-scale survey), to ensure getting the nearest actual output.

Pre-test took a total of 9 minutes; that is, from 2:19 PM – 2:28 PM. Respondent immediately took the call at the first attempt.

The pre-test intended to:

- Capture any problems with the skip patterns (questions that should not be asked of respondents or are not applicable)
- Identify problems that respondents may have with the survey
- Point-out additional information that needs to be included
- Mention things that need to be clarified
- Ensure survey's wordings are easily understood, clear, and not confusing for the participant
- Add response options survey creator did not anticipate a need to be included
- Estimate total time that will be consumed to finish the survey
- Add suggestions for improvement

From the pre-test, the team was able to detect areas in need of improvement at the questionnaire. The very same improvement areas were already encountered and reported by the survey team in the previous run of the survey in 2020, as follows:

- a. Details needed at the Respondent information (front page) and Socio- demographic profile (back page) may be merged and altogether inquired to the respondent in consideration of timeliness. This is also for the respondent to be able to concentrate in answering the satisfaction response scales at the evaluation part of the questionnaire.
- b. Distinction among questions must be immediately pointed out to respondent since confusion may arise due to resemblance of characteristics being evaluated. Items pertaining to one area may be clustered in one question. This prevents the respondent from losing interest in the survey.
- c. A quick introduction on the items being assessed is helpful for the respondent to accurately pick- up the context of the question being asked.
- d. Abbreviations have to be used to keep up with the information being dictated by the respondent. Responses must be immediately and clearly written and logged after the interview.

Based on the pre- test, the following data also reported in the previous run of survey in 2020 were again affirmed:

- a. The questions are appropriate for the type of respondent but some data being asked may not be readily available to the respondent such as amount of asset values.
- b. Instructions can be easily understood and followed.
- c. The survey material is simple but is lengthy especially for a phone interview. GCG may revise the forms and make them more client- friendly.
- d. Since survey material may not be altered, support questions may be added by the interviewer or an introduction on the matter being assessed may be given beforehand.

As a result of the pre- test, the team again applied strategies for the furtherance of the conduct of survey:

- Designed the flow of questions in a more personalized and conversational manner while ensuring they are logically arranged.
- Observed the mood and communication climate to ensure interviewee finishes the entire survey.
- Created readily available spiels to explain in instances when questions or phrase causes confusion to respondents.
- Created probing statements if pattern of answers are not coherent to rating.
- Used open-ended questions when respondent is unsure of what to answer.

### **TRAINING INSTRUMENT, STIMULUS MATERIALS, MANUAL, AND TRAINING REPORT**

Strict adherence to the GCG guidelines provided by the client, Clark International Airport Corporation, was followed. The materials sent by the GCG were thoroughly discussed from top to bottom of the team.

From the Guidebook for, previous training materials and learning experiences derived from former data gatherers/ CIAC- QO, instructional materials were developed and summed up in the following Training Instrument, Stimulus Material, Manual and Training Report below.

## **CUSTOMER SATISFACTION SURVEY (CSS) MANUAL AND TRAINING GUIDE FOR DATA GATHERERS FOR 2021**

### **The Overview, Design, Objectives, Questionnaire Administration, Selection, Skipping, Routing of Questionnaires, Mock Interview**

#### Summary of Material for the Refresher Course on How to Introduce, Conduct, and Conclude a Telephone Interview/ Training on the Actual CSS Questionnaire/ Questionnaire Administration

- Introduce self and state intentions for calling. Inform respondent how their contact information was obtained.
- Explain the purpose of the survey and target demographic (Refer to CSS Guide).
- Speak respondent's language. Only use words that the respondent will understand. Avoid jargons but ensure meaning does not change when simplifying words. Stick to the context of questions.
- Ensure ease of transaction. Deliver easy to complex questions in clear and precise manner, reasonable order, and manage time as to not exceed 10 minutes as applicable to ensure respondents will complete it.
- Use a professional but not overly serious tone. Be friendly but not overly casual.
- Avoid unnecessary noise, jokes, or statements. Avoid laughing, empathizing, or biased comments.
- Push for specific responses especially between options of strongly agree or agree.
- Always make room for unstructured feedback and additional thoughts of respondent.
- Practice pronouncing unusual and industry-specific terms
- Follow guide on converting refusals.
- Thank participant for their time and cooperation.
- Always follow guidelines from CIAC/ GCG.
- Be mindful of the recipient's mood and immediately adhere to requests of shortening the call's duration especially that everyone operates differently in the midst of the pandemic.

To ensure competence, the following activities were conducted, and data gatherers were evaluated against knowledge and their performance on the following:

### **WORKSHOP/ ACTIVITIES**

- Run through of two practice surveys to ensure clarity of meaning, familiarity with questionnaire, and ability to seamlessly pronounce or do phrasing of all words.
- Pairing- up and mock- interview experience for performance review and feedback.
- Addressing Objections and Refusals effectively and confidently.
- Summary of Learning Experience and Integration of Results in the Actual Interview Sessions.

### **THE FOLLOWING WERE USED IN THE WORKSHOP/ ACTIVITIES:**

#### **❖ Survey Questionnaire Assessment and Review (Questionnaire Checking and Familiarization)**

- Do I understand the question myself?
- Is the question answerable? Can I answer it?
- Is this a right question?
- How would I react if someone asks me this question?
- How many questions are being asked?
- Is the question a highly technical one? Involves jargon and complex language?
- Is there a way to simplify it without changing its meaning?
- Will I be able to explain it using other terms if respondent does not understand it the first time?
- How ready am I in case the recipient wishes to speed up the interview process?
- How do I ask all questions if interviewee requests for a shortened interview time?

#### **❖ Mock- interview Workshop (Instructions)**

- Pick a partner to interview. Take note of the time. Shorter is better. Take note of confusing words, source of bias, or difficulties and come up with solutions. Be privy of questions that don't get the information the study wants, or that may cause unnecessary discussions or arguments. Take note of what is lacking, discuss them with the group and produce solutions.



❖ **Probing Skills Workshop (Guide)**

- For every open- ended answer, check for at least 3 more ideas.
- For vague responses, clarify by asking what made them say so.
- Ensure absence of leading questions.
- Use of “Anything else?”, “nothing else?”, “what else?” are highly recommended and may lead to more information and sharing on the part of the respondent.

❖ **Dealing with Refusals Workshop (Instructions and Guide)**

- Take a partner who will act to disconnect/ terminate/ miss out on relevant information/ act as ineligible respondent, etc. Draft a persuasive spiel/ plan to complete the survey.
  - **Ensure using the following refusal conversion strategies:**
    - Remember not to talk too fast to appear more confident and legitimate.
    - Emphasize the duration of interview and that you will go as quickly as possible.
    - Work on an interesting and strong introduction relevant to the respondent or answering any of their concern.
    - Be happy to offer a call back and ask specifically of the time and date.

❖ **Feedback Time/ List Your Key Findings and Recommendations Activity (Activity Outline)**

- The team rolled- out a sharing of major takeaways activity taking into consideration the goals and targets of the team and commitment of team player to contribute to the effective and efficient delivery of such. Supervisor accounted highlights and common feedback, reviewed the implications, discussed them with the entire team, and integrated them in the game plan.

**OVERALL FEEDBACK AND PERFORMANCE EVALUATION**

**Learning Aids and How Trainings were Conducted**

Intensive lecture, training- workshop and breakout sessions were conducted and participated by each member of the team in a two- day session. The team was primed and evaluated using the four levels of the Kirkpatrick Model. Each of the members were coached, assessed, observed, and listened to in the entire duration of the project. Each team member was checked as to his/ her Level 1: reactions to the training/ intervention received; Level 2: results of performance in practical tests/ workshops and role-playing, interviews on how they willingly

improved after training, et al; Level 3: behaviors or response to coaching and assessment results; Level 4: contribution to targeted outcomes. The timeliness in the attainment of targets and the 100% acquisition of feedback confirmed the team's competence and passing rate in the Kirkpatrick Model.

## **PROJECT KICK-OFF**

### **SURVEY INSTRUMENT, MATERIALS, OBSERVATION REPORT, CLEARING AND DEBRIEFING REPORT (CLARIFICATION, CONCERNS, CHALLENGES)**

#### **Team Supervisor's Report**

Among the top challenges encountered by the team are as follows:

- Phone numbers provided were either not in service or not ringing.
- Contact number provided by CIAC is not updated. Some respondents provided are not affiliated with the organization anymore.
- Dropped- calls due to COVID emergencies.
- Request for return calls due to respondent currently on the road and driving.
- Request to shorten survey duration.
- Prioritization of respondent between task and time for survey.
- Targeting 100% response rate as there is no agreement between CIAC and respondent to adhere to survey request.
- Targeting 100% response rate as there is no sanction to respondent whether or not they participate.

All abovementioned challenges were relayed to CIAC in a timely manner similar to last year's encounter and were used for improvement efforts/ team debriefing.

## PROJECT IMPLEMENTATION

September 15 to October 5, 2021

TASK TITLE	TARGET DATE OF COMPLETION						
	091521	091621	091721	093021	093121-100421	100421	100521-101121
TRAINING DAY 1	ONTIME						
TRAINING DAY 2 AND EVALUATION		ONTIME					
PROJECT KICK-OFF			ONTIME				
DATA GATHERING COMPLETION				ONTIME			
DATA ENTRY AND ANALYSIS					ONTIME		
FINAL REPORT COMPLETION						ONTIME	
FINAL REPORT SUBMISSION							ONTIME

### **OBSERVATION/ TEAM MONITORING REPORT:**

#### ❖ **Interview Schedule Observation**

Monday – Saturday from 9 :00 am. to 6:00 p.m.

Best times to call: 9am to 3pm

Least productive times to call: 3pm to 6pm

#### ❖ **Unproductive calls frequently due to:**

- non-active numbers
- request for return calls
- denied calls
- ineligible calls

#### ❖ **Team Performance measures:**

- Adherence to instructions and team protocol
- Use of proper judgment and decisions
- On- the- spot thought process
- Quality of responses when interrupted by interviewee
- Quality of output despite irate behavior of respondents

#### ❖ **Team's Strengths**

- Readiness in terms of pre-designed codes, spiels, etc.
- Exact script review
- Competent team
- Effective small group discussions and workshops
- Approach and questionnaire development with the team
- Speed in acquiring needed data
- Close observation of team performance and immediate resolution of concerns

#### ❖ **Team's Challenges**

- Communication lines of CIAC with its concessionaires
- Absence of contract/ agreement to participate in the survey between CIAC and concessionaires
- Un-updated CIAC contact persons and contact numbers
- Absence of positive impact and recall of previously conducted GCG- initiated surveys to concessionaires affecting the interest to cooperate of concessionaires
- Time- consuming/ lengthy survey questionnaire

#### ❖ **Mitigating Factors done**

- Enhanced strategies using adequate understanding of the cultural and personal characteristics of the clients
- Simplification of double-barreled, complex, and overly long questions and questionnaire flow
- Immediate Reporting and Coordination with CIAC
- Request for CIAC to prepare updated contact numbers at least a week before project inception

### **BACKCHECKING AND SPOT CHECKING**

A system of immediate review of forms was done as to check whether forms were legibly filled- out or not according to team instructions and GCG requirements. Any unclear, unintentionally skipped, and intentionally skipped were verified during the verification call or back- checking.

Details on respondent information, overall satisfaction, socio- demographic profile, contact details were checked as to completeness. Veracity of all ratings was verified through back- checking and all interviewed participants declared the same data from the initial call to the back- checking call.

## SURVEY

Sampling was not used in determining the locators that were included in this endeavor. The entire population of locators were surveyed through telephone calls.

The items in the survey questionnaire were verbally interpreted using the Likert Scale method as the criterion, which served as the basis for the interpretation of data. The weighted mean values and verbal interpretations are shown in Tables 1 and 2. These were used in the analysis of the qualitative equivalent of the ratings provided by the respondents on the level of satisfaction and agreement or disagreement on the identified service areas at CIAC.

Table 1  
Qualitative Equivalent of the Respondents'  
Perception on the Level of Satisfaction on Identified  
Service Areas at Clark International Airport

Likert Scale	Verbal Interpretation	Arbitrary Scale
5	Very Satisfied (VS)	4.50 – 5.00
4	Satisfied (S)	3.50 – 4.49
3	Neither Satisfied or Dissatisfied (N)	2.50 – 3.49
2	Dissatisfied (D)	1.50 – 2.49
1	Very Dissatisfied (VS)	1.00 – 1.49

The overall satisfaction rating of the respondents is **4.42 (Satisfied)**.

Table 2  
Qualitative Equivalent of the Respondents'  
Perception on the Level of Agreement/Disagreement on  
Identified Service Areas at Clark International Airport

Likert Scale	Verbal Interpretation	Arbitrary Scale
5	Strongly Agree (SA)	4.50 – 5.00
4	Agree (A)	3.50 – 4.49
3	Neither Agree or Disagree (N)	2.50 – 3.49
2	Disagree (D)	1.50 – 2.49
1	Strongly Disagree (SD)	1.00 – 1.49

Table 3 shows the respondents according to type of rater. **97.78%** of the respondents are positive raters.

Table 3  
Frequency and Percentage Distribution of the  
Respondents according to Type of Rater

Type of Rater	Frequency	Percentage Distribution
Positive	44	97.78%
Neutral	1	2.22%
Negative	0	0.00%
<b>Overall</b>	<b>45</b>	<b>100.00%</b>

Table 4 shows the overall frequency and percentage distribution according to rating scale or locators' responses. 20 locators or 44.44% are very satisfied, 24 locators or 53.33% are satisfied, and 1 locator or 2.22% is neither satisfied or dissatisfied.

Table 4  
 Respondents' Level of Satisfaction  
 According to Customer Type

Rating Scale	Frequency	Percentage Distribution
VS	20	44.44%
S	24	53.33%
N	1	2.22%
D	0	0.00%
VD	0	0.00%
<b>Overall</b>	<b>45</b>	<b>100.00%</b>

Legend: VS – Very Satisfied; S – Satisfied; N – Neither Satisfied or Dissatisfied; D – Dissatisfied; VD – Very Dissatisfied

#### **REASONS FOR OVERALL SATISFACTION RATING AGAINST TYPE OF RATERS**

Table 5 shows the frequency and percentage distribution of the reasons for overall satisfaction rating against the type of raters. “Very good service and responsive” is the top reason for satisfaction (14 respondents or 31.11%). “Very good service and responsive” means efficient service or transaction, timely resolutions of concerns, and timely response of the staff. Second is “Fast” (12 respondents or 26.67%) which means that the respondents find CIAC processes efficient. The other reasons of those positive raters are “Good service” at 17.78%, “Satisfied” at 6.67%, “Accurate transactions” at 2.22%, “Improve signage” at 2.22%, “Easy to communicate with” at 2.22%, “Slow” at 2.22%, “Accommodating staff” at 2.22%, “Concerns are properly addressed” at 2.22%, and “Attentive to details” at 2.22%. 1 (2.22%) neutral rater with no reason.

Table 5  
Reasons for Overall Satisfaction Rating  
Against Type of Raters

Type of Rater	Reason	Frequency	Percentage Distribution
Positive	Very good service and responsive	14	31.11%
	Fast	12	26.67%
	Good service	8	17.78%
	Satisfied	3	6.67%
	Accurate transactions	1	2.22%
	Improve signage	1	2.22%
	Easy to communicate with	1	2.22%
	Slow	1	2.22%
	Accommodating staff	1	2.22%
	Concerns are properly addressed	1	2.22%
	Attentive to details	1	2.22%
Positive Total		44	97.78%
Neutral	No reason	1	2.22%
Neutral Total		1	2.22%
Negative	N/A	0	2.50%
Negative Total		0	2.50%
<b>Overall</b>		<b>45</b>	<b>100.00%</b>



## **ASPECTS OF SATISFACTION**

### **A. Staff & Organization**

Table 6 shows the level of agreement/disagreement in terms of staff and organization attributes. A total weighted mean of 4.60 showed that the locators were very satisfied on the staff and organization attributes. While the “CIAC's staff appears neat and well-dressed” revealed the highest weighted mean of 4.73, the lowest weighted mean was the “CIAC staff are adequate” which is at 4.49.

### **B. Lease**

Table 7 shows the level of agreement/disagreement in terms of lease attributes. A total weighted mean of 4.37 showed that the locators were satisfied on the lease attributes. While the “Client information is kept confidential” revealed the highest weighted mean of 4.58, the lowest weighted mean was the “Lease rates are reasonable” which is at 4.09.

Table 6  
Locators' Level of Agreement/Disagreement  
in terms of Staff & Organization Attributes

STAFF & ORGANIZATION		SA	A	N	D	SD	NA	WEIGHTED MEAN
		5	4	3	2	1		
CIAC's staff treats customers with respect	n	31	13	1	0	0	0	4.67
	%	68.89	28.89	2.22	0.00	0.00	0.00	Strongly Agree
CIAC's staff strictly and fairly implements the policies, rules and regulations (e.g. No discrimination, no "palakasan" system)	n	26	17	1	0	0	1	4.57
	%	57.78	37.78	2.22	0.00	0.00	2.22	Strongly Agree
CIAC staff is knowledgeable and competent or skilled in delivering the needed services	n	29	15	1	0	0	0	4.62
	%	64.44	33.33	2.22	0.00	0.00	0.00	Strongly Agree
CIAC's staff provides clear and sufficient information (i.e. solutions to problems, answers to inquiries, and information on products and services)	n	29.00	14.00	2.00	0.00	0.00	0.00	4.60
	%	64.44	31.11	4.44	0.00	0.00	0.00	Strongly Agree
CIAC's staff addresses queries/ concerns in a prompt manner	n	28	16	1	0	0	0	4.60
	%	62.22	35.56	2.22	0.00	0.00	0.00	Strongly Agree
CIAC's staff demonstrates willingness to assist customers	n	31	13	1	0	0	0	4.67
	%	68.89	28.89	2.22	0.00	0.00	0.00	Strongly Agree
CIAC's staff is easy to contact	n	27	15	2	1	0	0	4.51
	%	60.00	33.33	4.44	2.22	0.00	0.00	Strongly Agree
CIAC's staff delivers services within prescribed timeframe	n	25	18	2	0	0	0	4.51
	%	55.56	40.00	4.44	0.00	0.00	0.00	Agree
<b>CIAC's staff appears neat and well-dressed</b>	<b>n</b>	<b>34</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4.73</b>
	<b>%</b>	<b>75.56</b>	<b>22.22</b>	<b>2.22</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>Strongly Agree</b>
CIAC staff conveys trust and confidence	n	29	14	2	0	0	0	4.60
	%	64.44	31.11	4.44	0.00	0.00	0.00	Strongly Agree
<b>CIAC staff are adequate</b>	<b>n</b>	<b>26</b>	<b>16</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4.49</b>
	<b>%</b>	<b>57.78</b>	<b>35.56</b>	<b>4.44</b>	<b>2.22</b>	<b>0.00</b>	<b>0.00</b>	<b>Agree</b>
<b>TOTAL</b>								<b>4.60</b> <b>Strongly Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

Table 7  
Locators' Level of Agreement/Disagreement  
in terms of Lease Attributes

LEASE		SA 5	A 4	N 3	D 2	SD 1	NA	WEIGHTED MEAN
Requirements are properly disseminated	n	23	18	4	0	0	0	4.42
	%	51.11	40.00	8.89	0.00	0.00	0.00	Agree
Process for applying for lease is simple and easy	n	18	18	6	2	0	1	4.18
	%	40.00	40.00	13.33	4.44	0.00	2.22	Agree
Documentary requirements are reasonable	n	23	15	6	1	0	0	4.33
	%	51.11	33.33	13.33	2.22	0.00	0.00	Agree
Contracts are awarded through a transparent process	n	25	17	3	0	0	0	4.49
	%	55.56	37.78	6.67	0.00	0.00	0.00	Agree
Lease applications are processed/ completed within a reasonable amount of time	n	21	16	4	4	0	0	4.20
	%	46.67	35.56	8.89	8.89	0.00	0.00	Agree
Lease terms and conditions (e.g. payment terms, penalties) are clear and reasonable	n	23	17	2	2	0	1	4.39
	%	51.11	37.78	4.44	4.44	0.00	2.22	Agree
<b>Lease rates are reasonable</b>	<b>n</b>	<b>16</b>	<b>19</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>4.09</b>
	<b>%</b>	<b>35.56</b>	<b>42.22</b>	<b>8.89</b>	<b>8.89</b>	<b>0.00</b>	<b>4.44</b>	<b>Agree</b>
Documents issued are free from defects or typographical errors	n	25	16	3	0	1	0	4.42
	%	55.56	35.56	6.67	0.00	2.22	0.00	Agree
Payments are easy to make	n	27	16	2	0	0	0	4.56
	%	60.00	35.56	4.44	0.00	0.00	0.00	Strongly Agree
<b>Client information is kept confidential</b>	<b>n</b>	<b>29</b>	<b>13</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4.58</b>
	<b>%</b>	<b>64.44</b>	<b>28.89</b>	<b>6.67</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>Strongly Agree</b>
<b>TOTAL</b>								<b>4.37</b>
								<b>Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

### C. Complaints Handling & Records Keeping

Table 8 shows the level of agreement/disagreement in terms of complaints handling and records keeping attributes. A total weighted mean of 3.24 showed that the locators were neither satisfied or dissatisfied on the complaints handling and records keeping attributes. There is no significant difference on the weighted mean across attributes.

Table 8  
Locators' Level of Agreement/Disagreement  
in terms of Complaints Handling &  
Records Keeping Attributes

<b>COMPLAINTS HANDLING &amp; RECORDS KEEPING</b>		<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>NA</b>	<b>WEIGHTED MEAN</b>
		5	4	3	2	1		
Filing of complaints is easy and systematic	n	2	3	17	1	0	22	3.26
	%	4.44	6.67	37.78	2.22	0.00	48.89	Neither Agree or Disagree
Complaints are resolved within prescribed timeframe	n	2	3	17	1	0	22	3.26
	%	4.44	6.67	37.78	2.22	0.00	48.89	Neither Agree or Disagree
Complaint resolution is satisfactory acceptable	n	2	3	16	2	0	22	3.22
	%	4.44	6.67	35.56	4.44	0.00	48.89	Neither Agree or Disagree
Files/ records are accurate and updated	n	2	3	16	2	0	22	3.22
	%	4.44	6.67	35.56	4.44	0.00	48.89	Neither Agree or Disagree
<b>TOTAL</b>								<b>3.24</b> <b>Neither Agree or Disagree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

#### D. Information & Communication

Table 9 shows the level of agreement/disagreement in terms of information and communication attributes. A total weighted mean of 4.55 showed that the locators were very satisfied on the information and communication attributes.

Table 9  
Locators' Level of Agreement/Disagreement  
in terms of Information and  
Communication Attributes

INFORMATION & COMMUNICATION		SA	A	N	D	SD	NA	WEIGHTED MEAN
		5	4	3	2	1		
Information from CIAC is easy to obtain	n	28	13	2	1	0	1	4.55
	%	62.22	28.89	4.44	2.22	0.00	2.22	Strongly Agree
Information from CIAC is clear and relevant	n	28	13	2	1	0	1	4.55
	%	62.22	28.89	4.44	2.22	0.00	2.22	Strongly Agree
<b>TOTAL</b>								<b>4.55</b> <b>Strongly Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

#### E. Information & Communication (Website)

Table 10 shows the level of agreement/disagreement in terms of information and communication (website) attributes. A total weighted mean of 4.04 showed that the locators were satisfied on the information and communication (website) attributes. While the “CIAC's website is secured” revealed to be the highest weighted mean of 4.19, “CIAC's website is user-friendly and easy to navigate” and “CIAC's website contains the information needed” have the lowest weighted mean of 3.96 and 3.93 respectively.

Table 10  
 Locators' Level of Agreement/Disagreement  
 in terms of Information and Communication  
 (Website) Attributes

INFORMATION & COMMUNICATION (WEBSITE)		SA	A	N	D	SD	NA	WEIGHTED MEAN
		5	4	3	2	1		
CIAC's website is available and accessible	n	10	9	8	0	0	18	4.07
	%	22.22	20.00	17.78	0.00	0.00	40.00	Agree
<i>CIAC's website is user- friendly and easy to navigate</i>	<i>n</i>	<i>8</i>	<i>10</i>	<i>9</i>	<i>0</i>	<i>0</i>	<i>18</i>	<i>3.96</i>
	<i>%</i>	<i>17.78</i>	<i>22.22</i>	<i>20.00</i>	<i>0.00</i>	<i>0.00</i>	<i>40.00</i>	<i>Agree</i>
<i>CIAC's website contains the information needed</i>	<i>n</i>	<i>8</i>	<i>10</i>	<i>8</i>	<i>1</i>	<i>0</i>	<i>18</i>	<i>3.93</i>
	<i>%</i>	<i>17.78</i>	<i>22.22</i>	<i>17.78</i>	<i>2.22</i>	<i>0.00</i>	<i>40.00</i>	<i>Agree</i>
CIAC's website is useful and reliable when doing desired transaction	n	10	9	7	1	0	18	4.04
	%	22.22	20.00	15.56	2.22	0.00	40.00	Agree
<i>CIAC's website is secured</i>	<i>n</i>	<i>11</i>	<i>10</i>	<i>6</i>	<i>0</i>	<i>0</i>	<i>18</i>	<i>4.19</i>
	<i>%</i>	<i>24.44</i>	<i>22.22</i>	<i>13.33</i>	<i>0.00</i>	<i>0.00</i>	<i>40.00</i>	<i>Agree</i>
<b>TOTAL</b>								<b>4.04</b> <b>Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

## F. Facilities

Table 11 shows the level of agreement/disagreement in terms of facilities attributes. A total weighted mean of 4.20 showed that the locators were satisfied on the facilities attributes. While the “Office premises are well ventilated and have good lighting” revealed to have the

highest weighted mean of 4.27, the lowest weighted mean was the “Signages are visible and readable (e.g. Citizen's Charter, steps and procedures, directional signages)” which is at 4.12, still at satisfied level.

Table 11  
 Locators’ Level of Agreement/Disagreement  
 in terms of Facilities Attributes

FACILITIES		SA 5	A 4	N 3	D 2	SD 1	NA	WEIGHTED MEAN
<b><i>Signages are visible and readable (e.g. Citizen's Charter, steps and procedures, directional signages)</i></b>	<b><i>n</i></b>	<b>10</b>	<b>17</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>4.12</b>
	<b><i>%</i></b>	<b>22.22</b>	<b>37.78</b>	<b>13.33</b>	<b>0.00</b>	<b>0.00</b>	<b>26.67</b>	<b>Agree</b>
Office premises are clean, orderly and well maintained	n	13	15	5	0	0	12	4.24
	%	28.89	33.33	11.11	0.00	0.00	26.67	Agree
<b><i>Office premises are well ventilated and have good lighting</i></b>	<b><i>n</i></b>	<b>13</b>	<b>16</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>4.27</b>
	<b><i>%</i></b>	<b>28.89</b>	<b>35.56</b>	<b>8.89</b>	<b>0.00</b>	<b>0.00</b>	<b>26.67</b>	<b>Agree</b>
Office premises are safe and secure (e.g. with security guard)	n	12	16	5	0	0	12	4.21
	%	26.67	35.56	11.11	0.00	0.00	26.67	Agree
Office has separate lane for senior citizens. PWDs, pregnant women	n	11	16	4	0	0	14	4.23
	%	24.44	35.56	8.89	0.00	0.00	31.11	Agree
Additional seating is adequate and comfortable	n	12	15	5	1	0	12	4.15
	%	26.67	33.33	11.11	2.22	0.00	26.67	Agree
<b>TOTAL</b>								<b>4.20</b> <b>Agree</b>

Legend: SA – Strongly Agree; A – Agree; N – Neither Agree or Disagree; D – Disagree; SD – Strongly Disagree; NA – Not Applicable

## CORRELATION ANALYSIS – LEVEL OF SATISFACTION TO ATTRIBUTES

### A. Staff & Organization

Table 12 shows the correlation analysis of the locators' overall satisfaction to the attributes of staff and organization.

Table 12  
Correlation Analysis of the Locators' Overall  
Level of Satisfaction to the Attributes  
of Staff & Organization

STAFF & ORGANIZATION ATTRIBUTE	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
CIAC's staff treats customers with respect	0.427	0.003	Significant, moderate positive correlation
CIAC's staff strictly and fairly implements the policies, rules and regulations (e.g. No discrimination, no "palakasan" system)	0.485	0.001	Significant, moderate positive correlation
CIAC staff is knowledgeable and competent or skilled in delivering the needed services	0.562	0.000	Significant, moderate positive correlation
CIAC's staff provides clear and sufficient information (i.e. solutions to problems, answers to inquiries, and information on products and services)	0.548	0.000	Significant, moderate positive correlation
<b><i>CIAC's staff addresses queries/ concerns in a prompt manner</i></b>	<b><i>0.590</i></b>	<b><i>0.000</i></b>	<b><i>Significant, moderate positive correlation</i></b>
CIAC's staff demonstrates willingness to assist customers	0.508	0.000	Significant, moderate positive correlation
CIAC's staff is easy to contact	0.559	0.000	Significant, moderate positive correlation
CIAC's staff delivers services within prescribed timeframe	0.589	0.000	Significant, moderate positive correlation
CIAC's staff appears neat and well-dressed	0.512	0.000	Significant, moderate positive correlation
CIAC staff conveys trust and confidence	0.476	0.001	Significant, moderate positive correlation
CIAC staff are adequate	0.284	0.059	Not significant, weak positive correlation



10 out of 11 attributes of staff and organization have significant, moderate positive relationship to the locators' overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the "CIAC's staff addresses queries/ concerns in a prompt manner" (r-value 0.590).

## B. Lease

Table 13 shows the correlation analysis of the locators' overall satisfaction to the attributes of lease.

Table 13  
Correlation Analysis of the Locators' Overall Level  
of Satisfaction to the Attributes of Lease

LEASE	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
<b><i>Requirements are properly disseminated</i></b>	<b>0.636</b>	<b>0.000</b>	<b><i>Significant, moderate positive correlation</i></b>
Process for applying for lease is simple and easy	0.635	0.000	Significant, moderate positive correlation
Documentary requirements are reasonable	0.612	0.000	Significant, moderate positive correlation
Contracts are awarded through a transparent process	0.582	0.000	Significant, moderate positive correlation
Lease applications are processed/ completed within a reasonable amount of time	0.541	0.000	Significant, moderate positive correlation
Lease terms and conditions (e.g. payment terms, penalties) are clear and reasonable	0.525	0.000	Significant, moderate positive correlation
Lease rates are reasonable	0.450	0.002	Significant, moderate positive correlation
Documents issued are free from defects or typographical errors	0.411	0.005	Significant, moderate positive correlation
Payments are easy to make	0.603	0.000	Significant, moderate positive correlation
Client information is kept confidential	0.406	0.006	Significant, moderate positive correlation

All of the attributes of lease have significant, moderate positive relationship to the locators' overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the "Requirements are properly disseminated" (r-value 0.636).

### C. Complaints & Records Handling

Table 14 shows the correlation analysis of the locators' overall satisfaction to the attributes of complaints and records handling. All the attributes of complaints handling and records keeping have no significant relationship to the locators' overall level of satisfaction.

Table 14  
Correlation Analysis of the Locators' Overall Level  
of Satisfaction to the Attributes of Complaints  
Handling & Records Keeping

<b>COMPLAINTS HANDLING &amp; RECORDS KEEPING</b>	<b>OVERALL SATISFACTION</b>		<b>Verbal Interpretation</b>
	r-value	p-value	
Filing of complaints is easy and systematic	0.237	0.276	Not significant, weak positive correlation
Complaints are resolved within prescribed timeframe	0.237	0.276	Not significant, weak positive correlation
Resolutions to complaints are satisfactory/ acceptable	0.272	0.210	Not significant, weak positive correlation
Files/ records are accurate and updated	0.272	0.210	Not significant, weak positive correlation

#### D. Information & Communication

Table 15 shows the correlation analysis of the locators' overall satisfaction to the attributes of information and communication. All the attributes of information and communication have significant, moderate positive relationship to the locators' overall level of satisfaction.

Table 15  
Correlation Analysis of the Locators' Overall  
Level of Satisfaction to the Attributes of  
Information & Communication

INFORMATION & COMMUNICATION	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
Information from CIAC is easy to obtain	0.528	0.000	Significant, moderate positive correlation
Information from CIAC is clear and relevant	0.528	0.000	Significant, moderate positive correlation

#### E. Information & Communication (Website)

Table 16 shows the correlation analysis of the locators' overall satisfaction to the attributes of information and communication (website). 3 out of 5 attributes of information and communication (website) have significant, positive relationship to the locators' overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the "CIAC's website is useful and reliable when doing desired transaction" (r-value 0.486).

Table 16  
Correlation Analysis of the Locators' Overall  
Level of Satisfaction to the Attributes of  
Information & Communication (Website)

INFORMATION & COMMUNICATION (WEBSITE)	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
CIAC website is available and accessible (e.g. No downtime, loads easily)	0.411	0.033	Significant, moderate positive correlation
CIAC's website is user- friendly and easy to navigate	0.367	0.060	Not significant, weak positive correlation
CIAC's website contains the information needed	0.449	0.019	Significant, moderate positive correlation
<b><i>CIAC's website is useful and reliable when doing desired transaction</i></b>	<b><i>0.486</i></b>	<b><i>0.010</i></b>	<b><i>Significant, moderate positive correlation</i></b>
CIAC's website is secured	0.320	0.104	Not significant, weak positive correlation

## F. Facilities

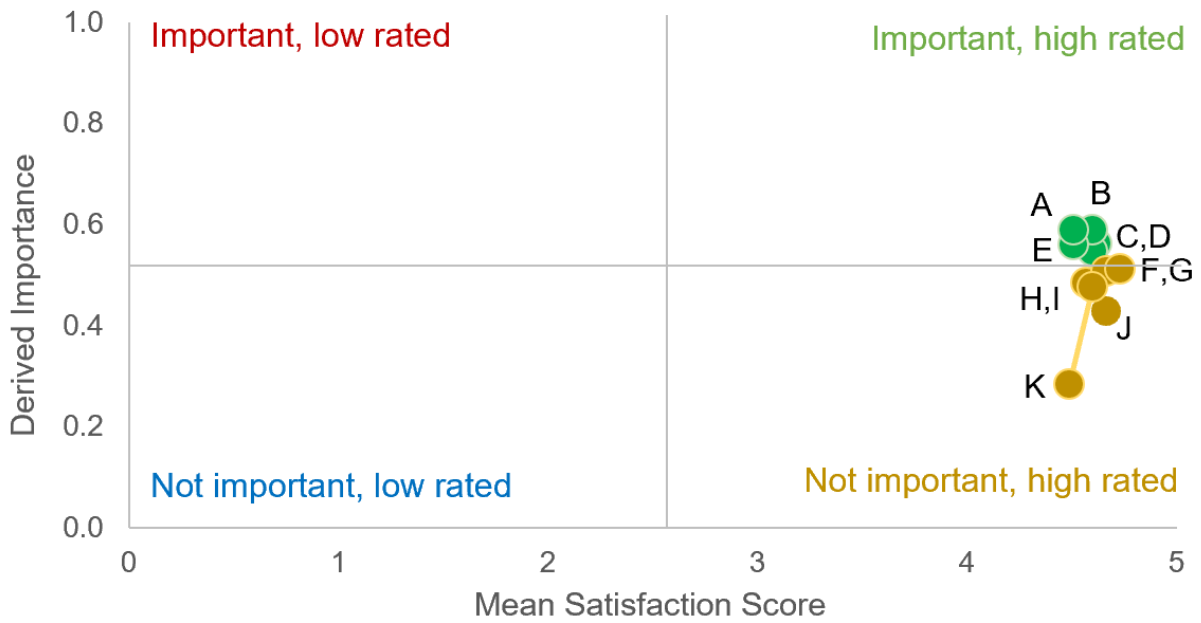
Table 17 shows the correlation analysis of the locators' overall satisfaction to the attributes of facilities. All the attributes of facilities have no significant relationship to the locators' overall level of satisfaction.

Table 17  
Correlation Analysis of the Locators' Overall  
Level of Satisfaction to the  
Attributes of Facilities

FACILITIES	OVERALL SATISFACTION		Verbal Interpretation
	r-value	p-value	
Signages are visible and readable (e.g. Citizen's Charter, steps and procedures, directional signages)	0.277	0.119	Not significant, weak positive correlation
Office premises are clean, orderly and well maintained	0.147	0.415	Not significant, weak positive correlation
Office premises are well ventilated and have good lighting	0.205	0.253	Not significant, weak positive correlation
Office premises are safe and secure (e.g. with security guard)	0.181	0.313	Not significant, weak positive correlation
Office has separate lane for senior citizens. PWDs, pregnant women	0.271	0.141	Not significant, weak positive correlation
Additional seating is adequate and comfortable	0.285	0.108	Not significant, weak positive correlation

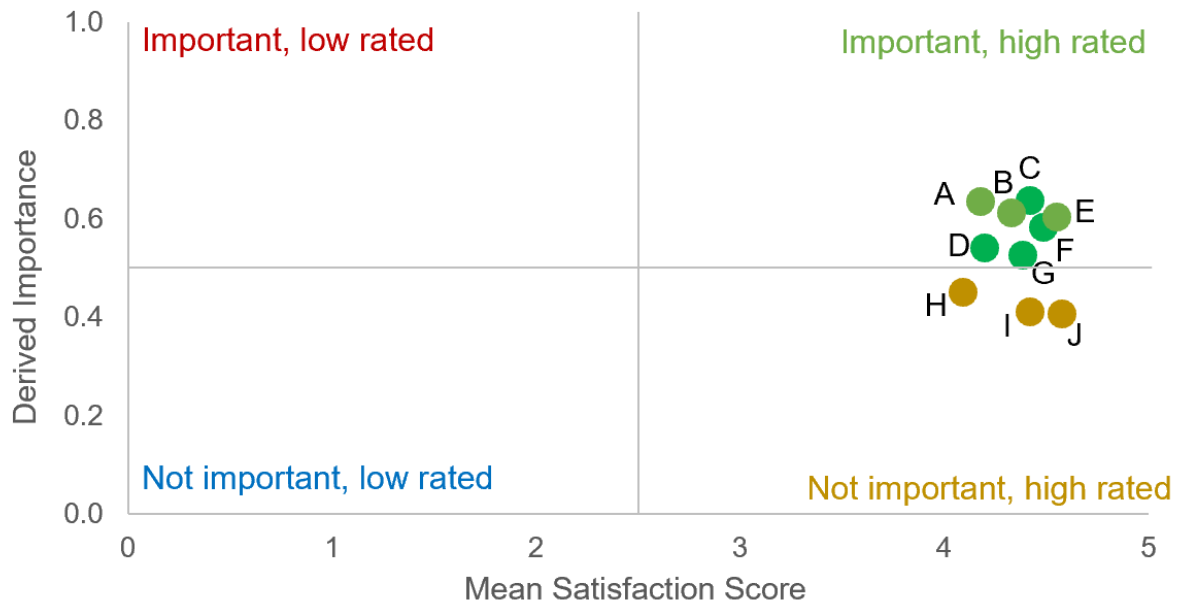
### DERIVED IMPORTANCE

Figures 1 to 6 show the plotted derived importance per attribute against satisfaction per attribute in a scatter diagram. These figures highlight four boxes where attributes are plotted accordingly: Important, high rated; Important, low rated; Not important, high rated; and Not important, low rated. Focus on the green dots as these are the attributes that are highly correlated to the satisfaction of the locators.



**Legend:** A - CIAC's staff delivers services within prescribed timeframe; B – CIAC's staff addresses queries/ concerns in a prompt manner; C – CIAC staff is knowledgeable and competent or skilled in delivering the needed services; D – CIAC's staff provides clear and sufficient information (i.e. solutions to problems, answers to inquiries, and information on products and services); E – CIAC's staff is easy to contact; F – CIAC's staff treats customers with respect; G – CIAC's staff appears neat and well-dressed; H – CIAC staff conveys trust and confidence; I – CIAC's staff strictly and fairly implements the policies, rules and regulations (e.g. No discrimination, no "palakasan" system); J – CIAC's staff demonstrates willingness to assist customers; K – CIAC staff are adequate

Figure 1. Derived Importance to the Locators' Satisfaction per Staff & Organization Attributes



Legend: A - Process for applying for lease is simple and easy; B - Documentary requirements are reasonable; C - Requirements are properly disseminated; D - Lease applications are processed/ completed within a reasonable amount of time; E - Payments are easy to make; F - Contracts are awarded through a transparent process; G - Lease terms and conditions (e.g. payment terms, penalties) are clear and reasonable; H - Lease rates are reasonable; I - Documents issued are free from defects or typographical errors; J - Client information is kept confidential

Figure 2. Derived Importance to the Locators' Satisfaction per Lease Attributes



Legend: A - Resolutions to complaints are satisfactory/ acceptable; B – Files/ records are accurate and updated; C – Filing of complaints is easy and systematic; D – Complaints are resolved within prescribed timeframe

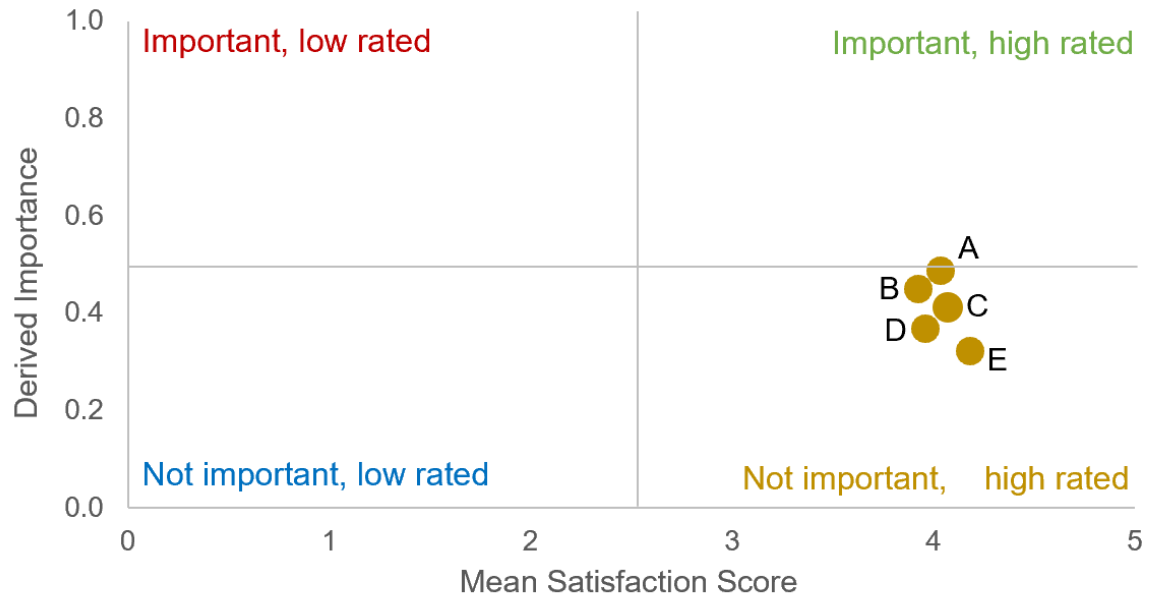
Figure 3. Derived Importance to the Locators' Satisfaction per Complaints Handling & Records Keeping Attributes





Legend: A – Information from CIAC is easy to obtain; B – Information from CIAC is clear and relevant

Figure 4. Derived Importance to the Locators' Satisfaction per Information & Communication Attributes



Legend: A - CIAC's website is useful and reliable when doing desired transaction; B – CIAC's website contains the information needed; C – CIAC website is available and accessible (e.g. No downtime, loads easily); D – CIAC's website is user- friendly and easy to navigate; E – CIAC's website is secured

Figure 5. Derived Importance to the Locators' Satisfaction per Information & Communication (Website) Attributes



Legend: A – Signages are visible and readable (e.g. Citizen's Charter, steps and procedures, directional signages); B – Additional seating is adequate and comfortable; C – Office has separate lane for senior citizens, PWDs, pregnant women; D – Office premises are well ventilated and have good lighting; E – Office premises are safe and secure (e.g. with security guard); F – Office premises are clean, orderly and well maintained

Figure 6. Derived Importance to the Locators' Satisfaction per Facilities Attributes

## COMPARISON FROM PREVIOUS YEAR’S RATING

Comparing 2021 from 2020 ratings, the overall satisfaction rating of the respondents for 2021 is **4.42 (Satisfied)** against the overall satisfaction rating of the respondents for 2020 which was at **4.35 (Satisfied)**.

Comparing the mean scores of the aspects of satisfaction between 2020 and 2021, there are 3 indicators that declined significantly – “Complaints Handling & Records Keeping,” “Information & Communication (Website),” and “Facilities.”

There is no significant difference observed on these aspects of satisfaction – “Staff & Organization,” “Lease,” and “Information & Communication” – comparing 2020 and 2021.

ASPECTS OF SATISFACTION	2019 Mean	2020 Mean	2021 Mean	2021 vs 2020
Staff & Organization	4.49	4.64	4.60	No significant difference
Lease	4.29	4.43	4.37	No significant difference
Complaints Handling & Records Keeping	4.11	4.45	3.24	Significant decline
Information & Communication	4.36	4.61	4.55	No significant difference
Information & Communication (Website)	4.15	4.28	4.04	Significant decline
Facilities	4.57	4.82	4.20	Significant decline

## FINDINGS

Among the salient findings of the study are the following:

1. The overall level of satisfaction is 4.42 (88.40% or Satisfied).
2. 44 locators or 97.78% are positive raters while 1 or 2.22% locator is a neutral rater.
3. 20 locators or 44.44% are very satisfied, 24 locators or 53.33% are satisfied, and 1 locator or 2.22% is neither satisfied or dissatisfied.
4. "Very good service and responsive" is the top reason for satisfaction (14 respondents or 31.11%). "Very good service and responsive" means efficient service or transaction, timely resolutions of concerns, and timely response of the staff. Second is "Fast" (12 respondents or 26.67%) which means that the respondents find CIAC processes efficient. The other reasons of those positive raters are "Good service" at 17.78%, "Satisfied" at 6.67%, "Accurate transactions" at 2.22%, "Improve signage" at 2.22%, "Easy to communicate with" at 2.22%, "Slow" at 2.22%, "Accommodating staff" at 2.22%, "Concerns are properly addressed" at 2.22%, and "Attentive to details" at 2.22%. 1 (2.22%) neutral rater with no reason.
5. A total weighted mean of 4.60 showed that the locators were very satisfied on the staff and organization attributes. While the "CIAC's staff appears neat and well-dressed" revealed the highest weighted mean of 4.73, the lowest weighted mean was the "CIAC staff are adequate" which is at 4.49.
6. A total weighted mean of 4.37 showed that the locators were satisfied on the lease attributes. While the "Client information is kept confidential" revealed the highest weighted mean of 4.58, the lowest weighted mean was the "Lease rates are reasonable" which is at 4.09.
7. A total weighted mean of 3.24 showed that the locators were neither satisfied or dissatisfied on the complaints handling and records keeping attributes. There is no significant difference on the weighted mean across attributes.
8. A total weighted mean of 4.55 showed that the locators were very satisfied on the information and communication attributes.

9. A total weighted mean of 4.04 showed that the locators were satisfied on the information and communication (website) attributes. While the “CIAC's website is secured” revealed to be the highest weighted mean of 4.19, “CIAC's website is user- friendly and easy to navigate” and “CIAC's website contains the information needed” have the lowest weighted mean of 3.96 and 3.93 respectively.

10. A total weighted mean of 4.20 showed that the locators were satisfied on the facilities attributes. While the “Office premises are well ventilated and have good lighting” revealed to have the highest weighted mean of 4.27, the lowest weighted mean was the “Signages are visible and readable (e.g. Citizen's Charter, steps and procedures, directional signages)” which is at 4.12, still at satisfied level.

11. 10 out of 11 attributes of staff and organization have significant, moderate positive relationship to the locators’ overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the “CIAC's staff addresses queries/ concerns in a prompt manner” (r-value 0.590).

12. All of the attributes of lease have significant, moderate positive relationship to the locators’ overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the “Requirements are properly disseminated” (r-value 0.636).

13. All the attributes of complaints handling and records keeping have no significant relationship to the locators’ overall level of satisfaction.

14. All the attributes of information and communication have significant, moderate positive relationship to the locators’ overall level of satisfaction.

15. 3 out of 5 attributes of information and communication (website) have significant, positive relationship to the locators’ overall level of satisfaction. The attribute that has the highest correlation strength value to the overall level of satisfaction is the “CIAC's website is useful and reliable when doing desired transaction” (r-value 0.486).

16. All the attributes of facilities have no significant relationship to the locators' overall level of satisfaction.

17. Comparing 2021 from 2020 ratings, the overall satisfaction rating of the respondents for 2021 is 4.42 (Satisfied) against the overall satisfaction rating of the respondents for 2020 which was at 4.35 (Satisfied).

18. Comparing the mean scores of the aspects of satisfaction between 2020 and 2021, there are 3 indicators that declined significantly – “Complaints Handling & Records Keeping,” “Information & Communication (Website),” and “Facilities.” There is no significant difference comparing 2021 and 2020.

19. There is no significant difference observed on these aspects of satisfaction – “Staff & Organization,” “Lease,” and “Information & Communication” – comparing 2020 and 2021.

20. Although some respondents are satisfied with CIAC overall, they also shared some areas where they see CIAC can improve on such as adding more years on the renewal contract, some contacts are not updated, and some processes are slow especially on the approval process.

## **CONCLUSIONS**

Based on the findings, the following conclusions were derived:

1. Overall, majority of the respondents were satisfied with CIAC services.
2. Majority of the locators were positive raters.
3. Majority of the locators were satisfied.
4. “Very good service and responsive” and “Fast” were the top reasons for satisfaction.
5. Locators were very satisfied with the staff and organization attributes.
6. Locators were satisfied with the lease attributes.

7. Locators were neither satisfied or dissatisfied on the complaints handling and records keeping attributes.
8. Locators were very satisfied with the information and communication attributes.
9. Locators were satisfied with the information and communication (website) attributes.
10. Locators were satisfied with the facilities attributes.
11. Majority of the attributes of staff and organization have significant, moderate positive relationship to the locators' overall level of satisfaction.
12. All of the attributes of lease have significant, moderate positive relationship to the locators' overall level of satisfaction.
13. All the attributes of complaints handling and records keeping have no significant relationship to the locators' overall level of satisfaction.
14. All the attributes of information and communication have significant, moderate positive relationship to the locators' overall level of satisfaction.
15. Majority of the attributes of information and communication (website) have significant, moderate positive relationship to the locators' overall level of satisfaction.
16. All the attributes of facilities have no significant relationship to the locators' overall level of satisfaction.
17. There is no significant difference comparing 2021 and 2020 overall satisfaction ratings.
18. 3 aspects of satisfaction declined significantly.
19. 3 aspects of satisfaction remained the same.
20. While majority of the respondents are satisfied with CIAC's services, there still some opportunities for improvement that they shared.



## RECOMMENDATIONS

Based on the conclusions, the following were recommended:

1. Investigate (facilitate a root cause analysis session) the negative experience of some Locators and address these opportunities for improvement: adding more years on the renewal contract, some contacts are not updated, and some processes are slow especially on the approval process.

2. Investigate (facilitate a root cause analysis session) on the significant decline of the following aspects of satisfaction:

- (a) Complaints Handling & Records Keeping;
- (b) Information & Communication (Website); and
- (c) Facilities.

3. Maintain and boost the satisfiers illustrated in the derived importance graphs. Focus on those items in the correlation analysis tables that have significant, positive correlation to the overall level of satisfaction:

- (a) CIAC's staff delivers services within prescribed timeframe;
- (b) CIAC's staff addresses queries/ concerns in a prompt manner;
- (c) CIAC staff is knowledgeable and competent or skilled in delivering the needed services;
- (d) CIAC's staff provides clear and sufficient information (i.e. solutions to problems, answers to inquiries, and information on products and services);
- (e) CIAC's staff is easy to contact;
- (f) Process for applying for lease is simple and easy;
- (g) Documentary requirements are reasonable;
- (h) Requirements are properly disseminated;
- (i) Lease applications are processed/ completed within a reasonable amount of time;
- (j) Payments are easy to make;

(k) Contracts are awarded through a transparent process;

(l) Lease terms and conditions (e.g. payment terms, penalties) are clear and reasonable.

4. Include Net Promoter Score (NPS) question (*How likely are you to recommend Clark International Airport to a friend/colleague?*) in the survey questionnaire and the overall satisfaction question (*Overall, how satisfied are you with Clark International Airport?*). This can help in the analysis in leveraging the use of the loyalty matrix--- a framework for measuring loyalty and assessing the stability of an organization's customer base.

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