

RENDERED SERVICES AND CLIENT'S SATISFACTION IN LANDBANK OF THE PHILIPPINES ATIMONAN: BASIS FOR FEEDBACK MECHANISM

AIMEE M. ORCILLA

aimeeorcilla27@yahoo.com

Laguna College of Business and Arts, Burgos St., Calamba City, 4027, Laguna, Philippines

Abstract

The study was about the Rendered Services and Client Satisfaction in Landbank of the Philippines Atimonan Branch that served as the basis for a feedback mechanism. It was conducted to develop localized feedback mechanism techniques that will help in becoming more responsive to clients through localized *feedback mechanism and to attain clients' satisfaction and sustain clients' trust with the Bank.*

It used descriptive-correlational design and random sampling of 134 client-respondents from Alabat, Atimonan and Perez, Quezon. Moreover, a researcher-made questionnaire was utilized in data gathering and employed mean and four-point Likert scale, Pearson product moment correlation, and linear regression as statistical tools for the measurement of the outcome.

The findings showed that the level of quality of rendered services of Landbank in terms of deposit products, livelihood loans, and E-banking *was very good while the clients' satisfaction with the rendered services in terms of quality, reliability, and extent of fulfillment of Landbank was fully satisfied. In addition, the level of quality of rendered services and clients' satisfaction have significant relationship.*

As an output, localized feedback mechanism techniques were developed which may be considered for bank-wide implementation, if found effective: electronic feedback mechanism using quick response code, chatbox, rating of over-the-counter transaction through a number of stars and yearly survey of clients to be conducted third-party service provider.

Keywords: *Rendered Services, Client's Satisfaction, Feedback Mechanism*

INTRODUCTION

World Bank provides various technical services to the member countries. It has a unique ability to connect global financial resources, knowledge, and innovative solutions to the needs of developing countries. The stated mission of the Bank is to "bridge the economic divide between rich and poor countries." This is accomplished by converting "rich country resources into poor country development." Its long-term goal is to "achieve long-term poverty reduction."

The Philippines is one of the members of the World Bank. The business of banking is a highly regulated industry. It is imbued with a high degree of public trust which the Philippine Financial System is dependent on. The Bangko Sentral ng Pilipinas (BSP) is a regulatory body that exercises authority to supervise and issue regulations that would strengthen and protect the integrity of the Bank. Banks take the role of financial intermediation which is the process performed by banks of taking in funds from a depositor

and then lending out to a borrower.

Moreover, Republic Act no. 8791 "An act providing for the regulation of the organization and operations of banks, quasi-banks, trust entities and for other purposes", ensures that the customer satisfaction should be considered a vital component of any business because it provides marketers and business owners with a metric that can be used to measure and improve business performance from a customer perspective. Not only is it a leading indicator of consumer repurchase intentions and loyalty, but it is also a great way to understand if they will become long-term repeat customers or even advocates. On the other hand, it can also provide the initial warning signs that a customer is dissatisfied and potentially at risk of withdrawing their deposits or taking out their loans. All this considered, customer satisfaction can provide businesses with crucial information to understand what aspects are successful and where improvements need to be made. Moreover, the manner in which services are rendered can either result in exceptional customer experience or dissatisfied customers.

In addition to this, Vershinina (2017) cited in her study that one of the most critical aspects of any company was customer satisfaction. When it came to commercial banks, the degree of customer satisfaction distinguished one bank from another, so assessing customer satisfaction was also described as "a concept used to measure a customer's perception of a company's products and/or services." However, this varied from person to person, based on a variety of factors that may include both psychological and physical factors. It was not only important but also beneficial for a bank through customer feedback which was one of the most effective methods to improve client satisfaction. Analyzing answers can provide the problems met by the customer which may show the limitations of the Bank.

As part of the study, benchmarking with other banks was conducted. The Bank of Philippines Islands got feedback from their clients through the contact center, reachable through the BPI hotline 889-10000, and through their website, BPI Express Online. Clients may also use the email feedback form available on the website. On the other hand, Banco De Oro clients may send messages to BDO Customer Care by clicking [m.me/ BDO Customer Care](mailto:m.me/BDO_Customer_Care). Metrobank gets their feedback through email to digitalmarketing@metrobank.com.ph with the subject line "Website feedback."

As well as that, it was noted that both government and private banks can get feedback through the web. However, government banks have their Public Assistance and Complaints Desk manned by an officer of the Bank. In Landbank, feedback from customers is centralized with the Customer Care Center (CCC) which may either be from 8888, Civil Service Commission (CSC), BSP, Office of the President, or directly from the client. This feedback is forwarded to the concerned unit or Branch for appropriate action. CCC maintains a database of feedback and monitors its status through the submission of The Complaints Tracking Sheet of Branches. It takes three (3) to five (5) days before the feedback reached the concerned Branch.

On the other hand, the rendered services refer to actions performed to deliver what is expected on deposits, loans, and other products of the Bank. It gives opportunities to the clients to choose from different banks where they can deposit their money, avail loans, and process other banking transactions.

Also, in Landbank, the employees are guided by its Citizen's Charter which is composed of the products and services, its target market, features, processes, responsible person and unit, fees, and standard processing time. They also follow the bank's policies, guidelines, and proper protocol in delivering its products and services.

Moreover, the Atimonan Branch is the 434th branch of the Landbank of the Philippines (LANDBANK). Its operations started on December 27, 2018. It caters to the banking needs of clients from the municipalities of Alabat, Atimonan, Perez, and nearby areas. The Branch aligned its business goals with that of the Bank, namely: Institutional Viability, Pursuit of Mandate and, Customer Service. Aside from ensuring long-term institutional stability and viability and pursuing the mandate as a countryside development financial institution, the Branch aims to provide an exceptional customer experience. Continuous

enhancement and sustainability are the challenges encountered.

This study on the development of feedback mechanism techniques on banking products and services would help in attaining clients' satisfaction and sustain clients' trust in the bank. Based also on the foregoing arguments, this study aimed to localize the collection of feedback in order to be responsive to clients compared to a bank-wide approach. Moreover, the study aimed to increase operational efficiency by developing an affordable, accessible and applicable platform of feedback mechanism. It was also intended to promote speed and transparency by being responsive to clients' feedback. Moreover, this complied with RA 11032, "An Act Promoting Ease of Doing Business and Efficient Delivery of Government Services, by Amending Republic Act No. 9485, otherwise known as the Anti-Red Tape Act of 2007, and for Other Purposes."

METHODS

The study used the descriptive correlational research design. It focused on the significant relationship between the level of quality of rendered services and the level of clients' satisfaction in the Landbank of the Philippines Atimonan Branch.

Correlation tests were used to determine how strongly the scores of two variables are associated with each other. Correlation denotes a positive or negative association between variables in a study. Two variables are positively associated when larger values of one tend to be accompanied by larger values of the other. The variables are negatively associated when larger values of one tend to be accompanied by smaller values of the other.

Malawi (2017) stated that correlation was a statistical approach used to analyze the possibility of a linear link between two continuous variables, as stated. It was straightforward to calculate as well as to interpret. However, misuse of correlation was so frequent among researchers that some statisticians wished the method had never been invented in the first place. The correlation coefficient's applicability has been demonstrated using data from statistical models as well as real-world data. A general rule of thumb for interpreting the size of a correlation coefficient is presented.

This study was conducted in three (3) municipalities covered by LANDBANK Atimonan Branch, namely: Alabat, Atimonan, Perez, and nearby areas.

Random sampling was used in the study. It involved clients of the LANDBANK Atimonan Branch. G*Power was used in computing the sample size for the respondents and used five percent (5%) of 2,500 clients or a total of 134 respondents with an effect size of .30 and a power 95%.

LANDBANK Atimonan Branch has an estimated 2,500 clients who were composed of depositors, loan borrowers, and other clients. From the total, only 134 clients were actual respondents of the study based on the G power program. The elements of the sample used a simple random sampling technique. They were requested to answer questionnaires using google forms to find out the relevant information needed in this study.

RESULTS AND DISCUSSION

The discussion follows the sequence of how the statements of the problem are laid out.

Table 1.1

Level of Quality of Rendered Services of Landbank of the Philippines Atimonan Branch in terms of Deposit Products

Indicators	Mean	Interpretation
1. Assists the clients in choosing the deposit products suitable to their needs and requirements.	3.61	VG
2. Makes the account opening procedure easier for the client.	3.62	VG
3. Performs the banking services with consistency and accuracy.	3.57	VG
4. Maintains the confidentiality of the deposit accounts.	3.69	VG
5. Interest rate for deposits is under the prevailing rate.	3.45	VG
6. Fees and other account-related charges are minimal.	3.44	VG
Composite Mean	3.56	VG

Legend: 3.26 - 4.00 Fully Satisfied – Very Good (VG) 2.51 - 3.25 Satisfied – Good(G)
 1.76 - 2.50 Less Satisfied – Fair (F) 1.00 - 1.75 Not Satisfied - Poor(P)

Table 1.1 shows that the clients were **Fully Satisfied** as to the level of quality of rendered services of Landbank of the Philippines Atimonan Branch in terms of Deposit Products with a composite mean of **3.56**, verbally interpreted as **Very Good**. The Landbank -Atimonan Branch “maintains the confidentiality of the deposit accounts” has the highest mean which is **3.69** and interpreted as **Very Good**. The “bank’s fees and other account-related charges are minimal” has the lowest mean of **3.44** and interpreted as **Very Good**.

This means that Landbank of the Philippines Atimonan Branch rendered very good services in terms of Deposit Products. This also connotes that Landbank Atimonan Branch strictly adheres to Republic Act (RA) No. 1405, otherwise known as Bank Secrecy Law, RA No. 10173, otherwise known as the Data Privacy Act (DPA) of 2012, its Implementing Rules and Regulations (IRR), National Privacy Commission (NPC) Circulars and other applicable laws. Moreover, the Branch respects the right to data privacy of its depositors and ensures that personal data and information being processed are secured and protected.

On the other hand, the fees and charges of Landbank are reasonable however, clients do not want to spend charges for simple transactions. It is normal to charge fees and charges to shoulder the expenses incurred for the cost of services, maintenance of the accounts, and to follow the signed terms and conditions. Furthermore, it is common for clients to react negatively when they have out-of-pocket expenses.

In support of this, Machakoto (2018) said that the banker's duty of confidentiality began with the establishment of the bank-client link and continued until the contract was canceled or even after death. The responsibility of confidentiality was an implicit or tacit term between the bank and the consumer. This meant that each transaction between a bank and a customer carried a contractual obligation. Furthermore, according to Pamaos (2016), banking secrecy reflects the government's goal of encouraging individuals to save in banks so that the money can be put to good use through sanctioned loans and contribute to economic advancement.

Furthermore, Motlhabane and Ketsia (2017) emphasized the possibility of avoiding costly recurrent bank account maintenance fees while also earning 0% interest on credit balances. Due to a better awareness of the client's profile value for obtaining credit, bank account holders increased post-intervention compared to pre-tutorial. Despite the potential financial benefits, several students were hesitant to keep their bank accounts open. Due to account management fees, students were discouraged from keeping their bank accounts active. While maintenance fees may help banks recover user costs, losing clients to low-cost cardless alternatives

may be more expensive.

Table 1.2

Level of Quality of Rendered Services of Landbank of the Philippines Atimonan Branch in terms of Livelihood Loans

Indicators	Mean	Interpretation
1. Explains the features of livelihood loans.	3.45	VG
2. Offers loans at a minimal rate.	3.49	VG
3. Validates the submitted requirements of the clients within two (2) working days.	3.50	VG
4. Prepares and provide copy of monthly amortization due to the client before the due date.	3.49	VG
5. Issues proof of loan payments upon receipt.	3.48	VG
6. Keeps all the clients' information confidential.	3.66	VG
Composite Mean	3.51	VG
Legend: 3.26 - 4.00 Fully Satisfied – Very Good (VG) 2.51 - 3.25 Satisfied – Good (G)		
1.76 - 2.50 Less Satisfied – Fair (F) 1.00 -1.75 Not Satisfied–Poor (P)		

Table 1.2 shows that the clients were fully satisfied as to the level of rendered services of Landbank of the Philippines Atimonan Branch in terms of Livelihood Loans with a composite mean of **3.51**, verbally interpreted as **Very Good**. The Landbank -Atimonan Branch “keeps all the clients’ information confidential” has the highest mean which is 3.66 and interpreted as **Very Good**. The Landbank -Atimonan Branch “explains the features of livelihood loans” has the lowest mean which is **3.45** and interpreted as **Very Good**.

This means that Landbank of the Philippines Atimonan Branch renders very good services in terms of Livelihood Loans. This also implies that even on loans, Landbank Atimonan Branch protect its clients right of data privacy while ensuring free flow of information to promote innovation and growth. It also follows the abovementioned laws and policies which were created to promote the human right of privacy. However, the clients are not used to electronic processing of livelihood loan, thus, the indicator that Landbank -Atimonan Branch explains the features of livelihood loans has the lowest mean. Clients use to process their loans manually and find it challenging to adjust to electronic application. Moreover, most of the clients of the Atimonan are situated in a far flung area where connection to the internet is a challenge. Nevertheless, when Landbank Atimonan Branch opened and implemented the electronic Salary Loan (eSL), the officers and staff find ways to make it easier for them.

In support of this, Atienza (2018) claimed that even successful inventions faced initial user resistance, which hampered or slowed the adoption process. Mobile and internet banking developments in the Philippines were not immune to this trend. The acceptability of this idea may be hampered by initial opposition. Understanding the causes of innovation resistance was beneficial because the invention faced widespread opposition from bank customers. In this study, the innovation resistance framework was used, which covered five barriers: usage, value, risk, tradition, and image. The risk barrier was the greatest, while the utilization barrier was the smallest.

Furthermore, Kizza (2019) discovered that improved credit risk identification, assessment, monitoring, and control increased salary loan performance at Stanbic Bank. According to the research,

Stanbic Bank's management should give specialized credit risk management training to personnel and clients, as well as build a customized credit management system to coordinate the credit risk management process.

Table 1.3

Level of Quality of Rendered Services of Landbank of the Philippines Atimonan Branch in terms of E-banking

Indicators	Mean	Interpretation
1. Gives list of requirements to those who wants to avail of e-banking services.	3.51	VG
2. Conducts walkthrough on e-banking services for better understanding of the clients.	3.48	VG
3. Ensures availability of the website and other online banking application.	3.46	VG
4. Availability of online customer service representative to man the e-banking transactions.	3.45	VG
5. Provides immediate resolution to the problems encountered during an online transaction.	3.44	VG
6. Customer friendly access to e-Banking services	3.54	VG
7. Maintains confidentiality of client information.	3.66	VG
Composite Mean	3.51	VG
Legend: 3.26 - 4.00 Fully Satisfied – Very Good (VG) 2.51 - 3.25 Satisfied – Good (G) 1.76 - 2.50 Less Satisfied – Fair (F) 1.00 - 1.75 Not Satisfied - Poor (P)		

It can be deduced from Table 1.3 that the clients were fully satisfied as to the level of rendered services of Landbank of the Philippines Atimonan Branch in terms of E-banking with a composite mean of **3.51**, verbally interpreted as **Very Good**. The Landbank-Atimonan Branch maintains the “confidentiality of the deposit accounts” has the highest mean which is **3.66** and interpreted as **Very Good**. “The bank provides immediate resolution to the problems encountered during an online transaction” has the lowest mean of **3.44** and interpreted as **Very Good**.

This means that Landbank of the Philippines Atimonan Branch renders very good services in terms of E-banking. It implies that the Landbank Atimonan Branch earns the trust and confidence in maintaining the confidentiality of information. Considering that most of the transactions are done online, Landbank still manages to keep the confidentiality of information. Its online banking has security features to prevent hacking and phishing of data. It ensures compliance with all applicable laws and policies. On the other hand, the Bank provides immediate resolution to the problems encountered during an online transaction implying that there is an influx of queries and concerns on online banking. Besides, due to the pandemic, most clients prefer to utilize online banking which they are not used to. In addition, limited personnel is available to address the concerns due to the new alternative work arrangement. Employees work on a skeleton basis while others are on work from home arrangement which may limit their efficiency in addressing the concerns of the clients. Moreover, if the concerns of the clients are beyond the control of the Bank such as systems and online connections, they cannot be resolved immediately as it will entail coordination with the third-party service provider.

In support of this, Normalini and Ramayah (2019) claimed that the widespread usage of information

technology applications related to e-banking was a significant challenge for the banking industry. This raised concerns about e-security, such as cyber-attacks on client profiles, account takeover, and data-messaging fraud. Personal information about customers was being taken, and financial transactions were being concealed.

Furthermore, Ong and Teh (2016) stated that fast resolutions to complaints helped individuals overcome their impression that obtaining redress was difficult. The chats revealed that the merchant required a rapid reaction and action on reimbursement. For procedures to be accessible and successful, consumers must be able to obtain them readily and conveniently. Consumers should be able to express their concerns and sought appropriate remedies through such channels. Consumers offered comments on complaint processing that was trustworthy and satisfactory, refund options that were obvious and easy, and merchant accountability in problem resolution.

Table 2 .1

Level of Clients' Satisfaction on the Rendered Services of Landbank of the Philippines - Atimonan Branch in terms of Quality

Indicators	Mean	Interpretation
1. Implements the policies, rules and regulations, consistently and fairly.	3.60	FS
2. Demonstrates responsiveness in assisting clients.	3.59	FS
3. Shows knowledge of the product features and benefits.	3.52	FS
4. Demonstrates to clients' various scenarios of the products to be availed for better understanding.	3.53	FS
5. Follows standard operating procedures in doing clients' transactions.	3.55	FS
Composite Mean	3.56	FS
Legend: 3.26 - 4.00 Fully Satisfied (FS)		
1.76 - 2.50 Less Satisfied (LS)		
(NS)		
2.51 - 3.25 Satisfied (S)		
1.00 - 1.75 Not Satisfied		

Table 2.1 shows that the clients were **Fully Satisfied** as to the level of rendered services of Landbank of the Philippines Atimonan Branch in terms of Quality with a composite mean of **3.56**. The Landbank - Atimonan Branch "implements the policies, rules and regulations, consistently and fairly" has the highest mean which is 3.60 and interpreted as Fully Satisfied. The Landbank-Atimonan Branch "shows knowledge of the product features and benefits" has the least mean of 3.52 and interpreted as Fully Satisfied.

This implies that Landbank Atimonan Branch follows the Citizen's Charter which governs the operations of the Bank. It is composed of the products and services, its target market, features, processes, responsible person and unit, fees, and standard processing time. Moreover, the Bank is guided by BSP rules and regulations, Civil Service Commission and other governing bodies in its operations. On the other hand, the indicator that Landbank of the Philippines Atimonan Branch shows knowledge of the product features and benefits has the least mean can be attributed to system upgrading, new products and job rotation which resulted to limited knowledge to answer queries of clients.

In support of this, Nirmala (2020) stated that great service was expected to have a direct and positive impact on total customer happiness as a result of the customer's current assessment and consumption experience. Banking service quality was defined in the same way that service quality, in general, was defined. A new factor termed "compliance" was added to characterize an Islamic bank's ability to function in

accordance with Islamic law standards. CARTER had six dimensions: first, adherence referred to the suitability of banking facilities with Islamic values and rules; second, assurance referred to services of consciousness and good manners of the labor forces that the Islamic bank utilizes; and third, guarantee referred to the offerings of consciousness and good manners of the labor forces that the Islamic bank utilizes. It also covered all kinds of interactions between Islamic bank labor forces and consumers; third, durability, which related to the ability to deliver the good service in a repeatable manner; fourth, tangibles, referred to the appearance of physical components; fifth, empathy, referred to the ability of workforces to consider and customize attention for consumers; and sixth, attentiveness, means the ability and eagerness of laborers to serve clients and provide timely solutions.

Furthermore, product knowledge was always at the top of the list, according to Wang and Hazen (2016). Using information, the most influential elements impacting client purchasing behavior may be identified, and product value and purchase risk can be appraised.

In addition, Talavera (2020) revealed that service quality was a key differentiator for service organizations because it was linked to client retention, corporate image and reputation, and higher profitability. Because of the variety of services available, the client experience may vary depending on a number of factors. Because services cannot be stored (perishability) and, in most cases, production and consumption of services occurred concurrently (inseparability), customer experiences of service played an important part in determining service quality. Banking was one industry where service quality was critical. Because bank transactions were regular, banks must establish long-term relationships with their customers, which involved openness and consistency in communication. Because of the banking industry's quick pace of growth, clients must be kept up to date on new products, services, and bank technologies on a regular basis. Because bank customers came from a wide range of socioeconomic backgrounds, their grasp and appreciation of how to use and access bank goods and services must be addressed with empathy, compassion, and vigilance. Customers valued a great customer experience every time they transacted with their banks, but it was equally vital that their bank transactions and finances were secure.

Table 2.2

Level of Clients' Satisfaction on The Rendered Services of Landbank of the Philippines - Atimonan Branch in terms of Reliability

Indicators	Mean	Interpretation
1. Performs services accurately.	3.56	FS
2. Shows knowledge and understanding of all products and services	3.56	FS
3. Replies to queries honestly and sincerely.	3.61	FS
4. Completes clients' transactions on the time committed.	3.58	FS
5. Exhibits sincere interest to solve clients' issues and problems.	3.54	FS
6. Keeps confidential records and information.	3.64	FS
Composite Mean	3.58	FS

Legend: 3.26 - 4.00 Fully Satisfied (FS) 2.51 - 3.25 Satisfied (S)
 1.76 - 2.50 Less Satisfied (LS) 1.00 - 1.75 Not Satisfied (NS)

It can be gleaned from Table 2.2 that the clients were **Fully Satisfied** as to the level of rendered services of Landbank of the Philippines Atimonan Branch in terms of Reliability with a composite mean of

3.58. The Landbank -Atimonan Branch “keeps confidential records and information” has the highest mean which is 3.64 and interpreted as **Fully Satisfied**. The Landbank -Atimonan Branch “exhibits sincere interest to solve clients’ issues and problems” has the least mean of **3.54** and interpreted as **Fully Satisfied**.

It connotes that Landbank-Atimonan Branch strictly follows Bank Secrecy Law and Data Privacy Act, thus keeping confidential records and information. The Branch gives utmost respect to the privacy of the clients. Moreover, the Bank gives importance to the trust given by the clients and other stakeholders that it will perform consistently well in delivering the needed services. On the contrary, the indicator that exhibits sincere interest to solve clients’ issues and problems has the least mean as not all employees shows initiative to extend an extra mile to solve the client’s concerns and problems. It may also be attributed to strict compliance to written policies and guidelines.

According to Kaynak (2015 one bank observed that its customers did business with it because of the easiness, long-term connections, recommendations from friends and family, and easy credit. Customers picked another bank based on the friendliness of its personnel, the facilities supplied, the convenience, and the reliability, according to a survey.

Table 2.3

Level of Clients’ Satisfaction on the Rendered Services of Landbank of the Philippines - Atimonan Branch in terms of Extent of Fulfillment

Indicators	Mean	Interpretation
1. Performs clients’ transactions as committed.	3.54	FS
2. Understands specific needs of clients.	3.55	FS
3. Treats clients with respect.	3.66	FS
4. Guarantees safety and security of the clients.	3.62	FS
5. Maintains good rapport with clients.	3.58	FS
Composite Mean	3.59	FS
Legend: 3.26 - 4.00 Fully Satisfied (FS) 2.51 - 3.25 Satisfied (S)		
1.76 - 2.50 Less Satisfied (LS) 1.00 - 1.75 Not Satisfied (NS)		

Table 2.3 shows that the clients were **Fully Satisfied** as to the level of rendered services of Landbank of the Philippines Atimonan Branch in terms of Extent of Fulfillment with a composite mean of **3.59**. The Landbank -Atimonan “treats clients with respect” had the highest mean which was 3.66 and interpreted as **Fully Satisfied**. The Landbank -Atimonan Branch “performs clients’ transactions as committed” had the least mean of **3.54** and interpreted as **Fully Satisfied**.

This implies that the employees of Landbank-Atimonan Branch are guided by the bank’s core values which include social responsibility, trust, excellence, and professionalism. They are respectful and polite in attending their clients’ queries and needs. Moreover, as a government agency, they adhere to the Panunumpa ng Lingkod Bayan. On the other hand, the indicator that performs clients’ transactions as committed has the least mean due to some delays which may be caused by uncontrollable circumstances such as system and online related issues which needs coordination with third-party service provider.

According to Vershinina (2017 mentioned that one of the most important things in business is contentment or extent fulfillment. When it came to commercial banks, the level of customer satisfaction distinguished one bank from another, therefore gauging customer satisfaction was crucial. As a result, banks pay close attention to customer demands and complaints. Profitable businesses cannot exist without satisfied

customers, especially in the service industry. The goal of this project was to investigate consumer satisfaction with Sberbank's banking services.

Table 3

Test of Significant Relationship between the Level of Quality of Rendered Services of Employees and the Level of Clients' Satisfaction on Landbank of the Philippines Atimonan Branch

Rendered Services	Clients' Satisfaction	r value	p value	Decision	Remarks
Deposit Products	Quality	.835**	.000	Reject H_0	Significant
	Reliability	.853**	.000	Reject H_0	Significant
	Extent of Fulfillment	.833**	.000	Reject H_0	Significant
Livelihood Loans	Quality	.799**	.000	Reject H_0	Significant
	Reliability	.817**	.000	Reject H_0	Significant
	Extent of Fulfillment	.804**	.000	Reject H_0	Significant
E-Banking	Quality	.862**	.000	Reject H_0	Significant
	Reliability	.843**	.000	Reject H_0	Significant
	Extent of Fulfillment	.836**	.000	Reject H_0	Significant

Correlation is significant at the 0.01 level (2-tailed).**

Table 3 shows that the highest level of quality of rendered services of employees and the highest level of client's satisfaction was E-Banking with r value of .862, while the lowest was Livelihood Loans with r value of .799. The probability values were all less than the level of significance at .05 thus rejecting the null hypothesis. It can be concluded that there was significant relationship between the level of rendered services of employees and the level of clients' satisfaction on Landbank of the Philippines Atimonan Branch.

It connotes that the higher level of quality of rendered services of employees, the higher the level of clients' satisfaction on Landbank of the Philippines Atimonan Branch. It can also be deduced from the table that the clients are satisfied with the quality of E-banking and deposits being offered by the Bank. However, they need to be more focused on the quality of livelihood loans. To date, the Bank is implementing electronic processing of livelihood loans which are new to the clients. Also, not all loan borrowers are technology savvy. Further, loan applications are approved electronically and with minimal human intervention.

However, Banks require customers to survive and grow. To retain customers and to protect and sustain long-term customer interest, banks need to maintain an ongoing relationship with their customers by providing quality services. The study concluded that service quality has proved to be an important factor and the driving force behind customer satisfaction in banking Industry.

Hamzah (2015) said that internet banking has made it easier for customers to handle their personal finances. Banks, for example, provided a wide range of services to their customers 24 hours a day, seven days a week, with Internet access available at any time and from any location. Furthermore, Internet banking gives customers more control over their financial issues in an easy-to-use and pleasant environment. Internet banking could also assist the bank in saving money, expanding its non-core business, and expanding its customer base. As a result of these benefits, internet banking is quickly gaining popularity among users.

Banking firms have been compelled to change their services in response to changing consumer expectations by providing high-quality Internet banking services.

Likewise, Iberahim (2016), discovered that changes in technology and government laws were key contributors to the banking industry's demand for service quality enhancement. According to the analysis, the rising demand for higher quality service via improved product offerings and value-added services has driven most financial institutions to realign their current business operations to include new technology. The ability of an organization to deliver expected standards at all times, how it managed customer service problems, delivering the necessary services the first time, providing services on time, and maintaining an error-free record were all examples of reliability. Consistency and dependability were two important factors influencing banking services.

Table 4.1

Regression Analysis on the Impact of the Level of Quality of Rendered Services of Employees to the Level of Clients' Satisfaction in Landbank of the Philippines Atimonan Branch in terms of Quality

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Decisions	Remarks
	B	Std. Error					
(Constant)	.059	.150		.396	.693		
Deposit Products	.335	.085	.308	3.920	.000	Reject H_0	Significant
Livelihood Loans	.160	.078	.152	2.042	.043	Reject H_0	Significant
E-Banking	.498	.065	.499	7.651	.000	Reject H_0	Significant
<hr/>							
Adjusted R Square	=		.804				
F-value	=		191.254				
Significance	=		.000				

Table 4.1 revealed that the level of quality of rendered services of employees on deposit products, livelihood loans and E-banking significantly impacted the level of clients' satisfaction on Landbank of the Philippines Atimonan Branch by 80.8 %. The probability values of .000, .043 and .000 were less than the level of significance at .05, thus rejecting the null hypothesis.

Tan (2016) found that service quality and customer pleasure were two of the most important business competition characteristics in the banking industry. Given the increasingly strong competition for clients, these factors were key management priorities in today's banking industry. Using data from 200 bank customers in two main sites in Malaysia's Klang Valley, they investigated whether the five SERVQUAL qualities have an impact on customer satisfaction in the Malaysian banking industry. They discovered that Malaysian banking customers had higher expectations than perceived service quality, and that the tangible component had the most influence on customer happiness. The findings have a variety of implications for bank management in terms of enhancing customer service quality in order to benefit from customer satisfaction, which will result in enhanced competitive advantage and profitability for the institutions concerned.

Furthermore, Mojares (2015) discovered that one of the most essential difficulties of the Internet as a service delivery channel was establishing and maintaining service quality. As a result of customer trust,

satisfaction results, which led to loyalty. Customer loyalty was an issue for many businesses, including the banking industry. Globalized and technological competition, particularly in the service industry, has stressed the strategic importance of happiness, quality, and, as a result, loyalty in the struggle for consumer preferences and long-term economic gain. The Internet provided a low-cost information source and provision of services for a bank, allowing it to serve customers all over the world at any time and from any location. Online services were often accessible 24 hours a day, 365 days a year, they offered consistently accurate transactions, used the definitions of several writers to describe client satisfaction as a cognitive process of reviewing actual outcomes based on predefined expectations.

Table 4.2

Regression Analysis on the Impact of the Level of Quality of Rendered Services of Employees to the Level of Clients' Satisfaction in Landbank of the Philippines Atimonan Branch in terms of Reliability

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decisions	Remarks
	B	Std. Error	Beta				
(Constant)	.088	.148		.593	.554		
Deposit Products	.397	.084	.370	4.731	.000	Reject H_0	Significant
Livelihood Loans	.204	.077	.197	2.653	.009	Reject H_0	Significant
E-Banking	.389	.064	.395	6.079	.000	Reject H_0	Significant
<hr/>							
R – Square	=		.810				
Adjusted R Square	=		.805				
F-value	=		192.785				
Significance	=		.000				

Table 4.2 revealed that level of quality of rendered services of employees on deposit products, livelihood loans and E-banking significantly impact of level of clients' satisfaction on Landbank of the Philippines Atimonan Branch by 81.0 %. The probability values of .000, .009 and .000 are less than the level of significance at .05, thus reject the null hypothesis.

According to Altejar and Dizon (2019), mentioned that contemporary company organizations have realized that client loyalty was a key component for the firm's development while also playing an important part in extending market esteem. Nonetheless, the most significant components required to fulfill or exceed the customer's delight were the product and its highlights, capabilities, reliability, sales activity, and customer service. Customers who were delighted with their purchases were more inclined to return and spend more. Customer service was one of the organizational methods that firms used to remain competitive and attracted innovative possibilities for greater productivity and better access.

Furthermore, Talavera (2020) stated that service quality was a key differentiator for service organizations because it was linked to client retention, corporate image and reputation, and higher profitability. Because of the variety of services available, the client experience may vary depending on a number of factors. Because services cannot be stored (perishability) and, in most cases, production and consumption of services occurred concurrently (inseparability), customer experiences of service played an

important part in determining service quality. Banking was one industry where service quality was critical. Because bank transactions were regular, banks must establish long-term relationships with their customers, which involved openness and consistency in communication. Because of the banking industry's quick pace of growth, clients must be kept up to date on new products, services, and bank technologies on a regular basis. Because bank customers came from a wide range of socioeconomic backgrounds, their grasp and appreciation of how to use and access bank goods and services must be addressed with empathy, compassion, and vigilance. Customers valued a great customer experience every time they transacted with their banks, but it was equally vital that their bank transactions and finances were secure.

Table 4.3

Regression Analysis on the Impact of the Level of Quality of Rendered Services of Employees to the Level of Clients' Satisfaction in Landbank of the Philippines Atimonan Branch in terms of Extent of Fulfilment

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decisions	Remarks
	B	Std. Error	Beta				
(Constant)	.175	.156		1.124	.263		
Deposit Products	.348	.089	.326	3.929	.000	Reject H_0	Significant
Livelihood Loans	.209	.081	.203	2.578	.011	Reject H_0	Significant
E-Banking	.410	.068	.419	6.077	.000	Reject H_0	Significant
R – Square	=		.786				
Adjusted R Square	=		.781				
F-value	=		166.174				
Significance	=		.000				

The results of the study revealed that the level of quality of rendered services of employees on deposit products, livelihood loans and E-banking significantly impacted the level of clients' satisfaction on Landbank of the Philippines Atimonan Branch by 78.6 %. The probability values of .000, .011 and .000 were less than the level of significance at .05, thus rejecting the null hypothesis.

In support of this, Suvittawat (2015) stated that the Bank provided a comprehensive range of banking products throughout its corporate headquarters and comprehensive network of branches, such as business and individual bank loans, wholesaling financial services, foreign exchange processes, global trade financing, cash management, custodial offerings, credit but instead charge debit cards, and investment banking services. As a result of their repeat purchases, loyal customers become life-long customers. To satisfy these customers, the bank must first comprehend their expectations, motivations, and goals. How clients responded to the quality of bank services determines customer happiness. Because consumer behavior can change quickly and dramatically, service quality was an important factor in determining customer satisfaction. Customers, for example, had a very low tolerance for having to wait for financial services for an extended period of time.

Table 5

Proposed Feedback Mechanism Techniques Landbank of the Philippines-Atimonan Branch

General Objective To provide localized feedback mechanism in order to ensure long term sustainability and viability by providing exceptional customer service for clients' satisfaction

Proposed Feedback Mechanism Technique	Objectives	Strategies	Person Responsible	Frequency	Success Indicator
Branch level electronic feedback mechanism using Quick Response (QR) code	To have contactless receiving of feedback and automatic repository of data	Post QR code at the front door and client's writing table.	Branch Head All Branch Personnel	Every Banking Day	At least 75% of the clients used the QR code during the pilot implementation
		Scanning of QR code by clients every completed transaction.			At least 90% of the clients used the QR code during the full implementation
		Daily retrieval of data and review of clients' feedbacks.			At least 90% of data were retrieved and clients' feedback were reviewed
		Prompt action to address clients' complaints within 24 hours.			At least 90% of the clients' complaint were addressed within 24 hours.
Branch level chat box	To have timely and personalized receiving of feedback and replies to clients' queries and concerns	Create a chat box wherein clients can freely give feedback.	Branch Head Executive Assistant	Every Banking Day	At least 75% of the clients participated during the pilot implementation
		Instant reply sent in the chat box once feedback is received.			At least 90% of the clients participated during the full implementation.
		Personalized reply to be sent in a matter of three (3) to five (5) minutes.			At least 90% of the clients received a personalized reply within three (3) to five (5) minutes.

General Objective To provide localized feedback mechanism in order to ensure long term sustainability and viability by providing exceptional customer service for clients' satisfaction

Proposed Feedback Mechanism Technique	Objectives	Strategies	Person Responsible	Frequency	Success Indicator
Rating of Over-the-Counter (OTC) Transaction through number of stars	To have immediate feedback for the services rendered	Request for rating thru number of stars to be sent to the client's mobile number after the OTC transaction of the client has been finished.	Branch Head All Bank Personnel	Every Banking Day	At least 75% of the clients rated the services rendered during the pilot implementation.
		Client to rate the services rendered by the employee thru number of stars, i.e.; 4 stars-Excellent, 3 stars – Good, 2 stars – Fair, 1 star – Poor			At least 90% of the clients rated the services rendered during the full implementation.
		Access the data repository to be used in the rating the personnel.			At least 90% of the data were retrieved and used in rating the personnel
Yearly survey to institution and individual clients to be conducted by third party service provider	To enhance the existing yearly conduct of survey by third party service provider	Conduct survey to 20 randomly clients, i.e., government, private, pensioner, students, employed individuals	Branch Head Third party service provider	Every Year	At least 90% of the selected clients responded to the survey
		Consolidate survey results using google form right after the survey			Result of survey was used in rating the personnel and overall customer service of the Branch.

CONCLUSIONS

Based on the findings of the study, it can be concluded that the rendered services of Landbank of the Philippines-Atimonan Branch, can greatly influence the clients' satisfaction. Also, based on the above-mentioned findings of the study, the following conclusions have been derived:

That the quality of rendered services of Landbank of the Philippines Atimonan Branch in terms of deposit products, livelihood loans, and E-banking is very good. Thus, it should be maintained in order for the clients to have an exceptional customer experience. Moreover, they are found to increase the number of clients thereby contributing to the attainment of the Branch Key Result Areas.

That the clients' satisfaction with the quality of rendered services in terms of quality, reliability, and extent of fulfillment of Landbank of the Philippines-Atimonan Branch is fully satisfied. It should be the utmost priority of the Bank in order to continuously earn the trust and confidence of the clients. Further, it will maintain zero (0) complaint status of the Branch.

That the quality of rendered services and clients' satisfaction have significant relationship. It will ensure long-term stability and viability which will mean, higher deposits, loans, and income for the Bank.

That there is significant impact on the quality of rendered services of employees to the clients' satisfaction in Landbank of the Philippines-Atimonan Branch. Thus, it will be of great help if the bank employees are more knowledgeable and passionate to serve the clients efficiently and effectively.

That there is a need to have localized feedback mechanisms in order to become more responsive to clients as compared to bank-wide approach. It will increase operational efficiency by developing affordable, accessible and applicable feedback mechanism.

Recommendations

The following are the recommendations based on the above-mentioned findings and conclusions:

The Branch Head may ensure that the existing quality of rendered services on deposits, loans and e-banking are maintained. Further, continuous training and workshop on customer service may be conducted to have exceptional customer experience. This may focus on Knowledge, Skills and Attitude (KSA) on customer service.

The personnel may make sure that the clients are satisfied with the quality of rendered services and have given what is expected of the clients before they go out of the bank. Also, the bank personnel may deliver what has been committed to the clients. Moreover, the officers of the Bank may always be visible to immediately address the needs and queries of the clients.

The Branch Head may assess the competencies of each employee. The results thereof can be a tool in designing the best interventions for them to become more effective and efficient. In addition, the branch may implement job rotation every six (6) months so that all employees will be well-versed and well-rounded in every assigned tasks of each position. Also, the bank employees may sustain the good rapport with the clients and create a friendly environment that encourages feedback and queries.

The Branch may continue to follow the Citizen's Charter and be cautious on the standard processing time and deliver the required service as committed. Employees should do extra miles to delight clients. Also, the Branch should continue to adhere to Bank Secrecy Law, Data Privacy Act and other applicable laws to ensure that personal data and information being processed are secured and protected.

Landbank-Atimonan Branch may adopt the feedback mechanism techniques crafted by the proponent in order to have exceptional customer satisfaction, thus ensuring the operation's sustainability and viability. If found effective, these may be recommended for bank wide implementation.

Further studies on the rendered services and employees' performance focusing on the point of view

of the employees of the Bank must be pursued to level-off the result of this study which merely focuses on the side of the clients. The independent variables that may be considered are the workplace, management styles and remuneration while the dependent variables are employees' performance, job promotion and job rotation.

Acknowledgements

The researcher would like to express her sincerest gratitude to the following who showed love, shared their genuine and selfless support and assistance:

Foremost, she wants to offer this to **GOD ALMIGHTY**, for the wisdom, knowledge, and strength, who has made the impossible, possible, the meaningless, meaningful.

Dr. Cristina A. San Jose, her beloved, patient and understanding adviser in thesis writing, for her knowledge and expertise, generous advice, scholarly guidance and detailed comments in the entire process of this study;

Dean Alfredo G. Perez, Jr., member of the panel, for his guidance and supervision, for imparting his knowledge and expertise in this study;

Dr. Ma. Lorena M. Tagala, member of the panel, for the valuable piece of advice and suggestions to make this study more realistic;

Dr. Diosmar O. Fernandez, member of the panel, for his suggestions and constructive comments to make this work valuable;

Dr. Eulalia M. Javier, her data analyst, for sharing her expertise in the analysis of data and guiding her with the interpretations of the result and findings;

Dr. Fernando Pendon III, her professor on Seminar in Thesis Writing, for his valuable inputs in Chapter 1 to 3 of this study;

SVP Marilou L. Villafranca, her mentor, for opening the door in her branch operations career and giving her the opportunity to head a branch;

SVP Althon C. Ferolino, her supervisor, for her continuous support for her personal and professional growth;

Dr. Rhoda M. Manual, her sister, for her wholehearted encouragement and motivation to finish her thesis;

Her circle of friends, **Aldrick R. de Lumban** and **Innah U. Kuhonta**, for the unending personal and moral support;

Clients of Landbank Atimonan Branch, for the trust and confidence in banking with them and cooperation in this study;

Her parents, brother, sister-in-law, and brother-in-law, nephews, and nieces, for their invaluable love and support;

Her best friend and confidante, **Dang N. Magbuhat**, for being with her throughout this journey, for her encouragement to finish her MBA, for her moral support, for her expertise in writing, for her unwavering support for her personal, professional, and her career;

Her loving child, **Martha Antonina**, her inspiration, for keeping her desire and enthusiasm at height;

Her better half, **Jayson**, for his endless understanding, love, and generous assistance without which this study would not have been made possible;

Indeed, behind the success of work are people who really care and who are willing to share.

To all of them, her endless gratitude.

AMO

References

- Abad, C.L.N. (2020). Service Quality Assessment on Online Banking System of Bank of the Philippine Islands (BPI).
- Abadilla, D.D. (2021). EastWest Bank probes missing deposits.
- Abbas, T. & Hafeez, S. (2017). Impact of CRM practices on service quality in the banking industry.
- Aggelopoulos, E. & Georgopoulos, A. (2017). Bank branch efficiency under environmental change: A bootstrap DEA on monthly profit and loss accounting statements of Greek retail branches.
- Aljazira, U. M. (2019) An Assessment of Shariah Compliance of Deposit Products of Non- Interest Banking Window Products of Stanbic IBTC Bank PLC
- Al-Sigilli, M. (2020). Online Banking in Time of Covid-19.
- Altejar, L. & Dizon, C. (2019), Study of the Effects of Customer Service Quality and Product Quality on Customer Satisfaction and Customer Loyalty
- Altman E. & Sabato G. (2017) Modelling Credit Risk for SMEs: Evidence from the U.S. Market.
- Al-Azzam, AFM (2015). The Impact of Service Quality Dimensions on Customer Satisfaction: A Field Study of Arab Bank in Irbid City, Jordan. *European Journal of Business and Management*. Vol. 15.
- Atienza, R.P. (2018). Resistance to Mobile and Internet Banking Innovation in Ozamiz City, Philippines.
- Bamfo, B.A. (2018). Abusive customer behaviour and frontline employee turnover intentions in the banking industry: The mediating role of employee satisfaction.
- Barr, M.S. & Blank, R.M (2014). Insufficient Funds: Savings, Assets, Credit, and Banking Among Low-Income Households.
- Barooah A. (2017). Foreign Direct Investment in the Philippines and the Pitfalls of Economic Nationalism.
- Barroco J. (2021) Designing financeable ancillary services revenue contracts in developing economies: Learnings from the Philippines
- Bergera, P.G., et al. (2017). Commercial lending concentration and bank expertise: Evidence from borrower financial statements.
- Bhutta, N., Goldin, J. & Homonoff, T. (2016). Consumer Borrowing after Payday Loan Bans.
- Bin, C.J., et al. (2017). Factors that Affect Non-Muslim Customers' Preference Against Islamic Deposit Products in Malaysia.
- Borromeo, Y. (2017). Bank Certificate Vs Bank Statement: What's the Difference? Which is Needed for Visa Application. from:
- Calderon, L. (2020). SEC document shows Wirecard PH treasurer had a BPI account, but bank says it may be fake.
- Cloete, E. et al. (2021). Rice Loans and People's Organizations in the Rural Philippines.
- De Leon, M.V. (2020). Influence of self-service technology (SST) service quality dimensions as a second-order factor on perceived value and customer satisfaction in a mobile banking application.
- Depusoy, J.L., et al. (2020). e-Banking Facility Services in the Philippines.
- Datum, (2019). Livelihood Impact Assessment.
- Diokno, B.E. (2021). Benjamin E Diokno: Philippine banking system - "Crossing the threshold" for economic and financial recovery.
- Dolzal, C. (2015). E-Banking Services – Features, Challenges and Benefits.
- Dupas, P., et al. (2017). The Effect of Savings Accounts on Interpersonal Financial Relationships: Evidence from a Field Experiment in Rural Kenya.

- Elbannan, M.A., & Elbannan, M.A. (2014) Economic Consequences of Bank Disclosure in the Financial Statements Before and During the Financial Crisis: Evidence from Egypt.
- Fenton, A., et al. (2017). The Role of Microfinance in Household Livelihood Adaptation in Satkhira District, Southwest Bangladesh.
- Folger, J. (2020). Expats: Opening A Bank Account In The Philippines.
- Garcia, M.P.A. (2019). The Philippines Trust Industry: Sights Set on Professionalisation and Democratisation.
- Gardoni, P. (2017). Risk and Reliability Analysis: Theory and Applications.
- Grafil, R.H. & De Manalo, V. (2019). Credit Granting System of the Salary Loan Program of Specialized Government Banks with Partner Institutions Intervention.
- Haaften, R. (2017). From theory to practice: Start Measuring Satisfaction.
- Hammoud, J. (2018). The Impact of E-Banking Service Quality on Customer Satisfaction: Evidence from the Lebanese Banking Sector.
- Hamzah, Z., et al. (2017). Elucidating perceived overall service quality in retail banking. *International Journal of Bank Marketing*. Vol. 35 No. 5, p. 781-804.
- Hanafizadeh P. and Ravasan A. Z. (2018) An Empirical Analysis On Outsourcing Decision: The Case Of E-Banking Services.
- Harahap, D.A. (2019). A Conceptual Model of E-Service Quality at Branchless Banking in Indonesia.
- Hyde, A.M. (2015). E-Banking: Review of Literature.
- Hossain, B., & Wadoodb, S.N. (2020). Impact of urban microfinance on the livelihood strategies of borrower slum dwellers in the Dhaka city, Bangladesh.
- Iberahim, H. (2016). Customer Satisfaction on Reliability and Responsiveness of Self-Service Technology for Retail Banking Services. *Procedia Economics and Finance*. Vol. 37, p. 13-20.doi:
- Inamahoro, C. (2017). Livelihoods Programming in Emergency Response and Recovery Contexts.
- Javier Jr., et al. (2019). Anticipating Aging and Prospecting Pension for Retirement Well-being.
- Karlan D. and Morduch J. (2021) *Microeconomics* 3rd Edition.
- Kaynak et. al (2016). Bank and Product selection: Hong Kong.
- Kellermeyer, L. (2018). Why self-service reliability is more important now than ever before.
- Kizza, J. (2019). Credit Risk Management and Salary Loan Performance in Commercial Banks in Uganda: A Case Study of Stanbic Bank Uganda Limited.
- Landbank of the Philippines (2020). LANDBANK pushes for use of digital, e-banking channels; continues service delivery.
- Lavrov, E. (2017). Ergonomie reserves for improving reliability of data processing in distributed banking systems.
- Lopez, M.L. (2020). Bankers' group warns public to validate bank certificates received from third parties.
- Lopez, M.L (2020). Local bank officer sacked for fake document on Wirecard deposits.
- Lucas, D.L. (2019). BSP eases rules for financial institutions' e-banking services.
- Lucas, D.L. (2021). PDIC says bank deposits rose during pandemic.
- Lucas, D.L. (2019). Pinoys trust banks more than gov't with their data.
- Machakoto, JG. (2018). The duty of bank confidentiality in South Africa and other jurisdictions such as Zimbabwe:
- Mahalakshmi V., Saravanaraj M. and Umarami T.S. (2015) Customers perception about value added services rendered by banks
- Malang, B.P., (2018). Adoption of e-banking technology: Basis of creating network infrastructure and marketing strategies in region 3.
- Malawi Med J. (2017). *Malawi Medical Journal*, Sep; 24(3): 69–71.

- Marković, S. (2015). Service Quality Measurement in Croatian Banking Sector: Application of SERVQUAL Model.
- Meneses, F. J. (2016) Complexity-Based View Of The Firm: Theoretical Perspectives, Methodological Framework And Empirical Evidence
- Metadata (2015). Republic of the Philippines Diagnostic Review of Consumer Protection in the Banking Sector: Volume 1.
- Mojares, E.K.B (2015). Customer Satisfaction and Loyalty Among Internet Banking Users of Philippine National Bank in Batangas City.
- Molnar, J. (2018) Vezetéstudomány / Budapest Management Review Xlix. Évf. 2018. 05.
- Muntashofi, B., and Azka, F. (2016). A Risk Analysis of the Customer for Deposit Products in Islamic and Conventional Banking.
- Nirmala, S.S.S. (2020). Reliability of Cloud Services Provided To Non-Banking Financial Institutions.
- Normalini, MK., and Ramayah, T. (2019). Investing the impact of security factors in E-business and internet banking usage intention among Malaysian.
- Nsouli, S.M. and Schaechter, A. (2016). Challenges of the "E-Banking Revolution".
- Operaña, B.V. (2016). Financial Inclusion and Financial Stability in the Philippines.
- Piad, T.J.C. (2020). Banks' Asset Quality Seen Bleak Until 2021.
- Quyet, T.V. (2015). Service Quality Effects on Customer Satisfaction in Banking Industry.
- Rahman, M.M. and Sohel, N.I. (2019). Cash Waqf Deposit Product: An Innovative Instrument of Islamic Banks for Socio-Economic Development in Bangladesh.
- Rajini J., and Krishnamoorthy V., and Vetrivel S. C. (2018). Influence of Internet Banking Service Quality on Customer Satisfaction- An Indian Experience
- Ratings, F. (2017). Philippine Banks' Asset Quality Challenges to Continue in 2021.
- Rawwash, H., (2019). Factors affecting Jordanian electronic banking services.
- Remit, C. (2019). Five Best Savings Accounts Every OFW Must Know in 2019.
- Reyes, A. (2017). Foreign Direct Investment in the Philippines and the Pitfalls of Economic Nationalism.
- Rosellon M. D. and Llanto G.M. (2017) Discussion Paper Series No. 2017-38
- Saeidian, M., Ali, S., Chashmi, N., Valiollahpur, M. (2014). A study on relationship between attracting deposits and granting facilities on growth of banks' deposits.
- Schellhase, J. and Garcia, A. (2017). FinTech in the Philippines: Assessing the State of Play.
- Sendingan, S. (2019). Philippine customers trust banks more than government with their data: survey.
- Sidhartha (2020). Government against umbrella entity for e-payments.
- Sohel M N. I. and Rahman M. M. (2019) Cash Waqf Deposit Product: An Innovative Instrument of Islamic Banks for Socio-Economic Development in Bangladesh
- Solovjova, V and Romanova V (2020). Optimizing the reliability of a bank with Logistics Regression and Particle Swarm Optimization.
- Subashini, R. (2015). A Review of Service Quality and Customer Satisfaction in Banking Services: Global Scenario.
- Suvittawat, Adisak (2015). Service Quality at Thailand's Siam Commercial BANK: Chonburi Province. International Journal of Economic Perspectives. Vol. 9 p. 21-26
- Tabigne, H.P. et al (2015). Effectiveness of E-Banking services of private bank.
- Taguenca, A.M. (2018). Conjoint Analysis of Salary Loan Preferences among Higher Educational Institutions Employees. Retrieved on April 13, 2021
- Talavera, M.G.V (2020). Measuring Service Quality in Philippine Banks: An Exploratory Study Using SERVQUAL and Q-Methodology.

- Tan, J.J. & Trinidad, F.L. (2018). A real options model for loan portfolios of actively traded Philippine universal banks.
- Tan, L.H. (2016). Relationship between service quality and customer satisfaction: a study of Malaysian banking industry.

Appendix A LETTER



Atimonan Branch
Quezon cor Rizal Sts,
Brgy Zone 1, Poblacion,
Atimonan, Quezon
Tel. Nos. (042) 785-5329

April 29, 2021

SVP Althon C. Ferolino
Group Head
Landbank of the Philippines
Southeast Luzon Branches Group
Colaga Ave., Brgy 1-A
San Pablo City, Laguna

Dear Sir:

Greetings!

The undersigned is currently enrolled in Master in Business Administration at Laguna College of Business and Arts and is now preparing a thesis proposal entitled **"RENDERED SERVICES AND LEVEL OF CLIENT'S SATISFACTION IN LANDBANK ATIMONAN BRANCH: BASIS FOR THE DEVELOPMENT OF FEEDBACK MECHANISM TECHNIQUE ON BANKING PRODUCTS AND SERVICES."**

Relative thereto, may I request approval to conduct study on the products and services of LANDBANK Atimonan Branch which may involve actual data on number of clients, deposit, loans, e-banking and ancillary products and services, and questionnaire to be answered by chosen clients. Rest assured that the data to be used in the study will be treated with utmost confidentiality.

Moreover, the results of the study will be beneficial for this branch.

Thank you very much for your support in this undertaking.

Very truly yours,


AIMEE M. ORCILLA
Department Manager
Head, Atimonan Branch

Land Bank of the Philippines
LANDBANK Plaza, 1908 M.N. Del Pilar corner Dr. J. Quirzon St., Marikina, Manila, Philippines 1888
T- (632) 8522-0000 (8522-2200) 3-50-7031 W- www.landbank.com



LAGUNA COLLEGE OF BUSINESS AND ARTS
School of Graduate Studies

October 1, 2021

ALTHON C. FEROLINO
Senior Vice-President
Landbank of the Philippines
Office of the Group Head - SELBO
San Pablo City

Dear Sir:

The undersigned is a graduate school student of Laguna College of Business and Arts, taking up Master in Business Administration and is currently working on her thesis entitled "Rendered Services and Clients' Satisfaction in Landbank of the Philippines Almonan : Basis for Feedback Mechanism".

In this relation, I am humbly requesting your approval that I be allowed to administer my survey questionnaires to various clients of the bank. Your approval will be valuable in the successful conduct of this research.

Rest assured that the information given will be kept confidential.

Thank you very much for your favorable response.

Respectfully,

AIMEE M. ORCILLA
Researcher

Recommending Approval:


ALFREDO G. PEREZ JR., MAED
Dean, School of Graduate Studies

Appendix B

QUESTIONNAIRE

Dear Sir/Madam:

The researcher is the Department Manager of Landbank of the Philippines, Atimonan Branch and currently enrolled in Laguna School of Business and Arts taking up Master of Business Administration. As part of the requirements to complete the degree, I am working on my thesis entitled: **“RENDERED SERVICES AND LEVEL OF CLIENTS’ SATISFACTION IN LANDBANK OF THE PHILIPPINES- ATIMONAN: BASIS FOR FEEDBACK MECHANISM”**. In view of this, I am humbly asking your cooperation in answering the questionnaire below. Rest assured that all responses will be treated with utmost confidentiality. Thank you and May God bless you in all your undertakings.

The Researcher

1. Level of Quality of Rendered Services

Directions: This questionnaire assesses about the rendered services of the Landbank of the Philippines- Atimonan Branch. Read each statement and then use the scale below to select the scale point that best reflects

your personal degree of agreement with the statement. Place a checkmark (✓) on the column of your preferred answer. Be certain to select only one response for each statement.

Scale: 4 = Fully Satisfied
 3 = Satisfied
 2 = Less Satisfied
 1 = Not Satisfied

	The following are indicators that illustrates the quality of rendered services of LANDBANK-Atimonan Branch.	FS 4	S 3	LS 2	NS 1
	A. Deposit Products				
1.	Assists the clients in choosing the deposit products suitable to their needs and requirements.				
2.	Makes the account opening procedure easier for the client.				
3.	Performs the banking services with consistency and accuracy.				
4.	Maintains the confidentiality of the deposit accounts.				
5.	Interest rate for deposits is in accordance with the prevailing rate.				
6.	Fees and other account related charges are minimal.				
	B. Livelihood Loans				
1.	Explains the features of livelihood loans.				
2.	Offers loans with minimal rate.				

3.	Validates the submitted requirements of the clients within two (2) working days.				
4.	Prepares and provide copy of monthly amortization due to the client before due date.				
5.	Issues proof of loan payments upon receipt.				
6.	Keeps all the clients' information confidential.				
	C. Electronic Banking (e-Banking) Services				
1.	Gives list of requirements to those who wants to avail of e-banking services.				
2.	Conducts walk through on e-banking services for better understanding of the clients.				
3.	Ensures availability of the website and other online banking application.				
4.	Availability of online customer service representative to man the e-banking transactions.				
5.	Provides immediate resolution on the problems encountered during online transaction.				
6.	Customer friendly access to e-Banking services				
7.	Maintains confidentiality of client information.				

2. Level of Clients' Satisfaction

Directions: Based on the rendered services given by the Landbank of the Philippines- Atimonan Branch, use the scale below to select the scale point that best reflects your personal degree of satisfaction. Place a

checkmark (✓) on the space for your preferred answer. Be certain to select only one response for each statement.

Scale: 4 = Fully Satisfied

3 = Satisfied

2 = Less Satisfied

1 = Not Satisfied

	The following are indicators that show level of satisfaction on rendered services of LANDBANK-Atimonan Branch.	FS 4	S 3	LS 2	NS 1
	Quality - The rendered services are based on strict compliance to LANDBANK Citizen's Charter specifically on standard processing time, product features, target market and step by step procedures				
1	Implements the policies, rules and regulations, consistently and fairly.				
2	Demonstrates responsiveness in assisting clients.				
3	Shows knowledge of the product features and benefits.				
4	Demonstrates to clients various scenarios of the products to be availed for better understanding.				
5	Follows standard operating procedures in doing clients'				

	transactions.				
	Reliability				
1	Performs services accurately.				
2	Shows knowledge and understanding of all products and services				
3	Replies to queries honestly and sincerely.				
4	Completes clients' transaction on the time committed				
5	Exhibits sincere interest to solve clients' issues and problems.				
6	Keeps confidential records and information.				
	Extent of Fulfillment				
1	Performs clients' transactions as committed.				
2	Understands specific needs of clients.				
3	Treats clients with respect.				
4	Guarantees safety and security of the clients.				
5	Maintains good rapport with clients.				

Appendix C VALIDATION LETTERS



LAGUNA COLLEGE OF BUSINESS AND ARTS
School of Graduate Studies

October 2, 2021

DR. MA. LORENA M. TAGALA
Graduate School Professor
Laguna College of Business and Arts
Columbo City

Dear Madam:

I am a graduate school student of Laguna College of Business and Arts taking up Master in Business Administration and currently working on my study entitled "Rendered Services and Clients' Satisfaction in Landbank of the Philippines Alimanan: Basis for Feedback Mechanism".

With your expertise, I am humbly asking your permission to validate the attached survey instrument for the study using the attached rating tool.

I am looking forward to hearing that my request merits positive response.

Thank you very much.

Respectfully yours,


Aimee M. Orcilla
Researcher

Noted:

Dr. Cristina Tan-Inag
Thesis


Mr. Alfredo G. Perez, Jr.
Dean, School of Graduate Studies



LAGUNA COLLEGE OF BUSINESS AND ARTS
School of Graduate Studies

October 2, 2021

MS. MARCELINA DL. PEREZ
Graduate School Professor
Laguna College of Business and Arts
Calaamba City

Dear Madam:

I am a graduate school student of Laguna College of Business and Arts taking up Master in Business Administration and currently working on my study entitled: "**Rendered Services and Clients' Satisfaction in Landbank of the Philippines Atimonan: Basis for Feedback Mechanism**".

With your expertise, I am humbly asking your permission to validate the attached survey instrument for the study using the attached rating tool.

I am looking forward to hearing that my request merits positive response.

Thank you very much.

Respectfully yours,

Aimee M. Orcilla
Researcher

Noted:

Dr. Cristina San Jose
Thesis Adviser

Mr. Aimeo W. Perez, Jr.
Dean, School of Graduate Studies



LAGUNA COLLEGE OF BUSINESS AND ARTS
School of Graduate Studies

October 2, 2021

DR. EULALIA M. JAVIER
Graduate School Professor
Laguna College of Business and Arts
Calamba City

Dear Madam:

I am a graduate school student of Laguna College of Business and Arts taking up Master in Business Administration and currently working on my study entitled "**Rendered Services and Clients' Satisfaction in Landbank of the Philippines Atimonan: Basis for Feedback Mechanism**".

With your expertise, I am humbly asking your permission to validate the attached survey instrument for the study using the attached rating tool.

I am looking forward to hearing that my request merits positive response.

Thank you very much.

Respectfully yours,

Aimee M. Orcilla
Researcher

Noted:

Dr. Celsina San Jose
Thesis Adviser

Dear, School of Graduate Studies

Appendix D**CRONBACH'S ALPHA RELIABILITY TEST**

Reliability test

Questionnaire	Cronbach's Alpha	No of Items
Deposit Product	.898	6
Livelihood Loans	.903	6
E-banking	.899	7
Quality	.898	5
Reliability	.900	6
Extent of Fulfillment	.893	5

Cronbach's alpha	Internal consistency
$0.9 \leq \alpha$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable

For Appendix

Variable	Deleted
Deposit Product	1,3,4,6
Livelihood Loans	3,4,6, 7
E banking	2,3,7
Quality	3,4,5,7,10
Reliability	2,4,7,10
Extent of Fulfillment	2,4,5,6,8

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.900	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
D2	18.2778	3.742	.751	.911	.876
D7	18.2778	3.977	.601	.754	.898
D8	18.1667	4.029	.726	.837	.882
D9	18.4444	3.673	.694	.887	.885
D10	18.5000	3.559	.758	.910	.875
D5	18.3333	3.529	.839	.898	.861

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.900	.910	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
R1	18.6111	4.016	.640	.	.895
R3	18.7778	3.830	.660	.	.894
R5	18.5556	3.791	.863	.	.864
R6	18.6111	3.781	.582	.	.912
R8	18.5556	3.791	.863	.	.864
R9	18.5556	3.791	.863	.	.864

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.903	.903	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
L1	18.4444	3.908	.716	.658	.888
L2	18.4444	3.908	.716	.658	.888
L5	18.4444	3.908	.716	.658	.888
L8	18.4444	3.791	.789	.893	.877
L9	18.3889	4.134	.624	.785	.901
L10	18.3889	3.781	.850	.824	.869

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.899	.902	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
E1	21.6111	6.605	.599	.	.895
E4	21.8889	5.516	.809	.	.872
E5	21.8889	5.634	.760	.	.878
E6	21.9444	5.585	.794	.	.873
E8	21.5556	6.732	.595	.	.896
E9	21.5556	6.379	.774	.	.879
E10	21.5556	6.614	.653	.	.891

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	18.3333	5.059	.632	.839	.909
Q2	18.3333	4.941	.701	.896	.901
Q5	18.3889	4.369	.732	.947	.898
Q6	18.5000	4.382	.868	.992	.876
Q8	18.5556	4.026	.831	.992	.883
Q9	18.4444	4.614	.772	.773	.891

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.902	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	14.6111	3.193	.650	.598	.895
Q2	14.6111	3.075	.741	.831	.878
Q6	14.7778	2.654	.896	.955	.841
Q8	14.8333	2.500	.765	.945	.878
Q9	14.7222	2.918	.734	.773	.878

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.893	.894	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
F1	14.5556	3.203	.697	.757	.882
F3	14.5000	3.559	.707	.619	.877
F7	14.5000	3.676	.632	.642	.891
F9	14.5000	3.441	.784	.808	.861
F10	14.6111	2.840	.901	.871	.829

Appendix E

CONTENT VALIDITY INDEX

Rating for each item	Descriptive Level
4	Very adequate value item
3	Adequate value item
2	Inadequate value item
1	Not covered

PART I – Level of Client's Satisfaction

Domain: Deposit Products		Relevance				
Item 3	Validator 1	Validator 2	Validator 3	Validator in agreement	I-CVI	UA
1	4	4	4	3	1	1
2	4	4	4	3	1	1
3	4	4	4	3	1	1
4	4	4	4	3	1	1
5	4	4	4	3	1	1
6	4	4	4	3	1	1
7	4	4	4	3	1	1
8	4	4	4	3	1	1
9	4	4	4	3	1	1
10	4	4	4	3	1	1
Proportion Relevance	1	1	1	1	S-CVI Ave = 1	S-CVI UA Ave = 1
S-CVI Average based on proportion relevance = 1						

Based on the above calculation for the domain of deposit products, it is therefore concluded that S-CVI Average based on I-CVI, S-CVI Average based on proportion relevance, and S-CVI UA Average met the satisfactory level, thus the scale of questionnaire has achieved satisfactory level of content validity.

Domain: Livelihood Loans						
Relevance						
Item 3	Validator 1	Validator 2	Validator 3	Validator in agreement	I-CVI	UA
1	4	4	4	3	1	1
2	4	4	4	3	1	1
3	4	4	4	3	1	1
4	4	4	4	3	1	1
5	4	4	4	3	1	1
6	4	4	4	3	1	1
7	4	4	4	3	1	1
8	4	4	4	3	1	1
9	4	4	4	3	1	1
10	4	4	4	3	1	1
Proportion Relevance	1	1	1	1	S-CVI Ave = 1	S-CVI UA Ave = 1
S-CVI Average based on proportion relevance = 1						

Based on the above calculation for the domain of livelihood loans, it is therefore concluded that S-CVI Average based on I-CVI, S-CVI Average based on proportion relevance, and S-CVI UA Average met the satisfactory level, thus the scale of questionnaire has achieved satisfactory level of content validity.

Domain: Electronic Banking (e-Banking) Services						
				Relevance		
Item 3	Validator 1	Validator 2	Validator 3	Validator in agreement	I-CVI	UA
1	4	4	4	3	1	1
2	4	4	4	3	1	1
3	4	4	4	3	1	1
4	4	4	4	3	1	1
5	4	4	4	3	1	1
6	4	4	4	3	1	1
7	4	4	4	3	1	1
8	4	4	4	3	1	1
9	4	4	4	3	1	1
10	4	4	4	3	1	1
Proportion Relevance	1	1	1	1	S-CVI Ave = 1	S-CVI UA Ave = 1
S-CVI Average based on proportion relevance = 1						

Based on the above calculation for the domain of e-banking services, it is therefore concluded that S-CVI Average based on I-CVI, S-CVI Average based on proportion relevance, and S-CVI UA Average met the satisfactory level, thus the scale of questionnaire has achieved satisfactory level of content validity.

PART II – Level of Client's Satisfaction

Domain: Quality		Relevance				
Item 1	Validator 1	Validator 2	Validator 3	Validator in agreement	I-CVI	UA
1	4	4	4	3	1	1
2	4	4	4	3	1	1
3	4	4	4	3	1	1
4	4	4	4	3	1	1
5	4	4	4	3	1	1
6	4	4	4	3	1	1
7	4	4	4	3	1	1
8	4	4	4	3	1	1
9	4	4	4	3	1	1
10	4	4	4	3	1	1
Proportion Relevance	1	1	1	1	S-CVI Ave = 1	S-CVI UA Ave = 1

S-CVI Average based on proportion relevance = 1

Based on the above calculation for the domain of quality, it is therefore concluded that S-CVI Average based on I-CVI, S-CVI Average based on proportion relevance, and S-CVI UA Average met the satisfactory level, thus the scale of questionnaire has achieved satisfactory level of content validity.

Domain: Reliability		Relevance				
Item 1	Validator 1	Validator 2	Validator 3	Validator in agreement	I-CVI	UA
1	4	4	4	3	1	1
2	4	4	4	3	1	1
3	4	4	4	3	1	1
4	4	4	4	3	1	1
5	4	4	4	3	1	1
6	4	4	4	3	1	1
7	4	4	4	3	1	1
8	4	4	4	3	1	1
9	4	4	4	3	1	1
10	4	4	4	3	1	1
Proportion Relevance	1	1	1	1	S-CVI Ave = 1	S-CVI UA Ave = 1

S-CVI Average based on proportion relevance = 1


Based on the above calculation for the domain of reliability, it is therefore concluded that S-CVI Average based on I-CVI, S-CVI Average based on proportion relevance, and S-CVI UA Average met the satisfactory level, thus the scale of questionnaire has achieved satisfactory level of content validity.

Domain: Extent of Fulfillment		Relevance				
Item 3	Validator 1	Validator 2	Validator 3	Validator in agreement	I-CVI	UA
1	4	4	4	3	1	1
2	4	4	4	3	1	1
3	4	4	4	3	1	1
4	4	4	4	3	1	1
5	4	4	4	3	1	1
6	4	4	4	3	1	1
7	4	4	4	3	1	1
8	4	4	4	3	1	1
9	4	4	4	3	1	1
10	4	4	4	3	1	1
Proportion Relevance	1	1	1	1	S-CVI Ave = 1	S-CVI UA Ave = 1
S-CVI Average based on proportion relevance = 1						

Based on the above calculation for the domain of extent of fulfillment, it is therefore concluded that S-CVI Average based on I-CVI, S-CVI Average based on proportion relevance, and S-CVI UA Average met the satisfactory level, thus the scale of questionnaire has achieved satisfactory level of content validity.

Appendix F

TURNITIN SIMILARITY INDEX


Similarity Report ID: oid:8049:16332819

PAPER NAME	AUTHOR
ORCILLA-FINAL-26-TURNITIN.docx	Aimee Orcilla

WORD COUNT	CHARACTER COUNT
22136 Words	125162 Characters

PAGE COUNT	FILE SIZE
77 Pages	131.0KB

SUBMISSION DATE	REPORT DATE
Apr 27, 2022 1:22 PM GMT+8	Apr 27, 2022 1:24 PM GMT+8

● **16% Overall Similarity**
 The combined total of all matches, including overlapping sources, for each database.

- 13% Internet database
- 6% Publications database
- Crossref database
- Crossref Posted Content database

● **Excluded from Similarity Report**

- Submitted Works database
- Bibliographic material
- Quoted material
- Cited material

Act
 Go t