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# CLIENT'S SATISFACTION IN THE "NO NOON BREAK" POLICY AMONG FRONTLINE SERVICE OFFICES IN SANTIAGO CITY

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## ABSTRACT
*This study examined client satisfaction with the implementation of the "No Noon Break" policy in frontline service offices in Santiago City, Isabela. Anchored on the provisions of Republic Act No. 9485 (Anti-Red Tape Act of 2007) and Republic Act No. 11032 (Ease of Doing Business and Efficient Government Service Delivery Act of 2018), the research aimed to determine how the policy influences the quality of service delivery and client experience. Using a descriptive-quantitative design, a stratified random sample of 171 respondents was drawn from a target population of 298 clients across five frontline offices of Santiago City Hall. Data were gathered through a validated survey questionnaire and analyzed using frequency counts, percentages, weighted means, and one-way ANOVA. Results revealed that clients rated service quality as* ***Excellent*** *in terms of timeliness (accommodation), goods (quality of outputs), knowledge and competence, fairness (first-come-first-serve), and consistency, while rated* ***Good*** *in transaction processing, sensitivity to goods, and impartial treatment. ANOVA findings indicated no significant difference in satisfaction levels across the offices ($F(4) = 2.561$, $p = 0.074$). The findings suggest that the policy contributes positively to efficient public service delivery and enhanced client satisfaction. However, areas such as impartiality and transaction efficiency require further improvement. The study underscores the importance of continuous monitoring and adaptive management to sustain service quality standards in local governance.*

**KEYWORDS:** *Client Satisfaction, No Noon Break Policy, Frontline Services, Service Quality, Santiago City*

## INTRODUCTION
Many people in the Philippines believe that the government's delivery of goods and services is inefficient and of low quality. This unfavourable opinion has an impact on the staff members' reputation and morale. For the most part, people would arrive at government offices early in the morning in order to finish a transaction before daybreak. In response to mounting requests for reforming the operations of government agencies, legislators, policymakers, and management eliminated the inefficient processes that have made it impossible to provide public services effectively and efficiently. The government therefore enacted Republic Act No. 9485 or the "Anti-Red Tape Act of 2007. The "No Noon Break" policy is prescribed under the Anti-Red Tape Act (ARTA) of 2007 or Republic Act No. 9485 (An Act to Improve the Efficiency in the Delivery of Government Service to the Public by Reducing Bureaucratic Red Tape and Providing Penalties Thereafter). Section 8(e) of this act states that "Heads of offices and agencies which render frontline services shall adopt appropriate working schedules to ensure that all clients who are within their premises prior to the end of official working hours are attended to and served even during lunch break and after regular working hours." It is advised that government agencies implement a suitable working schedule to ensure service delivery continuity. The government agencies should also give a visible citizen's charter that outlines the office's contact information and frontline services as well as the steps for acquiring records. The main relevance of this study will be how the "No Noon Break" policy has affected government agency clients and employees.

## MATERIALS AND METHOD
The researchers used a descriptive–quantitative design to assess client satisfaction with the *No Noon Break* policy in Santiago City, Isabela, Philippines. Five frontline offices were included: the City Assessor's Office, City Health Office, City Permit and Licensing Office, Local Civil Registry, and City Treasurer's Office. The population comprised 298 clients, from which a sample of 171 respondents was determined using Slovin's formula at a 5% margin of error. Stratified random sampling ensured proportional representation from each office, enhancing accuracy when subgroup differences are expected (Saravanan, 2018; Souca, 2011). Respondents were at least 18 years old, mentally capable of consent, and willing to participate.

Data were collected using a structured questionnaire covering demographic profile, awareness of the dimensions: timeliness, goods, knowledge and competence, fairness, and consistency. Responses were rated on a five-point Likert scale (1 = Poor to 5 = Excellent), a widely applied tool in satisfaction studies (Manuel, 2019; Perez & Ilagan, 2019). Descriptive statistics (frequency, percentage, mean, and standard deviation) summarized the data, while one-way analysis of variance (ANOVA) tested differences in satisfaction across offices at a 5% level of significance, following established approaches in service evaluation (Davis & Heineke, 1998).

## RESULTS AND DISCUSSION
### *Demographic Profile of the Respondents in terms of Age*
The demographic profile of respondents according to their age and the age brackets set by the researchers shows that 16 (9.4%%)

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of the total respondents were from the age bracket of 20 years old and below, 63 (36.8%) of the respondents belonged to the 21 – 30 years old age bracket, 53 (31%) were from the age bracket of 31 – 40 years old, 19 (11.1%) of the respondents were from the age bracket of 41 – 50 years old, and 14 (8.2%) were from the bracket of 51 – 60 years old. The remaining 6 (3.5%) of the respondents were from the age bracket of 61 years old and above. The study ascertains that most of the transacting clients were from the ages 21 to 40 years old. The result simply means that the age bracket who were mostly transacting in frontline service offices in Santiago City was from ages 21-30 years old. The results obtained have similarity with the study of Robards et.al (2022) that Young people feel services could communicate better to avoid misinformed expectations about service interactions.

***Demographic Profile of the Respondents in terms of Gender***

In terms of Gender, the result presents the frequency and percentage distribution of gender among respondents. Thirty nine point eight (39.8%) are male, Fifty-eight point five percent (58.5%) are female, and One point eight percent (1.8%) are from the LGBTQ+ community. This data shows that women are the most likely to transact within the Frontline Service Offices in Santiago City. This gender balance ensured that the sample represented both sexes adequately, allowing for a more comprehensive understanding of the research topic.

***Demographic Profile of the Respondents in terms of Civil Status***

The result shows that 80(46.8%) of the total respondents are Single, 84 (49.1%) are legally married, and 2 (1.2%) are widowed. This diverse representation of civil status provided insights into how client satisfaction might vary across different relationship statuses. This simply means that married individuals are mostly the one that have visited or transacted in Frontline service Offices.

***Demographic Profile of the Respondents in terms of Ethnic Background***

The ethnic background of the respondents is composed of 44 (25.7%) Ilocano, 5 (2.9%) Gaddang, 8 (4.7%) Ibanag, 4 (2.3%) Itawis, 3 (1.8%) Muslim, and 5 (2.9%) Ifugao. 1 (0.6%) of the total respondents are Igorot, 16 (9.4%) Yogad, 2 (1.2%) Waray and 2 (1.2%) Bisaya. The remaining 81 (47.4%) of the respondents doesn't disclose their Ethnic background. This variation in ethnic backgrounds facilitated the exploration of potential differences in client's satisfaction among different ethnic groups. It also falls into conclusion that the predominant ethnicity have mostly transacted in Frontline service Offices is Ilocano.

***Demographic Profile of the Respondents in terms of Educational Attainment***

Concerning the educational attainment of the respondents, It says that 43 (25.1%) are High School graduates while 19 (11.1%) are High School undergraduates. 5 (2.9%) of the respondents are Senior High School graduates. 31 (18.1%) are College Undergraduates, 29 (17%) are College graduates, and 6 (3.5%) of the total respondents are College students or currently taking their college. 13 (7.6%) are Elementary graduates while 10 (5.8%) attained Elementary level. 6 (3.5%) of the respondents have their Bachelor's Degree while 1 (0.6%) have their Master's Degree and the remaining 8 (4.7%) of the total respondents didn't answer this question.

**Part II. Implementation of the "No Noon Break Policy"**

**Table 1. Awareness of the implementation of the NO NOON Break Policy**

| Indicator | Frequency | Percentage |
|---|---|---|
| Yes | 117 | 68.4% |
| No | 54 | 31.6% |

*A total of 171 respondents (N = 171) served as the basis for the data on service quality. The analysis focused on five key dimensions: timeliness, goods, knowledge and competence, fairness, and consistency. Using the established rating system, mean scores between 4.21 and 5.00 were interpreted as "Excellent", 3.41 to 4.20 as "Good", 2.61 to 3.40 as "Satisfactory", 1.81 to 2.60 as "Needs Improvement", and 1.00 to 1.80 as "Poor".*

Table 1 presents the Awareness of the respondents on the implementation of the NO NOON Break Policy among Frontline Service Offices in Santiago City. The result shows that 117 out of the total respondents, which represent 68.4%, are aware of the implementation of the NO NOON Break Policy in Frontline Service Offices in Santiago City. On the other hand, 54 respondents, making up 31.6% of the total, are not aware of this policy. The high percentage of respondents, 68.4%, being aware of the NO NOON Break Policy in Santiago City's Frontline Service Offices indicates a significant level of knowledge among frontline service workers regarding this policy. This awareness is crucial for policy implementation and compliance. According to Smith et al. (2015), organizations that prioritize communication and awareness-building initiatives regarding workplace policies experience improved compliance rates and a more positive organizational culture. This study underscores the critical role of awareness in shaping employee behaviour and fostering a conducive environment for policy implementation.

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**Table 2. Number of transactions in Frontline Service Offices during noon time**

| Indicator | Frequency | Percentage |
|---|---|---|
| First time | 38 | 22.2% |
| Twice | 44 | 25.7% |
| Thrice or more | 89 | 52% |

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As shown in Table 2, a majority of respondents (52.0%) have transacted three times or more in frontline service offices during the noon break. This indicates frequent utilization of the No Noon Break Policy and reflects client reliance on uninterrupted service delivery. According to Lee and Kim (2018), high transaction volumes, as observed in cases where respondents completed three or more transactions during noon time, can potentially impact service quality. The study highlighted that frontline service offices need to manage transaction flow efficiently to ensure service quality standards are maintained even during peak transaction periods

**Table 3. Waiting Time of the Respondents before Accommodation of Transaction**

| Indicator | Frequency | Percentage |
|---|---|---|
| Less than 3 minutes | 20 | 11.7% |
| 3-5 minutes | 73 | 42.7% |
| 5 minutes and more | 78 | 45.6% |

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Table 3 shows that most respondents experienced a waiting time of five minutes or more (45.6%), followed by 3–5 minutes (42.7%), while only 11.7% waited less than three minutes. This suggests that while the policy ensures availability, transaction flow management needs improvement to minimize waiting times. A related study that aligns with the challenges of waiting times and service quality is the research conducted on waiting lists in a public health facility in Santiago, Chile. The study identified issues such as low resolution rates, incomplete administrative procedures, and long waiting periods for patients, reflecting challenges in managing waiting lists effectively.

**Table 4. Adherence of the employees to the NO NOON Break Policy and accommodation to the clients even after official work hours**

| Indicator | Frequency | Percentage |
|---|---|---|
| Always | 67 | 39.2% |
| Sometimes | 104 | 39.2% |
| Never | 1 | 5.3% |

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Table 4 reveals that 56.7% of respondents affirmed the presence of employees at the Public Assistance and Complaints Desk during noon hours, while 38.6% answered 'sometimes,' and only 4.7% said 'no.' These results imply that while desk presence is generally assured, consistency still needs to be reinforced to guarantee uninterrupted client assistance at all times. Davis and Heineke (1998) highlights the importance of both operational efficiency and customer management in reducing perceived and actual waiting times. It suggests that both aspects should be optimized for better queue management.

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**Table 5. Employees presence at the Public Assistance and Complaints Desk as Officer during noontime**

| Indicator | Frequency | Percentage |
|---|---|---|
| Yes | 97 | 56.7% |
| No | 8 | 4.7% |
| Sometimes | 66 | 38.6% |

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Table 5 presents the overall assessment of service quality. The grand mean of 4.23 (Excellent) indicates that clients are highly satisfied across dimensions of timeliness, goods, competence, fairness, and consistency. Strengths include staff knowledge and fairness in a first-come, first-served basis. However, areas such as processing of transactions, sensitivity to goods delivered, and impartiality were rated only 'Good.' As proposed by Brewer (2007), successful front-line interactions between citizens and public bureaucrats, such as handling information requests, processing license applications or assessing benefit claims, are a major determinant of overall service quality. These decisions require, to a greater or lesser extent, balancing administrative rules designed to ensure equitable treatment against case-sensitive discretionary decision-making.

**Table 6. Mean and Scaling on the Quality of Service among Frontline Service Offices in Santiago City**

| SERVICES | MEAN | SD | INTERPRETATION |
|---|---|---|---|
| TIMELINESS | | | |
| a. Accommodation to costumers | 4.29 | 0.89 | Excellent |
| b. Processing of transactions | 4.05 | 0.96 | Good |
| GOODS | | | |
| a. Quality of Output | 4.26 | 0.82 | Excellent |
| b. Sensitivity to the goods being delivered | 4.15 | 0.85 | Good |
| KNOWLEDGE AND COMPETENCE | | | |
| a. Responsiveness during the delivery of service | 4.23 | 0.96 | Excellent |
| b. Knowledge on the goods and services that the office provides | 4.32 | 0.84 | Excellent |
| FAIRNESS | | | |
| a. First come, First serve basis | 4.37 | 0.96 | Excellent |
| b. Impartial treatment of customers | 4.10 | 0.87 | Good |
| CONSISTENCY | | | |
| a. Outputs delivered | 4.25 | 0.80 | Excellent |
| b. Quality of Service | 4.23 | 0.91 | Excellent |

*A total of 171 respondents (N = 171) served as the basis for the data on service quality. The analysis focused on five key dimensions: timeliness, goods, knowledge and competence, fairness, and consistency. Using the established rating system, mean scores between 4.21 and 5.00 were interpreted as "Excellent", 3.41 to 4.20 as "Good", 2.61 to 3.40 as "Satisfactory", 1.81 to 2.60 as "Needs Improvement", and 1.00 to 1.80 as "Poor".*

Table 6 presents the mean and scaling of the Quality of Service in Frontline Service Offices in terms of Timeliness, Goods, Knowledge and Competence, Fairness, and Consistency. The data show that the Frontline Service Offices rated Excellent in the Quality of Service: On Timeliness - Accommodation to customers, On Goods – Quality of output, On Knowledge and Competence – Responsiveness during the delivery of service and Knowledge on the goods and services provided by the agencies, On Fairness – First come, First serve basis, and lastly, On Consistency – Outputs delivered and Quality of service. The only Good rating was On Timeliness – Processing of Transactions, On Goods – Sensitivity to the goods being delivered, and On Fairness – Impartial treatment of customers.

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**Table 7. One-way ANOVA on the Client Satisfaction and Service Quality to No Noon Break Policy among Frontline Service Offices in Santiago City**

| Offices<br>Satisfaction and Service Quality | N | M | SD | df | F | p-value |
|---|---|---|---|---|---|---|
| Local Civil Registry (LCR) | 57 | 4.40 | 0.66 | 4 | 2.561 | 0.074 |
| City Health Office (CHO) | 42 | 4.35 | 0.71 | | | |
| City Assessor's Office (CAO) | 6 | 4.17 | 1.16 | | | |
| City Permit and Licensing Office (CPLO) | 6 | 4.23 | 0.69 | | | |
| City Treasury Office (CTO) | 60 | 4.26 | 0.71 | | | |

*A total of 171 respondents (N = 171) served as the basis for the data on service quality. The analysis focused on five key dimensions: timeliness, goods, knowledge and competence, fairness, and consistency. Using the established rating system, mean scores between 4.21 and 5.00 were interpreted as "Excellent", 3.41 to 4.20 as "Good", 2.61 to 3.40 as "Satisfactory", 1.81 to 2.60 as "Needs Improvement", and 1.00 to 1.80 as "Poor".*

The one-way analysis of variance (ANOVA) in Table 7 indicates that there is no significant difference in client satisfaction across the five frontline offices ($F(4,166) = 2.561$, $p = 0.074$). This suggests that the No Noon Break Policy has been uniformly implemented, resulting in consistent service quality. It also underscores the capacity of local government offices to maintain uniform service standards despite varying demands and workloads. In practical terms, the results highlight that the policy has not only been implemented in principle but is functioning as intended in practice, strengthening public trust in government processes.

## CONCLUSION AND RECOMMENDATION

### Conclusion

This study demonstrated that the implementation of the No Noon Break policy in Santiago City's frontline service offices positively contributes to client satisfaction and service efficiency. Respondents rated service quality as excellent in timeliness, knowledge and competence, fairness, and consistency, with only minor gaps identified in transaction processing and impartial treatment. The absence of significant differences in satisfaction across offices further suggests that the policy is uniformly effective in the local context. The findings affirm the value of institutional reforms under Republic Act No. 9485 and Republic Act No. 11032 in fostering client-centered governance. However, sustaining these gains requires continuous process improvements, stronger fairness measures, and active client feedback mechanisms. Ultimately, the No Noon Break policy illustrates how administrative innovation can enhance public trust by ensuring government services remain accessible, efficient, and responsive to citizens' needs.

In conclusion, the perpetual endeavour to enhance the efficiency, effectiveness, and cost-effectiveness of government operations is at the core of public administration. The transition from classical theories of public administration to the era of new public management exemplifies the commitment of the public sector to continuously improve and adapt. The implementation of the No Noon Break policy is just one example of this commitment, aimed at optimizing service provision and streamlining processes. However, this is an ongoing journey, and it is crucial for government agencies to
consistently undertake appropriate measures to further enhance service delivery and meet the needs of the public.

### Recommendation

The following recommendations were drawn from the conclusions presented. The study confirms that the No Noon Break policy enhances service efficiency and client satisfaction in Santiago City. To sustain these gains, agencies are advised to Implement flexible staffing arrangements (e.g., staggered shifts, skeletal staff) to ensure uninterrupted services, strengthen fairness and impartiality by consistently applying the "first-come, first-served" principle, and streamline processes through digital queuing systems and simplified requirements to reduce waiting times.

As well as improve public awareness of service standards through visible signages and information campaigns, conduct regular client feedback surveys to guide continuous service improvement, and encourage further research across other localities and with mixed methods to capture broader perspectives. These measures will help frontline offices maintain high service quality while fostering transparency, accessibility, and responsiveness in public administration.

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