

Workload Intensity, Job Satisfaction, and Work Performance of University Clerk Employees at Kalinga State University: Basis for a Capacity-Building Program

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Abstract

This study examined workload intensity, job satisfaction, challenges, and work performance among college clerk employees at Kalinga State University as basis for a capacity-building program. Anchored on quality service delivery, records life cycle principles, and organizational support, the study used a descriptive-correlational research design involving 38 clerical staff and 38 immediate supervisors from the Bulanao and Dagupan campuses. Data were gathered through a structured questionnaire, supplemented by interviews and document review, and analyzed using descriptive statistics, Kruskal-Wallis Test, Pearson's correlation coefficient, and thematic analysis. Findings revealed that clerical staff experienced a very high level of workload intensity, particularly in documentation, records processing, and peak-period academic demands. Despite this, they reported a high level of job satisfaction, while supervisors rated their work performance very highly in terms of professionalism, accuracy, efficiency, and reliability. Documentation and records overload emerged as the most pressing challenge. Most demographic variables showed no significant differences in workload intensity, job satisfaction, challenges, and performance, except civil status in relation to job satisfaction. Pearson correlation results showed no significant relationship among workload intensity, job satisfaction, and challenges. The study concludes that clerical staff remain effective and satisfied despite heavy workload demands, but institutional interventions are needed to reduce workload pressure and sustain performance. Recommended actions include additional staffing, improved ICT infrastructure, a fully integrated Student Information System, regular training, clearer workload policies, stronger administrative and technical support, and better office resources. The study supports SDG 4 on Quality Education, SDG 8 on Decent Work and Economic Growth, SDG 9 on Industry, Innovation and Infrastructure, and SDG 16 on Peace, Justice, and Strong Institutions. Its sustainability impact lies in strengthening academic records management, improving institutional efficiency, supporting employee well-being, and promoting accountable, technology-supported, and reliable university service delivery.

Keywords: Academic Records Administration, Capacity-Building Program, Clerical Performance, Documentation Overload, Job Satisfaction, Kalinga State University, Records Management, Student Information System, Workload Intensity

1. Introduction

Academic records administration is a vital function in higher education because it supports institutional integrity, academic service delivery, legal compliance, and stakeholder trust. At Kalinga State University (KSU) Bulanao Campus, college clerks perform essential responsibilities in managing academic and non-academic records, including encoding information, filing documents, retrieving records, verifying academic documents, securing confidential data, and responding to inquiries. As enrollment, program offerings, and regulatory requirements increase, clerical staff experience heavier workloads, especially during enrollment, graduation, accreditation, and verification periods. The transition from manual systems to digital platforms such as the Student Information System (SIS) has improved records management but has also increased the technical and administrative demands placed on clerks. Thus, this study examines workload intensity, job satisfaction, challenges, and work performance among college clerk employees at KSU Bulanao Campus as basis for a capacity-building program.

1.1 Academic Records Management and Clerical Responsibilities at KSU Bulanao Campus

Academic records administration involves the systematic collection, processing, storage, retrieval, protection, and disposal of student records from admission to graduation and alumni documentation. As higher education becomes more data-driven, the reliability, integrity, and accessibility of academic records are essential to institutional effectiveness, quality assurance, and compliance with legal and regulatory requirements (Duruin, 2024). At KSU, increasing enrollment, expanding programs, and compliance demands have intensified the need for accurate and secure records management. College clerks are key personnel in this process because they maintain records, encode information, release documents, answer verification requests, and protect confidentiality (Strategic Journals, 2023). The shift from manual records

management to electronic systems has created both benefits and challenges. Electronic Records Management Systems (ERMS) and SIS can improve accuracy, speed, accessibility, and security, but they also require clerks to handle both paper-based and digital records. This dual responsibility increases workload, particularly during peak academic periods. Under the Philippine Data Privacy Act of 2012, clerks also carry greater responsibility for protecting sensitive student information, as non-compliance may lead to legal penalties and loss of institutional trust (Records Management, Data Privacy and You, 2019). These conditions make clerical work central to institutional service quality.

1.2 Workload Intensity, Job Satisfaction, and Clerical Performance in Academic Records Services

The literature shows that clerical staff are essential to accurate, accessible, and secure academic records. Their work includes data entry, filing, retrieval, document processing, database updating, information security, and communication with students, faculty, and administrative offices. As universities adopt digital platforms, clerical tasks have expanded to include document scanning, database use, troubleshooting, and compliance with privacy regulations. Without clear procedures and records management expertise, clerical duties may become inconsistent and inefficient. Studies emphasize that standardized policies, training, and technology improve clerical performance and service delivery. Efficient clerical work supports timely data entry, prompt retrieval, accurate document processing, and stakeholder satisfaction (Records Management Strategies and Professional Performance, 2022). Research at Laguna State Polytechnic University found a positive relationship between records management strategies and clerical professional performance in service quality and timeliness (Gesmunod et al., 2024; Ojo & Olayemi, 2024). Clerical efficiency is also associated with training and technological resources, while lack of training and resources weakens service quality (Kenneth & Luyombya, 2024; Abong & Luyombya, 2024). Workload remains a major challenge for clerical staff. Increasing student records, limited staffing, unclear policies, inadequate infrastructure, and insufficient professional development may result in delays, errors, burnout, and reduced job satisfaction (Gesmunod et al., 2024; Amanchukwu & Ololube, 2015). Many clerks rely on outdated practices because of limited training in records management and data privacy (Jimuel et al., 2024; Schreier, 2006). The adoption of electronic records systems also becomes difficult when staff lack ICT skills, equipment, software, storage, or workspace (Abong & Luyombya, 2024; Falolo et al., 2022). Policy ambiguity further affects confidentiality, consistency, and service quality (Ojo & Olayemi, 2024; Gesmunod et al., 2024). Some studies suggest that demographic factors such as age, position, length of service, and education may influence how clerks experience workload and technology adoption. Older or longer-serving staff may be more accustomed to manual systems, while younger staff may face policy-related learning curves (Gesmunod et al., 2024). Supervisory roles may also involve greater stress because of added administrative responsibilities (Abong & Luyombya, 2024). However, other studies found no significant differences in clerical challenges across demographic groups when training and institutional support are consistent (Gesmunod et al., 2024). This highlights the importance of organizational support in improving performance and satisfaction.

1.3 Digital Records Management and Institutional Context at KSU

Universities worldwide have shifted from manual systems to ERMS to simplify processes, reduce errors, and improve processing time. However, this shift requires clerical staff to develop technical skills, adapt to changing workflows, and comply with data privacy laws (Gesmunod et al., 2024). Without sufficient training and support, staff may struggle with digital systems, affecting institutional efficiency and stakeholder satisfaction (Barigye et al., 2022). Effective records management depends on standardized policies, continuous skills development, and investment in human and technological resources (Ojo & Olayemi, 2024). Institutions that provide continuing training for technology adaptation tend to achieve better service delivery and compliance (Juma, 2024). In the Philippines, the Data Privacy Act of 2012 has strengthened the responsibility of universities to protect student information from breaches and misuse (Records Management, Data Privacy and You, 2019). In developing universities such as KSU, modernization must be supported by human resource development. Infrastructure gaps, understaffing, digital illiteracy, increasing paperwork, and unclear policies continue to affect tertiary records management in Asian and African contexts (Falolo et al., 2022; Barigye et al., 2022). These challenges are important because academic records influence student progression, certification, employment, further study, and professional licensing (Yunus et al., 2016). KSU has pursued modernization initiatives, including benchmarking with Isabela State University and coordination with the National Economic Development Authority (NEDA Region 2), to improve records management practices (Strategic Journals, 2023). The SIS supports digital records administration, accuracy, and security (Duruin, 2024). However, its effectiveness depends on the competence and readiness of clerical staff, who connect manual records, electronic databases, document verification, registration, transcript processing, and academic service delivery (Juma, 2024; Ojo & Olayemi, 2024).

1.4 Conceptual Basis for Workload, Job Satisfaction, and Records Management Effectiveness

The study is anchored on quality service delivery (Parasuraman et al., 1988), records life cycle principles (ISO, 2001), and organizational support (Deci & Ryan, 2000). These perspectives suggest that effective academic records management depends on competent clerical staff, clear procedures, appropriate technology, and institutional support. Clerical competence, training, experience, and adherence to policies influence record integrity, accessibility, document security, process efficiency, and stakeholder satisfaction (Giba-Fosu, 2020; Ojo & Olayemi, 2024). Academic records management includes the collection, preparation, storage, sorting, access, and use of records for academic governance. Clerical

competence, training, experience, and familiarity with guidelines affect efficiency, accuracy, confidentiality, and speed of document release (Giba-Fosu, 2020; Ojo & Olayemi, 2024). Professional learning, clear protocols, and technology improvements contribute to shorter wait times, accountability, and stakeholder satisfaction (Matina, 2019; Strategic Journals, 2023). Non-academic services such as administrative support, student organization assistance, facilities, and healthcare services also contribute to student involvement and satisfaction, showing that clerical services form part of broader institutional quality (Amanchukwu & Ololube, 2015; Studyportals, 2023). The study's framework links academic services, clerical task quality, workload intensity, efficiency, challenges, administrative support, archival support, and compliance support to survey administration, data processing, statistical analysis, and interpretation. The expected outputs include satisfaction levels, factors affecting satisfaction, relationships between clerical performance and records management quality, institutional service delivery, and stakeholder satisfaction. This framework supports the evaluation of how clerical staff influence academic records administration and how their work can guide organizational improvement, policy development, and capacity building (ISO 15489, 2001; Giba-Fosu, 2020; Strategic Journals, 2023).

1.5 Research Gaps and Rationale for Assessing KSU College Clerk Employees

Although previous studies have examined records management strategies, professional performance, and institutional service delivery, there is still a need for local evidence on how workload intensity relates to job satisfaction and work performance among college clerk employees at KSU Bulanao Campus. Existing literature identifies challenges such as excessive workload, limited staffing, inadequate training, technology adaptation, resource constraints, and unclear policies, but the specific relationship among workload intensity, job satisfaction, and assessed work performance in the KSU context requires further study. This study addresses this gap by assessing clerical tasks and responsibilities, workload intensity in terms of quantitative and qualitative demands, job satisfaction, work-related challenges, work performance as rated by supervisors, and the relationship among workload intensity, job satisfaction, and performance. It also considers differences when grouped according to demographic profile. The findings will serve as basis for a capacity-building program that can address workload challenges, improve job satisfaction, and strengthen clerical performance. The study is significant because clerical work affects document accuracy, retrieval speed, accreditation compliance, data protection, and the experiences of students, faculty, administrators, regulatory bodies, and IT personnel. Effective records management can reduce delays in transcript requests, enrollment verification, certification, and other academic services. It also supports audits, accreditation reviews, institutional planning, and evidence-based decision-making, making clerical capacity essential to institutional quality, public trust, and academic service sustainability (Ojo & Olayemi, 2024).

1.6 SDG Alignment of Clerical Workload, Records Management, and Institutional Service Quality

This study aligns with SDG 4 – Quality Education because accurate, timely, and secure academic records support student progression, certification, enrollment, graduation, accreditation, and institutional service quality. By examining workload, job satisfaction, and clerical performance, the study supports administrative systems that contribute to reliable academic services. It also relates to SDG 8 – Decent Work and Economic Growth because it focuses on workload intensity, job satisfaction, professional development, capacity building, and clerical work conditions. Addressing workload concerns may help create a more productive and satisfying work environment. SDG 9 – Industry, Innovation and Infrastructure is relevant because the study discusses the shift from manual records to SIS, ERMS, digital infrastructure, and technology-supported records management. Strengthening clerical competence and institutional systems supports innovation in academic administration. SDG 16 – Peace, Justice, and Strong Institutions applies because the study emphasizes data privacy, confidentiality, institutional compliance, accreditation, transparent documentation, and accountable records management. SDG 17 – Partnerships for the Goals is also relevant because KSU's modernization efforts include benchmarking and coordination with government agencies to improve records management practices (Strategic Journals, 2023).

1.7 Multidisciplinary Sustainability Value of Strengthening Clerical Capacity at KSU

The study contributes to institutional sustainability by helping KSU improve academic records management, clerical workflows, service delivery, accreditation readiness, and compliance processes. Reliable records systems support institutional planning, audits, performance reviews, and evidence-based decisions. By identifying workload and job satisfaction concerns, the study can guide policies on staffing, training, technology use, resources, and procedures. The study also supports socio-economic sustainability by improving services that affect students' academic progression, employment applications, professional certification, and access to further education. It contributes to technological and digital sustainability by emphasizing training, updated systems, and user-responsive electronic records platforms. In governance and policy sustainability, the study reinforces compliance with data privacy laws, accreditation standards, and institutional accountability. It also supports workplace sustainability by recognizing clerical employees as essential institutional personnel whose workload, satisfaction, and performance affect university service quality. Through a proposed capacity-building program, the study can support long-term improvements in clerical competence, institutional efficiency, stakeholder satisfaction, and sustainable academic records administration at Kalinga State University Bulanao Campus.

2. Material and methods

2.1 Research Design

The study employed a descriptive-correlational research design. The descriptive component was used to determine the clerical staff's tasks, workload intensity, job satisfaction, challenges, support systems, and work performance in academic records administration. The correlational component examined the relationship between workload intensity, job satisfaction, and assessed work performance, as well as the quality, security, and delivery of academic records management services.

2.2 Locale of the Study

The study was conducted at Kalinga State University, specifically in its Bulanao and Dagupan campuses. These campuses were selected because they serve as key centers of academic records administration where clerical staff manage both manual and electronic records while ensuring compliance with institutional policies and the Data Privacy Act of 2012.

2.3 Respondents of the Study

The respondents of the study were college clerk employees and their immediate supervisors. The clerical staff were included because they perform essential records management tasks such as enrollment processing, transcript verification, data entry, filing, and secure document handling. Their immediate supervisors were included to provide performance ratings and external assessments of clerical work. The study involved 38 clerical staff and 38 immediate supervisors, for a total of 76 respondents.

2.4 Sample and Sampling Procedure

The study used total enumeration sampling, in which all clerical staff and their immediate supervisors from the Bulanao and Dagupan campuses were included. This approach ensured complete representation of the target population and supported the reliability of findings on workload intensity, job satisfaction, challenges, and work performance. Demographic variables considered in the study included age, sex, civil status, educational attainment, years of service, and nature of appointment to allow comparison across respondent groups.

2.5 Research Instrument

The primary research instrument was a structured questionnaire designed to gather data on clerical responsibilities, efficiency, workload, job satisfaction, challenges, and perceived effects on academic records management quality. The questionnaire was developed based on literature reviews and expert consultations and was pretested for clarity and reliability. It used a 5-point Likert scale to measure the extent of task effectiveness, challenges, and satisfaction levels, ranging from very low extent to very great extent. To ensure the reliability of the Likert-scale items, Cronbach's Alpha was computed to determine internal consistency.

2.6 Data Gathering Procedure

Before data collection, permission was secured from the university administration, and ethical clearance was obtained. Questionnaires were distributed in paper format to clerical staff and supervisors. Participation was voluntary, and respondents were assured that their answers would remain confidential. Completed questionnaires were checked for completeness and accuracy before data processing. Where applicable, interviews and document review were also used to supplement the quantitative data and provide additional insight into records management policies, procedures, workload pressures, training adequacy, resource limitations, and supervisory support.

2.7 Data Analysis Techniques

The collected data were collated, organized, tabulated, and analyzed using descriptive and inferential statistics. Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used to summarize respondent profiles and describe trends in workload intensity, job satisfaction, challenges, and performance ratings. The Kruskal-Wallis Test was used to determine significant differences in workload intensity, job satisfaction, and challenges when grouped according to demographic variables such as age, sex, civil status, educational attainment, years of service, and nature of appointment. Pearson's correlation coefficient was used to assess the strength and direction of the relationships among workload intensity, job satisfaction, and work performance. Where applicable, t-tests and ANOVA were also used to compare mean differences across groups. Qualitative data from interviews and open-ended responses were analyzed through thematic analysis to identify recurring themes related to clerical work and academic records management.

2.8 Ethical Considerations

The study observed ethical principles by ensuring voluntary participation, confidentiality of responses, and transparency regarding the purpose and use of the research. Required approvals from university authorities were obtained before the conduct of the study, and respondents were informed of their rights and the confidential handling of their responses.

3. Results and Discussion

3.1 Workload Intensity of College Clerk Employees

3.1.1 Quantitative and Qualitative Workload Demands

The findings showed that clerical staff experienced a very high level of workload intensity, with a grand mean of 4.59, interpreted as “Always.” Quantitative demands obtained a sub-mean of 4.56, indicating that clerks regularly handled heavy workloads, multiple tasks, and time pressure. The highest-rated indicators were the increased volume of documents and requests during enrollment, grading, and assessment periods and the need to process documents or respond to inquiries beyond official working hours, both with a mean of 5.00. Qualitative demands received a higher sub-mean of 4.63, showing that clerical work consistently required accuracy, judgment, confidentiality, skills beyond formal training, and high-quality outputs under pressure. These findings indicate that clerical work at Kalinga State University is both volume-intensive and mentally demanding. The results suggest that academic records management is not limited to routine documentation but requires technical competence, attention to detail, confidentiality, and the ability to manage multiple responsibilities during peak academic periods. The findings also show the need for workload management strategies, staffing support, continuous professional development, and institutional interventions to sustain efficient academic records services.

3.1.2 Workload Intensity When Grouped According to Demographic Profile

The results showed no significant difference in workload intensity when clerical staff were grouped according to age, sex, civil status, highest educational attainment, years of service, and nature of appointment. The Kruskal-Wallis results indicated that workload demands did not significantly differ by age, $\chi^2(3) = 4.546$, $p = .208$; sex, $\chi^2 = 0.437$, $p = .509$; civil status, $\chi^2 = 1.499$, $p = .473$; educational attainment, $\chi^2 = 2.979$, $p = .225$; years of service, $\chi^2(1) = 1.021$, $p = .312$; and nature of appointment, $\chi^2(1) = 3.035$, $p = .081$. Although some groups obtained higher mean ranks, the differences were not statistically significant. These results suggest that workload intensity is generally experienced across all groups of clerical employees, regardless of demographic characteristics. The findings imply that workload demands are more likely linked to the nature of clerical work and academic records management processes than to personal or employment-related characteristics. The higher mean rank of the contractual/job order respondent should be interpreted with caution because only one respondent belonged to this group.

3.2 Job Satisfaction of College Clerk Employees

3.2.1 Level of Job Satisfaction

The overall job satisfaction of clerical staff was rated “Strongly Agree,” with a grand mean of 4.81. Training adequacy received the highest rating, with a sub-mean of 4.99, followed by technology support at 4.86, resource availability at 4.83, and work-life balance at 4.58. The highest-rated items were related to relevant training, confidence in performing duties, proficiency in using the Student Information System, supportive work environment, clear institutional policies, adequate storage, and sufficient time for personal and family responsibilities. Relatively lower ratings appeared in technical support, availability of materials and supplies, and the need to stay overtime or bring work home. These findings indicate that clerical staff maintain a high level of job satisfaction despite heavy workload demands. The results suggest that training, system competence, resources, and workplace support contribute positively to their work experience. However, the relatively lower rating for work-life balance indicates that workload pressure remains an area that needs attention, particularly when clerks are required to extend work beyond regular office hours.

3.2.2 Job Satisfaction When Grouped According to Demographic Profile

The findings showed that job satisfaction did not significantly differ when grouped according to age, sex, highest educational attainment, years of service, and nature of appointment. The results showed no significant difference by age, $\chi^2 = 3.044$, $p = .385$; sex, $\chi^2 = 1.199$, $p = .273$; educational attainment, $\chi^2 = 2.051$, $p = .359$; years of service, $\chi^2 = 0.527$, $p = .468$; and nature of appointment, $\chi^2 = 0.002$, $p = .962$. However, job satisfaction significantly differed when grouped according to civil status, $\chi^2 = 7.915$, $p = .019$, with married respondents obtaining the highest mean rank, followed by single and separated respondents. These findings suggest that most demographic variables do not strongly influence job satisfaction among clerical employees. The significant result for civil status indicates that personal circumstances may shape perceptions of job satisfaction, with married respondents reporting higher satisfaction. Overall, job satisfaction appears to be generally positive across respondent groups, but work-life balance and personal circumstances may still affect how employees experience their work.

3.3 Challenges Affecting Clerical Work

3.3.1 Level of Challenges in Clerical Work

The overall level of challenges affecting clerical work was rated “Neutral,” with a grand mean of 3.33. Documentation and records overload received the highest rating, with a sub-mean of 4.51, interpreted as “Strongly Agree.” This indicates that clerks strongly experienced challenges related to excessive paperwork, duplication between paper-based and digital records, and frequent errors in submitted documents requiring revision. Other areas, such as stakeholder demands, skill and technology gaps, infrastructural limitations, and policy concerns, were generally rated lower or inconsistently experienced.

Policy and institutional factors received the lowest rating, with a sub-mean of 2.01. These findings show that documentation overload is the most pressing challenge affecting clerical work at Kalinga State University. The results suggest that the coexistence of paper-based and digital records increases clerical burden and may slow records processing. Although other concerns were not rated as major challenges overall, the results still point to the need for improved records systems, clearer processes, and workload reduction strategies.

3.3.2 Challenges When Grouped According to Demographic Profile

The results showed no significant difference in challenges affecting clerical work when respondents were grouped according to age, sex, civil status, highest educational attainment, years of service, and nature of appointment. The findings indicated no significant difference by age, $\chi^2 = 0.271$, $p = .965$; sex, $\chi^2 = 0.307$, $p = .579$; civil status, $\chi^2 = 1.342$, $p = .511$; educational attainment, $\chi^2 = 0.203$, $p = .903$; years of service, $\chi^2 = 1.446$, $p = .229$; and nature of appointment, $\chi^2 = 2.933$, $p = .087$. These findings indicate that clerical staff generally experience similar workplace challenges regardless of their demographic profile. The results suggest that the challenges are more related to institutional processes, documentation requirements, workload volume, and records management systems than to individual characteristics. This supports the need for system-wide improvements rather than interventions limited to specific demographic groups.

3.4 Work Performance of Clerical Staff as Perceived by Supervisors

3.4.1 Supervisors' Rating of Clerical Performance

Supervisors rated the overall performance of clerical staff very highly, with a grand mean of 4.89, interpreted as "Very Much Affect." Work behavior and professionalism received the highest sub-mean of 4.99, followed by quality of work output at 4.84 and task performance at 4.83. Clerks were rated highly in completing tasks accurately and on time, managing workload during peak periods, producing quality outputs, exercising attention to detail, handling confidential information, responding to feedback, and adapting to changes in workload, procedures, and priorities. These findings indicate that supervisors perceive clerical staff as reliable, competent, professional, and effective in fulfilling their duties. Despite workload pressure, clerks were observed to maintain accuracy, confidentiality, and efficiency. However, the lower rating for requiring minimal correction or follow-up suggests that there remains room for improvement in consistency and output quality.

3.4.2 Performance Ratings When Grouped According to Years of Supervising

The results showed no significant difference in supervisors' ratings of clerical performance when grouped according to years of supervising, $\chi^2 = 4.902$, $p = .086$. Supervisors with more than three years of experience obtained the highest mean rank, followed by those with less than one year, while those with one to two years obtained the lowest mean rank. However, these differences were not statistically significant. These findings suggest that supervisors generally share similar assessments of clerical performance regardless of their length of supervisory experience. This consistency indicates that clerical staff are broadly perceived as effective and professional across supervisor groups. It also suggests that performance ratings reflect observed work behavior and task accomplishment rather than differences in supervisory background.

3.5 Relationship Among Workload Intensity, Job Satisfaction, and Challenges

The Pearson correlation analysis revealed no significant relationship between workload intensity and job satisfaction, $r = .104$, $p = .534$; workload intensity and challenges, $r = .260$, $p = .115$; and job satisfaction and challenges, $r = -.063$, $p = .705$. Since all p-values were greater than the 0.05 level of significance, the results indicate that these variables were not significantly associated with one another among the clerical employees. These findings suggest that high workload intensity and workplace challenges do not directly determine the job satisfaction of clerical staff in this study. Although clerks experienced heavy workload demands and documentation-related challenges, they still reported high satisfaction levels. This may indicate that factors such as training, workplace support, professionalism, and commitment to service help sustain job satisfaction despite demanding work conditions.

3.6 Qualitative Findings from Clerical Staff

3.6.1 Time-Consuming Clerical Tasks

The qualitative responses showed that the most time-consuming tasks of clerical staff were encoding and data entry, document verification and validation, student inquiries and frontline services, peak-period workload during enrollment and graduation, filing and records organization, and compliance reporting. Respondents emphasized that these tasks require accuracy, careful review, and frequent interaction with students and stakeholders. These findings support the quantitative results showing high workload intensity among clerical staff. The responses indicate that clerical work is heavily focused on managing large volumes of records that require accuracy and constant attention. Peak academic periods further intensify time pressure, making workload distribution and process improvement important concerns.

3.6.2 Training and Skills Development Needs

The clerical staff identified the need for training in electronic records management systems, data privacy and confidentiality, computer and ICT skills, records management and filing systems, customer service and communication,

and time management. They emphasized the need for hands-on training in SIS or ERMS to improve speed, accuracy, and efficiency in encoding and retrieving records. These findings show that clerical work requires both technical and interpersonal competencies. The need for continuous skills development reflects the increasing complexity of academic records management and the shift toward digital systems. Training in technology, data privacy, communication, and workload handling can help clerks adapt to institutional demands and improve service delivery.

3.6.3 Technology and System Improvements

The respondents identified several technology improvements that could reduce workload, including a fully integrated SIS, faster and updated computer systems, automated record processing, digital filing and cloud storage, improved printing and document generation tools, and consistent technical support. They emphasized that centralized systems and automation could reduce duplicate encoding, manual retrieval, and repetitive tasks. These findings indicate that modernization of technology infrastructure is essential to improving clerical efficiency. Reliable systems, updated equipment, and responsive IT support can reduce delays, minimize errors, and improve records accessibility. The results also show that digital transformation must be supported by proper maintenance and user assistance to be effective.

3.6.4 Policy and Administrative Support Needs

The respondents reported that hiring additional clerical staff, establishing clear workload distribution policies, developing standard operating procedures, providing regular training, improving office resources, and strengthening administrative and IT support would help them perform more effectively. They also identified urgent resource needs, including additional personnel, modern computer units, adequate office space, increased budget, improved filing and storage systems, and reliable internet connectivity. These findings show that clerical effectiveness depends not only on individual effort but also on institutional support. Adequate staffing, clear procedures, updated equipment, and responsive administrative systems can reduce workload pressure and improve records management. Strengthening human and physical resources is therefore necessary to sustain efficient office operations.

3.6.5 Other Work Experience Concerns

Clerical staff also expressed concerns about workload stress and burnout, the need for recognition and support, system downtime, limited training opportunities, communication gaps, and work environment conditions. These concerns show that emotional and organizational factors also influence their work experience. These findings suggest that improving clerical work requires attention to employee well-being, morale, communication, and recognition. While technical systems and staffing are important, a supportive work environment is also necessary to sustain productivity, job satisfaction, and effective service delivery.

3.7 Qualitative Findings from Supervisors

3.7.1 Clerks' Primary Strengths

Supervisors identified the primary strengths of clerical staff as accuracy and attention to detail, efficiency in task completion, strong organizational skills, professionalism and work ethic, technical competence, and a cooperative attitude. They observed that clerks maintain organized records, complete tasks on time, use SIS and other technologies effectively, and contribute to a positive office environment. These findings reinforce the high performance ratings given by supervisors. The results indicate that clerical staff contribute significantly to efficient office operations through competence, reliability, professionalism, and collaboration. Their strengths support timely and accurate academic records management, especially during peak workload periods.

3.7.2 Areas for Improvement and Additional Support

Supervisors identified the need for advanced ICT and system training, time management and workload handling, stronger technical support, improved system reliability, resource and equipment upgrades, continuous professional development, and better communication and coordination. These areas show that while clerks perform effectively, additional support is needed to sustain and improve their productivity. These findings suggest that targeted capacity-building programs and stronger institutional support can further improve clerical performance. Addressing training, communication, equipment, and system reliability can reduce delays, minimize workload pressure, and strengthen the overall effectiveness of academic records management.

3.7.3 Institutional Support and Policy Recommendations

Supervisors reported that clerks would benefit from staffing augmentation, clear workload policies and guidelines, upgraded ICT infrastructure, regular capacity-building programs, stronger technical and administrative support, and improved office facilities and resources. They also observed that clerks show strong commitment, ability to work under pressure, attention to accuracy, positive work attitudes, and willingness to extend effort when needed. These findings indicate that clerical staff are already performing effectively but require sustained institutional support to maintain high standards of service delivery. Clear policies, additional personnel, improved resources, and continuous training can strengthen clerical work and ensure more efficient academic records management at Kalinga State University.

3.8 Synthesis of Findings

Overall, the findings show that clerical staff at Kalinga State University experience high workload intensity but maintain strong job satisfaction and are rated highly by supervisors in terms of performance, professionalism, and work quality. Documentation and records overload emerged as the main challenge, while demographic variables generally did not significantly affect workload intensity, job satisfaction, or challenges, except for civil status in relation to job satisfaction. The correlation results showed no significant relationship among workload intensity, job satisfaction, and challenges. Qualitative findings further revealed the need for additional staffing, better technology, continuous training, clearer policies, stronger administrative and IT support, and improved work conditions. These results indicate the need for institutional interventions that strengthen clerical capacity, reduce workload pressure, and improve academic records management service delivery.

4. Conclusion & Recommendations

The study concludes that clerical staff at Kalinga State University experience a consistently high level of workload intensity, particularly in documentation, records processing, and peak-period academic demands, yet they continue to perform their duties effectively and maintain a high level of job satisfaction. Their performance was highly rated by supervisors, reflecting professionalism, accuracy, efficiency, and reliability in handling academic records. The challenges encountered were generally moderate, with documentation and records overload identified as the most critical operational concern. The findings further showed no significant differences in workload, satisfaction, challenges, and performance across most demographic variables, and no significant relationship among workload intensity, job satisfaction, and challenges, suggesting that clerical work experiences are relatively uniform and that satisfaction may be influenced by factors beyond workload alone.

Based on the findings, Kalinga State University should strengthen institutional support for clerical staff by considering additional staffing, improving ICT infrastructure, upgrading computers and internet connectivity, and implementing a fully integrated Student Information System to reduce manual workload. Regular training should also be provided on ICT systems, records management, customer service, data privacy, and time management. The university should develop clear workload distribution policies, improve task assignment procedures, support work-life balance, establish responsive technical and administrative support systems, and provide better office space, equipment, and filing systems to enhance efficiency, reduce delays, and improve academic records management services.

The study was limited to the workload intensity, job satisfaction, challenges, and performance of clerical staff at Kalinga State University based on the respondents included in the study. Its findings were focused on clerical work conditions, documentation demands, institutional support, and records management services within the university context. Future studies may explore additional variables such as leadership style, organizational culture, and employee well-being to further enrich understanding of clerical work conditions.

Compliance with ethical standards

The study observed ethical principles by ensuring voluntary participation, confidentiality of responses, and transparency regarding the purpose and use of the research. Respondents were informed of their rights and the confidential handling of their responses.

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