International Journal of Sustainability and Advanced Integrated Research
Volume 2, Issue 2 (April-June 2026) | ISSN: 3107-7854
DOI: https://doi.org/10.65339/ijsair.V2.I2.635

# Enhancing Registrar Service Delivery Through an Online Document Request System: A Basis for Process Improvement

**Tracy Lei Ciudad Lacorte**
*Emilio Aguinaldo College Manila, Paco, Manila, Philippines*

Publication history: Received: May 11, 2026; Revised: June 15, 2026; Accepted: June 17, 2026
Email of Corresponding Author: tracylei.lacorte@eac.edu.ph

## Abstract

This study evaluated the registrar document request process of Emilio Aguinaldo College Cavite and proposed a process enhancement framework through a Full Online Document Request System. Anchored on the SERVQUAL model, lean management, and e-service quality theory, the study assessed service quality, workflow inefficiencies, stakeholder concerns, and the feasibility of digital transformation in registrar services. A descriptive and evaluative research design was used, involving 108 respondents composed of 41 students, 56 alumni, and 11 registrar staff. Data were gathered through stakeholder surveys, workflow analysis, SWOT analysis, PESTLE analysis, and multi-criteria decision analysis. Findings revealed major concerns in the current manual and semi-digital process, including long processing time, lack of request tracking, delayed responses, limited accessibility, and untapped digital potential. Long processing time was the most common concern, while 69.09% of respondents supported the implementation of an online system. Real-time tracking and automated notifications were also highly valued by stakeholders. Among the proposed alternatives, the Full Online Document Request System obtained the highest weighted score of 4.50, outperforming the hybrid system and the status quo. The study concluded that a comprehensive online system is the most suitable option for improving efficiency, transparency, accessibility, communication, and stakeholder satisfaction. It recommended actual system deployment, pre-post implementation evaluation, cost-benefit analysis, and long-term monitoring of registrar service performance. The study supports SDG 4, SDG 8, SDG 9, and SDG 16 by strengthening quality education support, employment-related document access, institutional innovation, and transparent service delivery. Its sustainability impact lies in improving institutional efficiency, digital governance, stakeholder access, and long-term administrative service quality.

**Keywords:** Accessibility, Digital Transformation, E-Service Quality, Full Online Document Request System, Registrar Services, SERVQUAL, Stakeholder Satisfaction, Workflow Improvement

## 1. Introduction

Registrar services are essential to higher education institutions because they manage student academic records and provide documents needed for academic progression, employment, and further studies (Laudon & Laudon, 2020). The quality of these services affects stakeholder satisfaction, institutional efficiency, and overall trust in administrative processes (Parasuraman et al., 1988; Zeithaml et al., 1990). At Emilio Aguinaldo College Cavite (EACC), the Registrar's Office handles document requests from students, alumni, and staff, but its current manual and semi-digital processes have resulted in delays, long queues, repetitive verification, limited transparency, and increased administrative workload (Ortigueras et al., 2025). In response to growing expectations for accessible and technology-driven services, this study evaluates the current document request process and proposes an improved workflow using an online document request system as a process enhancement framework.

### 1.1 Registrar Document Request Services at Emilio Aguinaldo College Cavite

Registrar offices in higher education institutions are responsible for issuing key academic documents such as transcripts of records, diplomas, certifications, and transfer credentials. Although manual and semi-digital systems have historically supported these functions, they have become increasingly inadequate in meeting the needs of students and alumni. Common problems include delayed processing, encoding errors, misplaced documents, repetitive data entry, limited request tracking, and the need for physical follow-ups. These issues reduce convenience and may affect stakeholders' perception of service quality and institutional reliability. In the case of EACC, the Registrar's Office faces similar operational concerns due to the continued reliance on manual or semi-digital procedures. The lack of a fully integrated request system creates backlogs, limits accessibility for students and alumni outside the campus, and increases the burden on staff. These inefficiencies may also delay employment or further education opportunities for stakeholders who need timely access to academic records (Santos, 2019). As digital transformation becomes more central to higher education administration, institutions that do not modernize their services may experience reduced stakeholder satisfaction, weaker competitiveness, and difficulty aligning with national digitalization priorities (Alalwan, 2020; CHED, 2025).

### 1.2 Service Quality, Digitalization, and Registrar Process Improvement

Related literature emphasizes that service quality in administrative offices depends on efficiency, reliability, accessibility, responsiveness, and transparency. In registrar services, these dimensions are reflected in the speed of document processing, accuracy of records, clarity of requirements, and ability of stakeholders to monitor their requests. Manual systems often produce delays because documents pass through several physical and repetitive steps, including verification, routing, payment coordination, and release. These processes increase the risk of errors and weaken consistency in service delivery. The literature also highlights the growing role of digital platforms in improving higher education services. The COVID-19 pandemic accelerated digital adoption in education, but many registrar offices were unable to move beyond basic online communication (Dela Cruz, 2021). As a result, hybrid systems often retained the weaknesses of manual processing without fully achieving the benefits of automation, real-time tracking, online payment, and centralized records management. Existing studies have also focused more on technical system development than on the organizational and service-quality dimensions of registrar document request processes (Ortigueras et al., 2025; Jankham et al., 2024).

### 1.3 Digital Transformation of Registrar Services in Local, National, and Global Contexts

Locally, EACC operates within a higher education environment where students and alumni increasingly expect faster, more transparent, and more accessible administrative services. The mobility of students and the need for academic documents for employment and further studies make registrar efficiency an important institutional concern. Within Cavite and other suburban private HEIs, limited research has examined how registrar document request services can be improved through process evaluation and stakeholder-centered assessment. Nationally, this study supports the digitalization direction of the Commission on Higher Education, including initiatives such as the Electronic Certification, Authentication, and Verification system launched in January 2025. The proposed online document request system may complement national platforms by helping institutions prepare verified data and improve internal workflows. The study also aligns with CHED's ACHIEVE Agenda, which emphasizes high-impact and transformative administrative processes (Castañeda, 2025). Globally, the shift toward digital service delivery reflects broader expectations for efficient, technology-supported, and user-centered administrative systems in higher education.

### 1.4 SERVQUAL, Lean Management, and E-Service Quality as Bases for Registrar Process Enhancement

This study is anchored on three complementary frameworks. First, the SERVQUAL model evaluates service quality through reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman et al., 1988). In this study, SERVQUAL guides the assessment of registrar services in terms of processing time, accuracy, accessibility, customer satisfaction, and responsiveness. It also supports the design of system features such as real-time tracking, automated notifications, and a user-friendly digital interface. The SERVQUAL model has been applied in higher education administrative contexts to assess stakeholder perceptions of service quality (Santos, 2019; Alalwan, 2020). Second, lean management and process improvement provide a framework for identifying waste and redesigning workflows (Womack & Jones, 2003; Hammer, 1990). In the registrar context, waste may appear as repetitive verification, physical routing, redundant data entry, and repeated office visits. Hammer (1990) emphasized the need to rethink and redesign processes to improve speed, quality, and cost. This study applies that perspective by examining the current workflow and proposing a streamlined digital process that reduces non-value-added steps. Third, e-service quality theory explains how users evaluate the quality of online services. Santos (2003) identified key dimensions such as ease of use, website design, reliability, responsiveness, and personalization. Later perspectives also emphasize security, privacy, and system availability (Alalwan, 2020). These concepts support the proposed online document request system through features such as an intuitive submission portal, real-time tracking, automated notifications, and secure payment options. Together, SERVQUAL, lean management, and e-service quality theory provide the diagnostic, process-improvement, and digital service foundations of the study.

### 1.5 Stakeholder-Centered Rationale for Improving EACC Registrar Document Request Services

Although many Philippine universities have adopted online administrative systems for enrollment and payment, limited empirical research focuses specifically on registrar document request processes in private HEIs in Cavite. Existing studies often prioritize technical development rather than service quality, stakeholder experience, and organizational workflow improvement (Ortigueras et al., 2025; Jankham et al., 2024). In addition, many Philippine studies focus on public universities or Metro Manila institutions, leaving a gap in research on private suburban institutions such as EACC. This study addresses this gap by using stakeholder-centered evidence from students, alumni, and registrar staff to assess the current document request process. It evaluates service quality, identifies major problems, and recommends a process improvement plan using an online document request system. Specifically, the study seeks to describe the current process in terms of processing time, accuracy, accessibility, and customer satisfaction; identify stakeholder problems; determine appropriate system enhancement; assess feasibility; and propose implementation. By focusing on process improvement rather than system development alone, the study offers practical and replicable recommendations for EACC and other HEIs with similar administrative challenges.

### 1.6 SDG Alignment of Digital Registrar Service Improvement

This study aligns with SDG 4 – Quality Education because efficient registrar services support students' academic progression, access to records, and continued educational opportunities. By improving the availability and reliability of academic documents, the proposed process enhancement strengthens the administrative support system necessary for quality higher education. The study also supports SDG 8 – Decent Work and Economic Growth, as timely access to transcripts, certifications, and credentials can assist students and alumni in employment applications and professional advancement. It is also connected to SDG 9 – Industry, Innovation and Infrastructure because it promotes digital innovation in institutional administrative processes. Finally, the study contributes to SDG 16 – Peace, Justice, and Strong Institutions by encouraging transparent, accountable, and responsive service delivery within higher education administration.

### 1.7 Multidisciplinary Sustainability Relevance of Online Registrar Document Request Enhancement

The study contributes to institutional sustainability by helping EACC improve registrar operations, reduce administrative bottlenecks, and establish baseline metrics for future service improvements. For the Registrar's Office, the proposed workflow may reduce repetitive tasks, improve communication with clients, and enhance accuracy through centralized and trackable processes. For students and alumni, the system may improve access, convenience, and transparency, especially for those who cannot easily visit the campus. The study also contributes to technological and digital sustainability by promoting a process-oriented approach to online service delivery rather than focusing only on software development. Its use of SERVQUAL-based assessment, stakeholder surveys, SWOT/PESTLE analysis, and multi-criteria evaluation provides a practical model for other HEIs with limited resources. From a policy and governance perspective, the study supports national digitalization initiatives by showing how institutional-level systems can complement CHED platforms and improve the delivery of higher education services (CHED, 2025).

### 1.8 Scope and Limitations of Registrar Document Request Process Evaluation

This study focuses on the document request process of the Registrar's Office at Emilio Aguinaldo College Cavite. It uses survey data from 108 respondents composed of students, alumni, and registrar staff. The study examines processing time, accuracy, accessibility, customer satisfaction, and responsiveness using the SERVQUAL model. It also identifies stakeholder concerns, assesses the perceived benefits of an online document request system, and proposes a process improvement plan. The study is limited to the EACC Cavite campus and does not include the Manila campus, external employers, or other community stakeholders. It does not involve actual system development or technical implementation. The findings are based on self-reported perceptions collected through a structured questionnaire, which may be affected by response bias. Since the study uses a cross-sectional design, it captures perceptions at one point in time and does not measure changes before and after system implementation. Future studies may include technical deployment, cost-benefit analysis, time-motion measurements, and evaluation of the system after implementation.

## 2. Material and methods

### 2.1 Research Design

The study used a descriptive and evaluative approach to assess the current registrar document request process and identify possible improvements. The review of related literature was organized around service quality, administrative process improvement, digital transformation, online document request systems, and national policy direction. Service quality was examined through the SERVQUAL model, which evaluates reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman et al., 1988). The framework was supported by studies showing its applicability to registrar services and higher education administration (Hemsley-Brown & Oplatka, 2015; Alharbi & Alshammari, 2020). The study also applied process improvement perspectives to understand inefficiencies in registrar workflows. Process redesign was anchored on the idea of fundamentally rethinking workflows to improve cost, quality, service, and speed (Hammer, 1990). Lean management principles were used to identify non-value-adding activities such as waiting, unnecessary movement, repetitive data entry, and manual coordination (Womack & Jones, 2003). These perspectives supported the evaluation of the current manual and semi-digital document request process and the proposed shift toward an online system.

### 2.2 Locale of the Study

The study was conducted at Emilio Aguinaldo College Cavite, a private, non-sectarian institution located in Dasmariñas, Cavite, with another campus in Manila (Wikipedia, n.d.). The Cavite campus serves approximately 13,000 students and has expanded its physical infrastructure through a 12-story building with classrooms, laboratories, and learning hubs (Manila Times, 2023). The institution also partnered with PLDT Enterprise during the COVID-19 pandemic to support e-learning services for around 12,000 students (Philstar, 2020). Although the institution has demonstrated capacity for academic digitalization, the registrar document request process remains largely manual, creating a gap between digital learning support and administrative service delivery. The current workflow requires requesters to appear physically at the Registrar's Office, complete manual verification and forms, proceed to the cashier for payment, and return for document printing and release. This process involves multiple physical steps, manual coordination between offices, and limited

request tracking. These conditions provided the institutional basis for evaluating the feasibility and relevance of an online document request system.

**2.3 Respondents of the Study**

The respondents consisted of students, alumni, and registrar staff who were directly involved in or affected by the registrar document request process. The stakeholder discussion identified students and alumni as the primary clients who sought speed, transparency, and convenience, while registrar staff sought reduced manual workload and fewer process bottlenecks. The study involved 108 respondents, composed of 97 students and alumni and 11 registrar staff. Their responses served as the basis for identifying current service concerns, perceived system needs, and areas for process improvement. The responses showed that stakeholders valued real-time tracking and notifications, with tracking rated at M = 4.56 and notifications at M = 4.61. Registrar staff reported concerns related to repetitive verification and coordination with the cashier office, while students and alumni expressed the need for faster, more convenient, and more transparent services. These perspectives helped confirm that the proposed online document request system addressed actual stakeholder needs rather than assumed preferences.

**2.4 Sample and Sampling Procedure**

The study used survey responses from 108 stakeholders of Emilio Aguinaldo College Cavite, including students, alumni, and registrar staff. The sample represented the main groups involved in the document request process: clients who requested academic documents and staff who processed these requests. The uploaded text identifies the respondent groups and sample size but does not specify the exact sampling technique used. The inclusion of both clients and registrar staff allowed the study to consider service delivery from two perspectives. Students and alumni provided information on accessibility, convenience, processing time, and request tracking, while registrar staff contributed insights on workload, manual verification, and inter-office coordination. This stakeholder-centered approach is consistent with the argument that process improvement in higher education should balance internal efficiency with user experience (Deggs, 2021).

**2.5 Research Instrument**

The study used a stakeholder survey and process assessment tools to evaluate registrar service delivery. The survey captured stakeholder perceptions of the current process and the proposed online document request system, including service quality concerns, preferred system features, and levels of acceptance. The SERVQUAL model guided the assessment of service quality dimensions, particularly reliability, responsiveness, accuracy, accessibility, and satisfaction (Parasuraman et al., 1988). Related studies also supported the use of service quality frameworks in registrar and higher education settings (Hemsley-Brown & Oplatka, 2015; Zeithaml et al., 1990; Santos, 2019; Alharbi & Alshammari, 2020). The study also used workflow analysis, SWOT analysis, and PESTLE analysis to evaluate the current document request process and the environment for system implementation. The SWOT analysis examined the strengths, weaknesses, opportunities, and threats of the existing workflow, while the PESTLE analysis considered political, economic, social, technological, legal, and environmental factors. These instruments were supported by literature on lean management, digital transformation, and e-service quality (Laudon & Laudon, 2020; Santos, 2003; Alalwan, 2020; Turban et al., 2021).

**2.6 Data Gathering Procedure**

Data were gathered by reviewing literature, examining the institutional context of EACC, describing the existing registrar process flow, and collecting stakeholder responses. The literature review covered service quality in higher education, process improvement, digital transformation, online document request systems, and Philippine policy directions. It incorporated evidence from local and international studies on registrar services, lean administrative processes, and higher education digitalization (Garcia & Cruz, 2020; Klein et al., 2024; Ulbinaitė & Šimoliūnaitė, 2025). The study also gathered institutional information on EACC's campus, student population, digital infrastructure, and registrar workflow. The existing process was described as a sequence involving request submission, manual verification, payment processing, and document printing and release. Stakeholder responses were then used to identify concerns such as long processing time, lack of request tracking, repeated office visits, and the need for remote access. The data were further supported by developments in digital registrar services and online academic record systems in other institutions (University of Iowa, 2024; Bicol University, 2025; AACRAO, 2025; Stoller, 2025; Salaam, 2025; Makerere University, 2025).

**2.7 Data Analysis Techniques**

The study analyzed the data using descriptive interpretation of stakeholder responses, workflow assessment, SWOT analysis, and PESTLE analysis. Descriptive results were used to summarize stakeholder acceptance, preferred system features, and major concerns. For example, 69.09% of respondents supported an online system, while other findings showed concern over long processing time, lack of request tracking, delayed responses, and difficulty accessing the office for alumni outside Cavite. These results were interpreted in relation to service quality and digital transformation literature. Workflow analysis was used to examine the current document request process and identify inefficiencies such as physical presence requirements, manual verification, repetitive form completion, cashier coordination, and lack of tracking. The analysis was guided by lean management principles, which identify waiting, unnecessary movement, overprocessing, and defects as forms of waste (Womack & Jones, 2003). The findings were also interpreted through e-service quality concepts,

including ease of use, reliability, responsiveness, security, privacy, and system availability (Santos, 2003; Alalwan, 2020). The SWOT analysis identified internal strengths such as clear requirements, knowledgeable staff, standardized forms, established cashier procedures, and on-site printing. It also identified weaknesses such as physical presence, repetitive data entry, manual reconciliation, lack of tracking, and the need for return visits. Opportunities included online submission portals, pre-filled forms, online payment integration, QR code authentication, and integration with CHED systems. Threats included competitor HEIs offering online services, digital divide concerns, data privacy issues, payment gateway downtime, cybersecurity risks, and legal recognition of digital documents. The PESTLE analysis examined the broader environment affecting implementation. Politically, the study aligned with CHED digitalization initiatives, the ACHIEVE Agenda, the eCAV system, the national E-Gobernance initiative, DepEd digitization efforts, and the Philippine Development Plan 2023–2028 (CHED, 2025; Catanduanes State University, 2025; Castañeda, 2025; Laguna State Polytechnic University, 2025; DEBESMSCAT, 2025; SorSU, 2025; CHED & DICT, 2025; University of Santo Tomas, 2025; CHED Region XI, 2025). Economically, it considered system development costs, long-term savings, online payment integration, possible revenue from document request fees, and grant opportunities (Tribune, 2026). Socially, it examined stakeholder readiness, remote-access expectations, inclusivity, and digital divide concerns. Technologically, it considered the PLDT partnership, proven models such as NU DROP and Northeastern University, QR-based authentication, cybersecurity tools, and integration with the student information system (Ortigueras et al., 2025; Jankham et al., 2024). Legally, it emphasized compliance with the Data Privacy Act of 2012 (RA 10173), CHED document issuance guidelines, e-signature policies, electronic requests, online payments, records management, and liability concerns. Environmentally, it considered reduced paper use, fewer physical visits, lower transportation emissions, and alignment with UN SDG 12 and SDG 13. The analysis showed that the main internal weakness of the current registrar process was the manual workflow that caused long processing times and limited transparency. At the same time, the political, social, technological, economic, legal, and environmental conditions supported the feasibility of an online document request system when supported by proper planning, stakeholder assistance, cybersecurity safeguards, and compliance measures.

## 3. Results and Discussion

### 3.1 Stakeholder Profile and Current Registrar Service Concerns

#### 3.1.1 Profile of Respondents

The study involved 108 respondents composed of 41 students, 56 alumni, and 11 registrar staff. Students represented 38.0% of the respondents, alumni accounted for 51.9%, and registrar staff comprised 10.2%. This distribution included both service users and service providers, allowing the study to consider the experiences of clients and the operational concerns of personnel involved in document request processing. The strong participation of alumni was significant because they often experience greater difficulty accessing registrar services due to distance and lack of regular campus presence. Their inclusion strengthened the assessment of remote accessibility, while the participation of registrar staff helped balance client expectations with internal administrative realities.

#### 3.1.2 Identified Problems in the Current Document Request Process

The findings showed five major problems in the existing registrar document request process. The most common concern was long processing time, reported by 44.30% of respondents. Other concerns included lack of request tracking at 20.25%, delayed responses at 17.72%, limited accessibility at 10.13%, and the institution's untapped digital potential despite 69.09% stakeholder support for an online system. These findings indicate that the current manual and semi-digital process creates structural inefficiency, limited transparency, and accessibility barriers. Long processing time is worsened by the absence of tracking because clients must follow up repeatedly, adding to staff workload. The results show that the problems are interconnected and may be addressed more effectively through an integrated digital system rather than isolated improvements.

### 3.2 Evaluation of Alternative Courses of Action

#### 3.2.1 Proposed Alternative Courses of Action

The study identified three alternative courses of action. The first option was to maintain the status quo with minor improvements, such as a dedicated email for requests, better signage, and additional staff training. The second option was a hybrid online and manual system that would provide online submission and tracking while retaining manual payment, verification, and release procedures. The third option was a full online document request system with online submission, payment integration, real-time tracking, automated notifications, and QR-based document verification. The alternatives ranged from minimal intervention to full digital transformation. The first option had the least disruption but did not directly resolve the major problems. The second option offered partial improvement but still retained manual bottlenecks. The third option provided the most comprehensive response because it directly addressed processing time, transparency, accessibility, communication, and digital service expectations.

#### 3.2.2 Quantitative Evaluation of Alternatives

The alternatives were evaluated using a multi-criteria decision analysis framework, which is used to compare options across several objectives. The criteria included processing time reduction, feasibility, stakeholder acceptance, transparency, accessibility, and return on investment. The full online document request system obtained the highest weighted score of 4.50, followed by the hybrid system with 3.45 and the status quo with minor improvements with 2.60. The results show that the full online system performed best because it scored highest in processing time reduction, stakeholder acceptance, transparency, and accessibility. Although it had lower short-term feasibility than the other options because of higher implementation requirements, its overall benefits outweighed its limitations. This supports the selection of a comprehensive digital solution over minor or partial improvements.

#### 3.2.3 Processing Time Reduction

The status quo with minor improvements received a low score because it would not substantially change the existing workflow. Clients would still need to appear physically, undergo manual verification, proceed to the cashier, and return for document release. The hybrid system received a moderate score because online submission could reduce initial queuing, but manual payment and release would still cause delays. The full online system received the highest score because it could integrate verification, payment, tracking, and notifications into a more efficient digital workflow. This result shows that meaningful reduction in processing time requires workflow redesign rather than small adjustments. Lean management principles emphasize that eliminating waste requires redesigning processes instead of simply adding minor improvements to existing procedures (Womack & Jones, 2003). Evidence from comparable systems also supports this finding, as online systems have reduced turnaround time and improved processing efficiency (Jankham et al., 2024; Ortigueras et al., 2025).

#### 3.2.4 Feasibility of Implementation

The status quo received the highest feasibility score because it required minimal resources and could be implemented immediately. The hybrid system was also feasible because it required only moderate technical work. The full online system received a moderate feasibility score because it required software development or procurement, system integration, online payment facilities, QR verification, staff retraining, and policy adjustments. The findings suggest that feasibility alone should not determine the preferred solution. Although the full online system is more complex to implement, it remains achievable because EACC has existing digital infrastructure and can adopt proven technologies. Its moderate feasibility is balanced by stronger long-term benefits in efficiency, transparency, and stakeholder satisfaction.

#### 3.2.5 Stakeholder Acceptance and Transparency

Stakeholder acceptance was highest for the full online system because it included the features most valued by respondents, particularly online submission, payment integration, real-time tracking, and automated notifications. The survey showed that 69.09% of respondents supported an online system, while tracking and notifications received high ratings. The hybrid option also had high acceptance because it offered online submission and tracking, while the status quo had only neutral acceptance because it did not meet stakeholder expectations for digital transformation. These results suggest that stakeholders are ready for a more accessible and transparent registrar service. The Technology Acceptance Model explains that perceived usefulness influences acceptance, and the desired features of the proposed system respond directly to stakeholder needs. Transparency is also a major element of e-service quality because it strengthens trust and satisfaction in online services (Santos, 2003).

#### 3.2.6 Accessibility and Return on Investment

The full online system scored highest in accessibility because it enables end-to-end remote access, including online submission, online payment, digital delivery, and online verification. The hybrid system provided only partial accessibility because some steps still required physical presence. The status quo remained the least accessible because it continued to require campus visits. In terms of return on investment, the full online system scored highest because it could reduce staff workload, paper use, storage costs, errors, and cashier-related processing. These findings show that accessibility and long-term institutional value are strongest when the system allows complete digital processing. Remote services are increasingly expected in higher education, especially after the shift toward online administrative processes (Dela Cruz, 2021). Although the full online system requires greater initial investment, its long-term savings and potential contribution to institutional reputation make it more beneficial than the other alternatives.

### 3.3 Qualitative Evaluation and Decision

#### 3.3.1 Qualitative Assessment of Alternatives

The qualitative evaluation showed that the status quo had minimal cost and disruption but failed to solve the core problems of long processing time, lack of transparency, and limited accessibility. The hybrid option offered moderate improvement but could create confusion because of parallel online and manual processes. The full online document request system was found to address all major concerns by reducing manual bottlenecks, improving tracking, increasing accessibility, and automating communication. The qualitative results supported the quantitative findings. The full online system was the most responsive option because it addressed both stakeholder concerns and institutional needs. It also aligned with CHED's

digitalization direction and EACC's existing PLDT infrastructure, making it the most appropriate solution despite its higher implementation cost.

#### 3.3.2 Recommended Alternative Course of Action

Based on the weighted score of 4.50 and the qualitative assessment, the study recommended ACA-3, the Full Online Document Request System. This option was selected because it provided the strongest response to the five identified problems: structural inefficiency, lack of transparency, limited accessibility, ineffective communication, and untapped digital potential. Its score was substantially higher than the hybrid option, which received 3.45, and the status quo, which received 2.60. The decision indicates that a comprehensive online system is more effective than partial improvements. Although it is less feasible in the short term because of cost and technical requirements, it provides greater long-term benefits through reduced processing time, improved request tracking, stronger accessibility, better communication, and higher stakeholder satisfaction. The results support the implementation of a full online document request system as the most suitable solution for improving registrar services at Emilio Aguinaldo College Cavite.

## 4. Conclusion & Recommendations

The study provided a comprehensive diagnosis of the registrar document request process and presented a detailed action plan for improving service delivery through the proposed Full Online Document Request System. However, the findings remain focused on process assessment and proposed implementation, requiring further validation through actual system deployment, measurable performance outcomes, and long-term evaluation.

It is recommended that future researchers build and deploy the proposed system in an actual setting and conduct a pre-post implementation study to measure changes in processing time, error rates, and staff workload. Further studies may also conduct a cost-benefit analysis using real transaction data, compare registrar efficiency across different Philippine higher education institutions, examine user experience through qualitative usability methods, and track stakeholder satisfaction and processing performance over two to three years after implementation.

## Compliance with ethical standards

The study was conducted with due consideration for responsible academic research practices. Survey responses from students, alumni, and registrar staff of Emilio Aguinaldo College Cavite were used solely for assessing the registrar document request process and the proposed online document request system. The reporting of results was presented in summary form to protect the identity and privacy of the respondents.

## REFERENCES

AACRAO. (2025). Redefining the registrar: From record keeper to architect of learning pathways. 35th Annual AACRAO SEM Conference.

Alalwan, A. A. (2020). Digital transformation and e-service quality in higher education. Journal of Educational Technology, 19(1), 65–78.

Alharbi, M., & Alshammari, A. (2020). Service quality in higher education: A literature review. Journal of Education and Practice, 11(15), 12–22.

Bicol University. (2025). BICOL_U_CPRO – Page 21. https://bicol-u.edu.ph

Castañeda, J. (2025, July 20). CHED's 'ACHIEVE' agenda: A call to global relevance for Philippine HEIs. Philstar.com. https://www.philstar.com

Catanduanes State University. (2025, July 23). CHED Chair Agrupis launches 7-Point ACHIEVE agenda to elevate PH higher ed. https://catsu.edu.ph

CHED & DICT. (2025, July 6). CHED and DICT strengthen digital ties ahead of eCAV system launch. Tribune.net.ph. https://tribune.net.ph

CHED Region XI. (2025, August 7). CHED and DepEd Regional Offices XI convene for coordinative meeting on enhanced automated systems. https://ro11.ched.gov.ph

CHED. (2025). Public advisory on the testing phase of CHED Electronic Certification, Authentication, and Verification (eCAV) Web Application System. https://ched.gov.ph

DEBESMSCAT. (2025, September 12). DEBESMSCAT joins CHED-UniFAST scholarship awarding, eCAV launching. https://debesmscat.edu.ph

Deggs, D. (2021). Setting the vision for campus outreach and engagement. In Campus outreach and engagement (pp. 274–284). IGI Global.

Dela Cruz, P. (2021). Digitalization in Philippine higher education during and after COVID-19. Philippine Journal of Education, 100(1), 45–62.

Garcia, M., & Cruz, P. (2020). Administrative efficiency in higher education institutions in the Philippines. Philippine Journal of Education, 99(2), 45–60.

Hammer, M. (1990). Reengineering work: Don't automate, obliterate. Harvard Business Review, 68(4), 104–112.

Hemsley-Brown, J., & Oplatka, I. (2015). Service quality in higher education: A review of the literature. International Journal of Educational Management, 29(1), 2–23.

Jankham, S., Kammachaikham, N., Saiysing, J., Wiangsaeng, N., Bangwiset, S., Hampitak, S., & Sombatsakulkit, P. (2024). The development of online request submission system, Academic Standards and Registration Office, Northeastern University. Journal of Modern Learning Development, 9(5), 63–75.

Klein, L. L., Marçal, K. M., Pereira, D. R., & Lima, J. R. (2024). Lean management practices perception and their influence on organizational performance in a public Higher Education Institution. TQM Journal, 35(3), 673–697.

Laguna State Polytechnic University. (2025, April 10). MRB 2.0: LSPU academics lead in achieving CHED agenda. https://lspu.edu.ph

Laudon, K. C., & Laudon, J. P. (2020). Management information systems: Managing the digital firm (16th ed.). Pearson.

Makerere University. (2025, March 27). Office of the Academic Registrar lauded for groundbreaking achievements in digitalization. https://news.mak.ac.ug

Manila Times. (2023, June 26). Building 8 groundbreaking signals new chapter for EAC Cavite. https://www.manilatimes.net

Ortigueras, J. K. L., Sartorio, F. D. C., Villanueva, K. C. M., & Balmes, I. L. (2025). Nu Drop: A secure document request and online payment system. International Conference on Applied Innovations in IT, 13(5), 1–5. https://opendata.uni-halle.de//handle/1981185920/125077

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. Journal of Retailing, 64(1), 12–40.

Philstar. (2020, September 13). PLDT Enterprise powers EAC, DLSU e-learning. https://www.philstar.com

Salaam, A. O. (2025, May 5). Expert canvasses digital transformation to streamline Registry operations. University of Ilorin. https://www.unilorin.edu.ng

Santos, J. (2003). E-service quality: A model of virtual service quality dimensions. Managing Service Quality, 13(3), 233–246. https://doi.org/10.1108/09604520310476490

Santos, R. (2019). Administrative delays and student satisfaction in higher education. Asian Journal of Education and Social Studies, 5(3), 1–12.

SorSU. (2025, September 12). SorSU President joins CHED-UniFAST Awarding and eCAV Launch. https://sorsu.edu.ph

Stoller, E. (2025, April 8). Beyond transcripts: How registrars are powering student success with LERs. Territorium. https://territorium.com

Tribune. (2026, March 15). CHEd rallies universities to meet Sustainable Development Goals. https://tribune.net.ph

Turban, E., Pollard, C., & Wood, G. (2021). Information technology for management (12th ed.). Wiley.

Ulbinaitė, A., & Šimoliūnaitė, G. (2025). Implementation of Lean thinking in a higher education institution: An overview of problems and countermeasures. ePublications. https://epublications.vu.lt

University of Iowa. (2024). 2024-25 Year in Review.

University of Santo Tomas. (2025, August 4). Jimenez of Registrar lectures on system integration with eCAV and eGov application. https://www.ust.edu.ph

Wikipedia. (n.d.). Emilio Aguinaldo College. https://en.wikipedia.org/wiki/Emilio_Aguinaldo_College

Womack, J. P., & Jones, D. T. (2003). Lean thinking: Banish waste and create wealth in your corporation. Free Press.

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1990). Delivering quality service: Balancing customer perceptions and expectations. Free Press.