

Examining Enrollment Service Delivery in a State University: A Qualitative Inquiry

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Abstract— Despite technological shifts across all sectors, continuous digital transformation, especially in public service delivery, is instrumental for improved efficiency and client-focused service. From this perspective, this study aimed to examine enrollment service delivery in a state university in terms of workflow, delivery methods, and client experiences.

Using documentary analysis and qualitative approaches, the study reviewed the workflow and delivery methods in enrollment services. These were supported by analyzing key challenges that clients encounter while availing the service. It was revealed that existing processes utilize a combination of manual and hybrid systems, which hinders effective service delivery. Service delivery showed some areas for improvement in terms of timeliness and consistency. Data have also shown that system limitations, lack of real-time mechanisms, communication gaps, and reliance on manual documentations were major challenges that stakeholders encounter. This only shows that the office is still in the transitional stage of digital transformation. Through this study, workflow will be improved, and enhanced service delivery will also promote transparency and efficiency. From these findings, it can be concluded that effective enrollment service delivery in higher education institutions requires not only the adoption of digital technologies but also process improvement.

Keywords— Digitalization, Efficiency, Enrollment Service Delivery, Public Service.

I. INTRODUCTION

From Alenezi (2022), workflow efficiency increases when operations shift into digital formats. Although benefits emerge, Bond et al. (2018) observe innovation grows alongside better management routines within academic settings. In state-run Philippine universities, evidence collected by Ramirez and Tejada (2019) shows smoother interactions between services and users after technology adoption. Despite progress noted, effectiveness depends on stable support systems - Orlanda and Regalado (2021) stress readiness of facilities along with leadership follow-through. Improvement in how organizations function tends to appear where full integration takes place.

Public service delivery is undergoing continuous transformation as digital technologies reshape institutional operations and stakeholder engagement. The integration of digital systems enables organizations to enhance efficiency, improve transparency, and expand access to services, particularly in environments that require accurate and

timely information management (Dunleavy et al., 2006; Mergel et al., 2019). In higher education institutions, administrative units play a vital role in supporting academic functions, with registrar's offices serving as the primary hub for managing student-related transactions and records.

However, despite technological advancements, many institutions still encounter operational inefficiencies due to reliance on manual procedures or partially digitized systems. These conditions often result in delays, inconsistencies in service delivery, and limited accessibility, which affect both staff productivity and client satisfaction (Selwyn, 2016; Alenezi, 2022). Such challenges highlight the necessity of adopting more integrated and systematic digital solutions that can support institutional responsiveness and service quality. With such challenges present, having baseline data on the current digital level of the office is expected. This study examines enrollment service delivery while adhering to national policies and institutional frameworks to enhance service delivery.

The study aimed to examine enrollment service delivery in a state university in terms of workflow, delivery methods, and client experiences. Specifically, this sought to: (1) Describe the workflow and delivery methods employed in enrollment services, (2) examine the challenges encountered by clients in enrollment service delivery, and (3) propose recommendation for improving enrollment service delivery based on the findings of the study.

II. METHODOLOGY

Research Design

This study employed a Descriptive Qualitative Method to obtain detailed descriptions and in-depth understanding of participants' experiences, as qualitative descriptive research is appropriate for studies aiming to provide a comprehensive summary of events and experiences in everyday terms while remaining close to the participants' actual accounts (Sandelowski, 2000). This approach allowed examination of how individuals viewed their roles, daily tasks, and obstacles, all observed where routines naturally occur - offering detailed accounts tied to shaping a path toward digitized systems. Addressing broader concerns around improving access to enrollment services at the Registrar's Office began with outlining current processes, identifying functional gaps, then constructing and reviewing steps for digital integration. Guided by that aim, the investigation focused on voices from currently enrolled learners across each of the university's four locations during the second term of School Year 2024–2025, along with former graduates, teaching personnel, and office administrators. Selection relied upon intentional criteria, favoring those who had firsthand involvement and substantial understanding related to registration operations.

Among the tools applied during gathering evidence stood a framework for reviewing documents, one for organizing conversations, alongside another meant for advisory talks. Each served to collect details about operational sequences, ways services get provided, while also capturing difficulties faced by those involved. Information assembly moved forward under a condition known as saturation, meaning dialogue sessions kept occurring without pause till patterns

stopped revealing fresh angles or notable observations. Reaching that point signaled completion.

Sources of Data

The first objective utilized secondary data obtained from the Standard Operating Procedures (SOPs) and Citizens Charter of the Registrar's Office as the primary source, since this focused on describing the workflow and delivery methods of registrar services. These documents provided the formal basis for identifying and describing the step-by-step processes and service delivery methods for enrollment. The use of SOPs and citizens charter ensured that the workflows described in the study were aligned with the official and prescribed procedures of the university.

For the second objective, which focused on determining the challenges encountered by staff and clients, the study relied on primary data gathered through unstructured interviews conducted with twenty-five (25) participants from the four campuses and the Graduate School. The respondents included currently enrolled students, stakeholders, alumni, faculty members, non-teaching personnel, registrars and their staff, and ICT personnel. The researcher used purposive sampling to select participants who possessed direct experience and relevant knowledge of registrar services. This sampling technique ensured that only information-rich participants were included in the study. The researcher used a researcher-made interview guide, which was reviewed and validated by the adviser and panel members to ensure clarity, relevance, and alignment with the objectives of the study. The responses gathered from the participants provided detailed insights into their experiences, which served as the basis for identifying operational challenges. Based on the collected data, a SWOT analysis was conducted to systematically examine the strengths, weaknesses, opportunities, and threats related to the enrollment services.

From the results, recommendations to improve enrollment service delivery were proposed.

Research Ethics

This study observed ethical standards in all stages of the research process to ensure the protection, dignity,

and welfare of the participants. Ethical considerations were applied in accordance with institutional and national guidelines on research involving human participants, particularly in relation to data privacy and responsible data handling. Participants were fully informed about the nature, purpose, and scope of the study, including their roles and the procedures involved. The researcher clearly explained that participation was voluntary, and participants were allowed to withdraw from the study at any time without any consequences. Prior to data collection, informed consent was obtained, confirming that the participants understood the study and agreed to take part in it willingly. The researcher ensured the confidentiality and anonymity of all participants. Personal information and responses were anonymized, and no identifying details were included in any reports or publications resulting from the study. The data collected were securely stored, and access to the raw data was limited solely to the researcher. These measures protected the privacy of the participants and maintained the integrity of the research. Furthermore, the researcher treated all participants with respect, fairness, and consideration throughout the research process. No form of coercion, pressure, or undue influence was applied, and participants were given equal opportunity to express their views. The study avoided any form of harm and ensured that the process contributed positively to both the participants and the institution. Overall, the ethical principles of voluntary participation, informed consent, confidentiality, anonymity, and respect for persons were strictly followed, ensuring that the study maintained high ethical standards and upheld the integrity of academic research.

Research Instrument

This study utilized a combination of document analysis and unstructured as the primary research instruments to address the objectives of the study.

To describe the enrolment service workflow and service delivery methods of the Registrar's Office, the researcher used the Standard Operating Procedures (SOPs) and Citizens Charter. These official documents were analyzed to systematically map out the existing workflows, identify the sequence of procedures, and

determine the methods currently employed in delivering services. The University has three (3) modes of enrollment, this catered the needs of every stakeholder who uses the service. The use of SOPs and Citizens Charter provided a reliable and structured basis for understanding how services are carried out in the Registrar's Office. Structured interview supported by an interview guide questionnaire to gather in-depth qualitative data from clients and staff regarding the challenges encountered in the Registrar's services. The interview guide served as a framework to ensure that all relevant topics were covered while still allowing flexibility for respondents to freely express their thoughts and experiences.

The instrument included a section on the respondents' profile, such as their category and purpose of transaction, followed by open-ended questions that explored their preference between digitalized and traditional services, the areas in the current processes that require improvement, their understanding of the existing enrollment system, and the tools currently being used. Furthermore, the interviews examined the perceived efficiency and effectiveness of the services, the challenges encountered during transactions, and the respondents' suggestions for improving the Registrar's Office through digital transformation. The unstructured nature of the interview enabled the researcher to probe further and obtain richer, more detailed responses.

The interview guide was developed by the researcher and subjected to content validation by the research adviser and panel members to ensure that the questions were clear, relevant, and aligned with the objectives of the study. Necessary revisions were made based on their feedback before data collection.

The use of document analysis, unstructured interviews with an interview guide, and stakeholder consultation provided a comprehensive and reliable set of instruments for proposing recommendations for improving enrollment service delivery.

Data Collection

Prior to the conduct of the study, a formal request letter was prepared and submitted to the Office of the University President to seek permission to conduct the

data gathering activities. The letter was duly endorsed by the research adviser and recommended for approval by the Dean of the Graduate School. Upon approval, the researcher coordinated with the Campus Director and the Dean of the Graduate School for the proper scheduling and conduct of the data collection.

To describe the workflow and service delivery methods of the enrolment service, the researcher conducted a document analysis of the existing Standard Operating Procedures (SOPs) and Citizens Charter. This activity was conducted from April 2 to April 24, 2026. The document analysis enabled the researcher to identify the step-by-step processes involved and determine the service delivery methods at each stage. These findings served as a basis for formulating strategic directions for digital transformation.

Qualitative data were gathered through unstructured interviews supported by an interview guide with selected key informants, including alumni, students, Registrar's Office personnel, faculty members, and the Management Information Systems (MIS) Director and staff. The interviews were conducted from April 25 to July 18, 2025, allowing sufficient time to collect in-depth information from various stakeholders. The use of unstructured interviews provided flexibility for participants to freely share their experiences, insights, and challenges encountered in the delivery of services and in transitioning to digital systems.

Throughout the entire data collection process, the researcher strictly adhered to ethical standards, including voluntary participation, obtaining informed consent, maintaining confidentiality, and safeguarding all collected data. The systematic use of document analysis, unstructured interviews, and stakeholder consultation provided a comprehensive and well-rounded understanding of the current state of service delivery and the requirements for effective digital transformation in the Registrar's Office.

Data Analysis

This study employed a qualitative research approach in analyzing the data to provide a comprehensive understanding of the digitalization process of the University Registrar's Office. The data gathered from

document analysis, unstructured interviews, and stakeholder consultation were systematically processed, organized, and interpreted in alignment with the research objectives.

For the analysis of data related to the description of enrolment service workflow and service delivery methods, documentary analysis was utilized. Documentary analysis involves the systematic review of documents to extract meaningful information relevant to the research problem (Bowen, 2009). In this study, the Standard Operating Procedures (SOPs) and Citizens Charter of the Registrar's Office were carefully examined to identify the sequence of processes involved in the enrolment process. This method enabled the researcher to map out the step-by-step procedures, determine the service delivery methods employed at each stage in the current system.

For the analysis of data concerning the challenges encountered by staff and clients, the study employed thematic analysis and SWOT analysis. Thematic analysis was used to identify, analyze, and report patterns within the qualitative data gathered from unstructured interviews and consultations (Braun & Clarke, 2006). The responses were transcribed, coded, and grouped into themes that reflect the experiences, perceptions, and challenges of the respondents. These themes were further examined using SWOT analysis, a strategic planning tool used to identify strengths, weaknesses, opportunities, and threats (Gürel & Tat, 2017). This approach enabled the researcher to systematically assess internal and external factors affecting the University Registrar's Office enrollment services and to determine gaps between the current state and the desired level of digitalization. The integration of thematic and SWOT analyses provided a structured basis for identifying priority areas for improvement.

III. RESULTS

Workflow And Delivery Methods

The findings of the study were based on the enrolment workflow and delivery methods of the Registrar's Office. The data were organized and presented using a tabular format to clearly show the sequence of activities and corresponding delivery methods. The

presentation described the processes as they were implemented in the existing system.

online enrollment, registrar-assisted enrollment, and face-to-face enrollment. Specific steps were presented and a thorough review was conducted.

Enrollment. Table 1 presents the workflow and delivery methods of enrollment across three modes:

Table 1. Workflow and delivery methods of Enrollment

EXTERNAL SERVICES	WORKFLOW STEPS	ACTIVITY DESCRIPTION	DELIVERY METHOD
Online Enrollment (Applicable for regular students enrolled last semester)	Login to Portal	Students will log in to the enrollment portal using their assigned username and password	Digital (Online)
	Select the Enrollment Management System	Students access the Enrollment Management System and click the enrollment button. The subjects to be taken are automatically generated based on the student's year level and selected section. The class schedule is also automatically generated by the system. Students qualified for Free Higher Education (FHE) proceed to Step 4, while those not qualified proceed to Step 3.	Digital (Online)
	Payment of Fees	Students pay the required tuition and miscellaneous fees at the Cashier's Office if not qualified under RA 10931.	Manual
	Downloading COR	Students download their Certificate of Registration through the Registrar system	Digital (Online)
	Fill-out the CSM Survey	Students Accomplish Online Customer Satisfaction survey	Digital (Online)
Registrar Assisted Enrollment (New entrants/freshmen)	Submit the Enrollment Requirements	Students submit enrollment requirements at the designated area. Requirements and schedule are posted in the SorSU Facebook page.	Manual
	Verification of Documents	The Registrar verifies completeness of submitted requirements incomplete requirements will not be accepted	Manual
	Enrollment in the registrar system	The Registrar enrolls the students with complete requirements in the registrar system on the scheduled enrollment. Students qualified for Free Higher Education (FHE) proceed to Step 4, while those not qualified proceed to Step 3.	Digital (Online)
	Payment of fees	Students pay the required tuition and miscellaneous fees at the Cashier's Office if not qualified under RA 10931	Manual
	Downloading COR	Students download their Certificate of Registration through the Registrar system	Digital (Online)
	Fill-out the CSM Survey	Students Accomplish Online Customer Satisfaction survey	Digital (Online)

Face to Face Enrollment (Shifter, Transferee, Returnee and Irregular)	Submit Enrollment Requirements	Students submit enrollment requirements at the designated area. Requirements and schedule are posted in the SorSU Facebook page.	Manual
	Verification of Documents	The Registrar verifies completeness of submitted requirements	Manual
	Subject Evaluation	The Dean evaluates and identifies the subjects to be credited and taken	Manual
	Enrollment in the registrar system	The Registrar enrolls the students with complete requirements in the registrar system on the scheduled enrollment. Students qualified for Free Higher Education (FHE) proceed to Step 4, while those not qualified proceed to Step 3.	Digital (Online)
	Payment of fees	Students pay the required tuition and miscellaneous fees at the Cashier's Office if not qualified under RA 10931	Manual
	Downloading COR	Students download their Certificate of Registration through the Registrar system	Digital (Online)
	Fill-out the CSM Survey	Students Accomplish Online Customer Satisfaction survey	Digital (Online)

For online enrollment, the process consisted of six (6) steps: login to the portal, enrollment proper, payment of fees, downloading of the Certificate of Registration, evaluation, and continual improvement. The login and enrollment processes were performed through an online system. The payment of fees was conducted manually at the Cashier's Office for students not qualified under the Free Higher Education provision. The downloading of the Certificate of Registration and evaluation were conducted online, while Continual improvement was performed through administrative review.

For registrar-assisted enrollment, the process consisted of seven (7) steps: receiving enrollment requirements, verification of documents, enrollment in the registrar system, payment of fees, downloading of the Certificate of Registration, evaluation, and continual improvement. The initial steps were conducted manually through direct interaction between students and the Registrar. The enrollment process was facilitated using the registrar system. Payment was conducted manually, while downloading of the Certificate of Registration and evaluation were conducted online. Continual improvement was performed through administrative review.

For face-to-face enrollment, the process consisted of eight (8) steps: receiving enrollment requirements, verification of documents, subject evaluation, enrollment in the registrar system, payment of fees, downloading of the Certificate of Registration, evaluation, and continual improvement. The initial steps, including subject evaluation, were conducted manually with the involvement of the Dean and Registrar. The enrollment process was facilitated through the registrar system. Payment was conducted manually, while downloading of the Certificate of Registration and evaluation were conducted online. Continual improvement was performed through administrative review.

Challenges encountered by the staff and clients in the Delivery of Registrar's services

This presents the findings on the challenges encountered by staff and clients in the delivery of Registrar's Services. Data were organized and interpreted using thematic analysis, and results were presented through themes, descriptions, and supporting responses from the participants.

Enrolment. Table 2 presents the thematic analysis of challenges encountered during the enrollment process. The findings were grouped into six (6) themes: system

and technical issues, internet and platform limitations, communication and information gaps, administrative

and process management challenges, user experience and accessibility, and efficiency and timeliness.

Table 2. Thematic Table for Challenges during Enrolment Process

Themes	Description	Supporting Responses
System & Technical Issues	System errors, slow responses, and missing enrollments	P1"System errors leave unresolved balances." P2 "Completed enrollments go missing after finalization."
Internet & Platform Limitations	Poor internet, delayed email processing, repeated messages	P3"Slow response caused by poor internet." P4"High email volume leads to repeated messages and delays."
Communication & Information Gaps	Inconsistent instructions, unclear system questions	P5"Need for clearer information about steps, such as payment." P6"Instructions can be difficult to understand."
Administrative / Process Management	Long verification times, irregular student handling	P7"Long waiting times for document verification and approval." P8"Managing irregular students is challenging."
User Experience & Accessibility	Difficult navigation, lack of personalization	P9"System could benefit from a more user-friendly and personalized experience."
Efficiency & Timeliness	Delays, uncertain request status	P10"Confirming enrollment can take 3–5 days." P11"No clear way to monitor real-time status."

IV. DISCUSSIONS

Enrollment Service Delivery

The study indicates the Registrar's Office operates using a blend of manual, digital, and combined procedures across its workflows. According to Table 1, enrollment access is structured into three forms: online, registrar assisted, or face to face. Each approach reflects differing degrees of technology use, shaped by student category and service nature.

Despite widespread use of digital platforms, certain stages rely on human intervention. Where tasks like logging in, signing up, uploading files, and assessing progress occur online, financial transactions and oversight remain offline.

Such arrangements reveal automation gaps within an otherwise tech-driven sequence. Even with software handling core functions, legacy methods continue to play a role. Evidence aligns with earlier observations: universities integrate electronic solutions without abandoning conventional routines (Selwyn, 2016).

Manual handling plays a larger role within registrar-assisted and face to face registration, especially during early steps like collecting and checking paperwork. Interaction between applicants and personnel becomes necessary here, extending completion periods while reducing availability. Digital features - such as data entry systems and automated credential production - are present, revealing a mix of physical and electronic workflows operating together. Such arrangements align with research showing incomplete digitization often results in slower operations (Alenezi, 2022).

Across enrollment services, various delivery methods appear separately rather than as parts of one unified system. Such separation suggests procedures remain inconsistent, lacking full alignment within a centralized digital environment. Instead, operations evolve slowly, moving step by step from paper-based workflows toward automated solutions. Evidence of this progression fits broader concepts in digital administration, where linked infrastructures support smoother function - according to analysis by Dunleavy and colleagues published in 2006.

Service efficiency appears influenced by how workflows are currently organized. Lengthy processing periods arise mainly due to hands-on stages, especially during checks and financial handling. Staff burdens grow under such repetitive involvement. In contrast, online features allow learners to complete select actions without being present physically. Yet mismatched operation - part paper-based, part electronic - leads to uneven outcomes across user experiences. When platforms function as one connected unit, improvements in support become more evident (Mergel et al., 2019).

Looking at how services reach people, findings show the Registrar's Office uses a mix of traditional and digital methods, with technology integration still in progress. In line with broader e-governance thinking, modern tools play a part in shaping access and speed - though full adoption has not occurred. Ideas from Heeks (2006) and Janssen & Estevez (2013) support this gradual shift, where systems evolve rather than transform all at once.

Although digital tools are available, many tasks still rely heavily on manual processes. Existing systems are not yet fully integrated into daily operations, showing opportunities for greater technology adoption aligned with institutional goals. Evidence from regional research aligns with this observation, noting smoother outcomes when digitization reaches full implementation (De Castro & De Castro, 2020; Santos & Villanueva, 2022). Efficiency gains appear tied not just to software use, but how deeply it connects to existing workflows.

Opportunities for improvement in the Delivery of Enrollment Services

The findings indicate that enrollment services are affected by multiple interrelated challenges, particularly in terms of system performance, communication, process management, and user experience. The results showed that system errors and technical problems were experienced during enrollment. Participant 1 stated, "System errors leave unresolved balances," while Participant 2 shared, "Completed enrollments go missing after finalization." These responses showed the occurrence

of system-related disruptions during the enrollment process. The presence of system and technical issues, such as errors and missing enrollment records, suggests that the existing system reflects opportunities to strengthen reliability and stability. These disruptions affect the continuity of transactions and create uncertainty in the enrollment process. This observation supports previous studies indicating that incomplete or poorly integrated digital systems lead to inefficiencies and service interruptions (Alenezi, 2022).

The challenges related to internet and platform limitations further highlight the dependence of digital systems on infrastructure capacity. The findings showed that internet connectivity and platform limitations affected the enrollment process. Participant 3 mentioned, "Slow response caused by poor internet," while Participant 4 stated, "High email volume leads to repeated messages and delays." These responses showed delays associated with connectivity and system demand. Slow connectivity and high system demand result in delayed responses and repeated transactions, which affect both staff workload and client experience. This condition aligns with the findings of Mergel et al. (2019), who emphasize that digital transformation requires adequate technological infrastructure to ensure effective service delivery.

Communication and information gaps reveal variations in the dissemination of procedures and system instructions. The results showed that inconsistencies in information and unclear instructions were encountered by students. Participant 5 stated, "Need for clearer information about steps, such as payment," while Participant 6 noted, "Instructions can be difficult to understand."

These responses indicated areas where clarification of the enrollment procedures may be helpful. The difficulty experienced by students in understanding enrollment steps indicates areas for enhancement in communication and user guidance.

This supports the argument of Selwyn (2016) that digital systems must be accompanied by clear communication strategies to ensure accessibility and usability.

The findings also showed that delays in administrative processes were experienced. Participant 7 stated, “Long waiting times for document verification and approval,” while Participant 8 shared, “Managing irregular students is challenging.” These responses reflected challenges related to process management and verification. Administrative and process management challenges, such as long verification times and difficulties in handling irregular students, suggest opportunities for improving workflow design. These issues suggest that processes are not fully optimized or supported by automated systems. According to Janssen and Estevez (2013), effective service delivery requires coordinated and integrated processes to reduce delays and improve operational efficiency.

User experience and accessibility issues further demonstrate limitations in system design, particularly in navigation and personalization. The results showed that users experienced difficulty navigating the system. Participant 9 stated, “System could benefit from a more user-friendly and personalized experience.” This response reflected issues related to system usability. The difficulty encountered by users in interacting with the system suggests that usability considerations are not fully addressed. This finding aligns with digital governance principles, which emphasize user-centered design as a key component of effective public service systems (Dunleavy et al., 2006).

The findings also showed delays in processing and lack of real-time updates. Participant 10 stated, “Confirming enrollment can take 3–5 days,” while Participant 11 mentioned, “Need to enhance real-time status monitoring.” These responses showed delays and limited tracking capability during the enrollment process. The challenges related to efficiency and timeliness, including delays in confirmation and need improvement in real-time tracking, indicate the need for enhanced monitoring mechanisms within the system. This indicates opportunities to further enhance transparency and provide users with more timely updates on their transactions. Heeks (2006) highlights that the absence of real-time information systems in

public institutions reduces service responsiveness and accountability.

From a practical perspective, the findings suggest that enrollment services may benefit from improvements in system reliability, infrastructure capacity, communication strategies, and process integration. The implementation of real-time tracking systems, automated verification processes, and user-friendly interfaces can enhance service efficiency and accessibility. From a policy standpoint, aligning these improvements with national digital governance initiatives supports the modernization of public service delivery.

Overall, the identified challenges demonstrate that while digital tools are present in the enrollment process, limitations in system performance, communication, and process design hinder their effectiveness. The comparison with previous studies reinforces the need for integrated and user-centered digital systems to improve enrollment services. These insights contribute to the development of a comprehensive digitalization roadmap aimed at enhancing the efficiency, transparency, and responsiveness of registrar services.

V. CONCLUSIONS

Findings have suggested that existing workflow and delivery methods of the Registrar’s Office are a combination of manual, hybrid, and partially digital processes across the different external services. These processes highlight opportunities to enhance operational efficiency and strengthen consistency in service delivery through the improvement and modernization of existing manual procedures. Limited system integration is also evident, which poses a challenge in the service delivery. Communication gaps and opportunities to enhance real-time tracking mechanisms were observed. Based on the challenges encountered by the clients, it can be concluded that the current system is continuously progressing in its digital transformation efforts and may still benefit from further improvements to support more efficient and responsive service delivery. Based on the conclusions drawn, it is recommended that the university consider

developing an integrated Registrar Information System that automates external services and enables not just online transactions but also real-time tracking for client requests. Student records must be progressively digitized and centralized to improve accessibility and efficiency, which reduces the risks involved; along with this, strengthening the institution's technological infrastructure, particularly during peak periods, must be prioritized to ensure system reliability. Service guidelines must be improved to ensure consistency across all campuses. Future researchers may conduct further studies on system usability, user satisfaction, and the long-term impact of digital transformation on registrar services to validate the findings of this study.

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