

Assessment on the Implementation of Anti-Red Tape Act of 2007 (RA9485): The Case of LGU-City of Mati

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Abstract

This paper engaged a detailed study on the implementation of Anti-Red Tape Act of 2007 (RA 9485) in the City Government of Mati, Davao Oriental. Quantitative research design was used in this study. Triangulation method composed of survey questionnaire, key informant's interview and observation were employed to gather data from the 77 frontline employees and 250 customers who were identified through stratified and simple random sampling. Survey questionnaire was adapted and subjected to reliability test called Cronbach Alpha. Descriptive statistics was used to measure the extent of implementation in the five areas. Findings show that the extent of ARTA implementation in the City Government of Mati in the areas of: compliance to ARTA provisions, frontline service delivery, service quality, physical working condition and over-all satisfaction, generated different results from the assessment of employees and customers. Employee-respondents were consistently at Very High rating while customers-respondents on High rating only. Further, problems identified both employees and customers respondents were the lack of knowledge of some customers on ARTA implementation, strict and non-accommodating frontline employees, lengthy processing time, incomplete requirements submitted by the customers, limited office space, and customers easily get frustrated when they do not finish their transaction. Moreover, all parameters were given suggested interventions for efficient delivery of services.

Keywords: Compliance to ARTA Provisions, Frontline Service Delivery, Service Quality, Physical Working Condition and Over-all satisfaction, LGU-City of Mati, Philippines.

Introduction

Red tape is formerly used to bind legal document in England, and first known use in 1736, but long before the phrase "red tape" had already become a shorthand for excessive institutional bureaucracy. This term refers to the collection or sequence of forms and processes required to gain bureaucratic approval for something, especially when oppressively complex and time consuming (American, Heritage dictionary, 2011). According to Gabriel (2023), "red tape" in the context of Philippine bureaucracy refers to paper work, superfluous bureaucratic papers, regulations, forms, and procedural obsession in the provision of public service.

Red tape was long before the battle cry of clients in public service. Knowingly, this brought different interpretations to the minds of the people, especially that everyone are becoming more aggressive in finding what they believe is right and just. Hence, this inappropriateness put government offices at stake in general though results varies per institution surveyed. Kaufmann et al (2019) as cited by Muylaert, et al

(2022) espoused that red tape is becoming a bigger issue in many businesses worldwide. Additionally, Huang et al. (2022) described it as arduous, superfluous, and ineffective in terms of organizational rules and processes.

Theoretically, red tape is said to be the inclusion of unnecessary or excessive activities in the process which causes delay of the transaction and efficient delivery of government service. According to Saludo (2008), red tape is already part of the bureaucracy and has been embedded in the culture with Filipinos having to deal with voluminous requirements and seemingly endless processes to simply secure certificates or licenses. This has prolonged processes, enticed administrative corruption and eventual betrayal to public trust especially if there is leniency in the monitoring process and evaluation of the operation is not strictly implemented. As a result, government employees are frequently and unjustly viewed as dishonest, incompetent, corrupt, and tardy in providing services (Brillantes and Fernandez 2011). People have a bad impression about Philippine bureaucracy.

In addition to undermining the state's efficacy, the pervasive corruption and graft lead to widespread poverty (Bernas 1996). According to Gabriel (2023), the Anti-Red Tape Act of 2007 is a preventative and punitive law that is applied at the agency level and solicits public support through feedback. According to Masucol (2014), administrative staff at the frontline services has a significant role to play in the efficiency of delivery which entails knowledge and understanding of the whole process. In like manner that employees' commitment to render appropriate service and the citizen's involvement are important factors for the realization of such endeavor.

The following conclusions have been drawn from a number of research on the application of ARTA 2007. Aniga (2014) claims that one university's service delivery has been effective since ARTA was implemented. On the other hand, Gomez and Mudlong (2017) found that the installation of the same did not significantly alter the view of the chosen university's student-clients about the turnaround time for completing transactions. Because of the ARTA, Saguin (2013) has seen a notable improvement in the overall performance of the five Metro Manila cities as well as the line of service delivery. Respondent cities, however, demonstrated differing levels of implementation success despite obedient compliance. According to De Leon's (2016) study, the Bureau of Customs and Clark Development Authority in the Philippine province of Pampanga does not fully comply with the standards of the ARTA in terms of how its provisions are formulated and implemented. This runs counter to the findings of a study conducted in 2016 by the Makati Business Club, which credits the ARTA with a significant improvement in the service performance of eleven national government agencies.

Given the limited literatures of anti-red tape, the researcher was challenged to conduct this study in the local government unit specifically in the City of Mati, Davao Oriental, Philippines to evaluate also its compliance under the provisions of law and make it as an additional valuable resource in the field of public administration and other considerations for future development.

Objectives of the Study

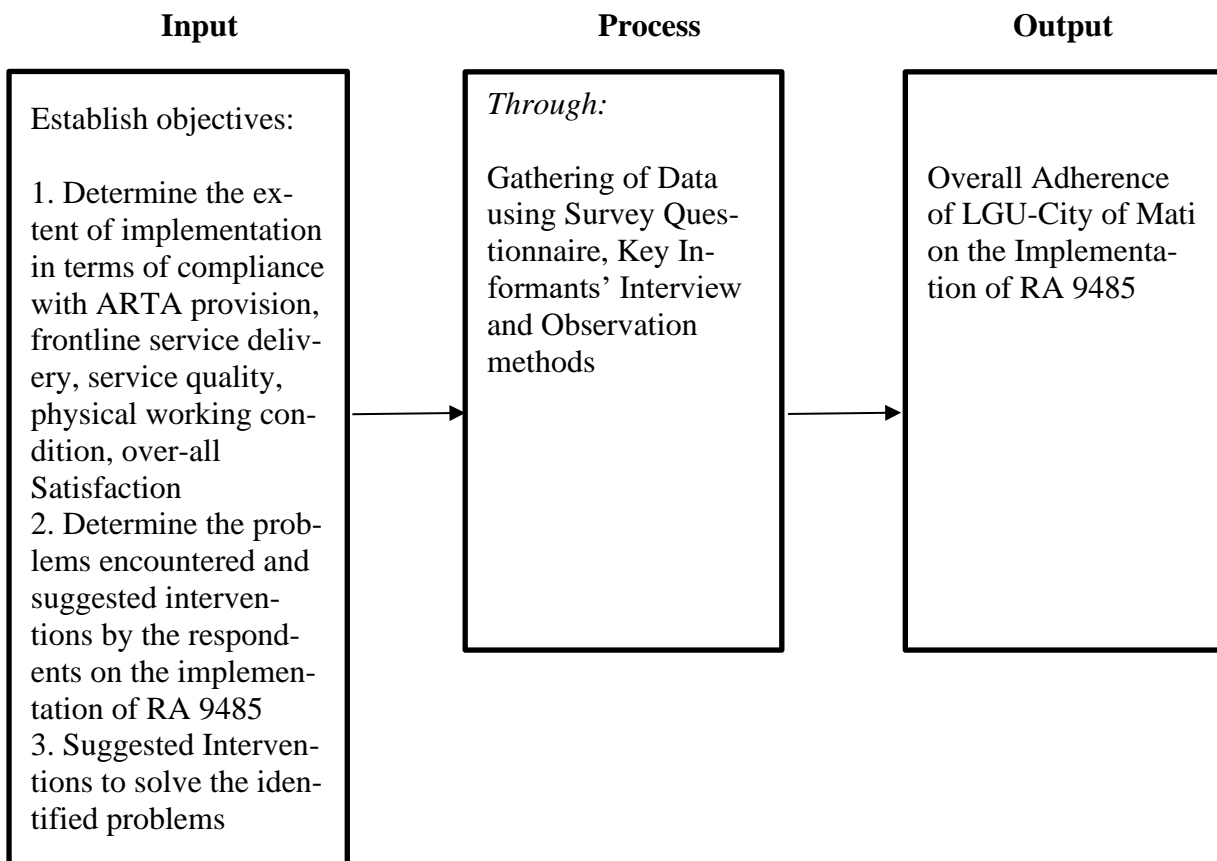
This study focused on the assessment on the implementation of Anti-Red Tape Act of 2007 (RA 9485) in the City Government of Mati, Davao Oriental, Philippines. Specifically, it sought;

1. To determine the extent of implementation of RA 9485 as assessed by the employees and customers in terms of;
 - 1.1 Compliance with ARTA provision;
 - 1.2 Frontline service delivery;

- 1.3 Service quality;
- 1.4 Physical working condition;
- 1.5 Over-all satisfaction;
- 2. To determine the problems encountered by respondents on the implementation of RA 9485 and their suggested interventions to solve the identified problems.

Conceptual Framework

This study is guided by the Input-Process-Output (IPO) concept which explains that the assessment of the implementation of Anti-Red Tape Act in the Local Government Unit (LGU), City of Mati, Davao Oriental, Philippines started with the identification of inputs such as: the extent of implementation in terms of compliance with the provisions, frontline service delivery, service quality, physical working condition and overall satisfaction; problems encountered by the respondents; suggested interventions to solve the problems. After which, it will undergo the process of gathering of data with the use of survey questionnaire, key informants’ interview and observation methods. The output constituted the overall adherence of LGU-City of Mati on the implementation of Anti-Red Tape Act of 2007 (RA 9485).



2. METHODOLOGY

Quantitative research technique and descriptive statistics were utilized in this study to determine the extent of implementation of RA 9485 as assessed by employees and customers in LGU-City of Mati. Descriptive statistics according to Blay (2013) is a statistical procedure concerned with describing the characteristics and properties of a group of persons, places or things and it is based on facts which can easily be verified.

2.1 Population and Sample

The respondents of the study were the 77 regular frontline employees of LGU-City of Mati and the 250 customers of different frontline services.

2.2 Data and Sources of Data

The researcher used an adapted survey questionnaire which underwent validation and reliability testing called Cronbach Alpha. Results of the computed alphas were 0.90 for employees and 0.89 for customers, respectively. The questionnaire was written in English and was translated to vernacular language “Bisaya” to provide comfort and understanding to other customers. Also, the researcher used Key Informant’s Interview (KII) and observation in gathering data. Views and opinions of frontline employees, focal persons and selected customers were important facts in assessing the extent of implementation.

2.3 Sampling Method

The researcher used the stratified sampling method to get the 77 employee-respondents and simple random sampling for 250 customers. There were actually 96 frontline employees and an approximate of 500-725 transacting public in LGU-City of Mati during the conduct of study. To generate the sample customers-respondents, the researcher used 5% margin of error and 95% level of confidence.

2.4 Research Locale

The study was conducted in LGU-City of Mati, Davao Oriental, Philippines. Mati City is a component city and capital of the province of Davao Oriental, Philippines located on the southeasternmost side of Mindanao and is part of Metropolitan Davao, the second-most populous metropolitan area in the Philippines, and its managing entity, the MDDA. According to the 2020 census, it has a population of 147,547 people making it the most populous in the province. The focus of this study were the regular employees handling frontline services and the customers who availed of the frontline service.

2.5 Statistical tools

The data obtained were carefully analyzed based on the objectives of the study. Mode was used to measure the extent of implementation of RA 9485 as assessed by employees and customers respondents.

2.6 Ethical Considerations

The researcher made it a point that information presented in the study was not fabricated nor written without shreds of evidence; hence, all were properly cited with due credit to the authors.

This study had no trace of falsification of any information from the retrieved works of literature just to fit into the work created, like theories, and models. There was no exaggeration of explanations in any manner presented, to contain the original thoughts of the authors. In the same manner, conflict of interest was non-evident as far as this study was concerned.

3. RESULTS AND DISCUSSION

3.1 Assessment of employee-respondents on the compliance of ARTA provisions

In table 3.1 is shown the assessment of employee-respondents on the compliance of ARTA provisions. From the result it can be gleaned that the overall rating was 5 described as Very High. This meant that the implementation of ARTA provisions was always observed by the employees of the LGU-City of Mati. Specifically, the adherence to citizen’s charter and anti-fixer campaign were answered 5 described as very high by the majority of the respondents having a frequency of 54 which means that out of 77 frontline employees, 54% have answered 5. In like manner, the wearing of ARTA ID generated a frequency of 48, presence of PACD 64, issuance of official receipts 52 and adherence to no noon break policy 44, respectively. All have a rating of 5 described as Very High.

The researcher has observed and validated the adherence of LGU-City of Mati employees on the ARTA provisions. Evidently, employees strictly observed to the wearing of ARTA ID’s and more committed to extend services during noon breaks and after office hours. PACD on the other hand, or the presence of Officer of the Day in every office was all out implemented and manned by a regular employee but not at the general PACD which was handled by a job order. Oftentimes, there was misjudgment in the manning of the general PACD. In fact, this was considered as a problem by most of the customers and as observed during the onsite visit, but with justification from the Human Resource officer regarding the scope of their work and proof or records that showed their daily accomplishment, of which it proved to be not a problem at all.

Table 3.1 Assessment of employee-respondents on the compliance of ARTA provisions

	Compliance to ARTA provisions As a frontline employee, I...	F	Scale	Qualitative Description
1.	Adhere to the Citizen’s Charter and advocate anti-fixer campaign in delivering frontline services to the customers	54	5	Very High
2.	Wear ARTA prescribed office ID	48	5	Very High
3.	Man the Public Assistance and Complaints Desk as Officer of the Day as scheduled (for permanent employees only) / observed PACD manned by an OD	64	5	Very High
4.	Issue Official Receipt/s or its equivalent for payments received (for collectors) / observed that Official Receipts are issued for all payments received	52	5	Very High
5.	Adhere to the “no noon break” policy and attended to customers even after official work hours	44	5	Very High
	OVER-ALL RATING		5	Very High

3.2 Assessment of customer-respondents on the compliance of ARTA provisions

In table 3.2 is shown the assessment of customer-respondents on the compliance of ARTA provision. From the result it can be noted that the overall rating was 4 described as High. This meant that the implementation of ARTA provisions as assessed by the customers in LGU-City of Mati were oftentimes implemented only. Specifically, the adherence to citizen’s charter and anti-fixer campaign indicated a frequency of 122 out of 250 customers with a rating of 4 described as high. Further, the wearing of ARTA ID, presence of PACD, issuance of official receipts, and adherence to no noon break policy have generated a frequency of 126, 145, 121 and 126, respectively. All have a rating of 4 described as high, also.

Table 3.2 Assessment of customer-respondents on the compliance of ARTA provisions

	Compliance to ARTA provisions As a customer, I...	F	Scale	Qualitative Description
1.	Saw, read and understood the Citizen’s charter and anti-fixer poster posted at a conspicuous areas in the LGU-City of Mati	122	4	High
2.	Employees wear ARTA IDs	126	4	High

3.	Visible public assistance and complaint desk	145	4	High
4.	Issued official receipts for the full amount of my payment	121	4	High
5.	I was attended even during noon break and after office hours	126	4	High
	OVER-ALL RATING		4	High

3.3 Assessment of employee-respondents on the Frontline Service delivery

In table 3.3 is shown the assessment of employees on frontline service delivery. The table reflected an overall rating of 5 described as Very High. This revealed that frontline employees exhibited always the policies and procedure in the frontline services. Specifically, the step-by-step procedure of discharging service has generated a frequency of 64 or 64% out of 77 with a rating of 5 described as Very High. Moreover, the observance of service standards in each step have a frequency of 57, the maximum time to conclude the process 39, documents listed in the process required 45, and collection of exact amount of fees 51. All have a rating of 5 described as Very High.

The observance on the effective public service was quantified on the obtained findings on responses generated. As also noticed, frontline employees typically followed the correct procedure and steps in delivering services to address the needs and queries of customers. On the contrary, it could not be denied that some frontline employees could not address immediately the needs of customers at one time especially those with many transactions and most numbered of clients availing the service. On the other hand, all were served at his/her respective time schedule.

Table 3.3 Assessment of employee-respondents on the Frontline Service delivery

	Frontline Service Delivery	F	Scale	Qualitative Description
1.	Step-by-step procedure of the service availed is followed	64	5	Very High
2.	Service standards in each step is observed	57	5	Very High
3.	Maximum time to conclude the process is complied	39	5	Very High
4.	Only the documents listed in the process are required	45	5	Very High
5.	Exact amount of necessary fees are collected (if applicable /no extra payment	51	5	Very High
	OVER-ALL RATING		5	Very High

3.4 Assessment of customer-respondents on the Frontline Service delivery

In table 3.4 is shown the assessment of customers on frontline service delivery in LGU-City of Mati, having an overall rating of 4 described as High. This meant that the frontliners oftentimes manifested the compliance as per observation by the customers. Specifically, the step-by-step procedure of discharging service obtained a frequency of 156 out of 250 respondents with a rating of 4 described as high. Further, the observance of service standards in each step, the maximum time to conclude the process, documents listed in the process required, and collection of exact amount of fees obtained frequencies of 186,182,164, and 122, respectively. All have a rating of 4 described as High also. Given the results, frontline services still needed improvement to gain excellent client satisfaction. Hence, must continue to observe proper

ethics in dealing clients because it was in this aspect that clients felt negative and became subjective particularly to those individuals who did not understand the information posted.

Table 4. Assessment of customer-respondents on the Frontline Service delivery

	Frontline Service Delivery	F	Scale	Qualitative Description
1.	Step-by-step procedure of the service availed is followed	156	4	High
2.	Service standards in each step is observed	186	4	High
3.	Maximum time to conclude the process is complied	182	4	High
4.	Only the documents listed in the process are required	164	4	High
5.	Exact amount of necessary fees are collected (if applicable /no extra payment	122	4	High
	OVER-ALL RATING		4	High

3.5 Assessment of employee-respondents on the Service Quality

In table 3.5 is shown the assessment of employees on the compliance of service quality. From the table it can be noted that the overall rating was 5 described as Very High. This meant that from the viewpoint of the employees, service quality was always observed in LGU-City of Mati. Specifically, in terms of timeliness, both parameters obtained a frequency of 55 out of 77 with a rating of 5 described as Very High. Moreover, the parameters on outcome/result, knowledge and competence of service providers, fairness in treating customers have generated a frequencies from 48 to 67 out of 77 respondents. All have a rating of 5, described as Very High also.

As verified through observation method, the immediate attention to customers and services were delivered efficiently and clients were attended on their waiting schedule. With the systematic flow of transactions, clients with complete requirements have finished their transaction on time, but for those who have lacking documents they are advised to complete the needed documents first. Generally, what counts the timeliness was the immediate attention of service providers to the clients at the time they needed most. In this case, fairness was also demonstrated though it was a fact that biases may exist but on a controllable manner. In the case of knowledge and competence, employees believed they were already expert in the services they handled considering their encountered experiences with various clients and some have additional degree earned.

Table 3.5. Assessment of employee-respondents on the Service Quality

	Service Quality	F	Scale	Qualitative Description
1.	Timeliness			
	a. Immediately attended to customers	55	5	Very High
	b. Transaction ended outright	55	5	Very High
2.	Outcome/Result			
	a. Care of the output of service that customers received	65 48	5 5	Very High Very High

	b. Outputs do not need revision			
3.	Knowledge and Competence Service providers...			
	a. Demonstrate good attitude in delivery service	56	5	Very High
	b. Have extensive knowledge and skill in delivering frontline service	51	5	Very High
	c. Do not ask help from colleagues	56	5	Very High
4.	Fairness			
	a. Follow the“ First come, first serve” basis	61	5	Very High
	b. Do not allow insertion in waiting lines	59	5	Very High
	c. Treated customers fairly	67	5	
	OVER-ALL RATING		5	Very High

3.6 Assessment of customer-respondents on the Service Quality

In table 3.6 is shown the assessment of customers on the compliance of service quality. Based from the result, the overall rating was 4 described as High. This indicated that frontline employees were oftentimes compliant with the service quality needed by the customers. Specifically, each area in the timeliness, outcomes, knowledge and competence, and fairness obtained frequencies from 113 to 153 out of 250 respondents with all have a rating of 4, described as High.

As per observation of the researcher on the area of timeliness, considerations may include the limited work force of the frontline service and the bulk of transactions they catered including the flock of clients needing different attentions. This was in the case of City Civil Registrar and City Health Office where daily clients were accounted to reach at a maximum of 60-80 individuals. Likewise, BPLO and City Treasurer’s Office experienced also greater number of customers during the renewal of business permits and licenses every January of the year. In order to manage the effective and efficient delivery of service, priority numbers were given to make sure that every client was served one at a time. On the competence and knowledge of frontline employees, clients rated them with high maybe because not all in the frontline were regular who were expert in the service. Sometimes, due to lack of manpower, job order employees were forced to engage the client’s transactions; others were due to job rotation who were still on the adjustment period. Fairness in the dispense of service was also rated high by the clients because they had seen little favors or bias in this area while transacting the concerned office.

Table 3.6. Assessment of customer-respondents on the Service Quality

	Service Quality	F	Scale	Qualitative Description
1.	Timeliness			
	a. I am immediately attended to	123	4	High
	b. Transaction ended outright	132	4	High
2.	Outcome/Result			
	a. Service providers care of the output I receive	137	4	High
	b. Outputs do not need revision	174	4	High
3.	Knowledge and Competence Service providers...			

	a. Demonstrate good attitude in delivery service	140	4	High
	b. Have extensive knowledge and skill in delivering frontline service	144	4	High
	c. Do not ask help from colleagues	153	4	High
4.	Fairness			
	a. “First come, first serve” basis is followed	113	4	High
	b. Insertion in waiting lines is not allowed	121	4	High
	c. Customers are treated fairly	116	4	High
	OVER-ALL RATING		4	High

3.7 Assessment of employee-respondents on the Physical Working Condition

In table 3.7 is shown the assessment of employees on the physical working condition. From the result, it can be noted that the overall rating was 5 described as Very High. This indicated that frontline employees have always manifested an orderly transactions or service despite the limited space and huge sets of documents or files. Further, they were able to maintain a clean and harmonious environment for their benefits as well as the clients. All offices were airconditioned which provided a comfortable place for dispensing service and attending clients’ needs. Additionally, frontline offices were situated in strategic areas that are accessible to all clients. Specifically, the parameters of physical set-up have generated frequencies from 56 to 64 out of 77 respondents. All have a rating of 5 described as Very High. Moreover, facilities like: comfort room, waiting area and provisions for pregnant women, PWD and seniors obtained a frequency of 61, 58, and 54 respectively. All have a rating of 5 described as Very High also.

Table 7. Assessment of employee-respondents on the Physical Working Condition

	Physical set-up	F	Scale	Qualitative Description
1.	Signages/direction guides for customers	62	5	Very High
2.	Accessibility of offices providing frontline services	59		Very High
3.	Cleanliness and orderliness of office premises	57	5	Very High
4.	Orderliness of work areas	64	5	Very High
5.	Appropriate lighting and ventilation of offices	57	5	Very High
6.	Customer-friendly lay-out of offices	56	5	Very High
	Basic facilities for customers			
7.	Comfort rooms	61	5	Very High
8.	Waiting area	58	5	Very High
9.	Facilities for pregnant women, persons with disability and the elderly	54	5	Very High
	OVER-ALL RATING		5	Very High

3.8 Assessment of customer-respondents on the Physical Working Condition

In table 3.8 is shown the assessment of customers on the physical working condition. From the table it can be denoted that the overall rating was 4 described as High. This meant that physical working condition has oftentimes observed in LGU-City of Mati. Based on the results, the perceived physical set-up obtained

frequencies from 116 to 145 out of 250 respondents and the basic facilities provided to the customers generated frequencies from 104 to 119 out of 250. All have rating of 4 described as High.

As observed, there were comfort rooms available for clients and waiting areas with chairs but facilities for elderly and pregnant women were only limited to a particular frontline service.

Table 3.8. Assessment of customer-respondents on the Physical Working Condition

	Physical set-up	F	Scale	Qualitative Description
1.	Signages/direction guides for customers	118	4	Agree
2.	Accessibility of offices providing frontline services	127	4	Agree
3.	Cleanliness and orderliness of office premises	145	4	Agree
4.	Appropriate lighting and ventilation of offices	116	4	Agree
5.	Customer-friendly lay-out of offices	122	4	Agree
	Basic facilities for customers	126	4	Agree
6.	Comfort rooms	107	4	Agree
7.	Waiting area	119	4	Agree
8.	Facilities for pregnant women, persons with disability and the elderly	104	4	Agree
	OVER-ALL RATING		4	Agree

3.9 Respondents’ Compliance Overall Satisfaction

In table 3.9 is shown the assessment of both respondents on their overall satisfaction. From the table it can be gleaned that the overall satisfaction of employees is much higher than that of the customers with a rating of 5 and 4, described as Very high and High, respectively. The obtained frequencies of customers and employees were: 147 out of 250 and 45 out of 77, respondents, with both have an equivalent of 58.8% respectively.

This meant that respondents have different views and opinions on the transactions observed. Their satisfaction greatly depends on their feelings and contentment during the availment of the service. On the customers perspective, it yielded that oftentimes (7-8 out of 10 instances) they left the office happy and contented of the transaction, which showed that in the extent of satisfaction they were at the high satisfaction level. In like manner, result of the satisfaction level as assessed by the employees yielded (10 of 10 instances) or very high satisfaction on the transaction delivered.

Table 3.9 Assessment of respondents on the Overall Satisfaction

		F	Scale	Qualitative Description
1.	Customers: Leave the office happy and contented at the end of my transaction	147	4	High
2.	Employees:	45	5	Very High

See contentment/satisfaction on the faces of my customers			
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3.10 Problems Encountered and suggested interventions on compliance to ARTA provisions.

In table 3.10 is reflected the problems and suggested interventions in the compliance of ARTA provisions. Both employees and customers respondents identified the lack of knowledge of some customers on the ARTA implementation. Hence, they suggested to conduct orientation about the implementation for general awareness. Also, frontline employees shall do extra effort in giving instruction to their customers about the process to help fast track the transaction.

Table 3.10 Problems Encountered and suggested interventions by employees and customers respondents on compliance to ARTA provisions.

Problems Encountered by employees and customers	Suggested Interventions
1. Lack of knowledge of some customers on ARTA implementation	Conduct awareness and orientation programs on ARTA implementation through radio announcements and distribution of reading materials with the list of requirements, procedures, etc. frontline employees may also do extra effort in educating customers by instructing them to read the posted information

3.11 Problems Encountered and suggested interventions by customer-respondents on frontline service delivery.

In table 3.11 is reflected the encountered problem of customers at the frontline service. The strict and non-accommodating frontline employees was loudly identified by customers as a problem in the frontline service. Many customers want to complete their transaction on time but they are hesitant that they will not be catered due to the attending employees which they find strict and non-accommodating. More so that some of the customers cannot comprehend straightly on the process due to “English” terms used in the statements; hence, they need someone to refer to. In relation to this, customers suggested that the employees will be sensitive to their queries or problems so they can get appropriate replies on the matters they asked for. Another encountered problem is the lengthy processing time due to numerous signatories. Customers also suggested to reduce the number of signatories per transaction to hasten the process.

Table 3.11 Problems Encountered and suggested interventions by customer-respondents on frontline service delivery.

Problems Encountered by customers	Suggested Interventions
1. Strict and non-accommodating frontline employees	Attend customers with an accommodating gesture like smiling and nodding the head. Be sensitive in listening to the customers queries or problems so that appropriate answers will be delivered properly

2. Lengthy processing time	Hasten the process, reduce the number of signatories
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3.12 Problems Encountered and suggested interventions by employees-respondents on service quality.

In table 3.12 is reflected the encountered problem of employees and their suggestion on service quality. Employees stated that for the customers to finish the transaction on time, they should read and understand the process including the posted information at the frontline desks. Most of the time, customers cannot finish the transaction on time due to incomplete submission of required documents.

Table 3.12 Problems Encountered and suggested interventions by employees-respondents on service quality.

Problems Encountered by employees	Suggested Interventions
1. Incomplete requirements submitted by the customers	The customers shall read and understand the process including other posted information at the frontline desks

3.13 Problems Encountered and suggested interventions by employees-respondents on physical working condition.

In table 3.13 is reflected the problem on physical working condition. According to employees-respondents, the limited office space contributed to their efficient delivery of service. Some offices in the City of Mati do have small office space with huge number of employees. Also, part of the office space was utilized as storage area for their old documents which some of it constituted hazardous to the health of employees and fire. To solve this dilemma, the administration shall provide a separate room for the storage of old documents for safety of documents and employees and spacious working environment.

Table 3.13 Problems Encountered and suggested interventions by employees-respondents on physical working condition

Problems Encountered by employees	Suggested Interventions
1. Limited office space	The administration shall provide a separate room for storage of official documents as these are hazardous to health and fire.

3.14 Problems Encountered and suggested interventions by employees-respondents on overall satisfaction.

In table 3.14 is reflected the encountered problem and suggestion for overall satisfaction as assessed by employees-respondents. According to employees, customers easily get frustrated when they do not finish their transaction on time. Hence, it was suggested that for the transaction of customers to be finish on time, they should submit the complete documents necessary for the transaction.

Table 3.13 Problems Encountered and suggested interventions by employees and customers respondents on overall satisfaction

Problems Encountered by employees	Suggested Interventions
1. Customers easily get frustrated when they do not finish their transaction	Customers should complete documents before presenting it to the frontline desk so that the transaction will be accomplished on time

4. CONCLUSION

Based from the results of the study, the following conclusions are drawn:

1. LGU-City of Mati adhered and implemented the provisions of ARTA OF 2007 with a very satisfactory findings. Frontline service providers declared that they have exhausted their efforts to deliver effective services but this was not fully experienced by some customers; hence, they are still looking forward for more improvement.
2. Frontline service providers and customers both played crucial roles in the implementation of ARTA. What constituted an important factor in the discharge of service is the knowledge of employees in the entire transaction so that customers will be able to understand the process well.
3. Customers and employees have varying views as to what they considered as problems. Suggested interventions are relevant in strengthening the ARTA implementation of the LGU-City of Mati and to the employees’ professional encounter with the transacting public through efficient public service.

5. RECOMMENDATION

Based from the conclusions, the following recommendations are proposed:

1. Conduct and annual stakeholder’s forum and continuous information dissemination on ARTA implementation to increase the level of awareness and understanding among customers particularly at the grassroots.
2. Regularly update the Citizen’s Charter of the LGU-City of Mati and come up with an internal policy on ARTA for evaluation and assessment purposes.
3. Come up with an intervention program to immediately address present issues in the frontline service.
 - For frontline service providers/offices:
 - A. Continue and sustain the level of performance in the ARTA implementation
 - B. Conduct thorough evaluation of the frontline service providers and offices on their adherence to all the indicators reflected in the provisions of ARTA which will serve as basis for reengineering of the systems and procedures;
 - C. Conduct personality development training to all employees to boost self-confidence and understanding on effective public service and public service motivation.
 - For Officer-of-the-Day (OD):

Strengthen the feedback and redress mechanisms by encouraging customers to give comments and suggestions every after the transaction.
4. Future researchers may consider this research as a valuable resource in constructing another study for other public organizations/institutions initiating efficiency and development.

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1. Abbreviations and Acronyms

Define abbreviations and acronyms the first time they are used in the text, even after they have been defined in the abstract.

2. Units

- Use either SI or CGS as primary units. (SI units are preferred.) English units may be used as secondary units (in parentheses). An exception would be the use of English units as identifiers in trade, such as “3.5 inch disk drive”.
- Avoid combining SI and CGS units, such as current in ampere and magnetic field in oersted. This often leads to confusion because equations do not balance dimensionally. If you must use mixed units,

clearly state the units for each quantity that you use in an equation.

- Do not mix complete spellings and abbreviations of units: “Wb/m²” or “webers per square meter”, not “webers/m²”. Spell out units when they appear in text: “. . . a few henries”, not “. . . a few H”.
- Use “cm³”, not “cc”.
- Add space between amount and unit; for example - use “12 cm” instead of “12cm”.
- Use upper or lower case properly according to the unit.

3. Equations

- Use equation editor feature of your word processing software to create equation if equation contains division, or multiple lines.
- Equations should be left aligned.
- It would be better to give serial numbers for the equations. Equation serial numbers, within parentheses, can be put after half the width of the page.
- If there are multiple equations, and serial numbers are assigned to them, then position all the equation serial numbers at a same tab stop.
- Do not give italic style to equations.
- Use × sign/character for multiplication sign (instead of *), and ÷ sign/character for division sign (instead of /) in equations which are not inserted using an equation editor.
- Add a blank paragraph before and after each equation.
- Use same font size as normal paragraph for the equations.
- Use a zero before decimal points: “0.25”, not “.25”.

$$(a + b)^2 = a^2 + b^2 + 2ab \quad (1)$$

$$y^4 + \frac{xy}{2} = \frac{x^3}{3} - xy^2 + y^2 - \frac{1}{7} \quad (2)$$

4. Headings

- Headings to be formatted with same font family and font size as normal text.
- Only apply bold style to the headings; no underline, no italic.
- Headings can be numbered or without numbering. It is recommended to use only numbers for numbered heading - means - do not use Roman and Alphabets for numbering headings. Hierarchical numbering (for example - 1.1, 1.1.2) may be used for sub-headings.
- Set “Keep with next paragraph” checkbox checked in the paragraph's settings/options for all the headings, to avoid heading in one page and its content on the next page.
- Do not add colon at the end of the headings.

5. Figures and Tables

- Add captions/headings for figures and table using their “caption” option/setting.
- Do not format captions with bold or italic or underline style; use same style as normal paragraphs.
- Do not apply background color(s) to cells/rows/columns of tables.
- Center align figures, tables and captions.
- It would be better to give numbers to figures and tables.
- Use Title Case for the captions.
- Set height and width of the cells in tables to minimum required. Tables should be “fit to content”.
- It would be better to provide caption above the figures and tables rather than below them.
- Instead of using short text like “Fig. 1”, use full text like “Figure 1” in captions.
- If figures or images are smaller than half the width of the page then multiple consecutive figures and images may be put in one line. Use table to add multiple figures or images in one line/row.

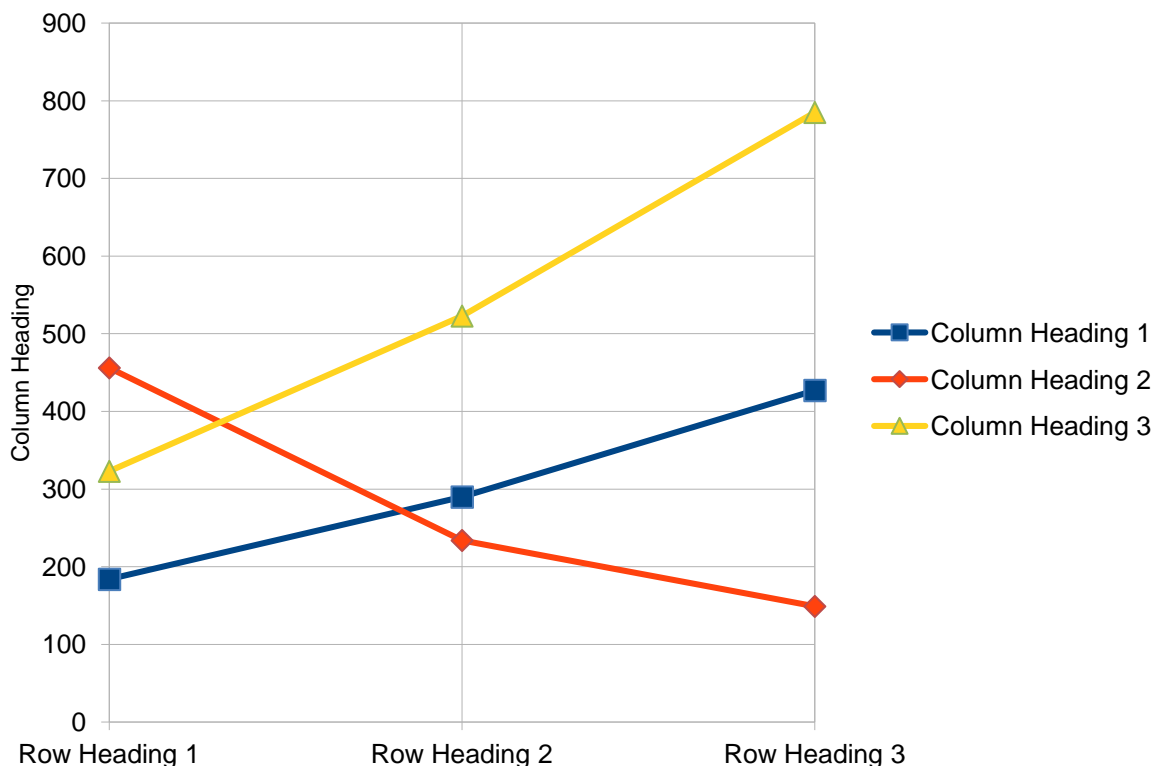
- Do not write text in the same line as of any figure or table (no wrap).
- Set “bold” style for the column/row headings and footer in the table.
- Use same font size as normal paragraphs for tables' content. However, if table is wider than the available space in the page then set 10 pt font size for the table's content. If table is wider even after setting 10 pt font size then authors may consider breaking the table.
- Specify height and width in the same original proportions for images - they shouldn't be stretched or squeezed disproportionately. And images need to be clear with fine resolution.
- Add blank paragraphs above and below the figures and tables.

Table 1: Table Type Styles

	Column Heading 1	Column Heading 2	Column Heading 3
Row Heading 1	184	456	323
Row Heading 2	290	234	523
Row Heading 3	427	149	785
Total	901	839	1631

The above data is pictured in the next graph.

Figure 1: Temperature After Each Pass



6. Some Common Mistakes

- Using 0 (Zero) or O with superscript formatting for the degree symbol used for temperature (Celsius/Fahrenheit), angle (including latitude-longitude). (Proper usage: Use the degree symbol: °.)
- Add a full-stop/period after “et”. (Proper usage: There is no period after the “et” in the Latin abbreviation “et al.”.)

- Improper use of “i.e.” and “e.g.”. (Proper usage: The abbreviation “i.e.” means “that is”, and the abbreviation “e.g.” means “for example”.)

7. References

References within Main Content of the Research Paper

1. Enclose the citation number in square brackets, for example: [1].
2. Where appropriate, include the names of authors and publication year of the referenced research paper or book, enclosed within round bracket; e.g.: (Rupert Wesley, 2017)
3. The reference numbers need to be within same referenced text sentence; i.e., the reference numbers must be before full stop mark of the sentence.
4. Multiple reference numbers can be provided in one square bracket: [1, 2]. Add a comma and a space between each reference numbers.
5. When referring to a reference, if you want to use its reference number then, do not use “Ref. [3]” or “reference [3]”; only write reference number like this: “[3]”.
6. Do not use reference citations as nouns of a sentence; e.g., not “as the author explains in [1]”, specify “as Rupert Wesley (2017) explains”.
7. If there are more than one author, write only one author's name, and use “et al.” for other authors; e.g., (Rupert Wesley, et al., 2017).
8. If multiple references can be linked with above format then write other author(s) names to distinguish the references.

References in the Reference List at the End of the Research Paper

1. Reference' details may be added in foot-note (at the end of the page on which reference is mentioned) or in end-note (at the end of the research paper). Either use foot-note or end-not, do not mix. Use end-note if any of the references is referred in more than one paragraphs. End-note is most preferred for list of references.
2. Use “1.” numbering format.
3. Do not format any part of the reference with italic style.
4. There must not be any broken link.
5. If website address is provided, it must link/point to the exact research paper or book, i.e., do not just provide www.xyzsite.com; provide full URL with “http://” or “https://” and the path to the exact page like <https://www.xyzsite.com/books/path/to/book/abc-book>. Write URL after all other details of the reference.
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10. Titles of referenced articles need to be either in the Title Case or Sentence case. Do not write any title only in UPPER CASE or only in lower case.
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 - R.R. Federer, L.W. DiCaprio, D.J. Trump
 - R. Federer, L. DiCaprio, D. Trump
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 - The first name first, then a space (only if the first character of the middle name isn't given, full middle name is given or no middle name is given), then optionally middle name, then a space, then the last name.
 - No comma between first name, middle name and last name of each author.
 - Separate the authors' names with a comma and a space. Do not write “and” before the last author's name.
13. Please do not write journal/publisher's name with abbreviations, write full name; or acronym may be used if the publisher is well-known with the acronym.

Example of List of References

1. Roger R.F., Leonardo W.D., Donald J.T., “Title of Our Research Paper”, Name of the Publisher/Journal, April 2015, 7 (3), 129–151.
2. Jack C.M., “Electromagnetic Effects on the Different Kinds of Water”, Journal of Electromagnetic Effects, 1992, 2 (4), 47–76.
3. Samuel J., “Fine Particles, Thin Films and Exchange Anisotropy”, Magnetism, 1963, 3 (1), 271–350.
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