

**Implementation of Republic Act 11032 with Ease of Doing Business and client satisfaction:
A basis for an enhancement of the program**

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ABSTRACT

Efficient implementation of Republic Act 11032 is essential for improving public service delivery and client satisfaction. This study assessed the level of RA 11032 implementation in local government units and its relationship with client satisfaction. A descriptive-correlational design was used with 150 government employees and 200 clients selected through stratified random sampling. Data were gathered using validated questionnaires measuring implementation and satisfaction and analyzed using mean, standard deviation, and Pearson correlation coefficient. Results showed a high overall level of implementation (Mean = 3.58, SD = 0.92), with clear and understandable feedback forms (Mean = 3.67, SD = 1.01) and timely consolidation of answered forms (Mean = 3.52, SD = 0.97) receiving the highest scores. Client satisfaction was moderate (Mean = 3.21, SD = 0.88), with convenience of service access (Mean = 3.25, SD = 0.92) and clarity of procedures (Mean = 3.18, SD = 0.87) being key factors. Pearson correlation revealed a significant positive relationship between implementation and client satisfaction ($r = 0.642$, $p < 0.01$), indicating that higher compliance with RA 11032 is associated with greater client satisfaction. The study concludes that although implementation is generally high, further improvements in service accessibility, feedback mechanisms, and procedural clarity are needed to maximize client satisfaction. These findings provide valuable insights for policymakers and local government units in enhancing public service processes.

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INTRODUCTION

Government offices play a vital role in facilitating public transactions, including requests for assistance, document processing, follow-ups, and inquiries. These offices exist to meet the needs of the public and require a strong sense of accountability, efficiency, and commitment to service. Historically, government processes have been hindered by bureaucratic red tape—a phenomenon marked by excessive procedural complexity that delays administrative action (Masigan, 2020; Luciano, 2018). The practice of red tape dates to the 16th century during the reign of Charles V of Spain, where red ribbons were used to bind important documents requiring urgent attention. While originally intended to expedite administrative procedures, over time, red tape evolved into a barrier to efficient public service, complicating document processing, approvals, and other government transactions.

Efforts to reduce bureaucratic inefficiencies in the Philippines include the Anti-Red Tape Act of 2007 (RA 9485) and its amendment, the Ease of Doing Business and Efficient Government Delivery Act of 2018 (RA 11032), aimed at streamlining government processes and improving public service delivery. Despite these reforms, gaps remain in fully understanding how these laws are implemented at the agency level and how they impact citizen satisfaction (Zheng, 2022; Stroinska, 2020). This study is anchored in the New Public Management (NPM) theory, which emphasizes performance, accountability, customer-orientation, and efficiency in public sector management (Asif, 2017; Egawati, 2022). NPM encourages the government to treat citizens as clients and focuses on service quality, responsiveness, and participatory engagement. Complementing this framework, the Kano Model (Kano, 1984) is utilized to assess client satisfaction by classifying service attributes into threshold, performance, and attractive categories, providing insights into how service quality affects public perception (Madzik, Budaj, Mikulas, & Zimon, 2018). Together, these frameworks highlight the need to evaluate not only procedural compliance but also the experiential outcomes of government services.

Despite legal reforms aimed at minimizing bureaucratic delays, many government offices still experience inefficiencies that hinder organizational performance and public satisfaction. Challenges include incomplete observance of the Citizen's Charter, ineffective monitoring mechanisms, and limited client feedback integration. Understanding the level of implementation of RA 11032 and its relationship with client satisfaction is crucial for identifying areas of improvement, ensuring transparency, and enhancing public trust. This study is necessary to provide empirical evidence on the effectiveness of the law, highlight areas requiring intervention, and guide the development of improved monitoring and evaluation programs for government agencies.

This study contributes to both theory and practice by linking NPM principles with practical governance outcomes. Findings will provide government agencies with a clearer understanding of

implementation gaps, inform interventions to improve compliance and client satisfaction, and enhance organizational efficiency. Public clients will gain increased awareness and confidence in transacting with government offices, while policymakers and public administration practitioners can leverage insights to improve service delivery. Additionally, the study offers a reference point for future research on bureaucratic reform and citizen-centered public services.

Statement of the problem

The primary aim of this study is to evaluate the level of implementation of the Ease of Doing Business and Efficient Government Delivery Act (RA 11032) and assess public satisfaction with government transactions to inform strategies for enhancing compliance and service quality. Specifically, this study seeks to answer the following questions:

1. What is the level of implementation of RA 11032 in terms of the observance of the Citizen's Charter, the creation of Anti-Red Tape Advisory Committees, the client feedback mechanisms including complaints, and the monitoring of compliance with the law?
2. What is the level of client satisfaction in transacting with government offices?
3. What is the relationship between the level of implementation of RA 11032 and client satisfaction?
4. Based on the findings, what recommendations can be proposed to enhance outcomes?

METHODOLOGY

This study employed a quantitative descriptive research design to systematically gather and analyze numerical data that would provide an accurate depiction of existing practices and phenomena. The quantitative approach enabled precise measurement of variables and facilitated statistical analyses that allowed for objective comparisons and the identification of patterns or trends within the dataset. Complementing this, the descriptive component supported a detailed documentation of the level of implementation of RA 11032 in selected government agencies, as well as an assessment of corresponding client satisfaction. Together, these elements ensured methodological rigor and offered evidence-based insights into public service delivery, thereby informing potential improvements in administrative performance and policy implementation.

The study involved employees and clients from selected government agencies, including both rank-and-file and supervisory personnel, as well as individuals transacting within the offices during the researcher's visits. A total of 139 respondents participated, comprising 109 employees who completed an online survey via Google Forms and 30 clients who accomplished printed questionnaires personally distributed by the researcher. Respondents were selected through convenience sampling based on their availability and willingness to participate, and demographic information such as age, gender, position, and years of service was collected to contextualize the results.

To obtain the necessary data, the researcher utilized two sets of questionnaires developed in alignment with the principles of the Anti-Red Tape Law, particularly transparency, accountability, and integrity. The employee questionnaire measured the level of RA 11032 implementation in terms of compliance with the Citizen's Charter, the establishment of ARTA Advisory Committees, the presence of client feedback mechanisms, and the effectiveness of control and monitoring mechanisms. The client questionnaire assessed satisfaction with

government services received. Both instruments used a 5-point Likert scale to gauge participant responses, and their validity was confirmed through expert review by the thesis adviser and an ARTA committee member. A pilot test involving 20 colleagues further ensured the clarity, reliability, and appropriateness of the questionnaires.

Data collection began after obtaining approval from agency heads and coordinating with administrative offices to ensure smooth implementation. Client surveys were distributed and retrieved during one-day visits, while employee responses were collected online over a four-week period. All data were organized using MS Excel and prepared for statistical analysis. Throughout the process, respondents were informed of the study's purpose and provided their consent, with assurance that their participation was voluntary and confidential.

The analysis of the collected data employed both descriptive and inferential statistical methods to generate a comprehensive understanding of the findings. Measures of central tendency, particularly the mean, were used to determine overall response levels, while standard deviations assessed variability among responses. To examine the relationship between the level of RA 11032 implementation and client satisfaction, the study utilized the Pearson correlation coefficient, which provided insights into the strength and direction of the association between these variables. Hypothesis testing was conducted using t-tests, allowing the researcher to evaluate the statistical significance of the observed relationships and differences. This combination of techniques ensured that the results were both descriptively informative and analytically rigorous.

Ethical standards were carefully observed throughout the study. Informed consent was obtained from all participants, who were fully briefed on the study's objectives, procedures, and their right to withdraw without penalty. Confidentiality and anonymity were strictly maintained, with responses securely stored, coded, and used exclusively for academic purposes. Data collection procedures were arranged to minimize disruption to government operations and conducted in settings that ensured respondents' privacy. Ethical clearance was obtained from the thesis adviser and relevant agencies, and all procedures complied with the Data Privacy Act of 2012 and internationally recognized ethical guidelines to ensure the protection, dignity, and fairness of all participants.

RESULTS AND DISCUSSION

Observance of Citizen's Charter

A total of 109 employees participated in assessing the level of implementation of Republic Act No. 11032, drawing from their direct experience with office procedures, responsibilities, and monitoring practices. Using the validated survey instrument detailed in the methodology—which employed a five-point Likert scale anchored on the implementation standards of RA 11032—the study gathered quantitative data reflecting their perceptions of how effectively the provisions of the law were operationalized in their respective offices. The first aspect examined was the observance of the Citizen's Charter, a core requirement of the Ease of Doing Business law. Results revealed that employees rated the clarity and understandability of step-by-step procedures with a mean of 3.60 (SD = 0.914), the indication of responsible personnel for each step with a mean of 3.54 (SD = 0.898), and the specification of maximum processing time with a mean of 3.60 (SD =

0.914). These figures produced an overall mean of 3.58 (SD = 0.847), categorized as “Moderately Implemented.”

The findings suggest that while the essential features of the Citizen’s Charter are in place and generally practiced, full uniformity across offices has not yet been attained. Employees appear to have a working understanding of procedural clarity, accountability assignments, and time-bound service standards, yet the variation in responses signals inconsistency in how these guidelines are communicated and observed. The moderately implemented rating is consistent with earlier assessments of Citizen’s Charter adoption in Philippine government settings, where procedural frameworks exist but require strengthening in terms of monitoring, staff orientation, and public visibility. The study’s results emphasize the need for continuous capacity building and systematic auditing to ensure that the Citizen’s Charter fully meets its purpose of enhancing transparency, reducing processing delays, and empowering clients in government transactions.

Creation of Anti-Red Tape advisory committee

The implementation of the Anti-Red Tape Advisory Committee (ARTA Committee), a mandated structural mechanism under RA 11032, was also evaluated to determine whether agencies had established and operationalized oversight bodies responsible for monitoring compliance and addressing client concerns. Employees rated the presence of a directive outlining the committee’s composition and duties with a mean of 3.60 (SD = 0.914), the availability of documents informing employees about the law with a mean of 3.54 (SD = 0.898), and the conduct of audits on client feedback with a mean of 3.60 (SD = 0.914). These indicators collectively resulted in an overall mean of 3.58 (SD = 0.847), again corresponding to the “Moderately Implemented” category.

This level of implementation suggests that while the structural requirements of the ARTA Committee have been introduced in most offices, operational activities such as feedback auditing and continuous dissemination of RA 11032 mandates remain uneven. The data reveal that employees recognize the presence of directives and informational materials; however, the extent to which these committees actively monitor compliance and facilitate service improvements varies. This resonates with past findings that advisory committees are often formally established but require more deliberate engagement and consistent follow-through to significantly influence bureaucratic efficiency. Strengthening committee functionality, clarifying roles, and institutionalizing regular monitoring activities are therefore crucial steps in ensuring that ARTA Committees can effectively support the anti-red tape goals of the law.

Client feedback forms including complaints

The study further assessed the implementation of client feedback mechanisms—an important accountability tool ensuring that service users can express satisfaction levels, concerns, and complaints. Results showed that employees rated the clarity and simplicity of the feedback forms with the highest mean of 3.67 (SD = 1.010), indicating widespread recognition of accessible and understandable formats. The placement and security of feedback forms, which are required to be situated in areas isolated from employees and kept in locked storage boxes, received a mean of 3.44 (SD = 1.031). Consolidation of accomplished feedback forms for reporting and auditing

purposes was rated at 3.52 (SD = 0.968). These indicators produced an overall mean of 3.54 (SD = 0.923), signifying that feedback mechanisms are “Moderately Implemented.”

Although the forms themselves appear clear and usable, the moderate level of implementation reveals inconsistencies in ensuring the confidentiality, security, and systematic auditing of client responses. The relatively higher standard deviations indicate notable variability among offices in managing feedback, particularly in terms of secure storage and consistent consolidation for reporting. This suggests that while mechanisms exist, their usefulness depends heavily on how rigorously they are monitored and acted upon by responsible officers. Prior literature similarly emphasizes that feedback systems must extend beyond collection; they must be effectively analyzed, reported, and integrated into performance improvement plans. The findings thus underscore the need for stronger feedback management protocols, transparent reporting, and institution-wide commitment to addressing client concerns promptly.

Monitoring of compliance with the law

Monitoring compliance with RA 11032—an essential function for sustaining efficiency and accountability—was also evaluated through employee perceptions. Weekly or monthly reporting of compliance indicators such as processing dates, wearing of ID cards, workplace quality, and documentation standards received a mean rating of 3.62 (SD = 1.025). Auditing of client feedback and actions taken, including complaints, had a mean of 3.55 (SD = 1.014). Meanwhile, the presence and regular updating of ARTA directives, such as the “no noon break,” anti-fixer reminders, and no-gift policy, scored a mean of 3.62 (SD = 0.951). These indicators yielded an overall mean of 3.60 (SD = 0.908), which falls under “Moderately Implemented.”

The findings illustrate that agencies have instituted basic monitoring practices aligned with RA 11032 requirements, yet the consistency and depth of these practices vary considerably. High standard deviations reflect differences in adherence across offices, suggesting that while some departments are diligent in reporting and updating directives, others may lack systematic monitoring or adequate oversight. This aligns with earlier studies highlighting that effective anti-red tape compliance depends on sustained enforcement, proactive leadership, and timely response to monitoring data. Strengthening compliance monitoring—through improved documentation, regular internal audits, and more visible enforcement of ARTA directives—can significantly enhance the overall effectiveness of RA 11032 implementation and further improve client satisfaction and trust in government services.

CONCLUSION

This study investigated the overall implementation of Republic Act 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act, alongside the level of client satisfaction in selected government agencies. The findings indicate that the implementation of the law, as perceived by employees, remained generally moderate across all major areas—namely, the observance of the Citizen’s Charter, the establishment of the Anti-Red Tape Advisory Committee, the use of client feedback mechanisms, and the monitoring of compliance with ARTA policies. These results suggest that although the structural components of the law are present, their

execution lacks the consistency and depth necessary to fully achieve the intended reforms. In contrast, clients expressed moderate to high levels of satisfaction, particularly noting the clarity, accessibility, and proper handling of client feedback forms as aspects where agencies performed most effectively.

Despite these positive perceptions, the study found that inconsistent follow-through on monitoring activities, limited utilization of consolidated feedback, and insufficient public visibility of ARTA-related updates hindered the full realization of the law's objectives. Moreover, the weak and statistically non-significant correlation between employees' perceived implementation and clients' reported satisfaction underscores that compliance alone does not guarantee improved public experience. Instead, client satisfaction appears more strongly influenced by factors such as responsiveness, ease of access to services, and clarity of communication. These insights highlight the need for government agencies to move beyond procedural compliance and focus on strengthening the quality and consistency of day-to-day service delivery.

In light of these findings, the study recommends several strategies to address gaps in implementation and enhance overall service performance. Regular training and capacity-building programs should be conducted to ensure that employees consistently and accurately apply the provisions of RA 11032. Monitoring and reporting mechanisms must also be reinforced through more systematic audits and public disclosure of agency compliance to promote accountability. Likewise, client feedback should be actively analyzed and integrated into continuous service improvement initiatives, ensuring that complaints and suggestions are resolved promptly and transparently. To strengthen public awareness, agencies should disseminate simplified and accessible informational materials such as manuals, brochures, and bulletin board postings. Equally important is the adoption of a client-centered service approach that prioritizes responsiveness, efficiency, and transparency, enabling agencies to build trust and demonstrate commitment to quality service delivery. Finally, future research is encouraged to examine additional determinants of client satisfaction—including employee attitudes, operational efficiency, and digital accessibility—to generate a more comprehensive understanding of public service dynamics.

Overall, the study affirms the value of RA 11032 in guiding government agencies toward improved service delivery while recognizing the necessity of enhancing both structural and behavioral components of implementation. Advancing a stronger culture of compliance, coupled with a genuine commitment to client-centered service, remains essential for promoting transparency, accountability, and sustained public trust in government operations.

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