

Factors Affecting the Implementation of Ra 11032 in the Local Government Context

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ABSTRACT

This study aims to identify the factors that influence the implementation of RA11032 also known as Ease of Doing Business and Efficient Government Service Delivery Act of 2018 in local government offices across the municipalities of Davao del Norte. It seeks to evaluate drawbacks of this implementation for enhanced and effective policies that stimulate economic growth in Davao del Norte and provide recommendations for optimized policy execution. To gather the required data, an exploratory sequential mixed-methods approach was utilized. Interviews were conducted with 7 participants in the qualitative phase followed by a survey of 140 participants in the quantitative phase. Moreover, to determine the number of variables and validate the structure of the instrument, exploratory factor analysis was utilized. After the analysis of 7 transcripts, the findings identify 40 salient statements from the qualitative data analysis and 7 factors from the quantitative data analysis. These factors are administrative and service delivery inefficiencies, transparency and accountability issues, standardization and modernization, external and political constraints, infrastructure and technology limitations, client-focused digital efficiency, document and compliance burden, and policy and process reform. Furthermore, the study unfolded the underlying factors affecting the implementation of RA 11032 in the local government context, revealing several critical dimensions. The study suggests that future research may use the identified factors and dimensions developed by this study to analyze the execution of RA 11032 to establish a validated instrument regarding policy implementation in the local context.

Keywords: RA11032, Local Government, Exploratory Sequential Mixed-Methods, Exploratory Factor Analysis, Philippines

INTRODUCTION

The Republic Act No. 11032 also known as Ease of Doing Business and Efficient Government Service Delivery Act of 2018, is a Philippine law that edicts all government agencies including local government units (LGUs), Government-Owned or Controlled Corporations (GOCCs) and other state bodies to deliver efficient public services for business and non-business dealings. The said law aims to expedite the process of establishing a business in the Philippines (Del Rosario, 2023).

However, the challenges in the execution of the RA 11032 *Ease of Doing Business and Efficient Government Service Delivery Act of 2018* are prevalent, especially in the local government units. Consistent with the assertion of Biglete (2023), the transition toward fully adopting the Ease of Doing Business principles remains incomplete due to persistent challenges. Several obstacles continue to hinder progress and must be urgently addressed to ensure effective implementation. Consequently, overcoming these difficulties demands coordinated and collaborative efforts among stakeholders to foster a transformative environment that promotes economic growth and business development. The policy promotes integrity, accountability, and management of public affairs toward an efficient turnaround of government service delivery (RA 11032, Sec. 2).

Primarily, Ease of Doing Business (EODB) Index is a ranking system founded by the World Bank Group. Higher rankings in the EODB Index indicate better. Further, among the chosen 189 countries for Ease of Doing Business Index, India was placed 134th in 2015 on the said ranking system. In 2015, the Government of India introduced a regulatory reform program to make doing business easier. It represents a massive effort to establish a progressive environment conducive for business. The efforts have brought about significant results with India being placed fourth (4) on the World Bank ranking system (Embassy of India, France and Principality of Monaco, 2024).

Similarly, Indonesia has continuously improved its ease of doing business (OEDB) ranking through concerted efforts to enhance its business environment (ASEAN Briefing, 2023). The government has implemented regulatory reforms aimed at simplifying business registration, streamlining licensing processes, and improving tax administration to reduce bureaucratic hurdles for both local and foreign investors. According to Asia Briefing (2025), these initiatives have significantly elevated Indonesia's business climate, attracting substantial domestic and international investment and positioning the country as a leading economic opportunity hub in Southeast Asia. Strategic focus on sectors such as manufacturing, digital economy, and renewable energy, combined with improved infrastructure, digitalization of government services, and strengthened legal frameworks, has reinforced Indonesia's competitiveness.

Conversely, the province of La Union has demonstrated strong compliance with the provisions of RA 11032, particularly in implementing the Citizen Charter, ensuring accessible public services, conducting Report Card Survey, and enforcing Zero Contact Policy, as highlighted in the study of España (2025). This exemplary adherence sets La Union apart from other local government units that continue to face significant challenges in effectively implementing the law. Despite the widespread difficulties encountered by many cities and provinces, such as limited technological capacity, bureaucratic inertia, and stakeholder resistance. The consistent compliance of the Province of La Union reflects strong political will, effective leadership, and a proactive approach to institutionalizing reforms.

On the other hand, the implementation of RA 11032 in San Pablo, Laguna was observed, and it was revealed that stakeholders were challenged due to the lack of knowledge when it comes to computerization and other pertinent skills in order to ensure fast and smooth transactions of service delivery (Biglete, 2023). Further, the Philippines encountered difficulties in receiving prompt and equitable service from other government departments and agencies, being ranked 126th out of 175 countries for its ease of doing business. The bureaucratic processes were common across other countries that led to corrupt practices. The amount of procedures for business permits transactions increased from 11 to 16, while the duration of processing was reduced from forty-eight (48) to twenty-eight (28) days (External Affairs and Relations Department, 2020). Additionally, the key challenges in implementing RA 11032 based on the ARTA Annual Reports 2022-2023 are the (1) weak enforcement that highlights ineffective adherence, (2) "No Noon Break Policy" places a burden on government employees with limited manpower, (3) citizen's charters are complex to understand and unreadable, (4) and the practice of fixing is rampant that leads to corruption (Civil Service Commission, 2024).

Given the above-mentioned premise, this study aims to uncover the underlying factors affecting the fulfillment of RA 11032 in the local government context. This research study seeks to determine the factors that influence the successful implementation of RA 11032. With that, it aims to explore the key barriers that affect the effective execution of the said law across various government agencies, policy development, and ensure that the law achieves its objectives that include the efficient government service delivery. There is a need for extended inquiry for profound understanding of the pressing needs of policy implementation of various local government units. Hence, this study is being carried out to establish a more in-depth analysis and further investigation of the topic.

This study is anchored on the New Public Management Theory that emerged during the late 20th century. A managerial approach that seeks to modernize public sector organizations by incorporating principles and practices from the private institutions (Abdullah, 2023). New Public Management (NPM) is a political theory and policy approach that advocates for the operation of government entities in a manner similar to private businesses. It emphasizes principles such as increased transparency and accountability in government, encouraging officials to meet specific performance standards to business employees. This approach promotes

decentralization, allowing for broader decision-making authority and fostering competition among public agencies and collaboration with private organizations (Dziak, 2023).

In addition, the Transaction Cost Theory formally proposed in 1975 by Ronald Coase will be the supporting theory of this study. Transaction cost theory is seen as one of the prevalent economic-based theories of organizational governance. This explains when transaction costs are high, individuals or even businesses may opt to not engage in certain transactions that lead to inefficiencies. Williamson (1986) explains that the organizational structure is one that attains economic efficiency by minimizing the costs of exchange. The primary concern of the theory is in providing economic transactions based on the most efficient and conventional governance structure. For high transaction

costs, economic activities are dispersed (Combes & Hoverman, 2004). By streamlining processes and operations, the policy helps individuals save more time and resources. The concept of the policy (RA 11032) aligns with the goals and core principles of Transaction Cost Theory that emphasize minimizing the costs linked with economic transactions for a fast and efficient exchange.

Figure 1 depicts the conceptual framework for RA 11032 in the context of local government. This framework reveals the contributors in policy implementation of RA 11032. This framework sets out variables illustrated as Factor 1, Factor 2, Factor 3, Factor 4, and until Factor n. Eventually, the findings of this study will uncover particular factors that influence the implementation of the aforesaid policy.

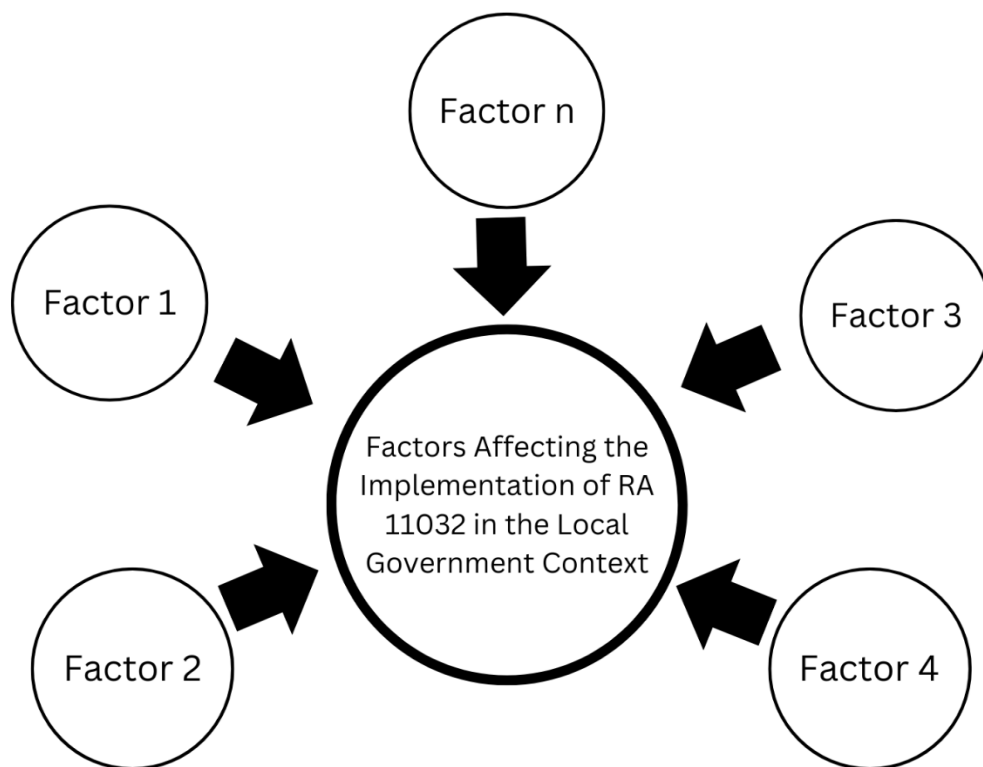


Figure 1. Conceptual Framework of the Study

In setting up a business, registration is the first consideration. The registration process in Brunei takes 116 days, while only 4 days in Singapore. Enforcing a contract in the Philippines takes 842 days, which takes longer than in the countries of Hong Kong (China) and New Zealand. Regulations are acceptable ways that local governments can serve the public interest. However, regulations also bring weights in terms of costs that are needed when processing documents (Asia-Pacific Economic Cooperation, 2009).

The Civil Service Commission hosted Anti-Red Tape Summit 2024 with the theme, “*From Gridlock to Growth: Accelerating Efforts Against Red Tape*,” that intended to maintain the participants aware on decisions of the

Civil Service Commission relevant to the initiatives of Anti-Red Tape, in relation to the *Ease of Doing Business and Efficient Government Service Delivery* (EODB EGSD) Act. In pursuit of innovation, the Summit thrived to enhance the capability of the Civil Service Commission in several areas (Civil Service Commission, 2024).

In the study, *Cutting Red Tape: A Look at the Empowerment and Enforcement Functions of the Anti-Red Tape Authority*, Ng (2022) explained that it intends to examine the essential functions and significance of the provisions outlined in RA 11032, as well as to assess their efficiency and effectiveness. With that being said, R.A. 11032 addresses inefficiencies, ineffectiveness, and delays in the delivery of public services. Further, one of the key factors to achieve sustainable economic growth is a streamlined regulatory environment and efficient policies (Gonzales & Castro, 2024). Several factors hinder its implementation, and these include the capacity and the capability of the LGU and the political Local Chief Executive, to name a few. The business permit modalities (Business One-Stop Shop presence, e-Business Permits & Licensing System adoption, and acquiring the Mayor's business permit) and selected economic indicators (business tax collection and employment) in municipalities in the Philippines have predictive effect on these economic indicators (Nugroho, 2020).

Further, ease of doing business in the municipalities means how simple and straightforward it is for private companies to set up and run their operations in those areas. The economy of South Africa is still in moderately free category. However, recent cases involve attempts to prohibit the foreign ownership of land, expropriation of land without compensation, and deterioration of municipal services (Waldt & Fourie, 2022).

Given the literature presented above, the researchers sought the gap that while previous studies have discovered the observance of efficient ease of doing business, assessing the factors that influence the implementation of the policy is often disregarded. This gap depicts a chance to explore what factors are present when implementing this policy which could provide fundamental insights into identifying contributors. Therefore, this study seeks to evaluate drawbacks of this implementation for enhanced and effective policies that stimulate economic growth in Davao del Norte and provide recommendations for optimized policy execution.

The significance of this study focuses on how to develop the quality performance of the government employees to deliver better services to the public and to execute the policies more effectively. It opens paths for further research on the impacts of the policy, challenges in execution, and its effects on both public and private sector sectors. Its social value is fundamental as this provides better communication with societies and the services they need. Local government units such as the service providers and the public as service recipients will greatly benefit from this study. The commitment of government personnel to their duties is crucial as it will foster organizational growth and demonstrate successful public administration and good governance. Moreover, by efficient implementation of the policies, it results in a better outcome for the economy.

This research study faces various limitations and delimitations. In terms of design, the scope enables a concentrated analysis, which may exclude determinants that could provide crucial insights. The data is bound to exclusive sources, which may not fully possess experiences relevant to the study. Furthermore, the number of study participants is limited, which could impact the reliability of the results. The analysis in the study adopts assumptions and methods which may not be applied for all variables that could influence the findings. Despite these constraints and weaknesses, the study carefully outlines its limitations to ensure a targeted investigation to enable in-depth exploration.

METHOD

Study Participants

The participants in the study include frontline service providers from offices of Treasury, Civil Registry, Business Permits and Licensing, and Social Welfare & Development, within the municipalities of Davao del Norte, specifically in Asuncion, Braulio E. Dujali, Carmen, Kapalong, New Corella, San Isidro, Santo Tomas, and Talaingod. In addition, the participants were categorized into two (2) groups for qualitative and quantitative phases.

Qualitative Phase

A specific number of participants were selected for the qualitative phase of the research. According to Patino & Ferreira (2018), inclusion criteria are the attributes that identified subjects are expected to possess to be part of the research study, while exclusion criteria are those attributes that eliminate them from participating. The informants were chosen based on specific criteria: they were frontline service providers involved in service delivery, have one to three years of relevant experience in processing client transactions (such as applications for permits and licenses, including modifications and renewals), and have consented to be included in the study. In contrast, the exclusion criteria include government employees who are not frontline service providers, individuals with less than one year of experience in the field, frontline service providers not associated with municipalities in Davao del Norte, and employees who have not provided their consent. Consequently, informants who meet the outlined inclusion criteria were eligible for participation, while those who do not were excluded.

Following the recommendations of Creswell (2013), as cited by Hennink and Kaiser (2015), a sample size of 5 to 25 participants is generally suitable for most qualitative studies. For this study, a total of 8 participants were chosen, one from each municipality, representing from any of the departments related to the research focus to respond in the Key Informant Interviews (KII). Also, a purposive sampling technique was employed. Purposive sampling allows researchers to select participants based on specific demographics or traits relevant to their study (Bullard, 2024).

Quantitative Phase

In the quantitative section, the participants who were chosen as research respondents are those frontline service providers that have key roles in providing public service delivery and acquired at least one year of experience in the field.

Table 1: Distribution of Research Participants

Municipality	Qualitative Phase	Quantitative Phase
Asuncion	1	20
Braulio E. Dujali	1	20
Carmen	1	20
Kapalong	1	20
New Corella	1	20
San Isidro	1	20
Santo Tomas	1	20
Talaingod	1	20
TOTAL	8	160

A total of 160 frontline employees involved in public service delivery were selected as suitable participants for this research study. A small group of 150 or more selected deliberately, is better than an opportunistically selected sample of larger size, such as a group of 300+ (Memon et al., 2020). In order to facilitate balanced representation, quota sampling was used so frontline workers were not over or underrepresented. Quota sampling is a non-probability sampling method where a researcher identifies a sample of respondents according to pre-determined characteristics. Quota sampling can guarantee that the sample contains certain characteristics in the same proportion as they appear in the population (Simkus, 2023). Additionally, the researchers included respondents who satisfy the criteria established in the inclusion criteria.

Although a commonly cited heuristic recommends a participant-to-item ratio of 5:1 to 10:1 for exploratory factor analysis (EFA) which would suggest a target sample size of 200 to 400 for a 40-item instrument. Several methodological scholars reiterated that in EFA, the adequacy of sample size is contingent on multiple factors, including the strength of communalities, the count of variables per factor, and the clarity of factor loadings. According to MacCallum et al. (1999), when communalities are moderate to high (e.g., > .60) and each factor is

defined by at least three strongly loading variables, sample sizes as small as 100–150 can yield stable and interpretable factor solutions.

Similarly, Costello and Osborne (2005) emphasize that with strong item loadings and a well-structured factor solution, a sample size of around 150 can be considered sufficient. The dataset of the study demonstrated strong sampling adequacy ($KMO = 0.90$), Bartlett's Test of Sphericity ($p < .001$), and high internal consistency (Cronbach's Alpha = 0.968), which support the reliability of the factor structure even with 140 respondents. Hence, the obtained sample size is considered statistically defensible and acceptable for the purposes of the exploratory factor analysis. They concluded that samples of around 100–150 can produce stable factor solutions when communalities are adequate (>0.6), and factor loadings are strong (>0.5).

MATERIALS AND INSTRUMENT

This study utilized two different instruments for the quantitative and qualitative phases. The primary instrument in the mixed-methods technique consists of an interview guide questionnaire and survey questionnaire derived from the result of the qualitative phase of the study.

Qualitative Phase

In this study, researchers utilized structured interview guide questionnaires in conducting key informant interviews (KII) with frontline service providers in the Municipalities of Davao del Norte to conveniently collect information and data. The interview questions were intended to explore the perspectives of officials and frontliners on the challenges and opportunities associated with implementing RA 11032 in their respective municipalities including their experiences with streamlining processes, reducing red tape, and improving service delivery.

Before the actual interview, the interview guide was scrutinized to determine questions that may be difficult for respondents to answer. Moreover, an interview guide was validated by experts in the field to ensure its relevance and reliability in acquiring the intended information. Necessary changes were made based on the suggestions of the validators for the improvement of the instrument.

The interview guide questionnaire was composed of three main parts. First, the main question that sets the focus for the interviews. The main question guided the interview guide questions and discussions that relate into several aspects of factors affecting the implementation of RA 11032. Finally, the probing questions that serve as a backup of the interview guide questions if the participant finds it difficult to answer. Also, it is included to encourage respondents to provide comprehensive responses.

Quantitative Phase

The quantitative data for this study were gathered through a survey questionnaire. The items were rated on a 7-point Likert Scale, ranging from 7 for "Strongly Agree" to 1 for "Strongly Disagree". The questionnaire was constructed based on the results from the qualitative phase of the study. Specifically, the statements that formed the basis of the questionnaire will be identified through an analysis of the qualitative data. The questions included in the instrument were crafted to capture the key aspects and dimensions derived from the qualitative analysis. These dimensions provided a framework to organize the content of the questionnaire. The questionnaire underwent validation and pilot testing, to ensure it was valid and reliable before administering. The Cronbach's Alpha was utilized to evaluate the internal consistency of the instrument. Cronbach's Alpha has a result of .968, which indicates excellent internal consistency. It measures reliability from which helps to assess the tool quality during the design phase before deploying it (Frost, 2024). The alpha values closer to 1 implies a high reliability of the score, and values closer to 0 presents low reliability (Perrin 2020).

Design and Procedure

This study employed an exploratory sequential mixed-method design, which integrates the qualitative and quantitative methods to develop an understanding of the subject matter. Mixed methods research combines both

qualitative and quantitative methodologies in a single study to provide a deeper and comprehension of several complex research problems (Hassan, 2024). Notably, mixed-methods design provides more substantive and comprehensive, qualitative and quantitative insights.

Figure 2. The Exploratory Sequential Mixed-methods Process

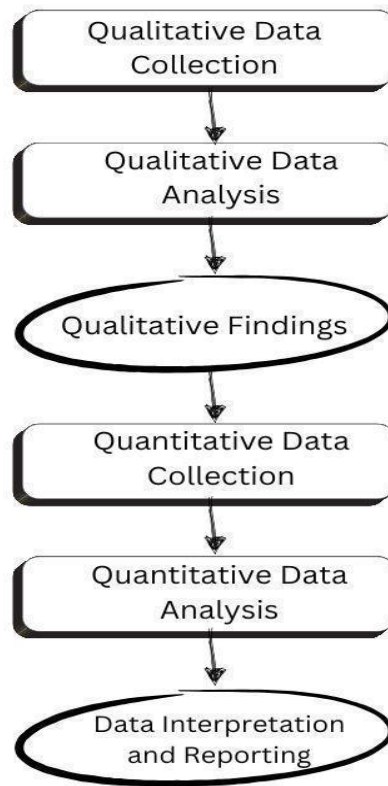


Figure 2 describes the exploratory sequential mixed methods procedures of the underlying dimensions of holding direct roles in service delivery in Davao Del Norte. It provides an illustration of the sequential systematic procedures and results of the first and the second phase.

The data that were collected from the qualitative phase of this study, guided the direction of the subsequent quantitative phase. Given that the objective of this study was to understand public perceptions on who holds direct roles in service delivery, the two-phase approach was ideal for the study. The quantitative data that were collected from the qualitative phase were used to develop a survey questionnaire for the quantitative phase. The researchers adopted the mixed-methods design to address a wide range of research questions, acknowledging limitations of a single-method approach. The first phase of data collection commenced after obtaining consent from the research adviser and securing the signature of the Dean from the Institute of Leadership, Entrepreneurship, and Good Governance at Davao Del Norte State College. Moreover, a letter of notice was sent to the respective municipal governments, namely, Asuncion, Braulio E. Dujali, Carmen, Kapalong, New Corella, San Isidro, Santo Tomas, and Talaingod, to inform them the intent of the study.

As the qualitative phase progressed, a formal letter was submitted to the municipalities of Davao Del Norte, Asuncion, Braulio E. Dujali, Carmen, Kapalong, New Corella, San Isidro, Santo Tomas, and Talaingod, requesting approval to interview officials and frontliners who meet the specified criteria. The letter outlined the inclusion criteria to ensure participant eligibility and included the contact information of the researchers for scheduling interviews and providing participants with the interview guide questionnaire. During interviews, consent letters were given to participants, indicating the purpose of the study, their role, ethical considerations, and data privacy rights. Researchers also requested permission to audio-record interviews using phones, with access restricted to the research team.

Following the data collection in the qualitative phase, the researchers transcribed the data and assessed data saturation to ensure the necessary information was obtained for questionnaire development. Subsequently, the questionnaire in the quantitative phase, given the prior validation and pilot testing of the questionnaire, letters were sent to the eight municipalities. Upon obtaining approval, the survey was conducted with the officials and frontliners who hold direct roles in service delivery. Participants were made aware of the essence of their participation and the sole use of the collected data only for research purposes.

In analyzing the qualitative data gathered, the thematic analysis was utilized, where data saturation and coding process was conducted. Thematic analysis is a systematic procedure that involves analyzing or reporting patterns within data and can be applied across several types of qualitative data, such as interview transcripts and survey responses.

On the other hand, survey results were compiled and organized, followed by the application of data reduction techniques to pinpoint the main domain structures associated with the implementation of RA 11032 in local government context. The dimensionality of the constructs was defined using PCA (Principal Component Analysis), with an eigenvalue threshold of 1.0 or greater. Factor loadings with coefficients larger than +.40 were considered to be significant and used Varimax rotation, as recommended by Kaiser (1958). In line with this, EFA was used to determine how many constructs, or latent variables, lie beneath the item set. Carpenter (2006) indicates that this statistical analysis is the fundamental validation of instrument structure. The purpose is to preserve as much of the original information and to expose the underlying complexity, therefore, extracting data from numerous genuine variables to a small array of components.

In this study, the four pillars of trustworthiness (Ahmed, 2024) were accounted for as an assurance of data reliability. The four pillars, as defined by Lincoln and Guba, are credibility, dependability, confirmability, and transferability.

Credibility was considered by utilizing only current high quality reviewed sources of information. The researchers only included credible and relevant materials to form an accurate basis for the research. Additionally, the methodologies followed standard practice in exploratory factor analysis making sure careful work was done through each phase of the research. The researchers carefully examined all data collected to confirm accuracy and consistency. The findings were also cross-examined to ensure that the data were reflected accurately. By following this procedure, the study provides trustworthy credibility in the conclusions reached.

Moreover, the researchers took significant steps to be able to determine dependability in the research process by documenting all processes and procedures and measures implemented in the total research process. For the qualitative phase, the researchers audio-recorded all data from select targeted participants. This increased the credibility and integrity of the information being collected. For the quantitative portion, all surveys were preserved once completed. This approach established the reliability of the data. Also, any significant decisions that affected iterative phases were documented and preserved. Documenting all aspects and providing a record supports dependability and reliability by giving an account of all aspects and allowing the research to be easily retraced.

In confirmability, it enhances the findings being objective and not based on a researcher bias or personal preference. To increase confirmability, the researchers used strategies like peer debriefing to ask for feedback and challenge their interpretations. The researchers also conducted member checking to ensure that they made accurate conclusions based on the data with the participants. The researchers kept reflexive journals to record their reflections and decisions in the study. These methods provided evidence that the conclusions were rooted in the data collected, represented the lived experiences and perspectives of the frontline service providers of local government units involved in the implementation of RA 11032, and were not based on the researchers opinions.

Furthermore, the researchers provided an extensive and detailed account of the research environment, including relevant features of the local government units, roles of the participants, and the specific measures of data gathering and analysis. Contextualizing the research setting in this way, along with strong explanations of the

particulars of the research procedures, enables the reader and other local government officials to understand both the applicability and relevance of this study's outcomes to our own situations, increasing the chance these findings can assist the implementation of RA 11032 in other similar local government contexts which leads to effective qualities of transferability from the four pillars of trustworthiness.

Ethical Considerations

The study adhered to ethical guidelines, prioritizing the protection of participant rights and the integrity of the research process. Before the actual data gathering, participants were made aware of the research objectives, voluntary nature of their involvement, and their rights, including the ability to disengage from the study to ensure the non-disclosure of information under RA 10173, known as the Data Privacy Act of 2012. During the quantitative phase, a letter indicating that the collected data was used solely for research purposes was given to the respondents, and their personal information remained strictly confidential.

RESULTS AND DISCUSSIONS

Findings of Qualitative Phase

The key-informant interview unfolded plenty of significant information on the factors that influence the implementation of RA 11032 in the local governments. The qualitative data collected using the KII approach was evaluated and synthesized, producing forty (40) key items that classify the factors that influence the implementation of RA 11032 in the local government context.

After seven (7) transcripts were analyzed, forty (40) salient statements were identified. Table 2 represents the statements as indicators of factors affecting the implementation of RA 11032 in the local government context.

Table 2. Formulated Meanings and Indicators for Factors Influencing the Conduct of RA 11032

1.	Clients present incomplete requirements.
2.	There is inconsistent availability and use of checklists.
3.	The feedback form used is generalized and lacks specificity.
4.	Budget exhaustion is frequent.
5.	Some clients are financially incapable of paying necessary document fees.
6.	There is a need for regular monitoring and evaluation of the HR department.
7.	Financial and resource allocation lacks strategic planning.
8.	Internet connection stability is poor.
9.	Operations are hindered by the presence of bottlenecks.
10.	The transaction period for services is lengthy.
11.	The electricity supply is unstable.
12.	Instability of electricity supply.
13.	Information dissemination lacks clarity.
14.	Stakeholders show lack of understanding of relevant policies.
15.	Clients often do not understand the procedures involved.
16.	Accessibility of public services for clients is inadequate.
17.	Permissions must be obtained.
18.	Nepotism is being practiced.
19.	Delayed procedures cause service inefficiencies.
20.	The bureaucracy is reduced.
21.	Digital submission of documents is not fully implemented.
22.	Business-One-Stop-Shop is inconsistently available to the public.
23.	Advocacy campaigns for service delivery improvement are insufficient.
24.	Coordination with clients is weak.
25.	Payment processes are streamlined.
26.	Online transactions are hassle-free.

27.	Resistance to red tape is observed.
28.	Feedback and complaint mechanisms are not effectively utilized.
29.	Coordination with the private sector is weak.
30.	Political dynamics interfere with institutional operations and decision-making.
31.	Standardized operational procedures are followed.
32.	Financial capacity for automation and digital development is limited.
33.	The LGU's policy adoption process is slow.
34.	Process flows are not standardized across departments.
35.	Digital literacy among employees and clients is insufficient.
36.	Transparency measures are not fully enforced.
37.	Natural disasters and mishaps are not adequately considered in planning.
38.	Accomplishment reports are not readily available.
39.	Cooperation from other offices is limited.
40.	Established monitoring and evaluation mechanisms are not effectively applied.

Findings for Quantitative Phase

Kaiser-Meyer-Olkin Index of Sampling Adequacy and Bartlett's Test of Sphericity were conducted and are presented in Table 3 that illustrates the appropriateness of the dataset for factor analysis. The KMO value was revealed to be .909 and is said to exceed a recommended threshold of 0.90. Kaiser (1974) indicates that the data implicates high adequacy for factor analysis.

Table 3. KMO Index of Sampling Adequacy and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.909
Bartlett's Test of Sphericity	Approx. Chi-Square	4975.378
	df	780
	Sig.	.000

Results from the KMO and Bartlett's tests strongly support the suitability on the conduct of Exploratory Factor Analysis (EFA) on data related to the execution of Republic Act No. 11032, also known as the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018*, within local government settings. A KMO value exceeding 0.90 indicates an excellent sample adequacy, suggesting that any factor extracted will be stable (Hair et al., 2019). On the other hand, Bartlett's Test confirms that the variables are sufficiently associated to justify the utilization of factor analysis. Together, these figures of statistical results indicate the presence of underlying constructs that affect the effectiveness of RA 11032 implementation. This firm foundation enables the interpretation of factors that guide reforms, policy development, and innovation specialized to upgrade local governance.

Latent Roots Criterion. This approach retains components with eigenvalues greater than 1.0. The said components denote an enough amount of variance in the dataset (Kaiser, 1960). Seven (1) factors met this criterion, each factor possessing eigenvalues greater than 1.0, with *Factor 1* having the largest share of variance (18.175, or 45.439%). Collectively, the seven (7) factors that were extracted explained 72.157% of the overall variance within the dataset, which exceeds a minimum threshold of 60%, an acceptable percentage for research (Hair et al., 2019). These results signify that the retained factors hold a significant portion of the variance among the other observed variables.

Table 4. Latent Roots Criterion and Total Variance Explained by Factors

	Eigenvalues	Proportion Variance	Cumulative Variance
Factor 1	18.175	45.439	45.439
Factor 2	2.900	7.249	52.688
Factor 3	2.141	5.353	58.041

Factor 4	1.710	4.275	62.316
Factor 5	1.440	3.599	65.915
Factor 6	1.316	3.291	69.206
Factor 7	1.181	2.952	72.157

The extraction of seven (7) factors based on the eigenvalue-greater-than-one rule denotes that the execution of Republic Act No. 11032 within local governments is influenced by several dimensions. Notably, Factor 1 alone accounts for 45.439% of the overall variance, highlighting a dominant underlying construct. The cumulative variance explained by all seven (7) factors reaches 72.157%, which exceeds common thresholds. These figures confirm the robustness nature of the factor structure, encompassing several influences.

Moreover, the Rotated Component Matrix presented in Table 5, displays the individual items with their factor loadings after applying Varimax rotation. This rotation method develops the interpretability of the factor structure by making use of the variance of each factor loading, thereby clarifying the uniqueness of each latent dimension (Hair et al., 2019). The analysis retained four factors, each representing a distinct latent construct underlying the execution of Republic Act No. 11032.

Understanding these dimensions establishes insights for policymakers aiming to enhance the betterment of RA 11032. Addressing each factor through targeted interventions, the local governments can more effectively overcome challenges and improve service delivery outcomes.

Table 5. Rotated Component Factor Loadings Matrix with Varimax Rotation

Item Number	1	2	3	4
16	0.775			
19	0.772			
6	0.738			
3	0.72			
7	0.713			
2	0.704			
15	0.695			
18	0.689			
13	0.645			
4	0.626			
12	0.538			
40		0.828		
39		0.799		
38		0.755		
36		0.749		
34		0.682		
33		0.488		
21			0.801	
20			0.658	
30			0.64	

35				0.747
27				0.726
31				0.7

In order to determine significant loadings, a cut-off value of 0.40 was utilized (Field, 2013). The results revealed that all items in the rotated component matrix loaded firmly on a single factor, indicating minimal cross-loading and a clear separation of factors. Factor 1 consists of 11 items (16, 19, 6, 3, 7, 2, 15, 18, 13, 4, 12), with loadings ranging from 0.538 to 0.775, suggesting a cohesive latent construct. Factor 2 includes 6 items (40, 39, 38, 36, 34, 33), with factor loadings ranging from 0.488 to 0.828, while Factor 3 comprises 3 items (21, 20, 30), with loadings ranging from 0.640 to 0.801. Lastly, Factor 4 consists of 3 items (35, 27, 31), with loadings between 0.700 and 0.747. This four-factor solution presents a clean, distinct, and interpretable factor structure, thereby confirming the construct validity and underlying dimensionality of the scale used to assess the various factors affecting the implementation of RA 11032 in the local government context.

These four distinct factors underscore the inherently multidimensional nature of RA 11032 implementation at the local government level. These latent constructs can be provisionally interpreted as: institutional support and internal systems, digitalization and service innovation, compliance monitoring and citizen feedback mechanisms, and interdepartmental coordination coupled with human resource capability.

Dimension 1, labeled Organizational Systems, as presented in table 6, includes items such as 16, 19, and 6, which reflect internal process efficiency, staff responsiveness, and the commitment of the organization to streamlining service delivery. It emphasizes internal structures, processes, and policies.

Table 6. Constructs and Structural Item Loadings of Dimension 1

Dimension	Description	Items	Constructs	Loadings
Organizational Systems	Emphasizes internal structures, processes, and policies.	16	Inadequate accessibility of public services for clients.	0.775
		19	Service inefficiencies that result in delayed procedures.	0.772
		6	Irregular monitoring and evaluation of the HR department.	0.738
		3	Lack of specificity of the feedback form.	0.72
		7	Lack of strategic planning on financial and resource allocation.	0.713
		2	Unavailability of checklists.	0.704
		15	Clients' lack of comprehension of the procedures involved.	0.695
		18	Existing practice of nepotism.	0.689
		13	Lack of clarity on information dissemination.	0.645
		4	Frequent budget exhaustion.	0.626
		12	Instability of electricity supply.	0.538

Dimension 2, identified as Digital Integration, as shown in table 7, includes high-loading items such as 40 and 39, highlighting the relevance of technology-enabled reforms as critical enablers in modernizing local government processes (DILG, 2020). It is the adoption and alignment of digital technologies across local government units to enhance public service delivery.

Table 7. Constructs and Structural Item Loadings of Dimension 2

Dimension	Description	Items	Constructs	Loadings
Digital Integration	The adoption and alignment of digital technologies across	40	Ineffective application of monitoring and evaluation mechanisms.	0.828
	local government units to enhance	39	Limited cooperation from other offices.	0.799
	public service delivery.	38	Unavailability of accomplishment reports.	0.755
		36	Inconsistent transparency measures.	0.749
		34	Process flows of departments that are not standardized.	0.682
		33	LGUs' slow-moving policy adoption process.	0.488

Dimension 3, named Service Accountability, captures regulatory adherence and the responsiveness of local government units to citizen input, corresponding to Section 6 of RA 11032, which mandates feedback mechanisms and performance monitoring systems. It emphasizes compliance, citizen feedback, and quality assurance mechanisms.

Table 8. Constructs and Structural Item Loadings of Dimension 3

Dimension	Description	Items	Constructs	Loadings
Service Accountability	Emphasizing compliance, citizen feedback, and	21	Partial implementation of document digital submission.	0.801
	quality assurance mechanisms.	20	Reduced bureaucracy across all offices.	0.658
		30	Presence of political dynamics.	0.64

Dimension 4, referred to as Administrative Capacity, comprises items that address collaborative efforts across departments and the capacity of frontline personnel to meet mandated performance standards. This covers staff competence and interdepartmental coordination for effective service execution.

Table 9. Constructs and Structural Item Loadings of Dimension 4

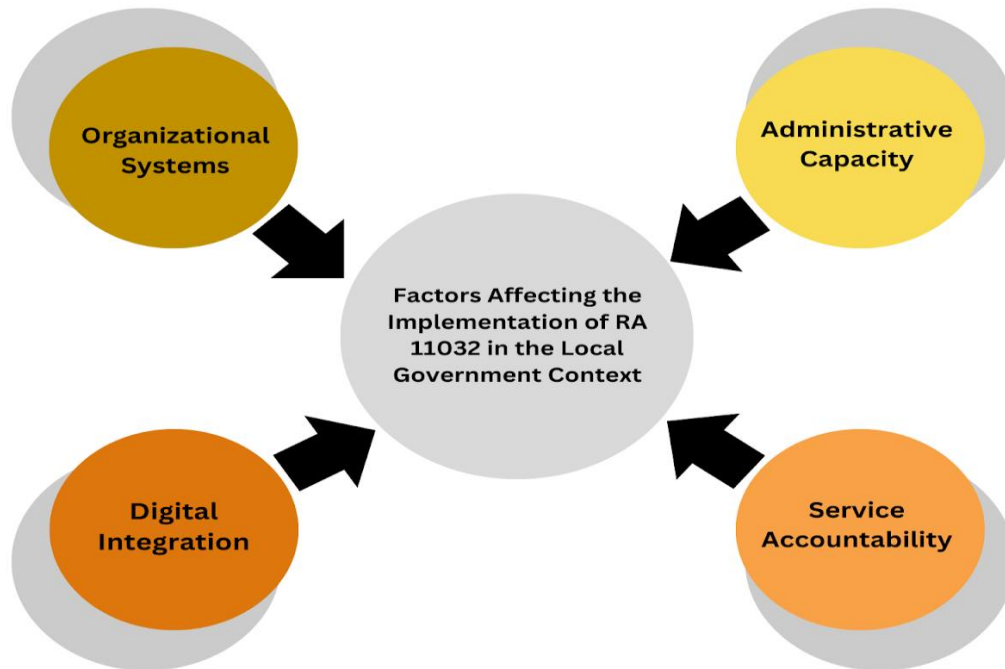
Dimension	Description	Items	Constructs	Loadings
Administrative Capacity	Covering staff competence and	21	Partial implementation of document digital submission.	0.801
	interdepartmental coordination for	20	Reduced bureaucracy across all offices.	0.658
	effective service execution.	30	Presence of political dynamics.	0.64

The strong and distinct factor loadings, along with thematic clarity, confirm that the implementation of RA 11032 is not solely procedural, rather, it encompasses institutional, technological, participatory, and human resource dimensions.

Framework for Factors Affecting the Implementation of RA 11032

Figure 3 illustrates the framework of this study. The exploratory factor analysis yielded four (4) underlying factors affecting the implementation of RA 11032 in the local government context. These are (1) organizational systems, (2) digital integration (3) service accountability, and (4) administrative capacity.

Figure 3. The Framework of the Factors Affecting the Implementation of RA 11032



Dimension 1: Organizational Systems. Labeled as Institutional Support and Internal Systems, includes items such as 16, 19, and 6, which reflect internal process efficiency, staff responsiveness, and the commitment of the organization to streamlining service delivery. This factor aligns with the mandate of RA 11032 for efficient frontline transactions and internal system audits. Organizations strive to form structures that are adaptive and efficient that achieve their goals. One overlooked concept of aiming organizational stability is implementing a coherent organizational system (Morisson, 2023). Robust institutional support provides the necessary resources, policies, and frameworks, while efficient internal systems ensure clear administrative guidelines and streamlined workflows that reduce bureaucratic bottlenecks. Every organization ensures that all aspects move in perfect order by formulating an organizational system that represents the roles and responsibilities of its teams, departments and other support (O'Reilly J.D., 2025).

This principle underpins the necessity for strong institutional support and well-functioning internal systems to effectively implement reforms like RA 11032. The New Public Management (NPM) Theory further emphasizes the need for public sector organizations to reform internal processes to enhance service delivery and responsiveness (Hood, 1991). Modern technology has been seen as the pillar for innovation and business success. With this, the improvement of ease of doing business will remain sustainable if the support is consistent (Glenawart, 2024). A deficiency in this area directly impacts the capacity of the LGU to comply with RA 11032, leading to inefficiencies and delays.

Dimension 2: Digital Integration. Technology has the potential to save local governments time and resources. A rollout of features like digitalization will improve the user experience and speed up processes. According to Lagura (2025), integrating digital governance enhances public service delivery and fosters a more transparent and accountable government. Anent to this, integration of digital governance in local government units adapts with technological demands creates an avenue for improving effectiveness of public service delivery.

The application of user-centered design principles is an avenue to engage people in the technology innovation in the government. Governments can ensure that they reach the preferences of the users by developing citizen engagement in the creation of digital services. Moreover, Nielsen and Jordanoski (2020) reiterates that progressive digital governance relies on inclusive collaboration. In addition, Brunetti et al. (2020) highlight the relevance of enabling factors which are crucial for aiming effective digital transformation.

Dimension 3: Service Accountability. Compliance monitoring is essential to ensure organizations adhere to regulatory standards and internal policies that are vital in avoiding data breaches, harm, and legal penalties. Regulations are evolving and the risk that subsides is becoming complex. Akanbang and Bakyeriya (2020) acknowledged monitoring as a viable response to the call on local governments to use resources effectively and efficiently and provide quality services.

Moreover, citizen feedback mechanisms are crucial for effective governance as they enable governments to understand public needs, improve service delivery, and foster trust and accountability. Citizen engagement is effective when the services are delivered directly to the public by the relevant frontline personnel (Aranguena, 2024). Governments must establish mechanisms that are inviting to all community members, ensuring that everyone is heard and valued (Andharia et al., 2023). The citizen-centered method values the voices of the clients and responds to their needs. With this, feedback guides to enhance standards which will ensure the top-tier quality of government services delivery.

Furthermore, some organizations that adapt approaches that focus client experience build strong norms that benefit the entire organization. According to Chris Joseph in his article, *“What Are the Benefits of Delivering Excellent Customer Service?”* There is a significant association between client feedback and healthy employee involvement. These dynamics uphold workplace productivity, incorporating positive attributes that lead to service efficiency (Ameritas, 2020).

Dimension 4: Administrative Capacity. Referred to as Interdepartmental Coordination and Human Resource Capability, comprises items that address collaborative efforts across departments and the capacity of frontline personnel to meet mandated performance standards. This is consistent with the whole-of-government approach endorsed by the Civil Service Commission. Efficient implementation of RA 11032 depends on collaboration among respective local government unit departments and the capability of the human resources entrusted with executing its provisions as complex challenges in the workplace can significantly influence the delivery of services.

Human resource capability is critical in digital transformation in service delivery. For example, a study on RA 11032 implementation in San Pablo City, Laguna, revealed notable challenges relative to other pertinent skills needed for smooth public service transactions (Biglete, 2023). The Civil Service Commission (CSC) itself emphasizes this through initiatives like its 2024 Anti-Red Tape Summit, reflecting a teamwork effort to counter red tape (Civil Service Commission, 2024).

To sum up, the efficient implementation of RA 11032 in local government units is a diverse undertaking that encompasses other significant dimensions. It requires robust, comprehensive development on digitalization, compliance monitoring, and enhancement of citizen feedback mechanisms to ensure efficient government service delivery. These insights are vital for developing reforms, enhancing capacity building, and creating comprehensive compliance and monitoring frameworks.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study finding shows that the implementation of RA 11032 in Davao del Norte is multidimensional and calls for coordinated improvements in Organizational Systems, Digital Integration, Service Accountability, and Administrative Capacity. These factors interact within the framework of Transaction Cost Theory, which

emphasizes the need to reduce bureaucratic expenses, and New Public Management, which promotes efficiency. Additionally, these results set the foundation for another research phase aimed at investigating and confirming the key elements that control the effective implementation of this specific legislation in the context of the study.

Moreover, the results of this study demonstrate the ongoing difficulties local government organizations encounter while putting Republic Act 11032 into practice. Simplifying certain administrative processes is crucial, but long-term success requires a comprehensive reform strategy that consistently builds institutional capacity, welcomes digital innovation, and ensures ongoing political support. The successful and long-lasting implementation of this law necessitates measures to promote political will, both within local leadership and across supporting national institutions.

In a deeper analysis, the Exploratory Factor Analysis (EFA) conducted in the study became important in offering a valid structure, as it came up with a four-dimensional model that characterizes the major factors that impact the RA 11032 implementation. This framework goes beyond broad-based challenges and has set certain areas of focus: Organizational Systems, which is the usage and integration of streamlined and effective service delivery frameworks; Digital Integration, which is the efficacy of technology and automated processes; Service Accountability, which is the transparency and client-oriented mechanism; and Administrative Capacity which deals with the coordination and human resource capabilities. This model is also an effective mapping of the policy implementation environment as it highlights that effective reform is not just a procedural matter but a strategic simultaneous intervention in these four areas of critical concern.

Finally, the intersection of the four dimensions leads one to the core dilemma of finding a balance between the local governance and the principles of the New Public Management (NPM) and the Transaction Cost Theory. The real cost to the people in the ongoing battle of RA 11032 implementation is the systemic friction and inefficiency of the system. Through the reinforcement of Organizational Systems and Administrative Capacity and through effective Digital Integration and Service Accountability, the local governments are in a position to reduce these so-called transaction costs and actualize the NPM ideal of efficient and business-like delivery of public services. That is why the findings do not only affirm the presence of red tape but also offer a strategic and evidence-based roadmap on how the local government units in Davao del Norte, and other similar settings, can attain the main objective of the law which is the Ease of Doing Business.

RECOMMENDATIONS

The following recommendations were made following the results of the study and conclusions:

The Treasury Office, Civil Registry Office, Business Permits and Licensing Office (BPLO), and Social Welfare & Development Office of the LGU may use these findings to improve their service delivery in accordance with RA 11032. Furthermore, focus on training programs that are specifically customized to enhance staff skills, document management, and transaction processes. Understanding these programs can substantially boost the adaptability and efficiency of human capital (Thompson, 2025).

The National Agencies (e.g. ARTA, CSC) and Local Government Unit can use these findings to invest in IT infrastructure and dedicate sufficient budget resources for technology enhancements and upkeep to transition services to a digital format. Moreover, they should create specific performance indicators for RA 11032 compliance and efficiency, acknowledging departments and staff members who excel at optimizing processes.

Based on the findings, the employees of the Local Government Unit are encouraged to take an active role in promoting RA 11032, strengthening inner support and processes for its effective rollout. They are encouraged to pursue professional development in digital literacy, new public management, and, lastly, customer service excellence to drive digitalization and service innovation. The employees must also, with foresight, suggest process improvements in their departments to reduce bureaucracy and increase efficiency with transparency and responsiveness initiatives. Structuring a strong collaborative network among coworkers is key for adapting new protocols, which will improve collaborative cooperation and overall service delivery capabilities.

Future researchers may use the items and dimensions established by this research to delve deeper into policy implementation in the local setting. To create a validated instrument for assessing policy implementation, they may pursue future studies about these dimensions, such as a confirmatory factor analysis, and build upon the findings of the research on public service quality (Distor & Khaltar, 2022).

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