The Extent of Bureaucratic Red-Tape in Selected Frontline Services of Basilan State College: Its Impact to Public Service Delivery

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Abstract— This study aims to determine the extent of bureaucratic red-tape in selected frontline services of Basilan State College and its impact on public service delivery. A total of 40 respondents were surveyed using an online and on-site questionnaire. Purposive sampling was used to select respondents who are involved in frontline services of the college. Results show that bureaucratic red-tape is sometimes encountered by the respondents and the procedures involved in delivering services are rated as moderate in terms of complexity. The clarity of regulations and policies is also rated as moderate. Completing a task or process requires 1-2 approvals, and the typical time needed is less than 30 minutes to 2-4 hours. Moderate paperwork and moderate interaction with other departments or individuals are required. The overall satisfaction with the bureaucratic processes is rated as satisfied to very satisfied. To minimize bureaucratic red-tape, respondents suggest the use of technology, simplification of processes, enhancement of communication, elimination of unnecessary regulations, increase in transparency, fostering a customer service culture, and collaboration with stakeholders. Future research should focus on the impact of implementing these measures on the effectiveness and efficiency of public service delivery.

Keywords— Bureaucratic, red tape, service delivery.

I. INTRODUCTION

Bureaucratic red-tape is a pervasive problem in many government agencies and institutions, including state colleges and universities. Red-tape refers to excessive and unnecessary procedures and regulations that impede the delivery of frontline services to the public. In the context of Basilan State College, bureaucratic red-tape may be hindering the efficient and effective delivery of frontline services to its stakeholders, including students, faculty, staff, and the general public. This literature review examines previous studies on bureaucratic red-tape in public institutions and its impact on public service delivery.

It is defined as the excessive and unnecessary procedures and regulations that impede the delivery of frontline services to the public. According to Bessant and Watts (2002), bureaucratic red-tape can arise from a variety of factors, including organizational complexity, ambiguous goals and objectives, and regulatory requirements. Bureaucratic red-tape can have significant negative impacts on public service delivery, including delays, increased costs, reduced quality, and decreased stakeholder satisfaction (Mukherjee, 2014).

Bureaucratic red-tape is a common problem in many public institutions, including state colleges and universities. In a study by Su and Lee (2010), it was found that bureaucratic red-tape in Taiwan's public universities was a major hindrance to effective management and service delivery. Similarly, a study by Dzimbiri and Ngulube (2016) on the impact of bureaucratic red-tape on service delivery in Malawi's public sector found that excessive rules and regulations impeded effective service delivery and reduced stakeholder satisfaction.

It can have significant negative impacts on public service delivery. According to a study by Verhoest et al. (2014), bureaucratic red-tape can lead to delays, increased costs, reduced quality, and decreased stakeholder satisfaction. Similarly, a study by Mukherjee (2014) found that bureaucratic red-tape in India's public sector led to inefficiencies, delays, and increased costs. These negative impacts can ultimately harm the reputation and credibility of public institutions and reduce stakeholder trust and confidence (Su and Lee, 2010).

Several strategies have been proposed to reduce bureaucratic red-tape in public institutions. According to a study by Verhoest et al. (2014), strategies such as simplification of procedures, increased stakeholder participation, and improved communication can help reduce bureaucratic red-tape and improve service delivery. Similarly, Dzimbiri and Ngulube (2016) suggested that stakeholder involvement, training and development of staff, and regular review of rules and regulations can help reduce bureaucratic red-tape in public institutions.

In the context of Basilan State College, bureaucratic red-tape may be hindering the efficient and effective delivery of frontline services to its stakeholders, including students, faculty, staff, and the general public. The extent of bureaucratic red-tape in selected frontline services of Basilan State College, as well as its impact on public service delivery, has yet to be fully investigated. Thus, this study aims to provide an analysis of the bureaucratic red-tape in selected frontline services of the college and its implications for public service delivery.

The study aims to answer the following research questions:
1. What is the extent of bureaucratic red-tape in selected frontline services of Basilan State College?
2. What are the factors contributing to bureaucratic red-tape in selected frontline services of Basilan State College?

3. What is the impact of bureaucratic red-tape on the delivery of frontline services to the stakeholders of Basilan State College?
4. What are the possible solutions to reduce or eliminate bureaucratic red-tape in selected frontline services of Basilan State College?

This study is significant for the following reasons:

1. It provides an analysis of the extent of bureaucratic red-tape which can help the institution identify areas for improvement and enhance its service delivery to the stakeholders.
2. It identifies the factors contributing to bureaucratic red-tape which can help policymakers and administrators formulate appropriate strategies to streamline processes and improve efficiency.
3. It evaluates the impact of bureaucratic red-tape which can help raise awareness about the importance of reducing red-tape and improving public service delivery.
4. It proposes possible solutions to reduce or eliminate bureaucratic red-tape which can guide policymakers and administrators in designing and implementing reforms to improve service delivery.

This study focuses on selected frontline services of Basilan State College, including testing and evaluation, admission, collecting, assessment, registrar, scholarship including student registration, scholarship application and others. Primary data will be collected by administering online and on-site survey. However, it will be limited to the perceptions of the personnel of selected frontline services of the College, which may not reflect the overall situation in the institution.

II. METHODS

This study will utilize a descriptive research design that includes both online and on-site survey questionnaires. The online survey will be used to gather data from administrative personnel who are unable to attend on-site data collection. The on-site survey questionnaire will be used to gather data from administrative personnel who are physically present on campus.

It will utilize purposive sampling to select 40 administrative personnel from selected frontline offices of Basilan State College. The respondents will include administrative personnel who are involved in the delivery of frontline services to the public, including students, faculty, staff, and the general public. The data collected from the online and on-site survey questionnaires will be analyzed using descriptive statistics, such as frequency counts and percentages. The data will be presented using graphs and charts.

The study will adhere to ethical principles, including informed consent, confidentiality, and anonymity. The respondents will be informed about the purpose of the study, their rights to refuse or withdraw from participation, and the confidentiality and anonymity of their responses. The data collected will be kept confidential and will only be used for research purposes. The data will be stored securely and will only be accessible by the researcher.
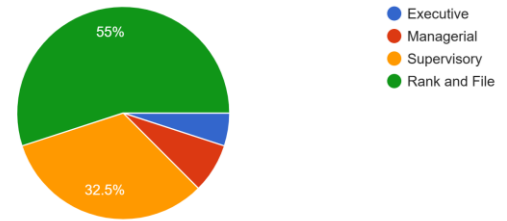
III. RESULTS AND DISCUSSION

Figure 1. Job Classification

Figure 1 reveals that 55% of the respondents belong to the rank and file, 32.5% are supervisory, and only 5% are executive. These results suggest that the majority of administrative personnel who are involved in the delivery of frontline services are in the lower ranks of the organizational hierarchy.
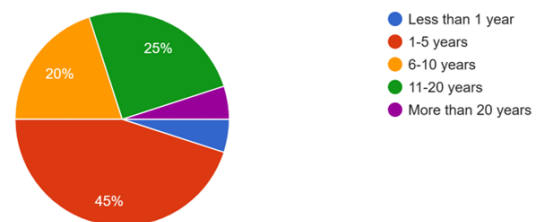

Figure 2. Years in Service

Figure 2 shows that 45% of the respondents have been working for 1-5 years, 25% for 11-20 years, 20% for 6-10 years, and only 5% for less than 1 year or more than 20 years. These results suggest that the majority of the administrative personnel in selected frontline services are relatively new to their roles and have limited experience in delivering frontline services.
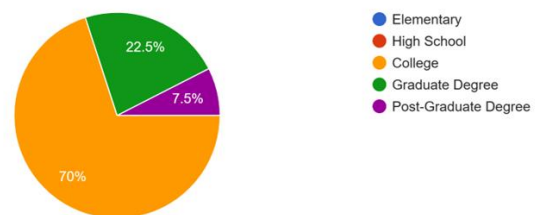

Figure 3. Highest Educational Attainment

Figure 3 shows that 70% of the respondents have attained a college degree, 22.5% have a graduate degree, and only 7.5% have a post-graduate degree. These results suggest that the majority of administrative personnel in selected frontline

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services have attained at least a college education, which may indicate that they possess the necessary skills and knowledge to deliver quality frontline services.
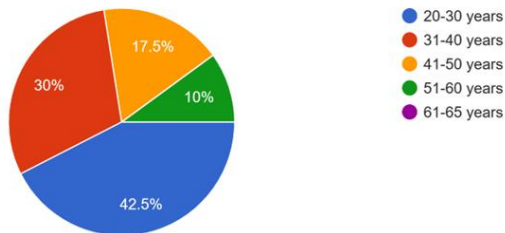
Age
40 responses

Figure 4. Age Distribution

Figure 4 presents the age distribution where 42.5% of the respondents are between 20-30 years old, 30% are between 31-40 years old, 17.5% are between 41-50 years old, and only 10% are between 51-60 years old. These results suggest that the majority of administrative personnel in selected frontline services are relatively young, with less than 10% of the respondents being over 50 years old.
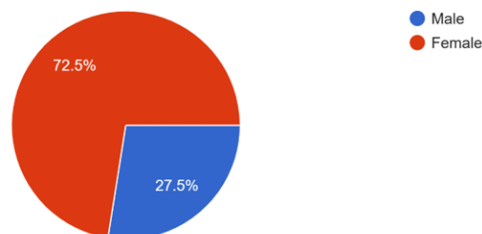
Gender
40 responses

Figure 5. Gender Distribution

Figure 5 shows that 72.5% of the respondents are female, while only 27.5% are male. This gender distribution may suggest that Basilan State College has a higher percentage of female employees in frontline services.
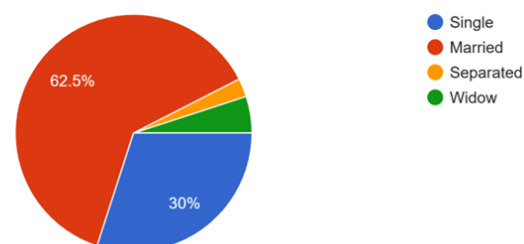
Civil Status
40 responses

Figure 6. Civil Status

The results of the civil status of respondents show that 62.5% of the respondents are married, 30% are single, and only 5% are widows. The percentage of separated respondents

was not mentioned, but it was mentioned to be minimal.

How frequently do you encounter bureaucratic red tape in your work?
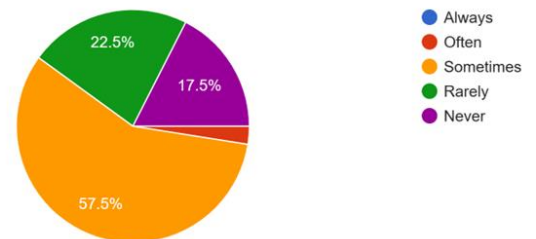40 responses

Figure 7. Survey Q1

The results of the frequency of encountering bureaucratic red tape show that 57.5% of the respondents sometimes encounter bureaucratic red tape, while 22.5% rarely encounter it and only 17.5% never encounter it. The high percentage of respondents who sometimes encounter bureaucratic red tape suggests that it is a common occurrence in the workplace. Bureaucratic red tape can cause delays, frustration, and inefficiency in public service delivery. Therefore, it is important for Basilan State College to address this issue to improve the quality and efficiency of their frontline services.

How would you rate the complexity of the procedures involved in delivering services?
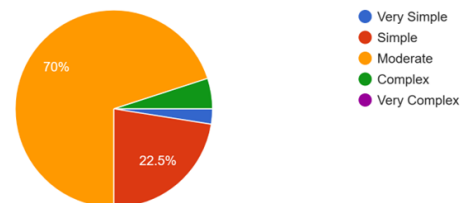40 responses

Figure 8. Survey Q2

As to the complexity of procedures involved in delivering services, results show that 70% of the respondents rated it as moderate, 22.5% rated it as simple, and only 5% rated it as complex. The high percentage of respondents who rated the procedures as moderate indicates that there are areas in the process that can be improved and streamlined to make the delivery of services more efficient. The moderate rating may suggest that the procedures are not too complicated but may require some level of effort to navigate, leading to bureaucratic red tape.

The relatively low percentage of respondents who rated the procedures as complex is a positive indication that the procedures are not overly complicated, and there is room for improvement in making the processes simpler and more streamlined. Overall, these results suggest that there is a need for Basilan State College to review and assess their procedures and processes for delivering services to identify areas that can be simplified and streamlined to minimize bureaucratic red tape and improve the quality and efficiency of their public

service delivery.

How would you rate the clarity of the regulations and policies you need to follow?
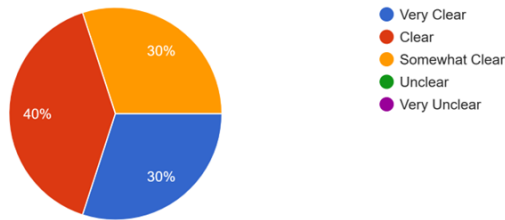40 responses

Figure 9. Survey Q3

In terms of the clarity of regulations and policies, results indicate that 40% of the respondents rated it as clear, 30% rated it as somewhat clear, and another 30% rated it as very clear. The high percentage of respondents who rated the regulations and policies as clear or very clear suggests that there is a level of understanding and awareness of the regulations and policies they need to follow in delivering public services. The clear regulations and policies can help in preventing bureaucratic red tape as it provides clear guidance for the administrative personnel on how to carry out their duties and responsibilities.

However, the significant percentage of respondents who rated the regulations and policies as somewhat clear suggests that there are areas where the regulations and policies need to be further clarified or communicated to ensure that administrative personnel have a complete understanding of the policies and regulations that they need to follow. Therefore, there is a need for Basilan State College to review and improve their communication and dissemination of regulations and policies to ensure that they are clear and effectively communicated to all administrative personnel. This may include regular training, workshops, and updates on policies and regulations to ensure that personnel are up-to-date and aware of any changes or updates in their policies and regulations.

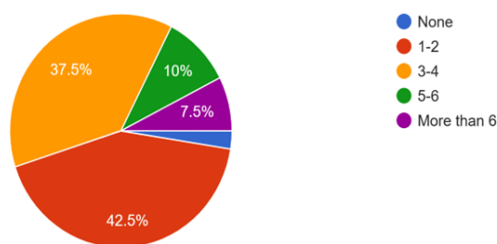How many approvals are typically required for completing a task or process?
40 responses

Figure 10. Survey Q4

The survey results indicate that a majority of the respondents, specifically 42.5%, reported that 1-2 approvals are typically required for completing a task or process. This implies that there are some processes or tasks that are streamlined and do not require multiple layers of approval. However, 37.5% of the respondents indicated that 3-4 approvals are needed, suggesting that there are some tasks or processes that require more bureaucratic procedures before completion.

The finding that only 10% of respondents require 5-6 approvals and 7.5% require more than 6 approvals indicates that there are only a few tasks or processes that require a significant amount of approval. However, it is important to note that even a small number of tasks or processes that require multiple approvals can contribute to bureaucratic red-tape and delay in service delivery. These results suggest that while the number of approvals required for completing a task or process varies, most of the respondents still encounter bureaucratic red-tape in their work. Therefore, it is important to identify areas where bureaucratic procedures can be streamlined to improve service delivery and reduce unnecessary delays.

How much time does it typically take to complete a task or process?
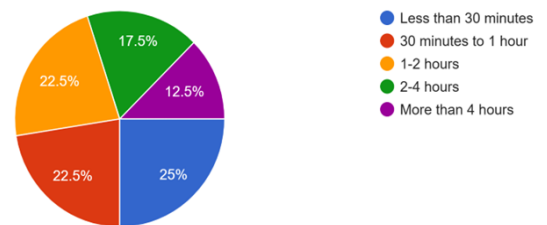40 responses

Figure 11. Survey Q5

The survey asked respondents to estimate the typical amount of time it takes to complete a task or process. The results indicate that 25% of the respondents reported completing a task or process in less than 30 minutes, while 22.5% reported taking 1-2 hours, and another 22.5% reported taking between 30 minutes to 1 hour. Meanwhile, 17.5% of the respondents reported taking 2-4 hours, and 12.5% reported taking more than 4 hours.

The distribution of responses suggests that there is significant variation in the amount of time required to complete tasks or processes among frontline administrative personnel of Basilan State College. This may be due to a variety of factors, such as the complexity of the task, the number of approvals required, and the efficiency of the bureaucracy in processing the necessary paperwork.

It is worth noting that the time spent on bureaucratic procedures can have a significant impact on the efficiency and effectiveness of public service delivery. Delays in completing tasks and processes can lead to backlogs, longer wait times, and decreased satisfaction among service users. It is important for the college to identify and address the factors that contribute to lengthy processing times in order to improve the quality and timeliness of its frontline services.

How much paperwork or documentation is typically required for completing a task or process?
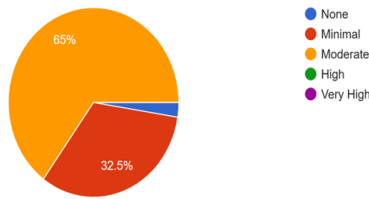40 responses

Figure 12. Survey Q6

The result shows that 65% of the respondents rated the amount of paperwork or documentation required for completing a task or process as moderate, while 32.5% rated it as minimal. This indicates that paperwork and documentation are still required in the delivery of frontline services in Basilan State College, but the amount required is not excessive.

It is important to note that excessive paperwork and documentation can hinder the efficiency of public service delivery, as it takes up valuable time and resources that could be better utilized in other areas. The fact that a majority of respondents rated the amount of paperwork as moderate is a positive sign that the college may be on the right track in streamlining its processes and reducing unnecessary bureaucratic requirements.

However, it is still important for the college to regularly review and evaluate its procedures to ensure that the paperwork and documentation requirements are not becoming excessive over time. Efforts should also be made to digitize paperwork and documentation processes where possible, as this can significantly reduce the time and resources required for completing tasks and processes. Overall, the result suggests that while there is still room for improvement, the college may be taking steps towards reducing bureaucratic red tape and improving public service delivery.

How much interaction with other departments or individuals is typically required for completing a task or process?
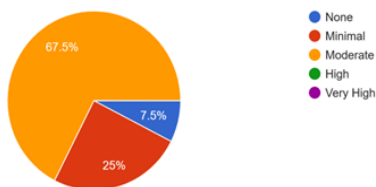40 responses

Figure 13. Survey Q7

The result on how much interaction with other departments or individuals is typically required for completing a task or process shows that the majority of the respondents (67.5%) reported that the level of interaction required is moderate. This suggests that there is a significant amount of coordination and collaboration needed among different departments or individuals in delivering frontline services at Basilan State College.

On the other hand, 25% of the respondents reported that the level of interaction required is minimal, which suggests that

some tasks or processes can be completed independently without much collaboration or coordination. It is important to note, however, that even for tasks that require minimal interaction, effective communication and coordination are still necessary to ensure that the tasks are completed efficiently and effectively. Interestingly, only 7.5% of the respondents reported that there is no interaction required for completing a task or process. This finding highlights the interconnectedness of different functions and processes within the organization, which emphasizes the need for effective communication and coordination among departments and individuals. Overall, the findings suggest that there is a moderate level of interaction required for completing tasks or processes in delivering frontline services at Basilan State College. This highlights the importance of effective communication and collaboration among different departments and individuals to streamline processes and minimize bureaucratic red tape, ultimately leading to improved public service delivery.

How would you rate your overall satisfaction with the bureaucratic processes in your agency?
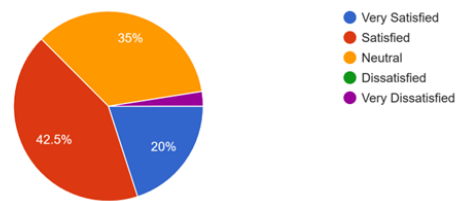40 responses

Figure 14. Survey Q8

Figure 14 shows that 42.5% of the respondents were satisfied with the bureaucratic processes in their agency, while 35% were neutral, and 20% were very satisfied. Only a minimal percentage of the respondents reported being very dissatisfied with the bureaucratic processes.

The high percentage of respondents who reported being satisfied or very satisfied with the bureaucratic processes suggests that the agency is doing a good job in providing services and ensuring that the bureaucratic procedures are efficient and effective. However, the neutral response of 35% indicates that there may still be some room for improvement in terms of bureaucratic processes. It is essential for the agency to take note of the feedback from the neutral respondents and identify areas where they can improve the bureaucratic procedures. This could involve streamlining processes, reducing paperwork, simplifying regulations and policies, and minimizing the number of approvals required to complete a task or process. These results provide valuable insights into the perceptions of frontline service providers in the agency regarding bureaucratic red-tape. The agency should use these insights to enhance their service delivery and make the bureaucratic processes more efficient and effective.

This study also sought to identify measures or actions that can be taken by the agency to minimize bureaucratic red tape. The results of the survey showed that the majority of the respondents (70%) believed that the use of technology can

help minimize bureaucratic red tape. This suggests that the agency can invest in new technology to automate certain processes and reduce the need for manual paperwork.

What measures/actions can your agency take to minimize bureaucratic red tape? (Select 3 from the given options)
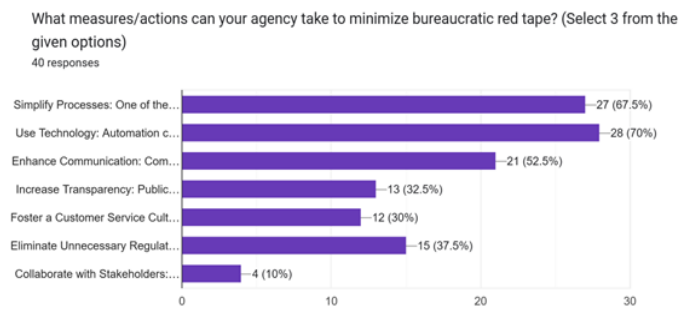40 responses

Figure 15. Survey Q9

In addition, 67.5% of the respondents believed that simplifying processes can also help minimize bureaucratic red tape. This highlights the importance of streamlining processes and removing unnecessary steps to make it easier for employees to complete tasks efficiently. Enhancing communication was also identified as a key measure, with 52.5% of the respondents indicating that it can help minimize bureaucratic red tape. This indicates that the agency needs to establish effective communication channels between departments to ensure that information is disseminated quickly and accurately.

Eliminating unnecessary regulations was also cited as an important measure, with 37.5% of the respondents suggesting it can help minimize bureaucratic red tape. This highlights the need for the agency to conduct a review of its policies and procedures to identify any regulations that may be redundant or outdated. Increasing transparency was also identified as a key measure, with 32.5% of the respondents indicating that it can help minimize bureaucratic red tape. This suggests that the agency needs to establish clear guidelines and procedures for employees to follow, as well as provide regular updates on any changes to policies and regulations.

Finally, fostering a customer service culture and collaborating with stakeholders were also identified as measures that can help minimize bureaucratic red tape, with 30% and 10% of the respondents suggesting them, respectively. This highlights the need for the agency to focus on providing quality service to its customers and working closely with stakeholders to identify areas for improvement. Overall, the results of the survey suggest that there are several measures that the agency can take to minimize bureaucratic red tape. By investing in new technology, streamlining processes, enhancing communication, eliminating unnecessary regulations, increasing transparency, fostering a customer service culture, and collaborating with stakeholders, the agency can improve its service delivery and reduce bureaucratic red tape.

IV. CONCLUSION AND RECOMMENDATION

In conclusion, this study revealed that there is a moderate level of complexity and moderate amount of paperwork or documentation required for completing tasks or processes. It also showed that there is a need to simplify processes and enhance communication to minimize bureaucratic red-tape in the College. Moreover, the study suggested that the use of technology, eliminating unnecessary regulations, increasing transparency, fostering a customer service culture, and collaborating with stakeholders are recommended measures to reduce bureaucratic red tape.

Based on these results, this study recommends that the College should prioritize the simplification of its processes and enhance its communication channels to ensure that they are clear and easily understood. The agency should also consider adopting technology to streamline its processes and minimize the need for paperwork. Furthermore, the College should review its regulations and policies to eliminate unnecessary requirements that contribute to bureaucratic red-tape. Additionally, it should focus on fostering a customer service culture to ensure that their services are delivered efficiently and effectively. Collaboration with stakeholders, such as the clients and other relevant agencies, should also be encouraged to provide valuable feedback on how to further improve public service delivery.

In conclusion, the reduction of bureaucratic red-tape is crucial to improve the agency's efficiency and effectiveness in delivering services to the public. By implementing the recommendations from this study, the College can enhance its performance and provide better services to its clients.

For future studies, there are several avenues to consider on the topic of bureaucratic red-tape in frontline services. One potential area of investigation is the specific impact of red-tape on different demographic groups, such as age, gender, and civil status. Another potential area of research is the impact of red-tape on the satisfaction and trust of service users. Also, future studies could examine the effectiveness of different measures to reduce red-tape, such as the use of technology, simplification of processes, and fostering a customer service culture. It would also be valuable to investigate the potential barriers to implementing these measures and ways to overcome them.

Furthermore, the study only focused on one institution, the Basilan State College. Future research could extend the scope of the study to include other institutions, such as government agencies and private organizations, to provide a more comprehensive understanding of the extent of bureaucratic red-tape and its impact on public service delivery. Finally, it would be useful to explore the link between bureaucratic red-tape and corruption. Future research could investigate the potential role of red-tape in fostering corrupt practices and ways to mitigate this risk.

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