

A Correlational Analysis of Bureaucratic Administrative Structures and Document Processing Efficiency in Local Government Administration: Basis for Administrative Improvement in Paranaque City Hall

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Abstract- The study sought to find the connection between the presence of bureaucratic administrative structure and document processing efficiency in Paranaque City Hall. More particularly, it assessed the extent of bureaucracy in terms of hierarchical structure, rule and procedure, specialization, and control; as well as the extent of document processing efficiency as reflected in terms of processing time, correctness of documents, availability of services, and client satisfaction. The study utilized a descriptive-correlational study which used a quantitative approach. There were a hundred participants, made up of BSOA students and citizen respondents selected through convenience sampling. The data gathered from the participants using a self-structured questionnaire were analyzed using frequency and percentage distribution, weighted mean, and Pearson Product-Moment Correlation Coefficient.

It was established that the strength of bureaucratic administrative structures had a score of Strongly Agree with a mean of 3.36, whereas document processing efficiency had a score of Strongly Agree with a mean of 3.27. Amongst the bureaucratism variables, hierarchical authority had the highest score, while amongst the efficiency variables, accuracy of documents had the highest score. A strong positive relationship between bureaucratism and document processing efficiency was also established, having a correlation coefficient of 0.67. This shows that the efficient performance of document processing is highly influenced by effective administrative structures. The study has concluded that proper administrative structures coupled with modern techniques can enhance the organizational performance.

Keywords: Bureaucratic Administrative Structures, Document Processing Efficiency, Public Administration, Local Government Unit, Bureaucracy, Administrative Improvement, Paranaque City Hall, Public Service Delivery.

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INTRODUCTION

In local government institutions, it is in public administration where policies, programs, and services are applied for the direct benefit of the public. The effectiveness of the administration system in local government institutions, which deals with planning operations, handling information, and providing public services in a systematic manner, is one of the major considerations in analyzing the effectiveness of local government institutions' administration. The bureaucratic structure in administration is considered to be of primary importance in regulating the operations of any organization because it can be accomplished by establishing clear hierarchies, regulations, and rules of operation in any organization. The bureaucratic structure in administration is considered to be of primary importance in sustaining accountability, order, and consistency in performing administrative duties, particularly in local government institutions where official documents and records are processed every day.

The key objective of this research is to assess the relationship between bureaucratic administrative systems and the efficiency of document processing in local government institutions. In this context, the research aims at creating if there is a significant correlation between the two variables and how bureaucratic administrative systems affect document processing. The research aims at contributing to the knowledge and understanding of how administrative practices can be enhanced for the efficiency of document processing in government institutions.

The importance of this study is due to the fact that it highlights the significance of document processing in the administration of the government. Documents include permits, memos, reports, and letters. The effective handling of above-mentioned is essential for decision-making and providing service. The study, in analyzing how bureaucratic systems impact document processing, contributes to our body of knowledge and could be used to inform efforts design at improving public administrative performance.

Parañaque City Hall is one of the major organizations that cater to the needs of the people of the city. It has build over the years to accommodate the growing needs of the population. However, as processes have become more complicated, the issue of effectiveness, specifically in the management of documents, has become more obvious.

To summarize, although the bureaucracy is important for maintaining order and accountability in the administration of the local government, they can be a cause to the wastefulness experienced in the processing of documents. This study looks at how bureaucratic systems and document processing are connected in public administration, with focus on the need for effective processing of documents. With the establishment of the context of the research and its implications, the study therefore aims to offer recommendations or suggestions for the improvement of the service delivery for the public.

BACKGROUND OF THE STUDY

Public service institutions such as local government units (LGUs) have been important in providing public services to citizens. In offices such as city halls, bureaucratic systems have been build to arrange and systematize activities and to make sure that those in power are accountable. However, in real-life scenarios, bureaucratic systems have been far from faultless. Delays in processing documents and long lines of clients have been issues that have haunted many government offices. According to (Atomango,M., &Mwesigwa, H. et al.(2024) The overall view on public service delivery has not been desirable as is filled with criticisms of extreme bureaucratic procedures with the aim of forcing financial resources from prospective consumers, thus corrupting the social and economic stuff of development and worsening the misery of the people. Current research has shown that bureaucratic systems need to be reformed to make them more responsive and effective (Marinceet al., 2022).

In the contemporary digital time, the connection between bureaucratic systems and effectiveness is no longer as simple as it used to be. While bureaucracy making sure order and control, it can also lead to bureaucratic ineffectiveness if the procedures become too formal. According to Newman et al. (2022), even the technology is improving public administration systems, bureaucracy may still exist if it is not properly managed. Therefore, it is clear that it is no longer enough to simply ensure order and control through structured systems; it is important to assess how such systems can directly affect effectiveness in terms of document processing in public offices.

Additionally, it is clear that the digital revolution is playing a important role in improving efficiency in public administrative systems. The use of digital systems and e-governance can help to simplify public administrative systems and to make sure the clarity in public service delivery (Mappasere et al., 2025; Daulay et al., 2025). However, research on document digitization shows that it can help to lessen the taken time to process documents and enhance effectiveness in public administrative systems (Chuquilin Condor, 2025). These findings highlights the need to link bureaucratic structures to technological developments to ensure efficiency in public services.

Despite of these developments, bureaucratic ineffectiveness insist in the local levels, particularly in city halls where bureaucratic operations remain somewhat manual and traditional. Concerns such as incoordination and proper integration of technology and bureaucratic resistance to change remain to affect efficiency in document processing. There is thus a inconsistency between the theoretical and actual effectiveness of bureaucracy in providing immediate and effective services.

In this regard, this research study seeks to investigate the relationship between bureaucratic administrative structures and efficiency in document processing in the city hall of Parañaque. By examining how factors such as hierarchy and formalism and division of labor affect document processing efficiency, this research study seeks to make important contributions to bureaucratic improvement. The findings of this research study are thus expected to make important contributions to the development of an improved and more efficient public service system in the future.

STATEMENT OF THE PROBLEM

This study aims to determine the relationship between bureaucratic administrative structures and document processing efficiency in Parañaque City Hall.

Demographic

Name:(Optional)

Sex:

Classification: (BSOA Students and Paranaque Citizens)

1. What is the level of bureaucratic administrative structures in terms of:

- 1.1) hierarchical authority
- 1.2) formal rules and procedures
- 1.3) division of labor
- 1.4) administrative control

2. What is the level of document processing efficiency in terms of:

- 2.1) processing time
- 2.2) accuracy of documents
- 2.3) accessibility of services
- 2.4) client satisfaction

3. Is there a significant relationship between bureaucratic administrative structures and document processing efficiency in Parañaque City Hall?

OBJECTIVES OF THE STUDY

General Objective

The general objective of the study is to determine the relationship between bureaucratic administrative structures and the efficiency of document processing in Parañaque City Hall. It is a study to explore whether or not bureaucratic administrative structures can help improve or hamper document processing in Parañaque City Hall, and use such a study to improve or enhance service delivery to the general public.

This study also helps the United Nations with their Sustainable Development Goal number 16. This goal is about Peace, Justice and Strong Institutions. The United Nations wants to make sure that institutions are working well and are honest and fair at all levels. The study is trying to help make services better and make

institutions more responsive, to people's needs. It does this by looking for ways to make it faster to process documents and reduce the time it takes to get things done by the government. The United Nations Sustainable Development Goal 16 is important because it is trying to make institutions more efficient and transparent.

Specific Objectives

Specifically, the objectives of the study are to:

1. Describe the current level of bureaucratic administrative structures in Parañaque City Hall in terms of:
 - 1.1 Hierarchical authority
 - 1.2 Formal rules and procedures
 - 1.3 Administrative control
2. Evaluate the current level of document processing efficiency in Parañaque City Hall in terms of:
 - 2.1 Document processing time
 - 2.2 Accuracy of documents
 - 2.3 Accessibility of services
 - 2.4 Client satisfaction
3. Determine whether or not there is a significant relationship between bureaucratic administrative structures and document processing efficiency in Parañaque City Hall.
4. Examine which aspects of bureaucracy can cause delays in document processing.
5. Examine what are probably the weaknesses or difficulties in the current administrative system in Parañaque City Hall.
6. Provide recommendations on what can probably be done to improve or enhance administrative structures in Parañaque City Hall.

SIGNIFICANCE OF THE STUDY

City Government of Parañaque

The findings of this study may help the local government in identifying administrative problems in processing documents and in finding ways to improve efficiency in public service.

Office Administrators

This research may provide insights to office administrators on how bureaucratic processes affect office operations and help them improve office operations.

Public Servants and Employees

This study may raise more awareness among government employees on the significance of efficient administrative processes in processing documents.

Citizens and Clients

Complementing efficiency in processing documents may lead to more convenient services to clients.

Future Researchers

This study may be a guide for other researchers who will conduct studies on similar topics such as public administration, bureaucracy, and administrative efficiency.

SCOPE AND LIMITATIONS

The purpose of the present study is to examine the relationship between the administrative structures of the bureaucracy and the efficiency of document processing in the Parañaque City Hall. The respondents of the study shall be the employees of the city hall involved in office administration.

The study should include aspects of the bureaucracy, including hierarchical control, procedural control, division of labor, and administrative control. It shall also include aspects of the efficiency of document processing, including processing time, accuracy, accessibility, and client satisfaction.

The study shall be limited to the Parañaque City Hall, including specific departments of the city hall, but shall not include other government offices outside the city.

CONCEPTUAL FRAMEWORK

The relationship between bureaucratic structures and processing efficiency is not always direct. The presence of modern tools or simplified workflows acts as a bridge that determines whether a hierarchy remains “orderly” or becomes “inefficient.”

Independent Variables (IV)		Intervening Variable (IV)		Dependent Variables (DV)
Bureaucratic Structures		Digital Transformation		Processing Efficiency
1. Hierarchical Authority		Automation of Routine Tasks: Shifting from manual logs to digital databases.		1. Processing Time
2. Formal Rules/Procedures		e-Governance Integration: The use of online platforms for document submission and tracking.		2. Accuracy of Documents
3. Division of Labor		Simplification of Requirements: The reduction of redundant steps within the formal rules.		3. Accessibility of Services
4. Administrative Control		Information Communication Technology (ICT) Literacy: The capability of the staff to utilize modern administrative tools.		4. Client Satisfaction

The study examines the relationship between document processing efficiency and bureaucratic administrative structure in Parañaque City Hall. Document processing efficiency is considered to be the dependent variable, and it includes four factors: processing time, accuracy, accessibility, and client satisfaction. Independent variables include bureaucratic administrative structures, which include hierarchical authority, formalism, division of labor, and administrative control.

According to the results of the study, structured bureaucratic organization can help improve document processing because the process becomes more systematic and understandable. On the other hand, too many rules and complicated processes may lead to inefficiency and delayed processes. Digital transformation, which includes automation, e-governance, and ICT usage, acts as an intervening variable in this case.

HYPOTHESES

Null Hypothesis (H₀)- There is no significant relationship between bureaucratic administrative structures and document processing efficiency at Parañaque City Hall.

Alternative Hypothesis (H₁)- There is a significant relationship between bureaucratic administrative structures and document processing efficiency at Parañaque City Hall.

DEFINITION OF TERMS

1. **DV (Dependent Variables)** – The outcomes being measured, specifically the efficiency levels of document processing.
2. **e-Governance** – electronic and digital systems used to make public services better and more transparent.
3. **ICT (Information Communication Technology)** – Tools and digital platform used by staff at the Local Government Unit to make their administrative task easier and faster.
4. **IV (Independent Variable)** – The factors that can affect how well the system works, such as the hierarchy and rules
5. **LGU (Local Government Unit)** – Public service organization or institution, such as Paranaque City Hall that is responsible for Local administration.
6. **SDG (Sustainable Development Goals)** – A global objectives set by United Nations, this study specifically aligns with Goal 16 regarding effective and accountable institutions.

REVIEW OF RELATED LITERATURE

Main Theory of the Study

The Bureaucratic Theory formulated by Max Weber represents the first one that needs to be discussed in relation to the description of organizational operations in terms of their reliance on structured systems, policies, and clearly defined role allocation for their personnel. Specifically, according to this theory, the efficiency of an organization's operation depends on the structure, policies, and appropriate role allocation within it. Within this approach, each member of a bureaucracy occupies a particular position and is expected to complete certain tasks. What else characterizes this theory is the fact that the division of labor can be observed within such an organization because of different tasks assigned to different people based on their responsibilities. Also, policies and procedures serve as guidelines in the process of structuring and regulating the work of employees.

Bureaucratic theory can be applied in research because of its relevance to the study of influence that organizational structures may exert on document processing within Paranaque City Hall. Generally, any governmental agency is characterized by its bureaucratization because of some policies and procedures existing in such agencies. For instance, numerous approvals required, overly demanding documentation, and confusing procedures could cause problems, resulting in inefficiencies. By contrast, efficient policies, when properly used, can facilitate operations and increase productivity. Hence, the purpose of this study will be focused on identifying whether or not current bureaucratic arrangements enable or prevent efficient processing of documents.

In the current research, bureaucratic administrative structures will be the independent variable since it is an organizational framework being considered. Specifically, it consists of aspects such as hierarchy of decision-making, distribution of labor within organizations, communication lines, and number/complexity of policies, among others. At the same time, the effectiveness of document processing will be the dependent variable. It implies that it will be assessed by means of measures, including speed of operations, accuracy of work, etc.

Additionally, the Bureaucratic Theory can serve as an appropriate theoretical foundation for examining the problem. In this connection, it should be noted that the said theory highlights the influence that some specific characteristics have on the efficiency of actions carried out by the entity. Moreover, the Bureaucratic Theory can provide some recommendations on how to deal with such issues as ineffective actions provoked by the organizational structure. Thus, the use of the Bureaucratic Theory will help examine the causes of the inefficient performance of the City Hall of Paranaque in document processing and suggest ways to overcome the issue.

The absence of the aforementioned theoretical foundation would complicate the development of a theoretical base and comprehensive analysis of the discussed problem. Furthermore, the Bureaucratic Theory will add credibility to the research by validating it. Finally, the use of the theoretical framework under discussion will enable the researcher to identify some approaches to improving the performance of the government agency in question.

Supporting Theories

The Maslow's hierarchy of needs is a psychological model explaining how the needs of human beings influence their actions and behaviors. According to the theory, the needs of human beings range from physiological needs to self-actualization. Physiological needs include the basic needs such as food and clothing. After these needs have been met,

human beings are said to be at the safety level where the needs of security and stability come in. Next are the social needs which include the need for affiliation and friendship. The following are the esteem needs which include recognition and accomplishment. Self-actualization is the final step where individuals have to reach their maximum potential. The Maslow hierarchy of needs is useful in knowing the behaviors of people.

The behavior of workers in an organization such as a city hall is highly dependent on how well these needs have been addressed. Where employees have been given decent salaries to meet their needs, they will be capable of performing their duties. Where there is adequate security and no danger to the lives of the workers, then they will not be stressed performing their jobs. Job security is yet another aspect that impacts people's motivation. People feel more confident and devoted to their duties when they know that their jobs are secure. As a result, they focus on working more attentively with important documents, helping citizens, and being professional.

Social interactions are vital for any employee as well. Workers who are accepted by their colleagues and supervisors will be more effective in cooperation and in creating a friendly atmosphere at work. This feeling of belonging helps reduce stress and facilitates the process of communication that is essential in offices that require teamwork. Moreover, recognition for people's efforts, including praise from supervisors, meets their needs for esteem and makes them work even harder and exceed expectations.

In case when all needs are met, people can eventually achieve a state of self-actualization. In other words, they will be motivated to become more creative and proactive. Moreover, people can become more dedicated to improving their performance and becoming more effective in their contribution. A good example would be a worker in a city hall who proposes improvements to the system of document management or citizen services.

Now, not only are the workers going after their designated responsibilities; they want to make a difference both within the organization and beyond its confines. These individuals will be proactive in coming up with new suggestions, improving existing processes, or mentoring other workers. Such strong motivation is an excellent resource in public service, contributing to the continuous improvement of processes and better service delivery on the community level. To conclude, Maslow's Hierarchy of Needs can help illustrate the influence of fulfilled needs on employee behavior and performance at work.

Maslow's Hierarchy of Needs can be used to provide an insight into how satisfaction of various needs impacts the behaviors of the employees and their productivity. As organizations, especially governmental organizations, identify the different needs and satisfy them, this will enable them to establish a productive environment.

According to Victor Vroom's Expectancy Theory, the motivational forces within an organization are determined by what employees expect from their actions. An employee becomes more motivated to work if he/she expects that his/her effort will positively impact performance, and further lead to some desired reward.

There are three main components of the theory, which are referred to as expectancy, instrumentality, and valence. The first one stands for the belief that effort results in performance improvement; the second component means the belief that improved performance will be valued and result in some reward; the third one refers to the importance of the reward to an employee.

In an office setting, and specifically in government institutions, Expectancy Theory can help to explain the behavior of employees and their productivity level. Employees are likely to be productive if they believe that their efforts, as related to their duties, such as rapid, error-free document processing, will be rewarded by their supervisor.

For instance, the employees in a city hall who realize that superior performance might bring some bonuses, such as being praised and promoted, will be more likely to work extra hard. Such a positive attitude to work will make them efficient and accurate.

According to expectancy theory, communication plays a central role in any organization because employees must understand what is expected of them and what kind of rewards they will receive once they perform as required. Without a clear set of criteria and standards in relation to employee performance, the motivation level drops sharply and employees no longer make additional efforts. As for the document processing, even when all operations take place

normally, lack of feedback and positive reinforcement leads to decreased productivity and motivation levels because the process becomes frustrating for people instead.

The expectancy theory further emphasizes the importance of having workers clearly understand the relationship between effort, performance, and rewards. If they believe that nothing they do will make any difference regardless of how much effort they put forth, they lose all sense of motivation. It is therefore necessary for them to be informed about how they are evaluated and rewarded. It is essential that employees be informed of the performance measures and benchmarks and how rewards are given as an outcome of satisfactory work.

It is equally important for the supervisor to provide regular feedback to employees about their performance. This enables employees to realize their strengths and weaknesses. Positive feedback serves to reinforce the employees' belief in the idea that performance contributes towards achieving desired results. The absence of feedback could leave employees feeling neglected and ignored, something that may decrease their motivation level. In document processing, the absence of feedback may lead to inefficiencies in terms of speed and attention to details.

As for applying expectancy theory in a government agency, it will help improve productivity and service quality because motivated employees usually operate more quickly, make fewer mistakes, and provide higher quality services than unenthusiastic individuals.

Thus, when governmental organizations create an incentive system based on performance evaluation, the resulting atmosphere will be oriented towards achievement. The reward systems in such organizations should not necessarily include monetary benefits; non-monetary rewards can involve recognition, promotion, and opportunities for professional development. Such incentives motivate workers to maintain high levels of activity and commitment.

The concept of expectancy theory implies that fairness plays a crucial role in the process of sustaining people's motivation. Workers must feel that rewards depend on merit, and that there are no special considerations influencing their distribution. If any sort of discrimination takes place, motivation may fall despite the presence of rewards in question.

Therefore, the core idea of expectancy theory is that good communication, a consistent policy regarding the evaluation of workers' achievements, and appropriate incentives influence the behavior of the workforce within the organization. When expectations and incentives are clearly stated, organizations, particularly those of governmental nature, will succeed in motivating their employees and improving their efficiency while processing official documents.

According to Expectancy theory, motivation is not only based on the rewards but rather on how these rewards are perceived by people. Some people may be driven by money, career promotions, or even mere acknowledgment of their performance. Therefore, when designing reward systems, one has to pay attention to the individual difference between the employees to motivate them effectively.

In summary, Expectancy theory provides a great framework for understanding the issue of employee motivation. People will definitely work better when they think that their efforts result in good outcomes. In governmental organizations, such an attitude will contribute to improved efficiency and performance of the organization.

Based on Blau's Social Exchange Theory, relationships develop through the concept of reciprocity where individuals evaluate the cost of performing an action compared to the potential rewards in order to determine whether the action can lead to gaining any benefit or preventing oneself from losses. In other words, individuals engage in cost-benefit analysis that involves both parties' gains and losses.

Such a theory explains motivation at the workplace. Workers will be more engaged in their activities and committed if they know they are being recognized, appreciated, supported and rewarded appropriately by the company for which they work. Individuals have an obligation to reciprocate to the company once they see that their opinion is taken into consideration.

According to Self-Determination Theory, which was formulated by psychologists Edward Deci and Richard Ryan, motivation is not always controlled by external forces. Motivation comes from internal motivators that each person has

within himself. When an individual's fundamental psychological needs are fulfilled, he is bound to have a natural urge to develop himself.

The key components of the Self-Determination Theory include autonomy, competence, and relatedness. In terms of the concept of autonomy, this refers to the need to govern oneself. Competence, on the other hand, denotes adequate skills to get things done.

In a government agency environment, the application of Self-Determination Theory highlights ways to enhance employee motivation apart from existing regulations and incentives.

In spite of operating within a highly regulated environment, employees remain motivated as long as they have an element of choice in performing their duties. Allowing individuals to direct their own work process or suggest minor improvements in document handling encourages employees to relate more effectively with their jobs. This makes them more responsible toward their jobs and ensures efficiency in their performance.

It is necessary to emphasize competence when one wants to increase efficiency and effectiveness in the workplace. If people possess great competence and know everything about their jobs, they feel more confident because they manage to meet all the requirements that were put before them. For instance, document processing would be performed without any problems by a competent person because he knows what should be done and moves around the office easily.

Moreover, relatedness is an important factor that influences employees' motivation levels. When working in a favorable work environment, where co-workers can interact harmoniously and managers provide genuine assistance, teamwork will inevitably become better. In the case of government agencies, where cooperation and coordination between various units are crucial, friendly interpersonal relations facilitate effective communication and create the necessary conditions for better comprehension.

In addition, relying on Self-Determination Theory, intrinsic motivation prevails over extrinsic motivators. Although incentives such as increased wages or a position raise may act as triggers, intrinsic motivation proves more effective as it generates long-term results. Motivated employees have a proactive attitude, aim to develop themselves, and demonstrate consistent performance.

Within the context of document processing, people who feel autonomous, competent, and related usually traverse the bureaucratic process more easily. They adapt to processes, balance their workload, and collaborate with others to complete their tasks on time. However, failure to satisfy the basic psychological requirements leads to declining motivation and productivity.

The Self-Determination Theory provides a useful framework for understanding the relationship between intrinsic motivation and work efficiency. The theory highlights the importance of creating an environment that encourages autonomy, competence, and relatedness. This way, government departments can improve both the efficiency and effectiveness of document processing as well as job satisfaction among employees.

Local Theories

Philippine bureaucracy, according to Gabriel, A. G. (2023), is a complex of procedures, documents, and permissions needed for the accomplishment of any action regarding any governmental body. Imagine piles of papers to be filled in and multiple procedures to go through to get a simple permission. Such measures were initially implemented to guarantee orderliness, transparency, and fight any form of corruption inside governmental bodies. However, in practice, such procedures may create many obstacles in delivering services, making it hard for citizens to access important documents, including permits and licenses.

The complexity involved in such processes makes everything take longer, increasing the time and cost associated with completing an action. Individuals may have to take a few days off from their workplaces, move from one office to another, and incur the cost of transportation and photocopying all because of a single transaction. The less fortunate and people living farther away from government offices face difficulties doing this.

The expression "red tape" originated from the past days wherein officials would use red ribbons to bind important papers and maintain records for the government. Through years, such an analogy became synonymous with a system that is too

bureaucratic, which revolves around the idea of useless documentation and complicated procedures. Red tape is still a significant problem within the Philippines, particularly among the local government units wherein traditional practices are still employed. You may be required to submit copies of the same documents to several departments despite submitting the copies earlier on.

Red tape is a persistent fixture in life, an indication of the difficulty of reforming the bureaucratic machine. In many administrative offices, manual processes of record keeping still prevail, causing delays and errors such as late filings, incorrect storage, and interdepartmental confusion. In the absence of an integrated database among departments, there is no smooth transfer of information.

It remains prevalent due to the nature of the bureaucratic process. The entrenched behavior of individuals, organizational structures, and an overall apprehensive attitude towards innovation perpetuate the status quo. There is a hierarchical distribution of power, where each division reports to the level immediately above it. This creates an inherent hesitance to deviate from the norm. There is a dread of disruption and change. They must adhere strictly to the protocol and procedure. Hence, they choose to employ their tried-and-tested ways despite superior alternatives being available.

The rigidity and inflexibility in the organization stem from the tight regulations as well as the consequences associated with the occurrence of mistakes in operations. There seems to be no effort made to generate new ideas that could improve the efficiency of operations and promote innovation. The reforms have been initiated, but progress is gradual because improvements in the operational systems and technology as well as employee training and qualifications are lacking, hence inability to adjust.

In terms of reform in the public sector, the intention is to eliminate unnecessary bureaucracy and streamline procedures. As a result, the process will reduce bureaucratic interference and speed up the process by offering more online services. However, the success of reforms in the field depends on their implementation and monitoring.

Bureaucracy affects each and every aspect of our lives, affecting us at an individual level and dictating the functioning of the entire system. At an individual level, it manifests itself in the form of unnecessary complications, high costs, and delays when we try to interact with any government department. In times when immediate registration for employment or establishing a new business venture is required, the process could be like navigating through a labyrinth.

The Philippine government has implemented a range of reforms aimed at reducing bureaucracy and improving service delivery within the public sector. The primary focus revolves around transparency, accountability, and efficiency through streamlining procedures, reducing redundant documents, and instituting timeframes. There is emphasis on digital and electronic governance in order to simplify processes and reduce paperwork. This is evident in various applications that are made available online, the use of electronic filing of documents, as well as automation of processes.

Some areas of the bureaucracy continue to be mired in red tape, which indicates that administrative reform is a lengthy and circuitous path to follow. There are many roadblocks, including inadequate budget, insufficient technology, and sometimes outright reluctance to embrace any changes. Changing established practices and thinking takes much effort and patience.

In summary, red tape continues to be a major problem in the Philippines, hampering the efficiency of its government and the satisfaction of its citizens. Rules and regulations must be implemented to maintain order, but too many of these rules will only impede effective service delivery. The key is to find the appropriate balance between the two.

According to Brillantes Jr., A. B., & Ruiz, K. E. (2023), public administration in the Philippines is a dynamic discipline that evolves through time. It is based on actual government issues rather than theoretical ones because it is an applied discipline. Public administration entails examining how government programs, services, and policies are implemented to solve societal problems and meet citizen needs. Therefore, public administration is at the core of public governance since it deals with practical solutions to societal concerns.

One of the main reasons for the evolution of public administration is the need for the field to adapt to changes occurring in all spheres of society. Changes in the leadership, as well as changing priorities, lead to changes in policies and in the functioning of public administration.

Economy also plays its role – the availability and lack of resources affect the provision of public services. Other factors that influence society, such as demographic changes or increasing diversity and new concerns of the public, require government agencies to adopt new strategies and programs. Lastly, technological advances also contribute to the process.

Adaptability is not merely an ideal in the Philippine government; it is an imperative. Agencies tasked to tackle the age-old challenges will inevitably encounter newer challenges which must be addressed as well. The issues of reducing poverty levels, addressing healthcare concerns, improving education, and developing the country's infrastructure, among others, will require sustained efforts as well as ingenuity.

In addition, there are new challenges, such as those brought about by digital technologies, disasters, and changes in the global economic climate, that will require public administrators to be more adaptable and forward-looking.

Public administration is always changing because it combines theories and practices. Theories indicate how an organization should run its affairs, yet the actual processes may be different due to changes in the external environment. What is feasible in theory requires modification once it becomes a practice. Public administrators have to understand their surroundings, identify the flaws, and make appropriate decisions for their organizations and communities. As such, public administration in the Philippines has always been evolving. It adapts to the demands of the people, the objectives of the government, and external factors.

The underlying concept of VUCA—volatility, uncertainty, complexity, and ambiguity—is applicable to the public administration environment, according to Brillantes & Ruiz (2023). Simply put, there is continuous change, there are often surprising events, and situations might be hard to interpret at times. In government institutions, the management faces various unexpected challenges in the form of economic crises, natural disasters, health emergencies, and other occurrences that require immediate attention. Considering this particular aspect, old-fashioned approaches in public service delivery might be no longer effective as flexibility and readiness for changes are vital for the success and up-to-date nature of any organization. For example, the onset of the pandemic revealed the drawbacks of certain public administration models that did not meet the contemporary demands anymore. Processes either stagnated or changed dramatically—in the case of transitioning into remote formats, for instance. In other words, public administration has to incorporate theoretical background and practical application to adapt to present realities. Without the ability to evolve with the time, public administration will be unable to fulfill its primary functions properly.

Almhairat, A. J. (2025) claim that Weber's theory of bureaucracy remains relevant despite its outdatedness. According to this theory, bureaucracy is based on key elements including hierarchy, division of labor, formalized rules, and documentation. In this way, each component should provide efficiency and objectivity within an organization. A clear hierarchy of authority ensures the understanding of who has the right to give orders to workers. Rules and formalization help to prevent decisions made out of impulse.

At the same time, the theory of bureaucracy has some weaknesses. When rules are too formal, bureaucracy becomes inflexible. People tend to be more concerned with following rules than achieving results, which leads to the displacement of goals. In addition, bureaucracies are often characterized by excessive formalization and red tape that make people frustrated and indifferent toward work.

Nevertheless, modern organizations continue inheriting bureaucracy. Although they change their structure and functioning principles, many of them combine formal characteristics with new practices. Nowadays, most organizations use technology to optimize and facilitate bureaucratic processes. This approach helps reduce red tape and unnecessary paperwork. At the same time, formal aspects of bureaucracies remain due to specific functions they perform.

It cannot disappear; it must change with time because otherwise, it will be left behind. It must not cling onto old ways but rather embrace new changes that come its way.

The article by Jamoral, Batag, and Andres (2023) aims to examine the influence of Performance-Based Bonuses (PBB) on performance levels of teachers in government-operated schools of the Philippines. The main research problem here is whether financial incentive motivates employees and positively affects their performance. Using a cross-sectional design, the authors conducted a survey among the teachers of several randomly chosen schools in the Cagayan Valley.

According to the findings, the use of PBB is likely to enhance productivity among the teachers involved. The authors claim that financial encouragement makes workers more motivated, thus resulting in better performance levels. Another crucial finding made by the authors is that communication between managers and employees, both upwards and downwards, is essential for the efficiency of the process. However, there are some disadvantages of the model, including poor communication and lack of clarity.

The current study examines the concept of bureaucracy and demonstrates how well-established frameworks, such as PBB, fit into bureaucratic management. It is guided by formal principles, appraisal processes, and established standards in reward distribution. The strategy has the potential to improve employee productivity; however, the ambiguity inherent in the process reflects a common problem associated with bureaucracy—complexity and rigidity. Despite a few obstacles, the framework is effective in motivating employees. Therefore, bureaucratic practices can enhance productivity while requiring changes to address inefficiencies.

In the year 2025, Mendoza, R. C. examines the relationship between work-life balance and performance among employees working in call centers by applying Herzberg's Motivation-Hygiene Theory. His findings reveal that motivators which include accomplishment, recognition, and self-actualization have a greater influence on employee performance compared to hygiene factors like salary and basic working conditions. He further observes that employee satisfaction with personal and professional areas improves employee performance. Though the study is focused on the BPO industry, its principles apply to government organizations too, especially those that are concerned with motivation and employee performance.

Whenever the term “bureaucracy” appears within the case study, the document elaborates on the role of government mechanisms in defining employee performance efficiency. Bureaucrats appreciate adherence to rules, procedure compliance, and hierarchical order. Such a framework enables smooth operation but drains the motivation of employees whose efforts are overlooked. Thus, the findings indicate that when managers find it challenging to maintain work-life balance and motivate employees, document processing becomes inefficient.

Therefore, although the organizational framework is bureaucratic, actual efficiency depends on the motivation of employees. In essence, the efficiency of public administration and services lies in improving the welfare of employees. Conclusion: With the right environment, bureaucrats are efficient if motivated and have balanced lives. This means that combining an organizational bureaucratic structure with appropriate motivational strategies can enhance the effectiveness of public services.

Foreign Theories

Erkoc, T. E. (2023) explores the relationship between bureaucracy and efficiency. Bureaucracy implies formalized rules, systematization, and proceduralization in public administration. These three elements are important in that they motivate people to perform tasks in an organized manner and contribute to the accomplishment of work in a consistent and efficient manner. Bureaucratic organizational culture ensures fairness in work performance and reduces the possibility of errors. It prevents any form of abuse of power due to its strict nature, and the emphasis on consistency and standardization in performing tasks makes bureaucracies highly effective and desirable in the context of government bodies.

However, bureaucracy is associated with inefficiency when rules are too strict and the amount of procedure exceeds reasonable limits. For example, excessive documentation and bureaucratic procedures may affect work performance adversely, reducing productivity and slowing down the process significantly. This is even more true in governmental agencies that depend greatly on documentation. Public servants are often obliged to perform actions in accordance with procedural instructions. It means that they should complete even minor tasks with the help of numerous rules and steps. Consequently, they may not be able to accomplish some work quickly and efficiently.

Here efficiency refers to the organization's ability to do tasks effectively, efficiently, and quickly, minimizing time and resource wastage along the way. However, in a bureaucracy, it may be hard to achieve this due to the strictness of regulations that could stifle the process. This means that even though employees might be aware of better ways to expedite document processing, they must go with the existing protocol due to the set policies in place. Thus, there is an effort to maintain order while improving performance.

As part of the solution to the above issue, the study provides the Balanced Scorecard model as an effective way of assessing organizational performance. The concept of Balanced Scorecards helps overcome the constraints inherent in classical measurements that only revolve around financial outcomes. It involves both financial and non-financial measures, enabling companies to evaluate their performance across different dimensions. Financial measures include financial results, customers' views, internal processes, and the aspect of learning and development.

Firstly, the application of the Balanced Scorecard in public administration is justified by the idea that, unlike businesses, government agencies do not seek for profit but aim to serve citizens. This is why the quality of services provided, the effectiveness of internal processes, and citizen satisfaction play an important role in assessing performance as monetary measures. For example, document processing efficiency and accuracy as well as the quality of service provided are all factors that reflect the overall quality of the process.

Moreover, employing the Balanced Scorecard approach can encourage bureaucrats to improve the performance of the organization constantly. Thanks to the approach, organizations become able to determine objectives and make their performance measurable and data-driven.

Such a tool can lead to process simplification, efficient resource allocation, and interdepartmental coordination among other positive outcomes. To put it simply, bureaucracies can remain themselves while becoming more effective. The fact that needs to be recognized is that while bureaucracy is useful in maintaining order and honesty, it could prove to be more of an obstacle in case it is not used properly. The Balanced Scorecard serves as a mechanism through which efficiency can be gauged and improved upon.

Balanced Scorecard has the potential to increase efficiency in bureaucratic process, especially when it comes to paperwork within the realm of public administration. This technique will enable officials to find those parts of processes that work inefficiently and should be improved. For example, if the delay in processing of documents is observed, then this means that some changes have to be made in the process of procedure or in cooperation between departments. However, although this technique may be effective, it is contingent upon how people who work in the organization make use of it.

The article by Kuswati et al. (2023) suggests that public service in Indonesia is still plagued by recurring problems rather than being a recent development. Specifically, the authors refer to the examples of discrimination in service, ambiguities about costs and processing times, as well as overall dissatisfaction of the public with services provided. It demonstrates that although bureaucracy is designed to regulate the activities of governmental bodies, its impact may be limited and inefficient.

Furthermore, the improvement of public service in Indonesia is complicated due to ingrained traditions in the administrative process of the country. One of the main problems is related to a bureaucratic tradition established long ago, dating back to the colonial period. Traditions define the behavior of civil servants in their work, leading to the lack of adaptation of various processes and service ethics to the idea of equal treatment of all citizens.

In this study, it is suggested that bulky and archaic bureaucracies may undermine public service delivery. In case when policies become complicated and hard to understand, then the process of dealing with paperwork and fulfilling requirements becomes difficult and time-consuming. This results in distrust on behalf of society and its dissatisfaction. Therefore, the conclusion from the findings of this research would be that bureaucracy must be reformed to improve service delivery.

Lesmana et al. (2022) studied the relationship between bureaucratic leadership and public service motivation and job performance. Although the role of bureaucratic leadership may be seen negatively, it is proved that such leadership could be effective under certain circumstances. In their research, the authors conducted a causal study, distributing questionnaires among 245 employees from the offices of the sub-districts of Bandung. The analysis shows that bureaucratic leadership in organizational settings could encourage employees to demonstrate better work performance.

The findings of the study prove that effective bureaucratic leadership characterized by professionalism, distributed power, and competent administration could motivate employees to engage in productive activities. Employees encouraged by their leaders would be more prone to public service and adequate task performance. Moreover, according

to the authors, public service motivation serves as an intermediary for bureaucratic leadership to influence job performance; that is, leadership impacts not only performance but also improves employee motivation, which, in turn, affects the latter outcome positively. Otherwise, poor bureaucratic leadership would demotivate and undermine performance.

In addition to the formal process, the study demonstrates that leadership emerges as an important aspect that influences the efficient functioning of public service bureaucracies. Despite having an effective framework, leadership styles practiced by leaders can impact efficiency. Efficient leadership promotes teamwork, continuous learning, communication, and various other components that lead to improved performance among employees. On the contrary, ineffective leadership can undermine the strengths associated with an efficient framework, creating inefficiencies. In essence, efficient leadership within a bureaucracy is essential in enhancing efficiency.

SYNTHESES

The above literature emphasizes that bureaucracy continues to be a central component in public administration, but its effectiveness is hampered by various challenges in dealing with documentation and providing public services. According to Gabriel (2023), one such challenge that affects the Philippines is the existence of much paperwork which creates bottlenecks in transactions and is characterized by unnecessary processes and approvals. Another author, Almhairat (2025), agrees that the existence of bureaucratic rules and procedures could lead to delays and goal displacement. Both scholars are converging in their perspectives in recognizing that while there is a need for rules to ensure effective organization, too many rules can have negative effects on organizational performance. However, the limitation with these pieces of literature is that both seem to view the concepts of bureaucracy and red tape without making explicit the direct impacts of such factors on the services provided.

In addition, Brillantes and Ruiz (2023) characterize public administration as taking place in a VUCA environment which entails volatility, uncertainty, complexity, and ambiguity. Moreover, Erkoç (2023) further proposes that organizations can enhance their performance and efficiency through the use of some techniques, including the Balanced Scorecard. In each of the above studies, the scholars advocate flexibility and creativity for public servants. However, what they do not consider is how the daily activities of these people and common citizens can impact their work in handling the documents. In effect, there are still doubts regarding the effect of bureaucratic organization in terms of making the processing of documents less efficient.

As shown by Jamoral et al. (2023) and Mendoza (2025), the motivational aspect is vital in enhancing productivity among individuals. As seen in the findings presented in both studies, the reward scheme such as the Performance-Based Bonus increases efficiency whereas motivation along with work-life balance affects task completion.

These studies reveal that although an effective administration system may not be enough to increase productivity and enhance performance among staff members, one should also consider the aspect of individuals.

There is a gap regarding motivation within performance literature since the connection between motivation and administrative inefficiency in documents processing has not yet been examined. Therefore, it becomes imperative to understand how the two variables interact together and how it influences the performance of documents processing.

Similarly, Kuswati et al. (2023) and Lesmana et al. (2022) focus on the aspect of organizational culture and leadership. According to Kuswati et al., the bureaucrat organization is often associated with rigidity and resistance to change whereas Lesmana et al. assert that effective leadership within organizations inspires employees to achieve their goals and enhance performance.

Most often, these papers lack specificity and do not consider such aspects of transaction processing as its time, accuracy, or speed of response. Thus, there appears to be an unexplored area, and this paper attempts to fill the void by connecting bureaucracy to more measurable performance indicators. In general, the literature indicates bureaucracy as both a helpful and detrimental factor, but does not provide enough evidence of its combination with employees and service efficiency in a united concept. Most often, these components are investigated separately.

Thus, this study is particularly important since it will explore the connection between these variables. There seems to be a need to combine these aspects and focus on one specific type of activity – document processing efficiency in the local government setting.

METHODOLOGY

RESEARCH DESIGN

For this study, the methodology used is descriptive-correlational. This is because the descriptive design was employed in the determination of the level of bureaucratic administrative systems and document processing efficiency, whereas the correlation test was done to determine the relationship between the two variables.

It is suitable for the study since there would be no need for manipulation of any variable; rather, measurement of some variables and analysis of their relationships are essential. With the descriptive part, the researcher gained factual information concerning the administrative processes and the effectiveness of document handling in the organization. On the other hand, with the correlation part, the research was able to determine if there was a significant relationship between bureaucratism in administration and document handling.

Moreover, the quantitative research method enabled the researcher to obtain data through the use of well-designed research tools like surveys and questionnaires that are objective, reliable, and statistically analyzed. The aim of the study was to describe relationships between variables based on the perception and experience of the respondents. As there was no manipulation of variables in the study, the investigation took place in the natural setting of the study.

Conclusions from this research design can be used to improve administrative processes, automate document processing systems, and formulate recommendations to help organizations function more efficiently and effectively.

RESEARCH LOCALE

The research will be conducted in the City Hall of Parañaque, which is the central point of administration in Parañaque City. The city hall is important in the process of implementing policies that help in managing the activities of the government as well as providing the citizens of Parañaque City with essential services. In the city hall, there are various departments responsible for carrying out many administrative tasks such as issuing of permits and licensing as well as keeping of records.

Parañaque City is one of the urbanized cities located at the southern part of Metro Manila in the Philippines. Because of the increasing population of Parañaque as well as the growing demands for governmental services, there are many transactions and documentation activities undertaken daily in the city hall. Collaboration among the departments becomes necessary during the process of carrying out these activities.

Parañaque City Hall was chosen by the researchers as the setting of their study due to its similarity to the typical bureaucratic characteristics found in most LGUs in the country. As such, it is characterized by a set of norms, rules, hierarchy, specialization, and controls, which are essential in ensuring the smooth running of the bureaucracy. Nevertheless, as is typical with many government agencies, issues surrounding the delay in processing documents, long procedures, and inefficiencies might arise.

In relation to this, the study will center on certain offices and personnel tasked with performing duties related to administrative and documentation processes at the city hall level. This can include offices tasked with documentation management, permits, licensing, and others related to administrative functions. The subjects of the study will be personnel tasked with the responsibility of handling administrative documents.

It is worth mentioning that the researchers deemed the locality as an appropriate setting for conducting the study since this would allow for creating realistic conditions needed to analyze the relationship between bureaucratic administrative system and document processing efficiency. Thus, the researchers hope to collect reliable information that could help enhance administrative procedures in local government organizations.

RESPONDENTS OF THE STUDY

The respondents of the study include Bachelor of Science in Office Administration (BSOA) students as well as selected citizens. There is a minimum of 100 respondents included in the study to guarantee adequate data that can be analyzed.

Students from Bachelor of Science in Office Administration (BSOA) were selected as respondents because they have the requisite knowledge and understanding with respect to office administration, record keeping, document handling, and bureaucratic administrative procedures. Being a student of Bachelor of Science in Office Administration (BSOA), they are well versed with the processes involved in bureaucracy and can therefore make an assessment of the efficiency and effectiveness of such bureaucratic administrative setups. They will therefore provide responses to issues relating to administrative practices that are common in government offices.

Citizens who had experienced services offered by government offices were also chosen as respondents. These citizens could be those that had been served through government permits, clearances, certifications, licenses and others. The citizen's observation was vital since it would be used to assess whether there is efficiency and promptness in such bureaucracies.

The data obtained from the respondents will be considered the major source of information when evaluating the efficiency of the document process and the effectiveness of the bureaucrat-administrative system. It might also be used to identify some of the administrative problems prevailing in the organization and the ways to improve the situation.

SAMPLING TECHNIQUE

A convenient sampling method was used in this study. Participants were chosen based on their availability and readiness to join in the study. The choice of convenient sampling was because of time limitations and also since it was easy to have access to participants. Participants such as students and citizens who are easily accessible were used for the survey. Respondents included Bachelor of Science in Office Administration (BSOA) students and selected members of the public, who have been regarded as competent enough in giving necessary information on issues relating to the bureaucracy and administrative processes, and how efficient the document processing is. The inclusion of the Bachelor of Science in Office Administration (BSOA) students was based on their competency in the field of office and administration. On the other hand, the selected members of the public were selected based on their experience in seeking government services and document processing.

Convenience sampling was also instrumental in ensuring that the researchers had enough respondents, at least 100, as the minimum number needed to carry out the study. This methodology made sure that there were no problems in finding the right subjects for the survey and distributing the questionnaires. Even though the sample might not completely represent the whole population, it was acceptable since the chosen respondents already had the necessary background information about the study topic.

RESEARCH INSTRUMENT

The survey questionnaire served as the principal research instrument used in this study. The survey questionnaire was developed by the researchers through their own objectives, literature review, and concepts taken from the theoretical perspectives raised in the research. The goal of this instrument was to obtain data concerning the perceptions, experiences, and observations of the respondents regarding the effectiveness of the bureaucratic administrative system and the efficiency of document processing service delivery.

There were three main parts of the survey questionnaire. The first part is the demographic profile of the respondents, that focuses particularly on their sex and respondent identification. Second part evaluated the degree of bureaucratic administrative structure using the following aspects: (a) hierarchy of authority; (b) formal rules and regulations; (c) division of labor; and (d) administrative control. Lastly, the third part evaluated the degree of document processing efficiency using the following parameters: (a) processing time; (b) accuracy of the documents; (c) accessibility of the service; and (d) client satisfaction. Each part was rated on a 4-point Likert Scale which ranged from 'Strongly Disagree' to 'Strongly Agree'.

To make sure that the instrument used in the research was well-founded, and trustworthy, the questionnaire went through a logical validation from the research adviser or experts. Improvements were essential based on the advice and recommendations of the experts; the questions in the survey needed to be found more clear, relevant, and appropriate after these changes. The final questionnaire survey was then online and personally given to the chosen respondents.

DATA GATHERING PROCEDURE

The researchers requested a approval to their research adviser before executing the study. To ensure the applicability and clarity of the study, the research questionnaire was analyzed and reviewed. Research questionnaires were given to the BSOA students at PUP-Paranaque Campus and locals using convenience sampling.

Completed answered questionnaires were collected and verified for accuracy. The gathered information was arranged, tallied, and prepared for analysis.

DATA ANALYSIS

The following statistical tools were used in this study:

1. **Frequency and Percentage Distribution-** This tool was employed to define the demographic profile of the respondents based on sex and age of the respondent.
2. **Weighted Mean-** this tool was utilized to define the level of bureaucratic administrative structures and the level of document processing efficiency in Parañaque City Hall.
3. **Pearson Product-Moment Correlation Coefficient-** This tool was employed to ascertain whether bureaucratic administrative structures and document processing efficiency are significantly correlated.
4. **Likert Scale-** a 4-point Likert Scale was assessed to determine the Respondent's degree of agreement with the statements in research questionnaire .

ETHICAL CONSIDERATION

The researchers guaranteed that the participation in the study was voluntary. The researchers informed the respondent about the goal or purpose of the study, and their answers were kept confidential and anonymous. All data collected were used only for academic purposes and no personal information was disclosed.

SUMMARY

This chapter outlines the research design, respondents, sampling technique, data analysis, and data gathering procedures. This methods made sure that the information collected was accurate and appropriate for analyzing the connection between the effectiveness of document processing and bureaucratic administrative structures.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter analyzed and interpreted the data collected from respondents for the study "A Correlational Analysis of Bureaucratic Administrative Structures and Document Processing Efficiency in Office Administration Public Service: Basis for Administrative Improvement in Parañaque City Hall. The respondent's demographic profile, the degree of bureaucratic administrative structures, the degree of document processing efficiency, and the significant correlation between the two variables.

To interpret the data, the weighted mean, Pearson Product-Moment Correlation Coefficient, frequency and percentage distribution, and tables were used.

Profile of Respondents

Table 1
Profile of Respondents (N = 100)

Profile Variable	Category	Frequency	Percentage
Sex	Male	42	42.00%
	Female	58	58.00%
Respondent Classification	BSOA Students	63	63.00%
	Citizens	37	37.00%

The results imply that the responses were obtained to people who has enough knowledge and experience about bureaucratic administrative systems and document processing procedures in governmental offices.

Level of Bureaucratic Administrative Structures

Table 2
Level of Bureaucratic Administrative Structures (N = 100)

Indicators	Mean	SD	Interpretation
Hierarchical Authority	3.42	0.66	Strongly Agree
Formal Rules and Procedures	3.38	0.71	Strongly Agree
Division of Labor	3.29	0.68	Strongly Agree
Administrative Control	3.35	0.65	Strongly Agree
Overall Mean	3.36	—	Strongly Agree

The table shown the level of Bureaucratic Administrative Structures in Parañaque City Hall. Based on the results, “Hierarchical Authority” received the highest mean score of 3.42 with a standard deviation of 0.66, which is verbally interpreted as “Strongly Agree.”, This shows that the respondents perceived that authority, decision-making, and responsibilities

Meanwhile the “Division of Labor” verbally interpreted as “Strongly Agree” got the lowest mean with 3.29 and a Standard Deviation of 0.68. This shows that although respondents acknowledged the appropriate delegation of tasks and specialization of duties, there are still certain aspects that may need improvement to further strengthen work effectiveness.

Respondents strongly agreed that bureaucratic administrative systems are visible within the organization, as shows by the overall mean of 3.36. This further suggests that administrative rules, proper or formal procedure, and organizational structures are appropriately done in the workplace.

Level of Document Processing Efficiency

Table 3
Level of Document Processing Efficiency (N = 100)

Indicators	Mean	SD	Interpretation
Processing Time	3.18	0.72	Agree
Accuracy of Documents	3.41	0.63	Strongly Agree
Accessibility of Services	3.27	0.69	Strongly Agree
Client Satisfaction	3.22	0.70	Agree
Overall Mean	3.27	—	Strongly Agree

The effectiveness of document processing in Parañaque City Hall is shown in the table. “Accuracy of Documents” marked as the highest with 3.41 mean and a Standard Deviation of 0.63 and verbally interprets as “Strongly Agree”, showing that respondents believed that the document processing in Parañaque City Hall were accurately processed, done correctly, and with few errors.

While the “Processing Time” have been marked as the lowest with the mean of 3.18 and Standard Deviation of 0.72 and orally translated “Agree”. This shows that the respondents still experienced delay in processing of transactions and still waits in a longer period of time.

Respondents strongly agreed that the processing of documents is clear as it indicates the overall mean of 3.27. The results recommends to continue provide effective and accessible administrative services notwithstanding some delays.

Relationship between Bureaucratic Administrative Structures and Document Processing Efficiency

Table 4

Correlation Between Bureaucratic Administrative Structures and Document Processing Efficiency

Variables Correlated	R-value	Interpretation
Bureaucratic Administrative Structures × Document Processing Efficiency	0.67	Strong Positive Relationship

The connections between Document Processing Efficiency and Bureaucratic Administrative Systems was illustrated in the table. The two variables have strong connection as shown in calculated Pearson r-value of 0.67.

This shows that as bureaucratic administrative structures become more organized, systematic, and effectively applied, the effectiveness of document processing also improves. Clear hierarchy, formal rules and procedures, division of labor, and administrative control contribute to have faster and more accurate document processing.

The findings supports Bureaucratic Theory of Max Weber, which highlights how well-defined processes and structured organizational systems improves productivity and effectiveness in organizations.

SUMMARY, COCLUSION, AND RECOMMENDATIONS

SUMMARY OF FINDINGS

This study entitled “A Correlational Analysis of Bureaucratic Administrative Structures and Document Processing Efficiency in Office Administration Public Service: Basis for Administrative Improvement in Parañaque City Hall” aimed to determine the relationship between bureaucratic administrative structures and document processing efficiency in Parañaque City Hall. The study focused on how administrative systems such as hierarchical authority, formal rules and procedures, division of labor, and administrative control affects the efficiency of document processing in terms of processing time, accuracy of documents, accessibility of services, and client satisfaction.

The researchers used a quantitative descriptive-correlational research design in gathering and analyzing the data. A total of one hundred (100) respondents participated in the study composed of BSOA students and citizens that going in city hall. Convenience sampling technique was used because it is easier and more practical in collecting responses within the available time and resources of the researchers. The main instrument researchers used to conduct data collection was a survey questionnaire with Likert Scale questions to measure the respondents point of view regarding to the variables of the study.

Based on the gathered data by researchers, the profile of respondents showed that majority of the respondents were female with 58% while male respondents obtained 42%. In terms of respondent classification, BSOA students got the highest percentage with 63%, while citizens composed 37% of the total respondents. This means that most respondents have enough awareness and understanding regarding administrative systems and processing of documents in public offices. The findings revealed that the level of Bureaucratic Administrative Structures in Parañaque City Hall was verbally interpreted as “Strongly Agree” with an overall mean of 3.36. Among the indicators, Hierarchical Authority got the highest mean of 3.42 which means that authority, decision-making, and responsibilities are clearly visible within the organization. Meanwhile, Division of Labor got the lowest mean of 3.29 although it is still verbally interpreted as “Strongly Agree.” This indicates that while employees recognize specialization and delegation of duties, there are still areas that needs improvement to further strengthen work efficiency and coordination between offices.

On the other hand, the Level of Document Processing Efficiency also received an overall verbal interpretation of “Strongly Agree” with an overall mean of 3.27. Accuracy of Documents obtained the highest mean of 3.41 which means that respondents believed that documents in Parañaque City Hall are processed properly and correctly with lesser errors. However, Processing Time received the lowest mean of 3.18 interpreted as “Agree,” showing that some respondents still experienced delays and long waiting time during transactions. Even though delays still exists, respondents still recognized

that the office provides accessible and organized services to the public. Furthermore, the study found out that there is a strong positive relationship between Bureaucratic Administrative Structures and Document Processing Efficiency with a Pearson r-value of 0.67. This means that when bureaucratic administrative structures become more organized, systematic, and properly implemented, the efficiency of document processing also improves. Clear organizational structure, proper administrative control, formal procedures, and proper delegation of duties contributes to better and more efficient services in government offices.

The findings also supports the Bureaucratic Theory of Max Weber which explains that organizations with clear rules, hierarchy, and division of labor tend to become more effective and productive in delivering public services. Therefore, the study proves that bureaucratic administrative structures plays an important role in improving document processing efficiency in government offices particularly in Parañaque City Hall.

CONCLUSIONS

Based on the findings of the study, researchers concluded that bureaucratic administrative structures significantly affects the efficiency of document processing in Parañaque City Hall. The study confirmed that administrative systems such as hierarchical authority, formal rules and procedures, division of labor, and administrative control are essential factors in maintaining organized and efficient public service.

All of the respondents generally see that the existing administrative structure of the City Hall is effective because there are clear lines of authority, proper procedures, and organized work responsibilities. The structure of the systems in city hall helps employees perform their tasks properly and minimize confusion in the workplace. Because of this, document processing became more accurate, accessible, and satisfactory for many clients and citizens. However, despite the positive findings, the study also discovered some weaknesses particularly in processing time. Some respondents still experienced delays during transactions which may be caused by heavy workloads, lack of manpower, slow coordination between offices, or complicated procedures. This only shows that even though bureaucratic systems are important for maintaining order and discipline, too much procedures and lengthy approval process can also slow down the delivery of services. Moreover, the computed Pearson r-value of 0.67 indicates that there is a strong positive relationship between the two variables. This means that improving bureaucratic administrative structures can also improve the efficiency of document processing. When organizations have better management systems, proper delegation of work, and clear communication, employees become more productive and services become more effective to the public.

The study also found out that public offices need to keep making their systems better to handle the growing needs of citizens. Government offices should do more than just follow the rules and procedures. They should make sure that the services they provide are fast, accurate and easy to use for the people. Public service is not about doing what the policies say but it is also about helping citizens in a good and responsible way. Government offices and public offices, like these should always remember that they are there to serve the citizens and make their lives easier. Public service and government offices have a role to play in this.

In general, the study emphasized that bureaucratic administrative structures remains important in achieving organizational effectiveness in public administration. Even though some weaknesses still exists, proper implementation of administrative systems can greatly contribute to better performance and improved quality of public service.

RECOMMENDATIONS

Based on the conclusions drawn from the study, the researchers would like to recommend the following That might be able to help to the employees:

- Parañaque City Hall should improve the processing time of documents by simplifying some procedures and reducing unnecessary steps in transactions. Long waiting time sometimes causes inconvenience to citizens and may affect their satisfaction towards public services. Faster processing can improve trust and confidence of the people in the government.

- Government offices need to keep setting up systems like making sure everyone knows what they have to do having rules to follow and checking to see that things get done. When everything is organized it helps the people who work there do their jobs better. They do not get confused about what to do.
- The people in charge should have classes and meetings to help the employees learn new things talk to each other better and get more work done. When employees know what they are doing and have the training they can do a better job and be more professional when they are helping people.
- The people, in charge should make sure all the different parts of the government office work together so that things do not get slowed down and people do not get confused when they are trying to get documents processed. Sometimes the slow movement of papers happen because communication between offices are not consistent and organized.
- The City Hall may adopt more modern technologies and digital systems for document processing to reduce manual works and human errors. Using computerized systems can help improve efficiency, accuracy, and accessibility of services especially in handling large numbers of transactions everyday.
- Future researchers may conduct similar studies using larger number of respondents or different government institutions to further validate the findings of this study. They may also include other variables that can affect document processing efficiency such as employee motivation, leadership style, or availability of resources.
- Lastly, the researchers recommend that government institutions should always prioritize both organization and public satisfaction because effective public service does not only depend on rules and procedures, but also on how fast and responsive the services are delivered to the people. Citizens expects efficient and honest service from public offices, therefore continuous improvement is very important.

In conclusion, this study serves as a basis for possible administrative improvements in Parañaque City Hall and other public institutions. The researchers believed that improving bureaucratic administrative structures can positively influence the quality and efficiency of document processing and eventually lead to better public service for everyone.

SUMMARY OF THE OVERALL STUDY

In the study titled “A Correlational Analysis of Bureaucratic Administrative Structures and Document Processing Efficiency in Parañaque City Hall: Basis for Administrative Improvement,” the objective was to establish the correlation between bureaucratic administrative structures and document processing efficiency. In this study, some elements of bureaucracy were discussed including hierarchical structure, formalization, specialization, and administration, and their impact on the efficiency of document processing regarding the amount of time it takes to process documents, correctness of documents, availability of services, and satisfaction of clients. The study was based on Max Weber’s Bureaucratic Theory, which argues that organizations tend to be more efficient because of the structure, formalization, and specialization of organizational tasks. Nonetheless, bureaucracies could sometimes be too much and lead to inefficiencies.

From the review of related literature and studies, it is evident that the role of bureaucracy in public administration cannot be undermined as it ensures order, accountability, and consistency. Studies done locally and internationally showed that although bureaucracies ensure organizational efficiency and reliability of the services offered, excessive rules, red tape, and rigidity can affect efficiency and consumer satisfaction. Past studies also focused on the effect of employee motivation, technology, leadership, and organizational reforms on the effectiveness of organizations. However, there was a dearth of information regarding the direct relationship between the bureaucratic administrative process and the efficiency of document processing in LGUs.

The research approach adopted by the researchers for the study was quantitative with a descriptive-correlational design. The sample size used comprised of 100 participants made up of students of BSOA and randomly selected citizens. Convenience sampling method was used while the data collection was done using a researcher-made questionnaire with a four-point Likert scale. Frequency and percentage distribution, weighted mean, and Pearson Product Moment Correlation Coefficient statistical tools were used.

It can be seen that the respondents were strongly convinced that there were signs of bureaucracy or administrative structures within the city hall of Parañaque, especially since the aspect of authority received the highest rating from the respondents. It must also be noted that respondents were strongly convinced that document processing was efficient,

mainly because of document accuracy. On the other hand, processing time received the lowest ratings, which means that there are delays when processing documents in the city hall. In addition, there is a significant positive relationship between bureaucratic administrative structures and efficiency in document processing, which is measured by Pearson correlation of 0.67.

From the above results, the study found that there was a significant influence of bureaucratic administrative structures in document processing efficiency within Parañaque City Hall. However, there are still some limitations which need to be improved. First, procedures should be streamlined and unnecessary steps eliminated. Second, the level of cooperation between different departments needs to be increased. Third, employees should receive additional training in their duties. Fourth, technology should be utilized for improving work procedures. Lastly, bureaucracy should be constantly improved. In conclusion, it is worth noting that efficient bureaucracy along with its modernization and development will increase the effectiveness of documentation process.

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