



## Business One Stop Shop (Boss) Program and the Level of Clients' Satisfaction in the City of Tacurong

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### Abstract

The main objective of this descriptive-correlational study is to find out the effectiveness of the Business One Stop Shop (BOSS) program in the City of Tacurong and the efficiency of its services on the business permit renewal and registration, measured through the level of clients' satisfaction. Data were generated using self-made survey questionnaires from 280 business applicants, operators, owners, and the bookkeepers assigned to process business permit renewal and registration as respondents, and gathered and computed using Mean, Standard Deviation, and Pearson correlation with rating scales. Based on the study's results, it was found that a high rating was interpreted as well-implemented in implementing the BOSS program on procedural requirements, which implies that the Local Government Unit of Tacurong implemented the program very well in all areas. On the level of client satisfaction, a very high rating is interpreted as very satisfied, implying that Tacurong City has established a very strategic work plan for delivering services to the clientele. There is a significant relationship between the extent of implementing the BOSS program on procedural requirements and client satisfaction in the City of Tacurong. The findings, therefore, imply that the extensive implementation of the BOSS program most probably contributed to the higher level of client satisfaction in the City of Tacurong. Furthermore, issues and concerns encountered in the business permit registration/renewal process were identified to maintain the smooth, efficient, and effective flow of services for a better-quality public service experience to customers.

**Keywords:** Business One Stop Shop, Client Satisfaction, BOSS program, Delivery of service, Business Permit Registration and Renewal

### Introduction

Doing business is difficult in countries worldwide due to a complex licensing process. It takes around 15 working days to issue the permits due to many forms to fill out, many offices to visit and follow up, and face-to-face interaction between the customers and employees. However, introducing the Business One Stop Shop (BOSS) dramatically lessens the time needed to secure permits and simplifies licensing.

The fewer entrepreneurs interact with agencies, the less effort they can make to transact business from

office to office, and the easier and faster it is to get their business off the ground" (Sylvia Solf,2012). BOSS aims to create a better customer-focused public service by providing a single point of contact for citizens to handle all types of contacts with the state, often at the local, regional, and national levels. Red tape can be decreased, waiting times can be reduced, and convenience can be enhanced (O'Toole, 2018). In certain nations, they have helped fight minor corruption by taking away public officials' power to solicit bribes from clients seeking documents. A very unique way of promoting a business-friendly environment all over the country.

BOSS is the business permit renewal and registration contained in one area, usually in the Local Government Units gymnasium, with every department concerned and barangays representatives together with other national lined agencies such as Philippine Health Insurance Corporation (PHIC), Bureau of Internal Revenue (BIR), Home Development Mutual Fund (Pag-ibig Fund), Department of Trade & Industry (DTI), and Bureau of Fire Protection (BFP), joined together for an easy and speedy process. It is very helpful to the businessman by processing their business permit in one place. They can save more time in their business because of the speedy process. The use of this business strategy has become widespread. Shops can provide clients with the ease of satisfying their demands in one location by offering various services.

The BOSS program in the City of Tacurong started in 2012 using an executive order to contain all the agencies involved in business permit registration and renewal in one area. It is a 20-day operation between January 2 and January 22 every year. However, it may extend to a couple more days depending on the order of the City Mayor through a resolution. Over time, the government has made notable innovations and enhancements to the program, equipment, and processes to serve the business community better.

While some studies focused on the innovations of the BOSS program, little to no research explores its impact on business applicants/clients. Hopefully, this study can fill the gap by analyzing the effectiveness and efficiency of implementing the BOSS program.

In the City of Tacurong, the annual implementation of a or more less 20-day operation of the BOSS program during January caters to the investors/entrepreneurs' business registration and renewal needs. Some business applicants, operators, owners, and bookkeepers who are not aware of the process and the system itself of the BOSS program do not enjoy the benefits of the good outcome of the system; instead, it causes delays for some. So, public awareness of the process is highly recommended. Some studies reveal that the City of Tacurong's BOSS program ranked first on the DTI survey regarding efficiency. The researcher would like to find out what further improvement is needed on the BOSS program to be much more efficient in terms of the delivery of services.

The researcher opted to conduct this study to learn about the business permit registration and renewal procedure and to observe whether it functions well in Tacurong City.

## Research Questions

This study aims to find out the effectiveness of Business One-Stop-Shop (BOSS) Program in the City of Tacurong and their efficiency of services on the business permit renewal and registration for the Calendar Year 2023.

Specifically, this study seeks to answer the following questions:

1. What is the profile of the business establishments in the City of Tacurong in terms of:
  - 1.1 type of business;
  - 1.2 business classification; and
  - 1.3 length of business operation
2. To what extent is the implementation of the Business One-Stop-Shop (BOSS) Program on the Procedural Requirements in terms of:
  - 2.1 evaluation of accomplished application;

- 2.2 compliance of documentary requirements from other lined agencies;
- 2.3 assessment of taxes and fees;
- 2.4 payment of assessed taxes and fees; and
- 2.5 issuance of permit.
- 3. To what level is the client satisfaction in terms of:
  - 3.1 service delivery system;
  - 3.2 strategic work plan;
  - 3.3 efficiency; and
  - 3.4 economy?
- 4. Is there a significant relationship between the extent of the the implementation of the Business One-Stop-Shop (BOSS) Program on the Procedural Requirements and the level of client satisfaction in the City of Tacurong?
- 5. What are the issues met by the business applicants during the Processing of Registration/Renewal of Business Permit and availment of services.

**Methods (Materials and Methods)**

This study employed a descriptive-correlational research design to examine the relationship between between the extent of the the implementation of the Business One-Stop-Shop (BOSS) Program on the Procedural Requirements and the level of client satisfaction in the City of Tacurong. Data were collected from 280 business applicants, operators, owners and the bookkeepers assigned in the processing of the business permits renewal and registration using a validated likert scale questionnaire to assess the impact of the BOSS program to applicants.

A self-made questionnaire was the primary data collection tool, divided into four (4) parts: (1) business profile, (2) extent is the implementation of the Business One-Stop-Shop (BOSS) Program on the Procedural Requirements, (3) to what level is the client satisfaction, and (4) what are the issues met by the business applicants during the Processing of Registration/Renewal of Business Permit and availment of services.. The questionnaire underwent validation by experts, followed by a pilot test to refine the instrument before distribution.

Statistical tools such as frequency and percentage distribution, mean, standard deviation, and pearson product correlation coefficient were employed to analyze the data.

**Results and Discussion**

**Table 1:** Summary Ratings of Mean, Standard Deviation and Verbal Description of the extent of the implementation of Business One-Stop-Shop (BOSS) Program on the Procedural Requirements.

Indicator	SD	Verbal Description	Interpretation
Evaluation of Accomplished Application	.67	High	Well implemented
Compliance of documentary requirements from other Lined Agencies	.69	High	Well implemented
Assessment of taxes and fees	.69	High	Well implemented

Payment of assessed taxes and fees	.68	High	Well implemented
Issuance of Permit	.68	High	Well implemented
<b>Grand Mean</b>	<b>4.35</b>	<b>.68</b>	<b>High</b>
			<b>Well implemented</b>

Based on the data, the highest section mean is 4.40 under the payment of assessed taxes and fees, and the lowest is 4.30 on the issuance of permits. However, all of the items were verbally described as high considering that execution of the guidelines has played its vital role in uplifting the capability of the local government unit in governing the program parallel to the goal of serving the taxpayers in an efficient manner that observed very often on the Implementation of the BOSS in the City of Tacurong. The extent of implementing the BOSS program on the procedural requirements is **high** (M=4.35, SD=0.68), interpreted as **well implemented**. The political will to implement/enforce national and local laws, rules, and regulations was observed. The evaluation of the accomplished application signifies that the efficiency and thorough scrutiny were applied to come up with an accurate assessment of gross sales as declared by the applicants. The business operators diligently observed compliance with documentary requirements from other lined agencies as a pre-req uisite of the process. The assessment of taxes and fees was based on the standard set by the Business Permit and Licensing manual, duly scrutinized and adhered to by the service providers. Payment of assessed taxes and fees was implemented in a prompt and accurate computation; it was manifested therein that every transaction had an exact figure against the data from the files and computer program. It was anchored with the Anti-Red Tape Act (ARTA) mandate to eliminate unnecessary requirements. The issuance of permits as the last stage of the processing was observed to be prompt and systematic. To support these findings, the respondents themselves gave a very satisfactory rating.

The result implies that the Local Government Unit of Tacurong often implemented the program in all the areas mentioned. It manifests that under the BOSS program, the fastest a client could complete processing a business permit is less than an hour, provided all the needed requirements are presented. This conforms with Ramesh B. Rudani (2013), who states that efficiency is the most important criterion for measuring a process. Efficient execution of the process is very important for many reasons. In most situations, it turns out that the processes have inefficiencies that have developed over time.

**Table 2:** Summary Ratings of Mean, Standard Deviation and Verbal Description of the level of client satisfaction on the implementation of Business One Stop Shop in the City of Tacurong.

<b>Indicator</b>	<b>SD</b>	<b>Verbal Description</b>	<b>Interpretation</b>
Service Delivery System	.70	Very High	Very Satisfied
Strategic Work Plan	.70	Very High	Very Satisfied
Efficiency	.65	Very High	Very Satisfied
Economy	.69	Very High	Very Satisfied
<b>Grand Mean</b>	<b>4.37</b>	<b>.68</b>	<b>Very High</b>
			<b>Very Satisfied</b>

Data shows that the strategic work plan has a rating of (M=4.40, SD=0.70), verbally described as very high and interpreted as very satisfied. The result means that the Local Government of Tacurong has established a very strategic work plan, especially concerning the delivery of services to the clientele. As observed, the systematic processing of applications by business owners contributed significantly to the fast development of local economic activity, as manifested by the applicants being more satisfied with the services during the implementation of BOSS. On the other hand, efficiency got the rating of (M=4.40, SD=0.65), which was verbally described as very high. It implies that the LGU possesses an effective service delivery system that maximizes resource usage and reduces related expenses. This effort allows business owners to effectively and promptly get all their clearances and business permits in one location. The next indicator that obtained the third rank is the service delivery system (M=4.36, SD=0.70), verbally described as very high and interpreted as very satisfied. The result simply means that LGU Tacurong has established a mechanism in the delivery of services during the BOSS with a systematic and organized procedure complying with the major trust to assist all business owners in their transactions, who can apply, renew, and amend their permits and licenses with ease and convenience.

The economy is the last indicator with a score of (M=4.33, SD=0.69), which is verbally described as very high. Although among all the indicators, the economy got the least rating but in general it is observed by the respondents that it has performed satisfactorily which means that the LGU of Tacurong has aligned with its purpose to implement the BOSS program to offer customers substantial savings in time and costs by providing an easy, and smooth accessible contact area. Results of the study by Topalović (2015) point out that the dedication of top management, along with their courtesy and accountability to our customers, plays a crucial role in ensuring satisfaction. Information on the steps needed to start a new business will surely attract more potential investors to the locality.

**Table 3:** Correlation between the Extent of the implementation of BOSS Programs on Procedural Requirements and the Level of Clients Satisfaction in the City of Tacurong.

Pair of Variable	N	Mean	SD	r	p-value	Interpretation
Extent of the implementation of BOSS Programs on Procedural Requirements and	280	4.352	0.356	.926	0.047	Very Strong/high Correlation
Level of Clients Satisfaction	280	4.372	0.340			

$\alpha = .05$  level of Significance

The table shows that there is a very high significant relationship between the extent of the implementation of BOSS program on procedural requirements and the level of clients satisfaction in the City of Tacurong, since the p-value (0.047) which is lower at 0.05 level of significance, further, this table indicates that the extent of the implementation of BOSS programs on procedural requirements obtains the mean rating of 4.352 while level of client satisfaction had gains 4.372 as a whole. Tested with 0.05 level of significance, the results revealed the correlational value of .926 that signifies that the two variable has a very strong or high correlation. There is enough evidence to claim that the implementation of BOSS program on procedural requirements strongly affect the level of clients satisfaction. This implies that the extensive implementation of BOSS most probably

contributed to the higher level of client satisfaction in the City of Tacurong thus, the null hypothesis of no significant relationship between the extent of the implementation of the BOSS program on the procedural requirements and the level of client satisfaction in the City of Tacurong is hereby **rejected**.

Results complemented with the mandate of Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 that aims to streamline the current systems and procedures of government services. This particular agenda pertains to improving the competitiveness of and ease of doing business in the Philippines. Pointing the BOSS program as a strategy whereby all relevant offices or agencies that handle the issuance and processing of business licenses and permits gather together in a single location to receive and handle business registration applications using a streamlined approach.

**Table 4:** Pressing Issues and Concerns met by the business applicants during the Processing of Registration/Renewal of Business Permit and availment of services

Indicator	Frequency	Rank
1. Extension of service hours	22	1
2. Provision of advance information	18	3
3. Early opening of office hours	14	5
4. Extension of grace period without penalty of payments	11	7
5. Provision of incentives	15	4
6. Accessibility online	20	2
7. Provision of advance copy of assessment/computation	12	6

Table 4 shows the ranking of pressing issues and concerns met by the business applicants during the processing of registration/renewal of business permit and the availment of services. It can be gleaned that issues on extension of service hours ranked number 1 as majority of the respondents suggested that the management may extend the service hours provided by the personnel in charge in the Implementation of BOSS for them to have an ample time to comply the requirements for the processing of their application even beyond the cut-off time.

Rank 2 is the respondents' observation of the accessibility of online. It is further manifested that most respondents suggested that the LGU adopt and establish the electronic processing of business permits or the e-BOSS so that they can process their application even without personal contact or through online. The respondents also suggested providing advance information so they could prepare documents and

requirements in advance to ensure the accuracy and completeness of their papers before going to the venue for the application for a business permit.

They also suggested that the LGU may provide incentives, maybe monetary, for those who comply promptly with the processing of their business permit. One of the respondents' concerns was the early opening of office hours so they could process their requirements early. They also suggested that the management may provide an advance copy of their accounts' assessment and/or computation to avoid spending more time queuing at the venue.

The last concern is extending the grace period for imposing payments without incurring a penalty, even beyond the prescribed BOSS Implementation period. These are a few among the many observations of the respondents on implementing the BOSS program in the City of Tacurong, as far as the client's level of satisfaction is concerned.

These issues and concerns conformed with Carter's (2012) and Hogwood and Peters' (1984) statement that one of the most crucial aspects of management is that it is an important factor in realizing the program's vision and mission. The result also serves as an important tool to measure the effectiveness and efficiency of the BOSS program. However, governments might need to acknowledge that numerous issues they face may not have a conclusive and permanent solution.

## **Conclusion**

Based on the findings of this study, it was concluded that most business establishments in the City of Tacurong have a type of business as sole proprietorship, classified as commercial, and have a length of operation ranging from 1 to 5 years.

Implementing the BOSS program on the procedural requirements showed that the five (5) indicators were practiced and verbally described as highly interpreted and well implemented. The political will to implement/enforce effectively the national and local laws, rules, and regulations was the primary factor for the development of the program. The evaluation of an accomplished application signifies the efficiency of the process. The business operators diligently observed compliance with documentary requirements. The assessment of taxes and fees was based on the standard set by the Business Permit and Licensing manual. The issuance of permits as the last stage of the processing was observed to be prompt and systematic.

The overall mean of the level of client satisfaction from the four (4) indicators was very high and interpreted as very satisfied, which implies that the Local Government of Tacurong has established an extensive work plan very strategically insofar as the delivery of services to the clientele is concerned. It has efficient service delivery that leads to the utilization of resources to their greatest advantage and minimizes associated costs. The service delivery system is one of the mechanisms in the delivery of services during the BOSS with a systematic and organized procedure complying with the major trust to assist all business owners in their transactions who can apply, renew, and amend their permits and licenses easily and conveniently. The LGU of Tacurong has aligned with its purpose to implement the BOSS to deliver substantial savings in time and costs for users by providing seamless, integrated, and easily accessible contact points.

Implementing the BOSS program on procedural requirements significantly correlated with client satisfaction in the City of Tacurong. There is enough evidence to claim that implementing BOSS programs on procedural requirements strongly affects client satisfaction. The extensive implementation of BOSS most probably contributed to the higher level of client satisfaction in the City of Tacurong.

Issues and concerns encountered during business permit registration and renewal greatly influenced or affected client satisfaction. Management and the program itself can improve to provide a much better experience, which contributes to an effective and efficient public service.

## Conflict of Interest Statement

The researchers of this study ensured full compliance with ethical standards in conducting this research. Informed consent was obtained from all respondents before their participation, and they were given the freedom to withdraw from the study at any time without any consequences. The anonymity of all respondents was strictly maintained, and their personal information was kept confidential in accordance with data privacy regulations. The well-being of the participants was safeguarded throughout the study, ensuring that no harm, discomfort, or undue pressure was exerted upon them.

Furthermore, the researchers affirm that there were no conflicts of interest in the conduct of this study. Plagiarism was strictly avoided, and all sources were properly cited in accordance with academic integrity guidelines. The interpretation of the findings was conducted without bias, ensuring objectivity and reliability. The results of this study are used solely for research purposes, contributing to the academic and practical discourse on implementation of Business one Stop Shop (BOSS) program and its effectiveness through the clients' satisfaction.

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