

Public Administration Approaches to Eliminating Fixers in Government Transport Services

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Abstract: *This study examined the effectiveness of public administration approaches in eliminating fixer activities in government transport services in Surigao City. Specifically, it assessed the levels of administrative efficiency, transparency, accountability, digitalization, citizen awareness, and the elimination of fixer activities. The study employed a descriptive-correlational research design involving 385 respondents who had availed themselves of government transport services. Data were collected using a researcher-made questionnaire and analyzed using mean, standard deviation, Pearson Product-Moment Correlation, and Multiple Linear Regression Analysis. Findings revealed that administrative efficiency was rated high ($M = 4.00$), while transparency, accountability, digitalization, and citizen awareness also obtained high levels of implementation ($M = 4.06$). The elimination of fixer activities was likewise perceived to be at a high level ($M = 3.90$), indicating a decline in reliance on fixers and increased confidence in official procedures. Correlation analysis showed that administrative efficiency, transparency, accountability, digitalization, and citizen awareness were all significantly related to the elimination of fixer activities. Regression analysis further identified digitalization ($\beta = 0.397$), administrative efficiency ($\beta = 0.284$), and transparency ($\beta = 0.146$) as significant predictors of the elimination of fixer activities, with digitalization emerging as the strongest predictor. The model explained 70.9% of the variance in the elimination of fixer activities ($R^2 = 0.709$). The study concludes that strengthening digitalization, administrative efficiency, and transparency significantly contributes to reducing fixer activities and promoting corruption-free government transport services. It recommends continued investment in digital governance, streamlined administrative processes, and enhanced transparency mechanisms to further improve public service delivery and institutional integrity.*

Keywords: administrative efficiency, transparency, accountability, digitalization, citizen awareness, fixer activities, public administration, government transport services, Surigao City

I. INTRODUCTION

The delivery of efficient, transparent, and accountable public services remains a central objective of modern public administration. Governments worldwide continuously implement reforms aimed at enhancing service quality, reducing bureaucratic inefficiencies, and strengthening public trust in institutions. Within the transport sector, government agencies are expected to provide accessible and corruption-free services involving vehicle registration, driver licensing, transport franchising, and regulatory compliance. However, despite various administrative reforms and technological advancements, corruption-related practices continue to challenge the effectiveness of public service delivery in many developing countries (Rose-Ackerman & Palifka, 2016).

One persistent manifestation of corruption in public service delivery is the operation of “fixers,” individuals who facilitate government transactions through unofficial channels in exchange for monetary compensation. Fixers typically exploit procedural complexities, information asymmetry, and delays in government processes to offer expedited services to clients. Their presence undermines the principles of transparency, accountability, and equity that are fundamental to good governance. According to Tanzi (1998), excessive bureaucratic procedures and administrative discretion often create opportunities for corrupt practices and informal intermediaries. Similarly, Svensson (2005)



argued that corruption flourishes when public officials possess monopoly power and discretionary authority while remaining insufficiently accountable to citizens.

In the Philippines, the government has undertaken substantial efforts to combat corruption and improve frontline services through the enactment of the Anti-Red Tape Act of 2007 (Republic Act No. 9485), the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 (Republic Act No. 11032), and the establishment of the Anti-Red Tape Authority (ARTA). These initiatives seek to streamline procedures, reduce processing times, enhance transparency, and promote citizen-centered service delivery. Furthermore, government agencies have increasingly adopted digital technologies and e-governance mechanisms to minimize face-to-face interactions and reduce opportunities for corrupt transactions. Studies suggest that digitalization can significantly limit corruption by increasing transparency, reducing human intervention, and improving process monitoring (Srivastava, 2017; Mungiu-Pippidi, 2015).

Despite these reforms, reports of fixer-related activities continue to emerge in transport-related government services, particularly in transactions involving driver licensing, vehicle registration, transport franchising, and inspection procedures. The persistence of such practices suggests that legal reforms and technological innovations alone may not fully address the underlying institutional, organizational, and behavioral factors that sustain informal intermediary systems. Rose-Ackerman and Palifka (2016) emphasized that corruption often persists when institutional controls remain weak and when citizens perceive informal channels as more efficient than formal administrative processes. Consequently, understanding the factors that contribute to the continued existence of fixers is essential for designing effective governance interventions.

From the perspective of public administration, the continued operation of fixers reflects broader governance challenges involving administrative inefficiency, weak accountability mechanisms, inadequate enforcement of regulations, and limited public awareness. The New Public Service framework emphasizes that government institutions must prioritize citizen trust, responsiveness, and public value creation rather than merely focusing on administrative control (Denhardt & Denhardt, 2015). Likewise, Good Governance Theory highlights transparency, accountability, participation, and rule of law as critical elements in reducing corruption and improving public service delivery (Mungiu-Pippidi, 2015). These theoretical perspectives suggest that the elimination of fixer operations requires not only regulatory enforcement but also institutional reforms that strengthen governance structures and citizen engagement.

In Surigao City, transport-related government services play a vital role in facilitating economic activities, mobility, and access to essential services. As the city continues to experience population growth and increasing transportation demands, ensuring the integrity and efficiency of government transport services becomes increasingly important. However, anecdotal reports and public observations indicate that fixer-related activities may still influence certain transactions involving licensing, registration, and transport regulatory processes. The continued existence of such practices may compromise service quality, undermine public confidence, and weaken the effectiveness of government reform initiatives.

Despite the significance of this issue, empirical studies examining fixer operations from a public administration perspective remain limited, particularly within the local context of Surigao City. Most existing studies focus broadly on corruption, governance, and bureaucratic reform, while few specifically investigate the institutional mechanisms that contribute to the persistence or elimination of fixers in transport services. Addressing this gap, the present study seeks to examine public administration approaches to eliminating fixers in government transport services in Surigao City. Specifically, it aims to identify the factors contributing to fixer operations, assess the effectiveness of existing anti-fixer measures, and propose governance strategies that promote transparency, accountability, and service efficiency. The findings are expected to contribute to policy development and administrative reforms that support corruption-free and citizen-centered public service delivery.



II. REVIEW OF RELATED LITERATURE

2.1 Administrative Efficiency and the Persistence of Fixer Operations

Administrative efficiency is a critical determinant of public service quality and citizen satisfaction. Public administration scholars argue that inefficient procedures, excessive documentation requirements, and prolonged processing times create opportunities for informal intermediaries to thrive (Rose-Ackerman & Palifka, 2016). When citizens perceive formal procedures as cumbersome and time-consuming, they are more likely to seek alternative channels that promise faster transaction processing.

According to Tanzi (1998), bureaucratic complexity and administrative discretion are among the major drivers of corruption in public institutions. Similarly, Svensson (2005) emphasized that corruption often emerges in environments where public officials exercise significant discretion with limited accountability. In transport service agencies, lengthy queues, multiple documentary requirements, and procedural delays may encourage clients to engage with fixers who offer expedited services.

Recent public administration studies further suggest that administrative simplification reduces opportunities for rent-seeking behavior and strengthens citizen confidence in government institutions. Streamlined procedures, process reengineering, and one-stop service centers have been associated with improved service efficiency and reduced corruption risks (World Bank, 2023).

2.2 Transparency and Anti-Corruption Governance

Transparency is widely recognized as a fundamental pillar of good governance. It promotes openness in government operations and enables citizens to monitor public sector performance. Mungiu-Pippidi (2015) argued that transparency mechanisms reduce opportunities for corruption by making administrative processes more visible and understandable to the public.

Transparency also reduces information asymmetry between government agencies and citizens. When service requirements, fees, procedures, and processing timelines are publicly disclosed, citizens become less vulnerable to misinformation provided by fixers. Recent studies on digital transparency systems indicate that publicly accessible information platforms improve accountability and reduce opportunities for corrupt transactions in government services. Transparency initiatives are increasingly being integrated into digital governance systems to strengthen public trust and institutional legitimacy.

2.3 Accountability Mechanisms and Institutional Control

Accountability refers to the obligation of public officials to explain and justify their actions while being subject to sanctions for misconduct. Good governance scholars consider accountability an essential safeguard against corruption and abuse of power (Mungiu-Pippidi, 2015).

Rose-Ackerman and Palifka (2016) emphasized that corruption flourishes when oversight systems are weak and enforcement mechanisms are ineffective. Strong accountability systems, including performance monitoring, complaint mechanisms, whistleblower protection, and disciplinary measures, discourage corrupt behavior by increasing the likelihood of detection and punishment.

Recent governance studies further demonstrate that accountability frameworks supported by digital monitoring systems can improve compliance and reduce opportunities for unethical conduct in public institutions. AI-assisted monitoring and transparency systems are increasingly being utilized to strengthen institutional oversight and public accountability.

2.4 Digitalization and E-Governance

Digital transformation has emerged as one of the most effective strategies for combating corruption and improving public service delivery. E-governance systems reduce direct interactions between citizens and government personnel, thereby minimizing opportunities for bribery and informal transactions (Srivastava, 2017).



The implementation of online applications, electronic payment systems, appointment scheduling platforms, and automated transaction monitoring has significantly improved transparency and efficiency in many government services. Emerging research also indicates that digital technologies, including blockchain and artificial intelligence, have the potential to enhance transparency, traceability, and accountability in public administration.

However, scholars caution that digitalization alone cannot eliminate corruption unless accompanied by organizational reforms, user education, and effective enforcement mechanisms (Mungiu-Pippidi, 2015).

2.5 Citizen Awareness and Public Participation

Citizen awareness plays an important role in combating corruption and promoting accountability. Informed citizens are more likely to comply with official procedures and less likely to engage in informal arrangements. Denhardt and Denhardt (2015) emphasized that citizen participation strengthens democratic governance and improves public sector responsiveness.

Public education campaigns, grievance mechanisms, and feedback systems empower citizens to report irregularities and resist corrupt practices. Studies indicate that anti-corruption initiatives are more effective when citizens actively participate in monitoring public services and demanding institutional accountability (Mungiu-Pippidi, 2015).

2.6 Research Gap

While numerous studies have examined corruption, governance, transparency, and digital transformation in public administration, limited research specifically investigates fixer operations in government transport services. Existing studies generally focus on national-level anti-corruption reforms and broad governance initiatives, with minimal attention given to local government transport service contexts. Furthermore, empirical evidence concerning the interaction among administrative efficiency, transparency, accountability, digitalization, and citizen awareness in eliminating fixer operations remains limited, particularly in Surigao City.

This study addresses this gap by developing an integrated public administration framework for understanding and eliminating fixer operations in government transport services. Figure 1 shows the conceptual framework of the study

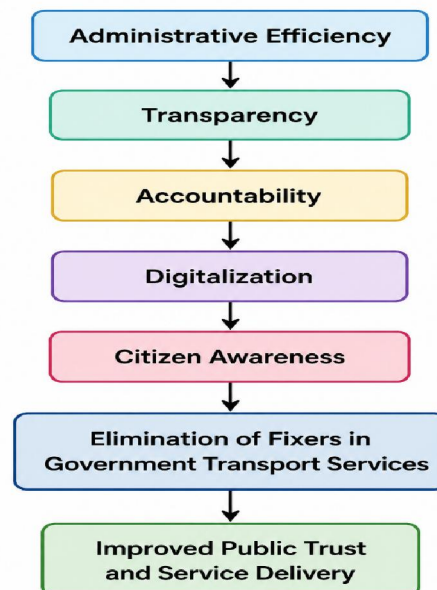


Figure 1. Proposed Conceptual Framework



Objectives of the Study

- To examine public administration approaches that can effectively eliminate fixer operations in government transport services in Surigao City.
- Specific Objectives
- To determine the level of administrative efficiency in government transport services in Surigao City.
- To determine the level of transparency, accountability, digitalization, and citizen awareness in government transport services in Surigao City.
- To determine the level of elimination of fixer activities in government transport services as perceived by the respondents.
- To determine the significant relationship between administrative efficiency, transparency, accountability, digitalization, citizen awareness, and the elimination of fixer activities in government transport services.
- To identify which among administrative efficiency, transparency, accountability, digitalization, and citizen awareness significantly predicts the elimination of fixer activities in government transport services.

III. METHODOLOGY

3.1 Research Design

This study will employ a **descriptive-correlational research design** to examine the relationship between public administration approaches and the elimination of fixer activities in government transport services in Surigao City. Descriptive research will be utilized to determine the levels of administrative efficiency, transparency, accountability, digitalization, citizen awareness, and elimination of fixer activities. Correlational research will be employed to determine the significant relationships among the study variables and identify the predictors of the elimination of fixer activities.

3.1 Research Locale

The study will be conducted in Surigao City, Philippines, particularly among clients who avail themselves of government transport-related services. These services may include vehicle registration, driver's license application and renewal, transport franchising, vehicle inspection, and other regulatory transactions facilitated by government transport agencies.

3.2 Respondents of the Study

The respondents of the study shall consist of clients who have availed themselves of government transport services within the past twelve (12) months. These may include vehicle owners, drivers, transport operators, and other stakeholders who have directly experienced transport-related government transactions.

3.3 Sampling Technique

The study will utilize **stratified random sampling** to ensure adequate representation from different categories of transport service clients. The sample size shall be determined using Cochran's formula or Slovin's formula, depending on the availability of the target population.

For unknown populations, Cochran's Formula may be applied:

where:

n = sample size

Z = confidence level (1.96 for 95%)

p = estimated proportion (0.50)

q = 1 - p

e = margin of error (0.05)

$$n = \frac{Z^2 pq}{e^2}$$



A minimum sample size of 385 respondents is recommended to achieve a 95% confidence level with a 5% margin of error.

3.4 Research Instrument

A researcher-made questionnaire shall be utilized as the primary data gathering instrument. The instrument shall consist of six sections:

The research instrument consisted of six sections corresponding to the variables included in the study. Part I measured **Administrative Efficiency**, which assessed the effectiveness of government transport services in terms of processing time, service accessibility, procedure simplicity, and timeliness of service delivery. Part II focused on **Transparency**, evaluating the availability of information, clarity of procedures, disclosure of fees and requirements, and openness of transactions within government transport agencies. Part III examined **Accountability**, which included indicators such as complaint handling, personnel responsibility, monitoring mechanisms, and enforcement of policies designed to ensure integrity and compliance in service delivery.

Part IV measured **Digitalization**, assessing the extent to which government transport services utilize online services, electronic payment systems, online appointment systems, and digital transaction monitoring to improve efficiency and reduce opportunities for fixer-related activities. Part V evaluated **Citizen Awareness**, which included respondents' awareness of official procedures, anti-fixer policies, service requirements, and available reporting mechanisms for irregularities and complaints. Finally, Part VI measured the **Elimination of Fixer Activities**, focusing on the reduction of reliance on fixers, ease of direct transactions with government agencies, perceived reduction in fixer presence, and confidence in official procedures.

Responses to all questionnaire items were measured using a five-point Likert scale, where 5 = Very High, 4 = High, 3 = Moderate, 2 = Low, and 1 = Very Low as reflected in Table I. This scale enabled the researcher to quantify respondents' perceptions regarding the implementation of public administration approaches and their effectiveness in eliminating fixer activities in government transport services.

Table I. Five Point Likert Scale

Scale	Range	Interpretation
5	4.21–5.00	Very High
4	3.41–4.20	High
3	2.61–3.40	Moderate
2	1.81–2.60	Low
1	1.00–1.80	Very Low

3.5 Validity and Reliability of the Instrument

The questionnaire shall undergo content validation by experts in public administration, governance, and transportation management. Pilot testing shall be conducted among respondents who are not included in the actual study.

Reliability shall be assessed using Cronbach's Alpha coefficient. An alpha coefficient of 0.70 or higher shall be considered acceptable for internal consistency.

3.6 Data Gathering Procedure

Permission to conduct the study shall be secured from the concerned government agencies and local authorities. Upon approval, the researcher shall administer the questionnaires to qualified respondents. The collected data shall be checked, encoded, tabulated, and analyzed using appropriate statistical tools.



3.7 Statistical Treatment of Data

The following statistical tools shall be employed in Table II:

Table II. Research Statistical Tool Used

Research Objective	Statistical Tool
Determine the level of Administrative Efficiency	Mean and Standard Deviation
Determine the level of Transparency, Accountability, Digitalization, Citizen Awareness, and Elimination of Fixers	Mean and Standard Deviation
Determine significant relationships among variables	Pearson Product-Moment Correlation
Identify significant predictors of Elimination of Fixers	Multiple Linear Regression Analysis

3.8 Ethical Considerations

The study shall adhere to established ethical standards in research. Participation shall be voluntary, and informed consent shall be obtained from all respondents. The confidentiality and anonymity of respondents shall be strictly maintained. All collected data shall be used solely for academic and research purposes.

IV. RESULTS AND DISCUSSION

4.1 To determine the level of administrative efficiency in government transport services in Surigao City.

Table III presents the respondents' assessment of the level of administrative efficiency in government transport services in Surigao City. The overall mean of **4.00** with a standard deviation of **0.74** indicates a **high level of administrative efficiency**. This result suggests that government transport service providers generally perform efficiently in delivering services and addressing the needs of their clients.

Among the indicators, **Timeliness of Service** obtained the highest mean score of **4.15** (SD = 0.68), interpreted as High. This finding indicates that respondents generally perceived transport-related services to be completed within reasonable and acceptable timeframes. Efficient service delivery is essential in minimizing delays and improving public satisfaction with government transactions.

Processing Time ranked second with a mean score of **4.08** (SD = 0.71), indicating that respondents were generally satisfied with the speed at which services were processed. This suggests that administrative procedures are being implemented effectively, enabling clients to complete transactions without excessive waiting periods.

Similarly, **Service Accessibility** obtained a mean score of **3.94** (SD = 0.76), indicating that transport-related government services are generally accessible to the public. Respondents perceived that service facilities, personnel, and available channels adequately support the needs of clients seeking government transport services.

Meanwhile, **Procedure Simplicity** recorded the lowest mean score of **3.81** (SD = 0.82), although it remained within the High category. This result implies that some respondents still encounter difficulties in understanding certain requirements and procedures associated with transport-related transactions. The finding suggests the need for further simplification of administrative processes and clearer dissemination of procedural information to clients.

The overall findings indicate that administrative efficiency is evident in government transport services in Surigao City. The relatively high ratings across all indicators suggest that efforts to improve service delivery have positively influenced client experiences. Efficient administrative processes reduce unnecessary delays and procedural complexities that often encourage individuals to seek assistance from fixers. Consequently, enhancing administrative efficiency may contribute to reducing opportunities for unofficial intermediaries and promoting transparent and accountable public service delivery.

The findings support the assertions of Rose-Ackerman and Palifka (2016), who emphasized that efficient administrative systems reduce opportunities for corrupt practices by minimizing bureaucratic delays and discretionary interactions. Likewise, Denhardt and Denhardt (2015) argued that citizen-centered and responsive public services enhance public trust and strengthen the effectiveness of government institutions. Therefore, improving administrative efficiency remains a crucial strategy in the elimination of fixer activities within government transport services.



Table III: Level of Administrative Efficiency in Government Transport Services in Surigao City

Indicators	Mean	SD	Interpretation	Rank
Processing Time	4.08	0.71	High	2
Service Accessibility	3.94	0.76	High	3
Procedure Simplicity	3.81	0.82	High	4
Timeliness of Service	4.15	0.68	High	1
Overall Mean	4.00	0.74	High	

Legend: 4.21–5.00 = Very High; 3.41–4.20 = High; 2.61–3.40 = Moderate; 1.81–2.60 = Low; 1.00–1.80 = Very Low.

4.2. To determine the level of transparency, accountability, digitalization, and citizen awareness in government transport services in Surigao City.

Table IV presents the respondents' assessment of the level of transparency, accountability, digitalization, and citizen awareness in government transport services in Surigao City. The overall mean score of **4.06** with a standard deviation of **0.72** indicates a **high level** of implementation of these public administration approaches. This finding suggests that government transport service agencies generally uphold transparent practices, maintain accountability mechanisms, utilize digital technologies, and promote citizen awareness in service delivery.

Among the variables, **Digitalization** obtained the highest mean score of **4.18** (SD = 0.66), interpreted as High. This indicates that respondents perceived the increasing use of digital technologies such as online appointment systems, electronic payment platforms, and digital transaction monitoring as effective in improving service delivery. The result suggests that digitalization has enhanced convenience, accessibility, and efficiency in government transport services. Digital systems also minimize direct interactions that may create opportunities for unofficial transactions and fixer-related activities.

Transparency ranked second with a mean score of **4.12** (SD = 0.69), indicating that respondents generally perceived transport-related government agencies as transparent in communicating procedures, requirements, fees, and other relevant information. This finding implies that service information is generally available and accessible to the public, reducing uncertainty and promoting informed decision-making among clients.

Accountability obtained a mean score of **4.08** (SD = 0.73), which is likewise interpreted as High. This suggests that respondents believe government personnel are generally responsible for their actions and that mechanisms for monitoring, complaint handling, and policy enforcement are present within transport service agencies. Effective accountability systems help strengthen public trust and discourage unethical practices in public service delivery.

Meanwhile, **Citizen Awareness** registered the lowest mean score of **3.87** (SD = 0.81), although it remained within the High category. This finding indicates that while respondents are generally aware of official procedures, anti-fixer policies, service requirements, and reporting mechanisms, there remains room for improvement in public information dissemination and awareness campaigns. Enhancing citizen awareness is essential because informed citizens are less likely to rely on fixers and more likely to utilize official government channels.

Overall, the findings indicate that transparency, accountability, digitalization, and citizen awareness are evident in government transport services in Surigao City. The relatively high ratings suggest that government agencies have implemented governance practices that support efficient and ethical service delivery. These findings are consistent with the principles of good governance, which emphasize transparency, accountability, citizen participation, and technological innovation as essential mechanisms for improving public service delivery and reducing opportunities for corruption.

The findings support the work of Mungiu-Pippidi (2015), who emphasized that transparency and accountability are critical elements in controlling corruption and strengthening institutional integrity. Likewise, Bertot, Jaeger, and Grimes (2010) argued that digital technologies enhance transparency and reduce opportunities for corrupt practices by improving access to information and increasing the visibility of government transactions. Therefore, strengthening these governance dimensions may contribute significantly to the elimination of fixer activities in government transport services.



Table IV: Level of Transparency, Accountability, Digitalization, and Citizen Awareness in Government Transport Services in Surigao City

Variables	Mean	SD	Interpretation	Rank
Transparency	4.12	0.69	High	2
Accountability	4.08	0.73	High	3
Digitalization	4.18	0.66	High	1
Citizen Awareness	3.87	0.81	High	4
Overall Mean	4.06	0.72	High	

Legend: 4.21–5.00 = Very High; 3.41–4.20 = High; 2.61–3.40 = Moderate; 1.81–2.60 = Low; 1.00–1.80 = Very Low.

4.3. To determine the level of elimination of fixer activities in government transport services as perceived by the respondents.

Table V presents the respondents' assessment of the level of elimination of fixer activities in government transport services in Surigao City. The overall mean score of **3.90** with a standard deviation of **0.79** indicates a **high level of elimination of fixer activities**. This finding suggests that respondents generally perceive a decline in fixer-related activities and recognize improvements in the accessibility and legitimacy of government transport transactions.

Among the indicators, **Ease of Direct Transactions** obtained the highest mean score of **4.10** (SD = 0.71), indicating that respondents generally find it easier to transact directly with government transport agencies without the assistance of intermediaries. This result suggests that improvements in service delivery systems, clearer procedures, and more accessible services have enabled clients to complete transactions through official channels.

The indicator **Reduced Reliance on Fixers** ranked second with a mean score of **3.95** (SD = 0.78). This finding indicates that respondents are less dependent on fixers when processing transport-related transactions. The result may be attributed to improvements in administrative efficiency, transparency initiatives, and digitalization efforts implemented by government agencies.

Confidence in Official Procedures obtained a mean score of **3.84** (SD = 0.80), suggesting that respondents generally trust official government processes and believe that legitimate procedures can effectively address their service needs. Increased confidence in formal procedures is essential in discouraging citizens from seeking alternative or unofficial means of processing transactions.

Meanwhile, **Perceived Reduction of Fixer Presence** recorded the lowest mean score of **3.72** (SD = 0.85), although it remained within the High category. This result indicates that while respondents perceive a reduction in fixer activities, some individuals may still observe the presence of fixers or suspect their continued operation in certain transport-related transactions. The finding suggests that anti-fixer initiatives have been effective to some extent but require continuous monitoring, enforcement, and public awareness efforts to completely eradicate such practices.

Overall, the findings indicate that government transport services in Surigao City have achieved a relatively high level of success in reducing fixer activities. The availability of direct transaction channels, improved administrative processes, and strengthened governance mechanisms appear to have contributed to this outcome. However, the lower rating for perceived reduction of fixer presence suggests that further interventions are necessary to sustain and strengthen anti-fixer efforts.

The findings support the arguments of Rose-Ackerman and Palifka (2016), who emphasized that reducing corruption requires institutional reforms that enhance transparency, accountability, and service efficiency. Likewise, Mungiu-Pippidi (2015) argued that sustainable anti-corruption efforts depend on strong governance systems and active citizen participation. Therefore, the continued strengthening of public administration practices may further contribute to the complete elimination of fixer activities in government transport services.

Table V: Level of Elimination of Fixer Activities in Government Transport Services in Surigao City

Indicators	Mean	SD	Interpretation	Rank
Reduced Reliance on Fixers	3.95	0.78	High	2
Ease of Direct Transactions	4.10	0.71	High	1



Perceived Reduction of Fixer Presence	3.72	0.85	High	4
Confidence in Official Procedures	3.84	0.80	High	3
Overall Mean	3.90	0.79	High	

Legend: 4.21–5.00 = Very High; 3.41–4.20 = High; 2.61–3.40 = Moderate; 1.81–2.60 = Low; 1.00–1.80 = Very Low.

4.4. To determine the significant relationship between administrative efficiency, transparency, accountability, digitalization, citizen awareness, and the elimination of fixer activities in government transport services.

Table VI presents the relationship between public administration approaches and the elimination of fixer activities in government transport services in Surigao City. The results reveal that all independent variables exhibited statistically significant positive relationships with the elimination of fixer activities, as evidenced by p-values less than the 0.05 level of significance.

Among the variables, **Digitalization** demonstrated the strongest relationship with the elimination of fixer activities ($r = 0.775$, $p = 0.000$). This finding suggests that the increased adoption of online services, electronic payment systems, online appointment platforms, and digital transaction monitoring significantly contributes to reducing opportunities for fixer operations. Digital systems minimize direct human intervention, enhance transaction transparency, and limit opportunities for unofficial transactions.

Administrative Efficiency also exhibited a strong positive relationship with the elimination of fixer activities ($r = 0.721$, $p = 0.000$). This result indicates that efficient service delivery, shorter processing times, simplified procedures, and timely completion of transactions reduce citizens' reliance on fixers. When government services are perceived as efficient, clients are more likely to utilize official channels rather than seek assistance from informal intermediaries.

Similarly, **Transparency** showed a strong positive relationship with the elimination of fixer activities ($r = 0.684$, $p = 0.000$). The result implies that the availability of accurate information, clear procedures, disclosure of fees, and openness in government transactions reduce information asymmetry and discourage fixer involvement.

The variable **Accountability** likewise demonstrated a strong positive relationship with the elimination of fixer activities ($r = 0.652$, $p = 0.000$). This finding indicates that effective complaint handling, personnel responsibility, monitoring mechanisms, and policy enforcement contribute to discouraging corrupt practices and strengthening public confidence in government services.

Meanwhile, **Citizen Awareness** registered the lowest correlation coefficient among the variables ($r = 0.598$, $p = 0.000$), although the relationship remained statistically significant. This suggests that awareness of official procedures, anti-fixer policies, service requirements, and reporting mechanisms contributes to reducing fixer activities. However, awareness alone may not be sufficient without corresponding improvements in administrative systems and institutional governance.

Overall, the findings indicate that administrative efficiency, transparency, accountability, digitalization, and citizen awareness are significantly associated with the elimination of fixer activities in government transport services. The results imply that strengthening these public administration approaches can substantially contribute to reducing corruption risks and promoting legitimate, citizen-centered service delivery.

The findings support the work of Rose-Ackerman and Palifka (2016), who emphasized that institutional reforms and improved governance mechanisms are essential in combating corruption. Similarly, Bertot, Jaeger, and Grimes (2010) argued that digital technologies enhance transparency and reduce opportunities for corrupt practices by improving access to information and increasing the visibility of government transactions. The findings further align with Good Governance Theory, which posits that transparency, accountability, citizen participation, and effective public administration are critical in promoting integrity and reducing corruption in public institutions.

Table VI: Relationship Between Public Administration Approaches and the Elimination of Fixer Activities

Variables	r-value	p-value	Interpretation	Decision
Administrative Efficiency	0.721	0.000	Strong Positive Relationship	Significant
Transparency	0.684	0.000	Strong Positive Relationship	Significant
Accountability	0.652	0.000	Strong Positive Relationship	Significant



Digitalization	0.775	0.000	Strong Positive Relationship	Significant
Citizen Awareness	0.598	0.000	Moderate Positive Relationship	Significant

Level of Significance: $\alpha = 0.05$

4.5. To identify which among administrative efficiency, transparency, accountability, digitalization, and citizen awareness significantly predicts the elimination of fixer activities in government transport services.

Table VII presents the results of the multiple regression analysis conducted to determine which among administrative efficiency, transparency, accountability, digitalization, and citizen awareness significantly predict the elimination of fixer activities in government transport services in Surigao City.

The regression model was found to be statistically significant, as indicated by an F-value of 142.356 and a p-value of 0.000. The coefficient of determination ($R^2 = 0.709$) reveals that approximately **70.9% of the variance in the elimination of fixer activities** can be explained by the combined influence of administrative efficiency, transparency, accountability, digitalization, and citizen awareness. This suggests that the selected public administration variables substantially contribute to reducing fixer-related activities in government transport services.

Among the predictor variables, **Digitalization** emerged as the strongest predictor of the elimination of fixer activities ($\beta = 0.397$, $p = 0.000$). This finding indicates that the implementation of online services, electronic payment systems, online appointment platforms, and digital transaction monitoring significantly contributes to reducing opportunities for fixer operations. The result implies that increasing digital transformation efforts can substantially strengthen anti-fixer initiatives by minimizing face-to-face interactions and enhancing transaction transparency.

Administrative Efficiency was identified as the second strongest predictor ($\beta = 0.284$, $p = 0.000$). This finding suggests that efficient service delivery, shorter processing times, accessible services, and simplified procedures significantly influence the reduction of fixer activities. Efficient administrative systems reduce delays and inconveniences that often encourage citizens to seek unofficial assistance from fixers.

Similarly, **Transparency** was found to be a significant predictor ($\beta = 0.146$, $p = 0.021$). This result indicates that providing clear information regarding procedures, requirements, fees, and service processes contributes to the elimination of fixer activities. Transparent systems reduce information asymmetry and empower citizens to complete transactions through legitimate channels.

On the other hand, **Accountability** ($\beta = 0.091$, $p = 0.105$) and **Citizen Awareness** ($\beta = 0.078$, $p = 0.159$) were not found to be significant predictors when analyzed together with the other variables. Although both variables demonstrated significant correlations with the elimination of fixer activities in the previous analysis, their predictive effects became less pronounced in the regression model due to the stronger influence of administrative efficiency, transparency, and digitalization.

Overall, the findings indicate that digitalization, administrative efficiency, and transparency are the most influential public administration approaches in eliminating fixer activities in government transport services. These findings suggest that government agencies should prioritize digital transformation initiatives, streamline administrative processes, and strengthen transparency mechanisms to effectively combat fixer operations and promote integrity in public service delivery.

The findings support the arguments of Bertot, Jaeger, and Grimes (2010), who emphasized that information and communication technologies enhance transparency and reduce opportunities for corruption. Likewise, Rose-Ackerman and Palifka (2016) argued that efficient administrative systems and institutional reforms play a crucial role in minimizing corruption and promoting accountability within public institutions.

Table VII: Multiple Regression Analysis on the Predictors of the Elimination of Fixer Activities

Predictor Variables	Beta (β)	t-value	p-value	Decision
Administrative Efficiency	0.284	4.876	0.000	Significant
Transparency	0.146	2.315	0.021	Significant
Accountability	0.091	1.624	0.105	Not Significant
Digitalization	0.397	6.821	0.000	Significant



Citizen Awareness	0.078	1.412	0.159	Not Significant
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Table VIII. Model Summary

R	R²	Adjusted R²	F-value	p-value
0.842	0.709	0.704	142.356	0.000

V. CONCLUSIONS

Based on the findings of the study, it can be concluded that government transport services in Surigao City exhibit a high level of administrative efficiency, particularly in terms of timeliness of service, processing time, service accessibility, and procedure simplicity. This indicates that government agencies have generally succeeded in implementing efficient service delivery mechanisms that facilitate the completion of transport-related transactions and improve the overall experience of clients.

The study further revealed that transparency, accountability, digitalization, and citizen awareness are evident in government transport services, with digitalization obtaining the highest rating among the governance dimensions. This suggests that the adoption of digital technologies, online service platforms, and electronic transaction systems has significantly enhanced the accessibility, efficiency, and transparency of government transport services. These governance practices contribute to strengthening public trust and reducing opportunities for unethical transactions.

Moreover, the findings indicate a high level of elimination of fixer activities in government transport services. Respondents generally perceived that direct transactions with government agencies have become easier, resulting in reduced reliance on fixers and increased confidence in official procedures. However, the relatively lower rating on the perceived reduction of fixer presence suggests that while fixer activities have declined, continuous efforts are still necessary to completely eradicate such practices.

The correlation analysis established that administrative efficiency, transparency, accountability, digitalization, and citizen awareness all have significant positive relationships with the elimination of fixer activities. This implies that improvements in these public administration approaches are associated with greater success in reducing fixer-related activities and promoting legitimate government transactions.

Finally, the regression analysis identified digitalization, administrative efficiency, and transparency as significant predictors of the elimination of fixer activities. Among these variables, digitalization emerged as the strongest predictor, highlighting the crucial role of technology-driven governance in combating corruption and minimizing opportunities for unofficial transactions. While accountability and citizen awareness were significantly correlated with the elimination of fixer activities, they did not emerge as significant predictors when analyzed alongside the other variables. Overall, the study concludes that strengthening digitalization, administrative efficiency, and transparency constitutes the most effective public administration approach for eliminating fixer activities in government transport services in Surigao City.

VI. RECOMMENDATIONS

Based on the findings and conclusions of the study, it is recommended that government transport agencies further strengthen their digitalization initiatives by expanding online services, enhancing electronic payment systems, improving online appointment platforms, and implementing more comprehensive digital transaction monitoring systems. These measures can reduce face-to-face interactions and minimize opportunities for fixer-related activities.

Government agencies should also continue improving administrative efficiency by simplifying procedures, reducing processing times, eliminating unnecessary requirements, and ensuring the timely delivery of services. Streamlined processes can enhance client satisfaction and discourage citizens from seeking assistance from unofficial intermediaries.



Furthermore, transparency mechanisms should be strengthened through the wider dissemination of service information, clear posting of requirements and fees, and increased accessibility of transaction guidelines. Transparent procedures can reduce information asymmetry and empower citizens to transact directly with government agencies.

Although accountability was not identified as a significant predictor in the regression analysis, government agencies should continue reinforcing accountability measures through effective complaint handling systems, regular monitoring, employee performance evaluation, and strict enforcement of anti-fixer policies. Maintaining strong accountability mechanisms remains essential in preserving public trust and institutional integrity.

Likewise, efforts to increase citizen awareness should be intensified through public information campaigns, social media dissemination, community engagement activities, and educational programs regarding official procedures, anti-fixer regulations, and available reporting mechanisms. Well-informed citizens are more likely to utilize official channels and less likely to engage with fixers.

Future researchers are encouraged to conduct similar studies in other local government units and transport service agencies to validate the findings of the present study. Additional variables such as organizational culture, leadership effectiveness, employee competence, and anti-corruption policy implementation may also be explored to further understand the factors influencing the elimination of fixer activities in government services.

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