ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

The Efficiency of the Document Tracking and Monitoring System in the Select Departments of the Local Government Unit of Cebu City Towards Optimization

Mae Anne C. Dela Victoria
Graduate School, Cebu Technological University–Main Campus, Cebu City, Philippines
maeannecalezadelavictoria@gmail.com

Date Submitted:
September 30, 2026

Date Accepted:
October 25, 2026

Date Published:
November 24, 2026

DOI:
10.5281/zenodo.24503550

ABSTRACT

This study examined the efficiency of the document tracking and monitoring system in selected departments of the Local Government Unit of Cebu City as a basis for proposed optimization measures. Using a descriptive quantitative survey, the study gathered responses from 30 purposively selected personnel across ten offices who directly handled government documents during 2026. Respondent profiles, five system factors, six efficiency dimensions, and operational challenges were examined using descriptive statistics and thematic analysis of open-ended responses. The system factors were rated high to very high. Document tracking procedures obtained the highest mean (4.48), followed by personnel competency (4.47), while information technology utilization obtained the lowest mean (4.07). Accountability received the highest operational efficiency rating (4.42), whereas timeliness received the lowest (4.19). Accuracy, traceability, accessibility, and completeness of monitoring records were rated very high. Incomplete documentation and misplaced, lost, or misfiled documents were each reported by nine respondents (30.00%), while six respondents (20.00%) identified processing delays. Other concerns included unclear responsibility, inadequate equipment, inconsistent reference numbers, communication breakdowns, and insufficient feedback regarding actions taken. The findings indicate that the system is functional and personnel are generally competent, but weaknesses persist particularly at document intake and inter-office handoffs. Recommended measures include designating records coordinators, standardizing reference numbers and mandatory registration fields, improving status and action tracking, conducting targeted training, checking submission completeness, and monitoring turnaround times. These measures seek to strengthen traceability, accountability, and timely service delivery. The findings provide a perception-based baseline for evaluating improvements in local government document management practices.

Keywords: *document tracking and monitoring system, records management, operational efficiency, local government unit, document traceability, system optimization, public administration, accountability*

INTRODUCTION

Effective document tracking and monitoring in the public sector are important functions of efficient public administration. Especially in Local Government Units (LGUs), where services are provided directly to the public. Document tracking and monitoring at LGUs involves a high volume of incoming and outgoing documents related to administrative transactions, official communications, permits, licenses, requests, personnel issues, financial matters, procurement activities, public assistance, and other forms of

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

government service. Timely and proper handling of documents has a significant impact on the quality, speed, transparency, and accountability of all government operations.

Employees responsible for receiving, releasing, and maintaining records have the responsibility of ensuring documents are handled correctly. Employees must be able to determine whether documents are time-sensitive, verify that supporting documentation is complete, provide clear instructions to internal and external clients regarding what needs to happen next with their documents, and ensure documents are received, recorded, routed, monitored, retrieved when appropriate, and disposed of accordingly. In addition to following these guidelines, employees must also protect data privacy and confidentiality when dealing with records containing personal information about individuals, including financial and official information. Because each employee's role is vital to maintaining an effective document management process, competence, attentiveness, professionalism, and work ethic are essential.

In Cebu City, documents may go through several offices, departments, divisions, sections, and employees before reaching the office required to take action on them. For this movement to occur there must be an organized system that identifies each document's point of origin, current location, responsible office or person, date received, type of action required to be taken, status of processing, and final disposition. If a reliable tracking/monitoring system does not exist, documents can become delayed, misplaced/misrouted, overlooked, or left pending for extended periods. Similarly, delays/pending actions can also occur when employees do not actively monitor the movement and status of documents.

Document tracking/monitoring efficiency is influenced by numerous interconnected factors including the clarity and consistency of procedures used throughout the organization; competence and attentiveness of employees involved in the procedure; availability and adequacy of resources available to the office; appropriateness of technology utilized; accessibility/accuracy of records; level of coordination among offices responsible for moving documents. Although established procedures and/or tracking numbers are in place, inefficiencies may still exist when employees fail to implement procedures consistently, communicate clearly, or evaluate regularly; additionally, lack of support from sufficient personnel/resources will likely lead to inefficiencies.

As previously stated, many causes of document processing delays are due to the same types of reasons identified above. Examples include: incomplete/accurate information entered into record books/manual logs; manual recording practices; unclear routing instructions; inconsistent use of receiving/releasing logs; limited follow-up mechanisms; difficulty determining status of document; failure to establish clearly defined responsibilities. Additionally, many offices continue to rely upon traditional logbook/manual monitoring methods, which make document retrieval/update reporting more difficult than necessary. Finally, when separate record systems are maintained by different offices/documents may be transferred between offices without sufficient acknowledgment; similarly, documents may be difficult to trace back to the original source; both conditions prevent management from identifying the cause(s) of document delays and determining if documents were processed within the expected timeframe.

Additionally, technological limitations may further impede efforts to achieve effective document tracking and monitoring. While digital tools can enhance the ability to record/search/update/report/document status/retrieve documents, effectiveness depends upon the reliability of equipment available; presence of appropriate software capable of running on existing hardware; stable internet connectivity; technical support for existing infrastructure; training provided to employees using the system. Furthermore, improvements made with respect to use of technology should be supported by procedural reforms to establish standardized processes for document tracking/monitoring; developmental opportunities provided to employees who use new technologies to increase their capability to successfully operate the system; accountability mechanisms that require adherence to procedures established by management.

Finally, effective document tracking and monitoring provides transparency and accountability within local government units. An accurate recordkeeping system enables authorized persons/supervisors

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

to identify: location of document currently being held; person responsible for the document currently under review; date document was received; actions already completed on the document; remaining actions needed to complete the document. Such information facilitates timely follow-up; reduces uncertainty associated with document processing statuses; supports compliance evidence with respect to document processing policies/procedures; facilitates decision-making at the management level. Additionally, document tracking/monitoring systems may help identify recurring bottleneck locations within organizations that experience prolonged document processing times and areas requiring corrective action.

While document tracking and monitoring are both critical, there exists a clear requirement to determine what specific factors affect the operational efficiency of tracking documents and monitoring in the organizational setting of the LGU of Cebu City. While certain practices are effective in some departments, they may not be effective in other departments due to differing workloads, personnel complements, volumes of documentation, complexities of transactions, technological capabilities, and the degree of required coordination. Therefore, it is essential to conduct a systematic assessment to evaluate the strengths, weaknesses, and operational challenges of the current document tracking and monitoring practices.

This study will investigate the various organizational, procedural, personnel, technological, record access, and inter-office coordination aspects that impact the operational efficiency of document tracking and monitoring at the Local Government Unit of Cebu City. This study will assess how each aspect impacts document tracing, processing times, status monitoring, accountability, retrieving records, and coordinating with all concerned offices. By determining which elements significantly contribute to operational inefficiencies, this research provides greater clarity on those factors (conditions) that either facilitate or impede efficient document management.

The outcomes of this study can form an empirical foundation to develop an evidence-based plan for optimizing the document tracking and monitoring system of the Local Government Unit of Cebu City. The recommended optimization plan could include changes to the receiving and routing of documents through better-documented processes; implementation of standard tracking tools; clarification on assigned responsibilities; employee education/training programs; enhanced inter-departmental coordination; access to documentation; proper application of Information and Communication Technology (ICT); and routine evaluations of employees' performance in processing documents. In general, the objective of the proposed optimization plan is to enhance document traceability; minimize delays and errors; enhance accountability; maximize efficiency in administration; and assist in providing the public with timely and effective governmental services.

Theoretical Background

The research will draw upon four complementary theoretical frameworks. They are Records Life Cycle Theory; DeLone & McLean's Information Systems Success Model; Technology Acceptance Model; and New Public Management. Together these frameworks provide a comprehensive view of the elements of document tracking/monitoring from multiple but interrelated views. The framework for Records Life Cycle Theory will address how documents can be properly managed through their life cycle; the Information Systems Success Model provides an evaluation model regarding the quality and utility of information systems which may support document management; the Technology Acceptance Model addresses employee acceptance/usage of electronic record/document management tools; and the New Public Management framework will assess whether or not a program has achieved goals of efficiency, accountability, responsiveness, and results in the delivery of public sector services.

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

Records Life Cycle Theory

The Records Life Cycle Theory defines how a record will go through different phases in the process of creating/receiving it; using/activating it; maintaining, storing, retaining it, and finally disposing of it. The Records Life Cycle Theory states that the control of a record needs to be effective at all times to ensure

that a record remains genuine, able to be accessed, usable, secure, and available as required. Therefore, records management extends beyond simply filing and/or storing documents. This encompasses the systematic documentation of document movement, an ongoing review of responsibility, and the documentation of accurate status information, as well as documenting who has authorized the retention/disposal of a document (Matlala & Maphoto, 2020).

Thus, since document tracking and monitoring include the continued control over documents from the point of their receipt to the completion or archiving of those documents, this theory is applicable to this research project. In addition, the theory substantiates an evaluation of procedures for receiving, registering, classifying, routing, acknowledging, checking on follow-up, retrieving, storing, retaining, and disposing of documents.

In relation to the Local Government Unit of Cebu City, this theory allows for evaluating if documents were appropriately documented at each stage of document processing. Additionally, the theory allows for assessing whether departments have all pertinent and up-to-date documentation related to the physical location of documents, names of employees accountable for documents, date(s) of receipt and delivery by employees involved in the document's processing history, all actions taken regarding documents, outstanding requirements necessary prior to completing a document's processing, and what was done with a document after completion. From this viewpoint, tracking effectiveness is realized when an employee can determine both where a document is located and its status as quickly and easily as possible while it is being processed.

Information Systems Success Perspective

The DeLone and McLean Information Systems Success Model provides for the assessment of the success of an information system by evaluating six key areas of the system, which are; system quality, information quality, service quality, user's intent to utilize the system or usage of the system, user's overall satisfaction with the system and finally net benefit. The model states that although a system may exist or be utilized, it does not necessarily mean that the system will be successful. A system must provide high-quality data and information, be reliable, accessible, and must have sufficient technical and administrative support to create value for users (DeLone & McLean, 2003).

If the LGU utilizes electronic databases, document tracking software, digital log systems, document management platforms or other types of information and communication technologies as part of the document tracking process, then this model can be applied to your research. System quality refers to the reliability, availability, speed, security, and usability of the tracking tool. Information quality is represented by the completeness, correctness, timeliness, consistency and relevance of the status documentation of documents processed in the tracking application.

Support or Service Quality consists of employee training, technical assistance, problem solving, maintenance and administration. Utilization of the tracking application and employee satisfaction with utilizing such tools represent the level of utilization of the available tracking tools and how effective they are at supporting the responsibilities performed by employees. Net Benefits could include improvements in document tracing capabilities, reductions in time spent processing documents, improved ability to locate documents quickly, enhanced monitoring and oversight abilities, and decreases in duplicated effort resulting from redundant processes and increased accountability (DeLone & McLean, 2003).

Finally, the DeLone and McLean model further emphasizes that technology should be measured against the organization's output or results. Therefore, in this study, an Information System is considered to

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

add value to the LGU of Cebu City when it facilitates timely and accurate processing of documents within the LGU in a manner that is open and accountable.

Technology Acceptance Model

Technology Acceptance Model; An employee's adoption and usage of technology can generally be attributed to two key perceptions; Perceived Usefulness and Perceived Ease of Use. "Perceived Usefulness" is defined as how much you think that your job performance will improve if you utilize a particular system, whereas "Perceived Ease of Use" is defined as how easy you perceive a system to learn and/or operate. In turn, these two key perceptions have been found to significantly affect an employee's attitudes toward utilizing a particular system, their intentions to utilize a particular system, and ultimately, their usage of said system (Davis, 1989).

This model is particularly pertinent for this research since, although the functionality of an electronic document tracking system would certainly depend upon several technical characteristics, the successful implementation of such a system would also rely heavily on the employees' willingness and ability to utilize the system in a consistent manner. For example, the likelihood of employees adopting a particular system would increase if they believed that said system allowed them to locate documents more quickly, track pending transactions better, record fewer documents manually, identify who was responsible for various tasks, etc., than before.

Conversely, a system could experience low levels of usage among employees if employees were unable to operate the system effectively, if the necessary data/information provided by the system was not clearly defined/available, if the system itself was unreliable/unstable, or if employees did not receive adequate training and technical assistance/support. Therefore, the Technology Acceptance Model lends credibility to examining both technological and non-technological aspects of a system (i.e. personnel capabilities, employee training requirements/user training needs, perceived usefulness, perceived ease of use, and actual system usage), to determine what elements contribute most to whether or not an electronic document tracking system is successfully implemented.

Finally, the Technology Acceptance Model also offers one final and important caveat: simply having a digital system in place does NOT mean that all of the documentation within an organization will be tracked more efficiently. It means that the system must first be adopted by employees; secondly, utilized by those same employees; and thirdly, become a standard part of each respective office's day-to-day operations.

New Public Management

The new public management focuses on:

- Efficiency,
- Performance,
- Accountability,
- Responsiveness,
- Managerial Responsibility, and
- The Improvement of Public Services.

It promotes public agencies to be result-oriented; to emphasize Service Quality, Resource Utilization and Performance Measurement over simply doing things by the book.

Moreover, this approach acknowledges that while a trade-off may exist between efficiency and other administrative values such as accountability and the public interest, reform efforts in the public sector need to consider all of these values when developing their strategies for reform (Hood, 1991).

Document tracking and monitoring is relevant to New Public Management since it represents an internal administrative process that directly impacts the quality and timeliness of public services delivered.

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

When documents are received, routed, monitored and retrieved efficiently, then government offices will be able to respond more quickly to client requests, eliminate unnecessary administrative tasks, avoid delay in services provided to citizens, and provide accurate and timely information to both clients and stakeholders.

Additionally, performance indicators can be used under New Public Management to evaluate the efficiency of document tracking. Some possible performance indicators could be:

- Time to complete processing of documents;
- Time to retrieve documents from files;
- Accuracy of the status information of documents;
- Number of delayed or misplaced documents;
- Degree of compliance with routing procedures;
- Completeness of monitoring records;
- Responsiveness to follow up questions posed by clients.

These indicators can assist the Local Government Unit (LGU) in determining if their methods of managing documents have contributed positively to their overall organizational performance.

Again, however, the study views efficiency as one component of good governance. Document management should ensure the protection of records; maintenance of confidentiality; adherence to legal mandates; assignment of responsibility; and preservation of the integrity of governmental actions. Thus, the principles of New Public Management are being applied in conjunction with the other theoretical frameworks and legal bases to achieve a balance between efficiency and accountability, security and effective record-keeping.



Figure 1. *Theoretical Framework of the Study*

Legal Bases

This study has additional support from existing laws in the Philippines, which outline the roles of the different levels of government regarding public records, electronic documents, data privacy, service

delivery, accountability, and local government administration. Republic Act No. 9470 (National Archives of the Philippines Act of 2007) is the main law that governs record management, including record keeping and records disposition; it includes all records kept by local government units. It mandates how records should be created, used, maintained, stored, retained, preserved, and disposed of. The law includes the requirement for maintaining full and accurate documentation of all actions of the government.

Republic Act No. 8792 (Electronic Commerce Act of 2000), recognizes electronic documents, electronic data messages, and electronic signatures as legally valid documents; however, it also establishes the requirements for ensuring integrity, security, confidentiality, and authenticity.

Republic Act No. 10173 (Data Privacy Act of 2012), builds upon this legislation and adds additional requirements including providing transparency about how an individual's private data will be processed; limiting the scope of collection to what is needed to achieve a legitimate business or regulatory objective; implementing proportionate and technically feasible controls to protect collected data; and using reasonable organizational, physical, and technical controls when collecting and processing private data. This legislation provides support for maintaining accurate records and controlling access to records; protecting electronic records from unauthorized access; restricting access to those with authorized roles within organizations; and protecting the privacy rights of individuals whose private data is contained in a document or other medium.

The ease of doing business act (Republic Act No. 11032) supports streamlining government processes, reducing delays in government processes, utilizing technology and software applications in local government permitting and license application processes.

The e-governance act (Republic Act No. 12254) provides a legal framework supporting the modernization of government agencies' internal operations by developing records and knowledge management systems using technologies such as enterprise content management platforms. In addition to this legislation, both acts provide provisions that can help improve how documents are managed electronically throughout the entire lifecycle of a document; enable real time monitoring of documents through automated workflows; improve the efficiency of process design by automating manual steps; improve security features to prevent unauthorized access to sensitive information; improve collaboration between different government departments and agencies by enabling secure and controlled exchange of information across different systems. All of these items are important to the optimization of the document tracking and monitoring system, because they provide the tools to enhance the ability to monitor documents digitally in real time; create new workflow designs based on best practices for managing paperless documents; improve how documents are secured from unauthorized access; and support collaboration between multiple government departments/agencies.

The local government code (Republic Act No. 7160) was enacted in 1991 to recognize the authority of local government units to do anything necessary to effectively manage themselves and deliver services to their constituents; and to provide the authority for local governments to provide essential services and infrastructure. Both of these authorities require the ability of local governments to maintain accurate, up-to-date and readily available records.

The Code of Conduct for Public Officers and Employees (Republic Act No. 6713) was enacted in 1989 to provide a standard for ethical behavior by all government employees and officers who serve the public interest. The Code states that "public office is a public trust." Therefore, all public servants have a fiduciary duty to their constituents to operate responsibly, ethically, and with respect for the rights and dignity of others. When combined, these laws clearly indicate that document tracking and/or monitoring are not simply administrative functions but rather are essential means of delivering transparent, accountable, efficient government service delivery and high-quality service delivery to citizens. These laws also provide the legislative basis to examine whether there exists a method for tracing documents back to original sources; determining if the processing times for documents meet established standards; identifying which specific personnel are responsible for creating, reviewing or approving documents; establishing how easily

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

citizens can obtain copies of their own records; identifying which systems were implemented to store or track electronic documents; evaluating how securely an agency protects its data; assessing how efficiently data can be exchanged between departments/agencies; etc., in the local government unit (LGU) of Cebu City.

The theories and legal foundations together indicate that effective tracking and monitoring of documents is based upon more than having an adequate filing system or digital tool. Record Life Cycle Theory indicates control over documents from creation through destruction. The DeLone and McLean Model indicates the quality, usability, level of technical assistance provided, and overall benefits of Information Systems to organizations. The Technology Acceptance Model emphasizes the necessity of employee acceptance and use of technology. New Public Management links document management to increased efficiency, greater accountability, enhanced responsiveness, and better governmental services.

Legal frameworks strengthen these theoretical presumptions by establishing requirements for good record management practices; recognizing electronic documentation; protecting individual data privacy; providing incentives for streamlining and using technology to support local government services; fostering e-government; facilitating local government efficiency; and demanding accountability from public employees. In total, they present a broad base for analyzing both internal organizational and interoffice issues (procedural), as well as those related to personnel, technology, access to records, and coordination which may impact tracking and monitoring of documents within the Local Government Unit (LGU) of Cebu City.

These same four theories and applicable law form the basis for this study to identify the elements affecting the effectiveness of tracking and monitoring documents. It is anticipated that the identified elements will have some impact on how accurately a document's location and/or status can be determined, timeliness of processing, retrievability, continuity of movement of documents, responsibility/accountability of individuals who manage documents, and coordination among departments. The results of this research will be used as the basis for optimizing the document tracking and monitoring system of the Local Government Unit of Cebu City.

Research Objectives

This study aims to determine the efficiency of the document tracking and monitoring system in the selected departments of the Local Government Unit of Cebu City towards optimization.

Specifically, it seeks to answer the following questions:

1. What is the profile of the respondents in terms of:
    - 1.1 Age,
    - 1.2 Sex,
    - 1.3 Highest Educational Attainment,
    - 1.4 Position/Designation,
    - 1.5 Length of Service,
    - 1.6 Office/Department; and
    - 1.7 Frequency of Handling Government Documents
2. What is the extent of the factors of the document tracking and monitoring system as to:
    - 2.1 Personnel Competency,
    - 2.2 Document Tracking Procedures,
    - 2.3 Information Technology Utilization,
    - 2.4 Inter-Office Coordination; and
    - 2.5 Availability of Resources
3. What is the level of efficiency of document tracking and monitoring in terms of:
    - 3.1 Timeliness,
    - 3.2 Accuracy,

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

3.3 Traceability,
3.4 Accessibility,
3.5 Accountability; and
3.6 Completeness of Monitoring Records

4. What are the issues and concerns related to the document tracking and monitoring system?
5. Based on the findings, what document tracking and monitoring system in the Local Government Unit of Cebu City can be optimized?

Conceptual Framework

This study will be based on an understanding that the performance of document tracking and monitoring in the Local Government Unit of Cebu City can be influenced by five different categories of conditions — those related to organizational, procedural, personnel, technological, coordination-related and resource-related conditions. Document tracking does not simply involve documenting when documents have been received and released from one office to another; it entails other actions including assignment of reference numbers for each document as they pass through offices, routing them to offices with responsibility over them, tracking the status of these documents at every stage of processing, indicating who has responsibility over each document, follow-up on outstanding documents where possible, retrieval of all relevant documentation and finally providing access to accurate and complete historical information on all aspects of documents that have passed through the offices.

The study uses the Input-Process-Output (IPO) model. Inputs into this model would consist of the factors of the document tracking and monitoring system. These inputs would include the competency of personnel involved in document tracking and monitoring, the established procedures for document tracking and monitoring, the extent of use of information technologies in tracking and monitoring documents, levels of cooperation among offices, and available resources. In essence, these factors reflect the conditions under which documents could be received, processed, monitored, retrieved and concluded.

In terms of processes involved in the implementation of the IPO model, the first step would be to administer the survey instruments used to collect data from respondents. Following this would come organizing the collected data, assessing the extent of each of the identified input factors, measuring the efficiency of the document tracking and monitoring system in place within the local government unit, performing statistical analyses to determine if there exist any significant relationships or predictors among the input factors, analyzing operational problems/challenges that could be impacting the document tracking and monitoring functions, and developing recommendations for improving these functions. The final product of implementing this IPO model would be a proposal for optimizing the Cebu City Government's document tracking and monitoring system.

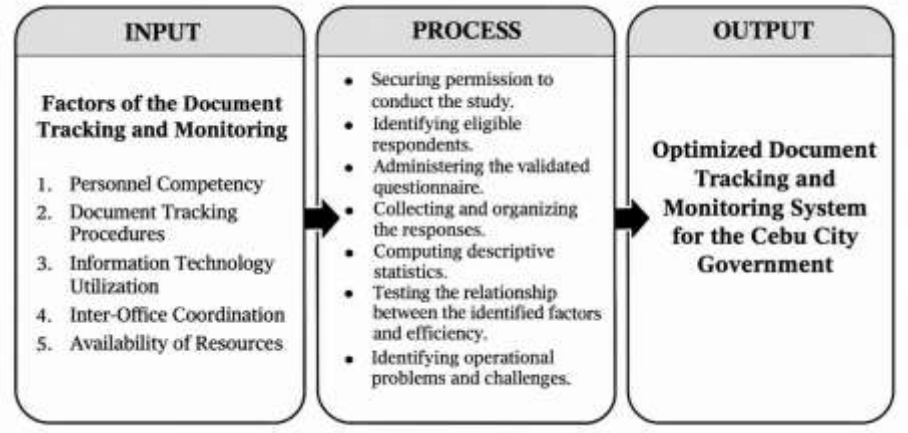

Figure 2. *Conceptual Framework*

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

The framework assumes that the identified inputs influence the quality and efficiency of document tracking and monitoring. The process provides the procedures for examining these relationships and identifying operational gaps. The output is an evidence-based optimization plan that responds to the specific weaknesses and needs identified in the study.

METHODS

Research Design

The study employed a descriptive quantitative survey to assess system factors and perceived operational efficiency. Open-ended responses were analyzed thematically to identify operational problems and inform the optimization measures.

Research Environment

The research was conducted in selected offices of the Cebu City Government.



Figure 3. *Location Map of the Research Environment*

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

Respondents and Sampling

Thirty personnel directly involved in receiving, recording, routing, processing, monitoring, releasing, filing, or retrieving official documents were purposively selected from ten offices. Participation was voluntary and required informed consent.

Table 1. *Respondents of the Study*

Position/Designation	Frequency (f)
Administrative Officer	9
Administrative Aide	8
Administrative Assistant	6
Records Officer / Records Custodian	2
Supervisor	2
Budget Officer II	1
Local Treasury Operations Officer I	1
Security Officer I	1
Total	30

Research Instrument

Part I will gather the respondents' profile in terms of age, sex, highest educational attainment, position or designation, length of government service, office or department, and frequency of handling government documents.

Part II will measure the extent of the factors of the document tracking and monitoring system. It will contain four items for each factor: personnel competency, document tracking procedures, information technology utilization, inter-office coordination, and availability of resources.

Part III will measure document tracking and monitoring efficiency in terms of timeliness, accuracy, traceability, accessibility, accountability, and completeness of monitoring records.

Part IV may contain a checklist or open-ended questions regarding problems and challenges encountered by the respondents.

Validity and Reliability

The source methodology specified expert validation of the questionnaire for relevance, clarity, appropriateness, and alignment with the objectives, with preliminary internal consistency assessment using Cronbach's alpha. Given the small sample, strong construct validation through factor analysis was not claimed.

Data-Gathering Procedure and Ethical Considerations

The study involved permission from concerned offices, identification of eligible personnel, explanation of the study and voluntary participation, informed consent, questionnaire distribution and collection, completeness checking, coded response encoding, and analysis.

Participation will be voluntary. Respondents may decline to participate or withdraw without penalty.

The questionnaire will not require respondents to identify specific employees who may have committed errors or caused delays. Individual responses will be treated as confidential and reported in aggregate form.

The researcher will not collect unnecessary personal information or confidential document details. Information involving personal data, financial records, official transactions, or restricted documents will not be reproduced in the research report.

All collected questionnaires and electronic files will be stored securely and accessed only by the researcher and authorized research personnel.

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

Statistical Treatment

Frequencies and percentages summarized respondent profiles. Means and standard deviations described system factors and efficiency dimensions. The source reports Cronbach's alpha and Friedman's test in its analysis. Open-ended responses were coded into recurring themes. The interpretation scale was 1.00–1.80 (very low), 1.81–2.60 (low), 2.61–3.40 (moderate), 3.41–4.20 (high), and 4.21–5.00 (very high).

RESULTS

Profile of the Respondents

Table 2. *Age of Respondents*

Age Bracket	Frequency (f)	Percentage (%)	Cumulative f
18–25 years old	4	13.33	4
26–35 years old	12	40.00	16
36–45 years old	12	40.00	28
46–55 years old	1	3.33	29
56 years old or above	1	3.33	30
Total	30	100.00	
Mean age	34.82 years	34.82 years	34.82 years
Standard deviation	8.34	8.34	8.34

The largest age groups were 26–35 and 36–45 years, with 12 respondents (40.00%) in each group; the reported mean age was 34.82 years (SD = 8.34)

Table 3. *Sex of the Respondents*

Sex	Frequency (f)	Percentage (%)
Female	24	80.00
Male	5	16.67
Prefer not to say	1	3.33
Total	30	100.00

The sample included 24 female respondents (80.00%), 5 male respondents (16.67%), and 1 respondent who preferred not to disclose (3.33%).

Table 4. *Highest Educational Attainment*

Educational Attainment	Frequency (f)	Percentage (%)	Cumulative f
College undergraduate	2	6.67	2
Bachelor's degree	24	80.00	26
Master's degree	2	6.67	28
Doctorate degree	2	6.67	30
Total	30	100.00	

Twenty-four respondents (80.00%) held a bachelor's degree; the remaining six were evenly distributed across undergraduate, master's, and doctorate categories, with 2 respondents (6.67%) in each.

Table 5. *Position/Designation*

Position	Frequency (f)	Percentage (%)
Administrative Officer	9	30.00
Administrative Aide	8	26.67
Administrative Assistant	6	20.00

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

Position	Frequency (f)	Percentage (%)
Records Officer / Records Custodian	2	6.67
Supervisor	2	6.67
Budget Officer II	1	3.33
Local Treasury Operations Officer I	1	3.33
Security Officer I	1	3.33
Total	30	100.00

Administrative Officers formed the largest position group (9, 30.00%), followed by Administrative Aides (8, 26.67%) and Administrative Assistants (6, 20.00%). Two respondents (6.67%) held records-specific positions, and the remaining positions had one or two respondents each.

Table 6. *Distribution of Respondents by Length of Service*

Length of service	Frequency (f)	Percentage (%)	Cumulative f
Less than 1 year	2	6.67	2
1–5 years	10	33.33	12
6–10 years	9	30.00	21
11–15 years	3	10.00	24
16–20 years	6	20.00	30
Total	30	100.00	

The largest service group was 1–5 years (10, 33.33%), followed by 6–10 years (9, 30.00%); the reported mean was 8.33 years (SD = 5.97).

Table 7. *Distribution of Respondents by Office/Department*

Office / Department	Frequency (f)	Percentage (%)
City Budget Office	13	43.33
Human Resource Development Office	7	23.33
Office of the Mayor	3	10.00
Office of the City Administrator	1	3.33
City Treasurer's Office	1	3.33
DVMF	1	3.33
Sangguniang Panlungsod	1	3.33
CCTO	1	3.33
DMDP	1	3.33
Civil Security Unit	1	3.33
Total	30	100.00

The City Budget Office contributed 13 respondents (43.33%) and the Human Resource Development Office contributed 7 (23.33%); the other eight offices together contributed 10 respondents (33.33%).

Table 8. *Distribution of Respondents by Office Grouping*

Office grouping	Offices included	f	%
Budget and fiscal administration	City Budget Office	13	43.33
Human resource administration	HRDO	7	23.33

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

Office grouping	Offices included	f	%
Executive / staff offices	Office of the Mayor, Office of the City Administrator	4	13.33
Other departments and offices	City Treasurer's Office, DVMF, Sangguniang Panlungsod, CCTO, DMDP, Civil Security Unit	6	20.00
Total		30	100.00

The grouped counts total 30 and reconcile with Table 7: the executive/staff category combines 3 respondents from the Office of the Mayor and 1 from the Office of the City Administrator, while the other-departments category combines six one-respondent offices.

Table 9. *Distribution of Respondents by Frequency of Handling Government Documents*

Frequency of handling documents	Frequency (f)	Percentage (%)	Cumulative f
Sometimes	5	16.67	5
Often	5	16.67	10
Very often	1	3.33	11
Daily	19	63.33	30
Total	30	100.00	

Daily handling was the most frequent response (19, 63.33%); 5 respondents (16.67%) selected "often," 5 (16.67%) selected "sometimes," and 1 (3.33%) selected "very often."

Table 10. *Collapsed Distribution: Daily versus Less-than-Daily Handling*

Category	f	%	95% CI (%)
Handles documents daily	19	63.33	45.51 – 78.13
Handles documents less than daily	11	36.67	21.87 – 54.49
Total	30	100.00	

Nineteen respondents (63.33%) handled documents daily, while 11 (36.67%) handled them less than daily; the reported 95% confidence intervals were 45.51–78.13% and 21.87–54.49%, respectively.

Factors Associated with Document Tracking and Monitoring

Table 11. *Personnel Competency*

ITEMS	Mean	Std. Deviation	Description
Personnel understand the established procedures for receiving and tracking documents.	4.57	0.68	SA
Personnel accurately record document transactions.	4.50	0.68	SA

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

ITEMS	Mean	Std. Deviation	Description
Personnel can determine the current status of documents being processed.	4.53	0.63	SA
Personnel receive adequate training related to document management.	4.27	0.98	SA
Overall	4.47	0.76	SA

The overall personnel-competency mean was 4.47 (SD = 0.76). Item means ranged from 4.27 for adequate training to 4.57 for understanding established procedures.

Table 12. *Document Tracking Procedures*

ITEMS	Mean	Std. Deviation	Description
Documents are registered upon receipt.	4.60	0.67	SA
Each document is assigned an identifiable reference number.	4.50	0.68	SA
Document routing and movement are properly recorded.	4.43	0.63	SA
Delayed documents are followed up systematically.	4.37	0.93	SA
Overall	4.48	0.77	Strongly agree

The overall mean for document-tracking procedures was 4.48 (SD = 0.77). Item means ranged from 4.37 for systematic follow-up of delayed documents to 4.60 for registration upon receipt.

Table 13. *Information Technology Utilization*

ITEMS	Mean	Std. Deviation	Description
The office uses electronic databases or tracking applications for document-related activities	4.17	0.95	high
Personnel can electronically monitor the status of documents when applicable.	4.07	0.87	high
Document information is regularly updated in the electronic system.	3.97	0.85	high
Personnel are adequately trained to use available document-management technologies.	4.07	0.83	high
Overall	4.07	0.87	high

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

Information-technology utilization had an overall mean of 4.07 (SD = 0.87). Item means ranged from 3.97 for regular updating of electronic document information to 4.17 for use of electronic databases or tracking applications.

Table 14. *Inter-Office Coordination*

ITEMS	Mean	Std. Deviation	Description
Offices communicate effectively regarding the movement of documents.	4.43	0.73	Very high
Receiving offices promptly acknowledge transferred documents.	4.37	0.72	Very high
Offices provide timely updates regarding document status	4.00	0.98	High
Offices coordinate promptly when documents are delayed.	4.23	0.94	Very high
Overall	4.26	0.94	Very high

Inter-office coordination had an overall mean of 4.26 (SD = 0.94). Item means ranged from 4.00 for timely status updates to 4.43 for communication about document movement.

Table 15. *Availability of Resources*

ITEMS	Mean	Std. Deviation	Description
Adequate computers or equipment are available for document monitoring.	4.07	1.01	High
Appropriate filing and storage facilities are available.	4.07	1.05	High
Sufficient personnel are assigned to document-related tasks.	4.20	0.92	High
Internet connectivity and necessary office supplies are adequate.	4.13	0.94	High
Overall	4.12	0.97	High

Resource availability had an overall mean of 4.12 (SD = 0.97). Item means ranged from 4.07 for computers or equipment and filing or storage facilities to 4.20 for staffing.

Document Tracking and Monitoring Efficiency

Table 16. *Timeliness*

ITEMS	Mean	Std. Deviation	Description
Documents are routed within the prescribed period.	4.20	0.76	High (band boundary)

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

ITEMS	Mean	Std. Deviation	Description
Document status is updated promptly.	4.23	0.68	Very high
Delayed documents are identified quickly	4.17	0.79	High
Follow-up actions are conducted on time.	4.17	0.79	High
Overall	4.19	0.75	High

Timeliness had an overall mean of 4.19 (SD = 0.75). The item means ranged from 4.17 for identifying delayed documents and conducting follow-up on time to 4.23 for promptly updating document status.

Table 17. *Accuracy*

ITEMS	Mean	Std. Deviation	Description
Document information is recorded accurately.	4.37	0.67	Very high
Routing information reflects the actual movement of documents.	4.30	0.60	Very high
Status updates accurately reflect the location of documents.	4.30	0.60	Very high
Errors in document tracking are corrected promptly.	4.33	0.55	Very high
Overall	4.33	0.60	Very high

Accuracy had an overall mean of 4.33 (SD = 0.60). The item means ranged from 4.30 for routing information and status updates to 4.37 for accurate recording of document information.

Table 18. *Traceability*

ITEMS	Mean	Std. Deviation	Description
The current location of a document can be determined.	4.27	0.58	Very high
The office or person responsible for a document can be identified.	4.23	0.63	Very high
Previous movements of documents can be traced.	4.20	0.76	Very high
The history of document actions can be verified.	4.23	0.68	Very high
Overall	4.23	0.66	Very high

Traceability had an overall mean of 4.23 (SD = 0.66). Item means ranged from 4.20 for tracing previous document movements to 4.27 for determining a document's current location.

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

Table 19. *Accessibility*

ITEMS	Mean	Std. Deviation	Description
Authorized personnel can access document-status information when needed.	4.43	0.50	Very high
Tracking information can be retrieved when needed.	4.30	0.60	Very high
Records can be located without unnecessary delay.	4.03	0.96	High
Information about document movement is available to concerned personnel.	4.23	0.63	Very high
Overall	4.25	0.70	Very high

Accessibility had an overall mean of 4.25 (SD = 0.70). Item means ranged from 4.03 for locating records without unnecessary delay to 4.43 for access to status information by authorized personnel.

Table 20. *Accountability*

ITEMS	Mean	Std. Deviation	Description
Responsibility for each document is clearly assigned.	4.37	0.67	Very high
Personnel can be identified through document transaction records.	4.57	0.50	Very high
Delays can be traced to the appropriate processing stage.	4.33	0.71	Very high
Document movement is sufficiently recorded for accountability purposes.	4.40	0.67	Very high
Overall	4.42	0.64	Very high

Accountability had an overall mean of 4.42 (SD = 0.64). Item means ranged from 4.33 for tracing delays to the appropriate processing stage to 4.57 for identifying personnel through transaction records.

Table 21. *Completeness of Monitoring Records*

ITEMS	Mean	Std. Deviation	Description
Required document movements are recorded.	4.37	0.72	Very high
Document-status information is updated regularly.	4.23	0.73	Very high
Pending documents are systematically monitored.	4.13	0.86	High

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

ITEMS	Mean	Std. Deviation	Description
Completed transactions are properly recorded.	4.43	0.63	Very high
Overall	4.29	0.74	Very high

Completeness of monitoring records had an overall mean of 4.29 (SD = 0.74). Item means ranged from 4.13 for systematic monitoring of pending documents to 4.43 for recording completed transactions.

Problems and Challenges

Of the 30 respondents, 29 gave a substantive answer and 1 answered "N/A." Responses were read repeatedly and coded thematically; codes were not mutually exclusive, so a single account could be assigned to more than one theme (5 respondents received multiple codes, producing 38 codings across 29 substantive answers, or 1.31 themes per respondent). Frequencies below are reported as the number of respondents whose answer touched a theme, out of 30. Two properties of the data constrain how far the counts can be pushed: 10 of the 30 answers were four words or fewer ("Time," "Miscommunication," "Paper misplaced," incomplete information"), so brevity rather than silence may understate a theme; and coding was performed by a single reader, so the frequencies are descriptive of salience rather than measurements requiring inferential treatment. Percentages should therefore be read as indicators of how often a problem was named, not as prevalence estimates for the LGU's document population.

Table 22. *Themes Identified in the Reported Problems*

Theme	f	%	Representative response
1. Incomplete or inadequate documentation at submission	9	30.00	"Incomplete Documents, missing information, attachments, signatures and supporting documents"
2. Misplaced, lost, or misfiled documents; retrieval difficulty	9	30.00	"time-consuming manual searching; and occasional misfiling that makes retrieval hard"
3. Delay, slow processing, and time lost in transit	6	20.00	"signed reassignment orders take a while for it to be returned … due to the availability of the authorized personnel to sign"
4. Unclear responsibility for a document in process	3	10.00	"Some documents are not recorded as to who is assigned to act on it"
5. Technology, equipment, and staff knowledge deficits	3	10.00	"lack of proper document tracking apps and equipment and training on how to use such apps"
6. Non-uniform formats and inconsistent reference numbers	2	6.67	"inconsistent document tracking reference numbers" / "Using different formats"
7. Communication breakdown	2	6.67	"Miscommunication"

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

Theme	f	%	Representative response
8. No feedback on whether a document was acted upon	1	3.33	"we do not have report if it was already acted upon"
9. Documents never recorded at receipt (hand-carried)	1	3.33	"clients hand-carry their documents without proper recording"
10. Non-compliance with documentary requirements	1	3.33	"Lacking compliance"

Incomplete or inadequate documentation and misplaced, lost, or misfiled documents were the most frequent themes, each named by 9 respondents (30.00%); delay was named by 6 respondents (20.00%). Multiple themes could be coded for a response.

Thematic analysis of the open-ended responses identified two dominant problem clusters, each named by 9 respondents (30.00%): incomplete or inadequate documentation at submission, and misplaced, lost, or misfiled documents with consequent retrieval difficulty. Six respondents (20.00%) named delay, slow processing, and time lost in transit, and their accounts located the delay in three distinct places: waiting for the availability of authorized signatories, documents remaining pending at a stage, and rework through revision cycles. Three respondents (10.00%) reported difficulty determining who was responsible for a document in process, and three (10.00%) cited technology, equipment, and staff knowledge deficits [30]. The remaining themes were non-uniform reference numbers and formats (2, 6.67%), communication breakdown (2, 6.67%), absence of feedback on whether a document had been acted upon (1, 3.33%), documents hand-carried without proper recording (1, 3.33%), and non-compliance with documentary requirements (1, 3.33%); one respondent reported no problem.

DISCUSSION

Respondent Profile and System Context

The substantive reading is that this is a workforce in the early-to-middle phase of its career. Critical mass sits in the years when employees are established enough to know how the office actually works but still far from retirement. For a study of a document tracking and monitoring system, that composition is analytically useful: it means the respondents are, in the main, (a) still long enough in the service to have experienced the system across multiple years, and (b) of the generation most likely to be asked to operate whatever digital or semi-digital tracking mechanism the LGU uses, since encoding and records work in Philippine LGUs is typically assigned to younger staff.

Educational attainment carries a specific, non-generic meaning in a records-management setting, and this is where the discussion should be anchored rather than drifting into general claims about credentials. The demonstrable consequences of under-qualified records personnel are documented in the public-sector literature: in Namibia's public service, most records management staff held only secondary-school qualifications and "only 15 per cent, three of the 20, records keeping staff interviewed had any formal education in RM," a "low level of education among practitioners" that was found to have "negative consequences for the provision of effective RM services"(Duffus, 2017). Nengomasha's conclusion, as reported there, was that the lack of professional education among records personnel hindered the implementation of records management programmes — which is precisely the outcome variable of this study.

The counterpart finding is that records management matters instrumentally for administrative outcomes, not merely procedurally: in an Indonesian municipal population and civil registration office,

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

records management "accounts for 14% of the variation in human resource performance," with digitisation, record classification, and staff training identified as the elements that significantly enhance administrative speed and productivity(Hendrawan et al., 2025). And in a Philippine university study of 59 administrative staff, records management strategies were found to differ significantly by age, gender, job tenure and job position, professional performance did not differ significantly on those same variables, and records management strategies had a positive significant relationship with professional performance(Gesmundo et al., 2022). Read together, these findings place education and training in an enabling rather than a determinative role: formal qualification sets the ceiling on what a tracking system can achieve, while the system and its procedures set the floor.

Three positions carry 23 of the 30 respondents — Administrative Officer (9, 30.00%), Administrative Aide (8, 26.67%) and Administrative Assistant (6, 20.00%), together accounting for 76.67% of the sample. The single largest category is Administrative Officer at nearly one-third of all respondents; the two clerical-support categories together hold 14 respondents or 46.67%, essentially the same mass as the officer group.

Only 2 respondents (6.67%) occupy a Records Officer or Records Custodian position. This is the most consequential feature of the table, because it means that the document tracking and monitoring system is being assessed overwhelmingly by general administrative staff rather than by records management professionals. The remaining 28 respondents handle documentation as part of a broader administrative mandate.

Respondents who process documents daily, even as a secondary duty, have direct operational knowledge of the tracking system's actual behaviour — where documents stall, which offices hold them longest, which steps require follow-up. Their ratings are grounded in use rather than in policy design. A study of a document-management system must be judged by the people who move documents, and this sample consists of exactly those people.

A workforce with 63.33% of respondents in their first ten years and only three in the middle band is a workforce in which procedural knowledge is unevenly distributed. Finnish evidence on records work in municipalities describes the underlying condition precisely: in those organisations, "the contact persons take care of archival or records management work in addition to their main tasks," with the most typical job title being office secretary (Kautto & Henttonen, 2020). Where records work is a secondary duty attached to a general administrative post, procedural knowledge resides in individuals rather than in the system — and it is acquired slowly, by doing. Newer staff then depend on informal guidance from whoever happens to know, and the departure of a mid-tenure employee removes knowledge that was never documented.

The City Budget Office contributed 13 respondents (43.33%) and the Human Resource Development Office contributed 7 (23.33%); the other eight offices together contributed 10 respondents (33.33%).

Table 10 presents the same handling-frequency results collapsed into daily and less-than-daily categories.

The 30 respondents represented 10 offices. The City Budget Office accounted for 13 respondents (43.33%) and the Human Resource Development Office for 7 (23.33%). Twenty-four respondents (80.00%) were female, 24 (80.00%) held a bachelor’s degree, and 19 (63.33%) reported handling government documents daily. Administrative Officers were the largest position group (9, 30.00%).

System Factors and Operational Efficiency

Among the system factors, document-tracking procedures had an overall mean of 4.48 (SD = 0.77), and personnel competency had a mean of 4.47 (SD = 0.76). Inter-office coordination had a mean of 4.26 (SD = 0.94), resource availability 4.12 (SD = 0.97), and information-technology utilization 4.07 (SD = 0.87).

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

For document-tracking procedures (Table 12), the overall mean was 4.48 (SD = 0.77). Item means ranged from 4.37 for systematic follow-up of delayed documents to 4.60 for registration upon receipt.

For operational efficiency, the overall means were 4.19 (SD = 0.75) for timeliness, 4.33 (SD = 0.60) for accuracy, 4.23 (SD = 0.66) for traceability, 4.25 (SD = 0.70) for accessibility, 4.42 (SD = 0.64) for accountability, and 4.29 (SD = 0.74) for completeness of monitoring records. In traceability (Table 18), item means ranged from 4.20 for tracing previous document movements to 4.27 for determining a document's current location.

Table 14 shows that respondents rated inter-office coordination very highly, with an overall mean of 4.26 and a standard deviation of 0.94. This suggests that, overall, offices are perceived to coordinate effectively in managing document movement.

The highest-rated item was effective communication regarding the movement of documents (M = 4.43, SD = 0.73). Respondents also gave very high ratings to receiving offices' prompt acknowledgment of transferred documents (M = 4.37, SD = 0.72) and coordination when documents are delayed (M = 4.23, SD = 0.94). These results suggest that communication, receipt acknowledgment, and responses to delays are perceived as strengths.

Providing timely updates on document status received the lowest mean (M = 4.00, SD = 0.98) and was rated high, rather than very high. This indicates a possible area for improvement: offices may benefit from more consistent or timely status updates, particularly while documents are in transit or awaiting action.

Overall, the findings reflect positive perceptions of coordination across offices. However, the variation in responses—especially for status updates and coordination around delays—suggests that these practices may not be experienced uniformly by all respondents. The results represent respondents' assessments and do not, on their own, verify actual response times or document-processing performance.

Table 15 shows that respondents rated the availability of resources as high, with an overall mean of 4.12 and a standard deviation of 0.97. This indicates that respondents generally perceive the equipment, facilities, staffing, connectivity, and supplies needed for document-related work to be available.

The highest-rated item was sufficient personnel assigned to document-related tasks (M = 4.20, SD = 0.92), suggesting that staffing was viewed somewhat more positively than the other resources. Internet connectivity and necessary office supplies followed (M = 4.13, SD = 0.94). The availability of computers or equipment and filing and storage facilities received the lowest, but still high, mean ratings (M = 4.07 each). These two items also had the largest standard deviations (1.01 and 1.05, respectively), indicating somewhat greater variation in respondents' views.

Overall, the results suggest that resources are generally considered adequate, while equipment and filing or storage facilities may warrant closer review. The standard deviations show that perceptions were not identical across respondents, so resource availability may differ among offices or individuals. These findings reflect respondents' assessments and do not independently verify the actual quantity, condition, or distribution of resources.

Table 16 indicates that respondents rated timeliness as high overall, with a mean of 4.19 and a standard deviation of 0.75. This suggests that documents are generally perceived to be routed, monitored, and followed up within an appropriate timeframe.

The highest-rated item was prompt updating of document status (M = 4.23, SD = 0.68), described as very high. This suggests that respondents particularly recognize timely status updates as a strength. Routing documents within the prescribed period received a mean of 4.20 (SD = 0.76), while quickly identifying delayed documents and conducting follow-up actions on time both received means of 4.17 (SD = 0.79). These items were rated high.

Overall, the ratings are close together, indicating a fairly consistent positive assessment across the timeliness practices. The standard deviations show some variation in respondents' views, but responses were relatively less dispersed for status updates. Since the routing mean of 4.20 is noted as a band boundary, its classification depends on the rating-scale cutoffs used; the table reports it as High. The findings reflect

perceptions and do not, by themselves, confirm actual processing times or compliance with prescribed deadlines.

Table 17 shows that respondents rated accuracy very highly, with an overall mean of 4.33 and a standard deviation of 0.60. This indicates a strongly positive and relatively consistent perception that document information, routing, status updates, and corrections are handled accurately.

The highest-rated item was accurate recording of document information (M = 4.37, SD = 0.67). Respondents also rated prompt correction of tracking errors very highly (M = 4.33, SD = 0.55). The accuracy of routing information and status updates each received a mean of 4.30 (SD = 0.60). The close range of means—from 4.30 to 4.37—suggests that respondents viewed all four practices favorably, with no substantial difference among them.

The standard deviations, ranging from 0.55 to 0.67, indicate comparatively limited variation in responses. In particular, the low standard deviation for correcting tracking errors suggests respondents' ratings on this item were relatively consistent.

Overall, the results suggest that respondents perceive document tracking as accurate across the processes assessed. However, these are reported perceptions; they do not independently verify the accuracy of records or the frequency and speed of error correction.

Table 18 indicates a very high level of perceived traceability across the four practices. Respondents most strongly agreed that the current location of a document can be determined (M = 4.27, SD = 0.58). Identifying the responsible office or person and verifying the history of document actions received equal mean ratings (M = 4.23), while tracing previous document movements had the lowest mean (M = 4.20). All items were nevertheless described as very high, and the narrow range of means (4.20–4.27) suggests consistently positive assessments.

Standard deviations ranged from 0.58 to 0.76, indicating some variation in respondents' views. Responses were most consistent regarding the ability to determine a document's current location and least consistent regarding tracing its previous movements.

Overall, respondents perceive that documents can be located, responsibility can be identified, and document histories can be reviewed. Because no overall mean is reported, one should not describe a calculated overall score unless it is derived; the unweighted average of the four item means is 4.23. These findings reflect respondents' perceptions and do not independently confirm that every document's location or history can be verified in practice.

Table 19 shows that respondents rated accessibility as very high overall (M = 4.25, SD = 0.70). This suggests that, in general, authorized personnel can obtain document-status and movement information when needed.

The highest-rated item was authorized personnel's access to document-status information (M = 4.43, SD = 0.50), indicating strong agreement and relatively consistent responses. The availability of movement information to concerned personnel was also rated very high (M = 4.23, SD = 0.63), as was the ability to retrieve tracking information when needed (M = 4.30, SD = 0.60).

Locating records without unnecessary delay received the lowest mean (M = 4.03, SD = 0.96) and was rated high, rather than very high. Its larger standard deviation also indicates greater variation in respondents' experiences. This may identify a practical area for improvement: although access to information is generally rated positively, locating particular records may take longer or be less consistent for some respondents.

Overall, the results suggest that document information is broadly accessible, but the process of finding records could be reviewed to improve consistency and reduce delays. These findings describe respondents' perceptions; they do not independently measure actual retrieval times or access performance.

Cronbach's $\alpha = 0.913$, with item–rest correlations of .818, .817, .805 and .799 — a range of only .019, the tightest clustering in the series, with no item standing apart from the rest. Deletion diagnostics put alpha at .881, .881, .893 and .892, so no single item carries the scale. Because α exceeds 0.90 the redundancy

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

caveat applies: the four items are closely equivalent and are best described as one dimension measured four times with slight wording variation. The caveat is weaker here than in the blocks reporting α = .918 and .933, because the item–rest values are uniform rather than dominated by one or two items.

At a composite of 4.29, this block sits below the Accountability block (4.42) and below the highest blocks recorded (4.47, 4.48), but above the four lower sets (4.07, 4.19, 4.23, 4.25). Its distinguishing feature is not its mean but its internal structure: it is the one block whose significant omnibus result survives removal of its extreme cases.

The block supports the claim that this dimension of the system is in place, with one identifiable soft spot — and the soft spot is consistent across every statistic computed. Item 3 is the lowest mean, the widest dispersion, the lowest top-end share, the only item outside the very-high band, and the item whose rank difference drives the omnibus result. Where the earlier, more compressed blocks gave the discussion little to argue because approval was near-uniform, this block offers something specific: three indicators are rated very highly, one is rated high, and the gap is the largest internal difference the chapter has been able to detect without its extremes.

Operational Challenges and Optimization

The most frequently cited cluster of problems — 9 of 30 respondents (30.00%) — concerns what arrives rather than what happens to a document afterwards. Answers ranged from the terse ("Incomplete information," "incomplete fill out of documents submitted") to the comprehensive: one respondent specified "missing information, attachments, signatures and supporting documents," and another named "Lacking of documents that usually basically required by office." One response, "Lacking compliance," belongs to the same family even though it names the cause rather than the effect.

This matters because it locates a substantial share of the perceived problem outside the tracking system itself. Deficiencies in submitted documentation are a records-quality issue at intake, and the literature on records management in public organizations treats intake quality as a precondition for everything that follows: where submissions are incomplete, registration cannot be complete either, and every subsequent tracking function inherits the deficit (Riveros et al., 2026; Yusuf et al., 2023). For the present study the implication is analytical rather than remedial — completeness of submissions is a client-side and pre-registration condition, not a failure of routing, and the recommendations chapter should avoid prescribing tracking-system fixes for what is fundamentally a completeness-checking problem at the receiving window.

Equally prevalent — 9 of 30 (30.00%) — is the cluster describing documents that cannot be found. Answers here were the most concrete in the dataset: "misplaced or lost documents," "Paper misplaced," "when the document is misplaced by the end user," "Did not properly file the document," "Missing/misplaced attachement," and, in the fullest single account, "Difficulty tracking where documents are; documents getting delayed or stuck during routing; missing or misplaced files; incomplete or unclear information on documents; time-consuming manual searching; and occasional misfiling that makes retrieval hard." Two responses add diagnostic detail rather than description: "file organization errors, version confusion, and tracking gaps," which points to version control as a distinct failure mode, and "Document Loss despite efficient recording," which is the most analytically interesting answer in the set because it separates recording from custody — a document can be logged correctly and still disappear.

The retrieval dimension deserves emphasis because respondents volunteered it independently. "Time-consuming manual searching" is a retrieval cost, not a routing cost, and it is the failure mode that textbook log-book systems handle worst: a log records that a document left a desk, but reconstructing where it is now requires reading the log sequentially. Reported gains from digitised tracking are concentrated precisely here — one local government implementation recorded a 92.86% decrease in document loss alongside a 61.11% reduction in processing time (Kisworo, 2026) — and systems that assign each document

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

a unique identifier and expose its current status to both sender and receiver reduce the risk of human error and make movement visible to both ends of the transaction (Acedo, 2025).

6 of 30 (20.00%) named time as the problem — from the single word "Time" to a detailed account locating the delay outside the respondent's own office: "The time it takes for the receiving office to process documents we endorsed. For example, signed reassignment orders take a while for it to be returned from the endorsing office due to the availability of the authorized personnel to sign said documents." That answer identifies a signature-availability bottleneck rather than a paperwork-processing bottleneck, which is a materially different diagnosis: no amount of better filing shortens the interval during which a document waits for an official's signature. Another respondent described the same interval from the internal side — "bureaucratic red tape … especially when documents are returned for revisions or remain pending at one stage" — which adds the rework loop to the waiting time. A third described the process stage as the locus without specifying the cause ("It is mostly processing"), and a fourth embedded delay in a wider answer about pending documents "longer than expected."

Taken together, the accounts locate delay in three distinct places: waiting for a signature, waiting at a stage, and waiting through a revision cycle. Only the second and third are addressable through tracking; the first is an authority-delegation question.

Three respondents (10.00%) said they could not determine who held or owned a document: "Some documents are not recorded as to who is assigned to act on it," "unclear accountability … make it difficult to determine who is responsible for delays," and, in a combined answer, "It was also sometimes unclear who the responsible personnel were to contact for follow-ups, particularly when documents remained pending longer than expected."

This requires careful handling, because it appears to contradict the quantitative findings directly. In the Accountability block, "Personnel can be identified through document transaction records" obtained the highest rating in the block ($M = 4.57$, $SD = 0.50$, with 56.67% of respondents choosing 5), and "Responsibility for each document is clearly assigned" obtained 4.37. Yet respondents describe uncertainty about who to contact. The discrepancy is resolvable and should be explained rather than smoothed over: the items ask whether the system permits identification, whereas the open-ended answers describe what happens in the specific cases that go wrong — documents pending longer than expected, or documents that were never properly recorded in the first place. A system can make identification possible in principle and still leave the respondent unable to identify anyone for a particular document. The two findings are about different referents, and the dissertation is stronger for naming the distinction: the capacity for accountability is rated very high; its reliability in exceptional cases is what respondents report as deficient. Consistent with this reading, the same respondents rated the traceability of delays to the appropriate processing stage lowest of the four accountability indicators ($M = 4.33$, $SD = 0.71$), which is the item closest to the problem they describe in their own words.

3 respondents (10.00%) addressed capability. The richest answer in the entire dataset is the first one, and it deserves extended treatment because it reframes the problem:

"Most monitoring for paper trail uses record log books to record the what, when, where, and whom the documents are forwarded to. It is the lack thereof of proper document tracking apps and equipment and training on how to use such apps and equipments. Even the use of Google Sheet or Excel can help make tracking docs easier, but, because a lot of the follow-uppers do not know how to use the said app or simply do not have the access to it, they just use log books because it is more accessible for them."

Three things follow from this account. First, the log book is not a failure of practice but a rational adaptation: it is used because it is the most accessible option available to those who must follow up. Second, the constraint is access and training, not the absence of software — the respondent names Google Sheets and Excel, both of which require no procurement, which means the binding constraint is capability and permission rather than budget. Third, the deficiency is located specifically among follow-uppers, that is,

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

among staff who must query the status of documents rather than among the records staff who register them. That is a training.

The other two responses in this cluster are the brief ones — "Lack of equipment like PC" and "lack of knowledge of a personnel" — and together they reinforce the same picture: where the tooling exists, it is not uniformly distributed, and where training is absent, staff fall back on paper. This is consistent with a well-documented pattern in public-sector records research, in which records work is absorbed by general administrative staff who are not trained specialists (Kautto & Henttonen, 2020), and in which training and staffing deficits rather than technology gaps are the recurrent constraint (Abuki, 2014; Dikotla & Mokgolo, 2023; Duffus, 2017). The implication is the standard caution in this literature: document management requires routines, controls, monitoring, and organizational capability, and technology introduced without them digitalises existing inefficiency rather than removing it (Riveros et al., 2026; Yusuf et al., 2023).

Two respondents (6.67%) named inconsistency as the problem: "inconsistent document tracking reference numbers" (offered alongside delays and unclear responsibility in the same answer) and "Using different formats." Both are small in count and large in consequence, because a tracking system's value depends on a single reference convention. If numbers are assigned inconsistently or formats vary between offices, the transaction record cannot be searched across units and the audit trail fragments at exactly the point where it should consolidate. This is the mechanism behind the "tracking gaps" named by another respondent, and it is the one reported problem that the design of an optimisation programme can eliminate almost entirely — standardised numbering and a single mandatory entry format are configuration decisions, not capacity-building ones (Nazwatunissa & Hikmah, 2025).

A single respondent (3.33%) reported the most specific monitoring deficiency in the set: "During monitoring, we do not have report if it was already acted upon esp CNVR request/rabies vaccination request/conduct of data gathering (students thesis)." Its value exceeds its frequency. The respondent distinguishes possession from disposition — the system can say where a document is but not whether it has been acted upon — and does so with reference to concrete transaction types. This is exactly the distinction the quantitative data registered as the weakest accountability indicator: recording who holds a document is well developed, while knowing what has happened to it is not. The optimisation target that follows is a status field with an actioned/pending state, not merely a location field.

Two answers deserve separate mention because they qualify the diagnosis. One respondent wrote "N/A," which should be retained in the reporting as a genuine response — one of thirty staff responsible for these processes reported no recurrent problem — rather than dropped. And one wrote "Document Loss despite efficient recording," which is the most theoretically informative single line in the dataset: it asserts that recording and custody are separable, and that a system can perform the first well while failing the second. Both belong in the discussion because a section that reports only problems presents a picture the respondents did not give.

At the same time, the low frequency of several structurally important themes — feedback on action taken, unrecorded receipt, formats, compliance — should not be read as their unimportance. Ten of the responses were four words or fewer, and several respondents appear to have named only their most pressing problem. In a qualitative set of this kind, frequency of mention measures salience, not severity or prevalence, and the section should say so explicitly.

Reading the accounts together, the reported problems cluster at two points in the document lifecycle rather than dispersing evenly across the five stages named in the question. The first is intake: documents arrive incomplete (9 respondents) or are never recorded at all because they were hand-carried (1 respondent, but with systemic implications, since an unrecorded receipt defeats the transaction record the Accountability items rate highest). The second is handoff: a document leaves one desk and its subsequent location, holder, or disposition becomes uncertain (9 respondents on misplacement and retrieval; 3 on unclear responsibility; 1 on absent action feedback). Delay, named by 6 respondents, is the observable consequence of both.

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

That concentration is itself the finding, and it maps onto the literature's account of why records systems underperform in local government: the failures are procedural and organisational rather than technical, and they show up where one unit's record ends and another's begins (Riveros et al., 2026; Shepherd et al., 2010). It also explains why digital tracking implementations in comparable settings report their largest gains in loss reduction and processing time rather than in documentation quality (Kisworo, 2026) — systems fix handoffs; they do not fill in missing attachments.

Four implications follow, in descending order of leverage. Standardisation — a single reference format and mandatory fields at entry — addresses the inconsistency and tracking-gap reports and costs almost nothing to implement beyond a decision and an enforcement rule (Nazwatunissa & Hikmah, 2025). Status and action-tracking functionality, including an "actioned/pending" state, addresses the monitoring gap that respondents described in concrete terms and converts the strong documentary accountability already in place into diagnostic traceability (Acedo, 2025). Targeted training and access for follow-uppers, using tools the office already has rather than only procured software, addresses the account in which log books persist because spreadsheets are unfamiliar or unavailable — the account that most directly contradicts any recommendation framed as "acquire a system" (Duffus, 2017; Kautto & Henttonen, 2020). And a completeness check at the receiving window, with a returned-submission protocol, addresses the largest single theme (30.00%) that no tracking-system upgrade can reach on its own (Riveros et al., 2026).

Limitations

The study was limited to 30 purposively selected personnel in ten offices and relied on perception ratings rather than an audit of actual document transactions. The concentration of respondents in two offices and sparse categories limit generalization and subgroup comparisons. The findings describe the selected personnel and should not be interpreted as causal evidence.

As a closing note on scope, the present findings are drawn from perception ratings alone and should be read as a baseline against which any future enhancement of the system, such as the digitized tracking implementations whose reported gains include reductions in document loss and processing time, can later be measured.

CONCLUSION

First, the document tracking and monitoring system of the Local Government Unit of Cebu City is operated, judged, and kept in motion by a workforce of general administrative staff, predominantly female bachelor's degree holders in the early-to-middle phase of their careers, who handle documents daily as a duty attached to posts in the administrative series. The thin representation of dedicated records personnel, only two of thirty respondents, and the absence of any central records unit in the sample indicate that records work in the offices studied is functionally distributed rather than professionally organized, and that the system has no designated owner at the office level.

Second, the personnel are not the constraint on the system. Competency was rated very highly across all its aspects, and even the training item that drew the lowest competency rating (4.27) still fell within the strongly agree band. The factors that drew comparatively lower ratings, information technology utilization (4.07), the currency of electronic status information (3.97), the timeliness of status updates under inter-office coordination (4.00), and the routine follow-up of delayed documents (4.37, the lowest procedural item with the largest dispersion), are properties of institutional routines and tooling rather than of individual capability. Where a system's people are rated very highly and its exception-handling routines comparatively lower, the deficiency lies in the procedures and structures at the hand-offs, not in the staff.

Third, document tracking and monitoring in the LGU is efficient, but its efficiency is uneven across dimensions. The system is strongest where the requirement is documentary: accountability (4.42) and completeness of monitoring records (4.29) were rated very highly, and the recording of completed

ISSN: 3116-3475
International Journal
of Education, Research, and Innovation Perspectives
Volume 2 Issue 11 (November 2026)

transactions (4.43) and the identification of personnel through transaction records (4.57) were among the highest-rated indicators in the study. It is weakest where the requirement is action: timeliness was the lowest-rated efficiency dimension (4.19), and the systematic monitoring of pending documents (4.13), the prompt location of records (4.03), and the currency of electronic status information (3.97) were the specific soft spots. The statistically significant internal gradient within the completeness block, surviving the removal of extreme cases, identifies the monitoring of pending documents as the system's one empirically demonstrable weakness rather than a reporting artifact.

Fourth, the problems the users themselves report are concentrated at intake and handoff, not spread across the process. Incomplete submissions and the misplacement or loss of documents with retrieval difficulty together account for the largest problem clusters, and they are precisely the two failure modes a tracking system cannot remedy by itself: one originates with the submitting client before registration, and the other arises in the interval after a document leaves one desk and before it is accounted for at the next. The reported difficulty in identifying responsible personnel despite very high rated accountability capacity indicates that the system performs reliably in the normal case and unreliably in the exceptional case, and it is the exceptional case, the stalled, lost, or unactioned document, that generates delay and erodes confidence in the system.

Fifth, the constraint on optimization is capability and access rather than procurement. The respondents' own accounts identify spreadsheet-based tracking foregone because of unfamiliarity or lack of access, equipment gaps, and knowledge deficits among the staff who must follow up documents, and the rated data identify status currency and follow-up as the weak links; taken together, these indicate that the system's improvement depends on standardized reference conventions, an actioned-or-pending status discipline, and targeted training and access for follow-up staff, before or alongside any enhancement of the tracking technology itself.

Recommendations

The City Government of Cebu City, through the Office of the City Administrator and the concerned departments, should formally designate a records coordinator or records custodian in each office handling document flow, with the duty written into the position designation rather than attached informally, so that every office has an accountable owner of the tracking function. This responds directly to the finding that only two of thirty personnel hold records-specific posts and none sits in a central records unit, while the tenure distribution concentrates procedural knowledge in a small long-serving group.

The Human Resource Development Office, which houses nearly a quarter of the respondents, should institute a continuing training programme in records and document management aimed specifically at the staff who follow up documents, covering the use of spreadsheet and tracking applications already available to the offices, and should pair it with an access review so that the tools staff are expected to use are actually available to them. Training was the weakest-rated competency aspect in the quantitative data and the deficit named in the qualitative accounts.

The offices operating the tracking system should standardize the reference-number format and the required entry fields for every document registered, and should extend the tracking record with an explicit actioned-or-pending status field so that monitoring reports show not only where a document is but whether it has been acted upon. These two low-cost measures address the inconsistent reference numbers, the missing feedback on action taken, and the monitoring gap that the data identify as the system's specific weaknesses.

Each office should adopt standard operating procedures for the exception path: a defined follow-up interval for overdue documents, a designated owner for each stalled document, a completeness check at the receiving window with a protocol for returning incomplete submissions, and a rule that no document leaves an office unrecorded, hand-carried or otherwise. Because incomplete submissions and lost or

misplaced documents together form the largest problem cluster, these procedures target the two lifecycle points where the reported problems actually concentrate.

The offices should institute per-office turnaround monitoring and periodic reporting of response delays, so that the offices where documents habitually stall become visible and the signature-availability bottleneck identified in the accounts can be addressed through delegation of signing authority where appropriate rather than through paperwork improvements alone.

Finally, future researchers should extend this study by validating the perception-based ratings against documentary evidence, such as an audit of tracked documents for completeness of transaction records and measured intervals between a document becoming overdue and the first follow-up action; by adding instrument items that separate length of service from length of exposure to the current tracking system, and years in the present position from years in the service; and by drawing a larger and more evenly distributed sample so that the profile variables this study could treat only descriptively, including age, sex, position, educational attainment, and office assignment, can be tested for their relationship with efficiency ratings.

REFERENCES

Cebu City Government. (2019, September 17). *Cebu City citizen's charter*. https://www.cebucity.gov.ph/transparency/citizens-charter

Code of Conduct and Ethical Standards for Public Officials and Employees, Rep. Act No. 6713 (1989) (Phil.). https://lawphil.net/statutes/repacts/ra1989/ra_6713_1989.html

Data Privacy Act of 2012, Rep. Act No. 10173 (2012) (Phil.). https://lawphil.net/statutes/repacts/ra2012/ra_10173_2012.html

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, *13*(3), 319–340. https://doi.org/10.2307/249008

DeLone, W. H., & McLean, E. R. (2003). The DeLone and McLean model of information systems success: A ten-year update. *Journal of Management Information Systems*, *19*(4), 9–30. https://doi.org/10.1080/07421222.2003.11045748

Ease of Doing Business and Efficient Government Service Delivery Act of 2018, Rep. Act No. 11032 (2018) (Phil.). https://lawphil.net/statutes/repacts/ra2018/ra_11032_2018.html

E-Governance Act, Rep. Act No. 12254 (2025) (Phil.). https://lawphil.net/statutes/repacts/ra2025/ra_12254_2025.html

Electronic Commerce Act of 2000, Rep. Act No. 8792 (2000) (Phil.). https://lawphil.net/statutes/repacts/ra2000/ra_8792_2000.html

Hendrawan, M. R., Mat Isa, A., & Samsudin, A. Z. H. (2025). The effect of records management on the effectiveness of human resource performance in public services. *Record and Library Journal*, *11*(1), 70–82. https://doi.org/10.20473/rlj.v11-i1.2025.70-82

Hood, C. (1991). A public management for all seasons? *Public Administration*, *69*(1), 3–19. https://doi.org/10.1111/j.1467-9299.1991.tb00779.x

Implementing Rules and Regulations of Republic Act No. 12254, the E-Governance Act (2026) (Phil.). https://lawphil.net/statutes/repacts/ra2026/irr_12254_2026.html

Local Government Code of 1991, Rep. Act No. 7160 (1991) (Phil.). https://lawphil.net/statutes/repacts/ra1991/ra_7160_1991.html

Makgahlela, K. A. (2021). *Enhancing service delivery through records management in Mogale City Local Municipality* [Doctoral dissertation, University of South Africa]. Unisa Institutional Repository.

National Archives of the Philippines Act of 2007, Rep. Act No. 9470 (2007) (Phil.). https://lawphil.net/statutes/repacts/ra2007/ra_9470_2007.html

Pappel, I., & Saarmann, M. (2012). *Digital records keeping to information governance in Estonian local governments* [Conference paper]. ResearchGate. https://doi.org/10.13140/2.1.1435.6800

Sunindyo, W. D., Hendradjaya, B., Saptawati, G. P., & Widagdo, T. E. (2014). Document tracking technology to support Indonesian local e-governments. In *International Conference on Information and Communication Technology* (pp. 175–180). Springer. https://doi.org/10.1007/978-3-642-55032-4_33