



# IDENTIFYING FACTORS FOR EMPLOYEE PERFORMANCE IN PUBLIC SERVICE

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## ABSTRACT

*This study aimed to determine the level of employee performance in the public service during the calendar year 2023 – 2024. Involved in the study were one hundred twenty (120) employees from six (6) Local Government Units in Laguna and one hundred twenty clients (120) determined through random sampling.*

*Descriptive quantitative research method was employed to determine the relationship of variables such as the demographic profile, the level of influence of identifying factors to the employees in terms of Organizational Culture, Training and Development, Employee Motivation and Job Satisfaction and the level of employee performance in terms of Customer Service, Responsibilities towards the organization, Ethical Conduct and Compassion. Data analysis shows that there are significant correlations between Organizational Culture, Training and Development, Employee Motivation, and Job Satisfaction with performance in areas such as Customer Service, Responsibilities Towards the Organization, Ethical Conduct, and Compassion.*

*Responsibility Towards Organization showed positive relationships with Training and Development, Employee Motivation, and Job Satisfaction. These results provide valuable perspective on the factors impacting employee performance in public service in our society.*

**KEYWORDS:** *Employee Performance, Public Service, Identifying Factors for Employee Performance*

## INTRODUCTION

In any field, an organization's success is solely dependent on its employees. Employees play a vital role in any organization, representing its most valuable asset. They are the driving force behind the success and growth of businesses, government agencies, and non-profit organizations. Recognizing and valuing their contributions, providing appropriate support and development opportunities and fostering a positive work environment are essential to overall success and effectiveness of LGUs.

In the public service domain, employee performance directly impacts the delivery of services and the achievement of organizational objectives. Public organizations exist to serve the needs of the public, and the quality, efficiency, and effectiveness of these services are directly tied to the performance of their employees. High-performing employees can ensure that public services are delivered in a timely manner, meet the needs of citizens, and contribute to the overall development and well-being of society.

The researcher wanted to uplift and shed light for the worth of our casual and job order employees through their performance as a part of the forefront of public service delivery.

## MATERIALS AND METHOD

Descriptive – quantitative research design harmonizes with the purpose of the study of establishing associations between the

variables, hence to determine the relationships between one thing (an independent variable) and another (dependent variable) within a population (Babbie, 2010). This study will use descriptive quantitative method on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.

According to Posinasseti (2014), descriptive study is one in which information is collected without changing the environment (e.i., nothing is manipulated). It is used to obtain information concerning the current status of the phenomena to describe “what exists” with respect to variables or conditions in a situation. As stated also by Sugiyono (2015) Quantitative methods can be interpreted as research methods based on positivism philosophy, used to examine in a particular population or sample, data collection using research instruments, quantitative data analysis / statistics, with the aim to test the hypothesis set.

Correlational method is also a vital component of the research design employed in the study since it intends as well to determine the relationships between variables and to what degree, and to test a hypothesis, i.e.; significant relationship between the Identifying Factors and the Level of Performance of employees in the Public Service in the 3<sup>rd</sup> Class Municipalities of Laguna; and the significant difference between the Identifying Factors and Level of Performance as perceived by the respondents when grouped according to profile.



## RESULTS AND DISCUSSIONS

**Table 1**  
*Frequency and Percentage Distribution of Employees Profile*

Profile	f	%
<b>Age</b>		
26 and below	32	26.7
27 – 36	49	40.8
37 – 46	18	15.0
47 – 56	18	15.0
57 and above	3	2.5
<b>Sex</b>		
Male	53	44.2
Female	67	55.8
<b>Educational Attainment</b>		
High School Undergraduate	11	9.2
High School Graduate	18	15.0
College Undergraduate	35	29.2
College Graduate	45	37.5
Others	11	9.2
<b>Years in Service</b>		
Below 1 year	20	16.7
1 year – 5 years	46	38.3
6 years – 10 years	30	25.0
11 years – 15 years	24	20.0
<b>Employment Status</b>		
Casual Employees	41	34.2
Job Order	79	65.8

Table 1 presents the age distribution of the casual employees. As reflected in the table, 49 out of 120 employees were mostly in the range of 27 – 36 years old or 40.8 % of the respondents. Second were in 26 years old and below or 26.7% of the population. Third were 37 – 46 years old and 47 – 56 years old or 15.0%. Lastly, 57 years old and above or 2.5 % of the respondents fall on this age. This information is vital as age can be a factor that affects level of influence of identifying factors to the employees in the public service, and it offers insights for possible further analysis on the relationship between age and work performance of employees in the study. It also presents the sex distribution of the employees who took part in the research. As shown in the table, 67 out of 120 respondents were female or 55.8% of the research participant. On the contrary, 53 or 44.2% of the respondents were males.

In addition to this, it shows the educational attainment distribution of the employees who were respondents of the study. As reflected in the table, 45 out of 120 employees were mostly college graduates or 37.5 % of the respondents. Second were college undergraduates or 29.2%. Third were High school graduates or 15.0%. Lastly, eleven were high school undergraduates or 9.2% of the respondents. Eleven respondents fall under the category “others”.

Moreover, in terms of the years in service of the respondents, 46 out of 120 rendered 1 year to 5 years or 38.3%; 30 or 25.0% rendered 6 years to 10 years; 24 or 20.0% were 11 years to 15 years in service and 20 or 16.75% were below 1 year in service. Furthermore, the employment status of the respondents was also presented in the table. It revealed that out of 120 employees, 79 or 65.8% were job orders and 41 or 34.2% were casual employees.

**Table 2**  
*Frequency and Percentage Distribution of Clients Profile*

Profile	f	%
<b>Sex</b>		
• Male	56	46.7
• Female	64	53.3
<b>Community Sector</b>		
• Teenagers (13-19)	1	0.8
• Adult (20 – 59)	108	90
• Senior (60 and above)	11	9.2
<b>Frequency of Visit</b>		
• Daily	4	3.3
• Monthly	17	14.2
• Quarterly	40	33.3
• Annually	59	49.2



Table 2 presents the sex distribution of the clients who took part in the research. As shown in the table, 64 out of 120 respondents were female or 53.3% of the research participants. On the contrary, 56 or 46.7% of the respondents were males.

Moreover, it shows the age distribution of the clients. As reflected in the table, 108 out of 120 employees were mostly adults in the range of 20 – 59 years old or 90% of the

respondents. Second were senior who are 60 years old and above or 9.2% of the population. Lastly, teenager in the range of 13 to 19 years old or 0.8% of the respondents fall on this age.

Additionally, the table presents the frequency of visit of the clients. Out of 120 respondents, 59 or 49.2% of respondents visit annually; 40 or 33.3% of respondents visit quarterly; 17 or 14.2% of respondents visit monthly; and 4 or 3.3% of respondents visit daily.

**Table 3**  
*Level of Influence of Identifying Factors to the Employees in the Public Service in terms of Organizational Culture*

Indicative Statement	Mean	SD	Remark
1. Open communication and transparency are promoted.	4.19	1.06	Influential
2. Initiative and innovation are encouraged.	4.09	0.97	Influential
3. Collaboration and teamwork are valued and promoted.	4.06	0.99	Influential
4. A strong commitment to client satisfaction is emphasized.	4.34	0.73	Influential
5. Diversity and inclusion are actively fostered within the organization.	3.98	0.94	Influential
6. Opportunities for professional growth and development are provided.	3.98	1.19	Influential
7. Decision-making process are fair and inclusive.	4.04	0.93	Influential
8. Work-life balance and employee well-being are valued.	4.15	0.88	Influential
9. A strong sense of pride and commitment among employees toward the organization is practiced.	4.19	0.88	Influential
<b>Overall Mean</b>	<b>4.11</b>	<b>0.95</b>	<b>Influential</b>
<i>Note. N = 240. The mean is interpreted as follows: 4.20 – 5.00 = Highly Influential; 3.40 – 4.19 = Influential; 2.60 – 3.39 = Moderately Influential; 1.80 – 2.59 = Slightly Influential; 1.00 – 1.79 = Not Influential.</i>			

Table 3 suggests that the employees in the 3<sup>rd</sup> Class Municipalities of Laguna exhibit a high level of influence to public service in terms of organizational culture. The mean score of 4.11 (*SD* = 0.95) shows that the level of influence of organizational culture in public service to the employees are verbally interpreted as “Influential” in terms of having open communication and exhibiting fairness and inclusivity in decision making. The highest mean score of 4.34 (*SD* = 0.73) for the statement “A strong commitment to client satisfaction is emphasized.” suggests that employees were able to show strong commitment in doing their work and meeting client satisfaction. The lowest mean score of 3.98 (*SD* = 1.19) for the statement “Opportunities for professional growth and development are provided.” suggests that employees may be less likely given focus on this matter.

Overall, the high mean score and verbal interpretation of “Influential” suggests that the employees in LGU display a strong level of influence to public service in terms of organizational culture which is very important in their day-to-day work.

This implies that employees have a strong commitment to client satisfaction. This is supported by the study of El-Rawas, A., & Yassein, S. (2017) Some aspects of organizational culture like acting sociable to customers are easy to monitor. Organizational culture in the modern era significantly impacts organizational performance by influencing innovation capabilities. Innovation, driven by individuals within organizations, can be either enhanced or hindered by the organizational culture in which they operate. This culture provides an environment for business activities and innovation, ultimately affecting organizational performance through indirect and mediated pathways such as knowledge management and job satisfaction. All organizations have unique methods of operation influenced by their organizational culture, which encompasses fundamental values, beliefs, and management practices. These practices endure over time as they have proven successful and are perceived to continue to be effective in the future.



**Table 4**

**Level of Influence of Identifying Factors to the Employees in the Public Service in terms of Training and Development**

Indicative Statement	Mean	SD	Remark
1. Received sufficient training to perform job effectively.	4.00	1.00	Influential
2. Opportunities are provided to enhance skills and knowledge.	4.02	1.24	Influential
3. Professional development as a casual/ job order employee is supported.	4.09	0.90	Influential
4. The organization offers relevant and valuable training for casual/ job order employees.	4.04	0.98	Influential
5. Participation in training and development activities is encouraged.	4.13	0.92	Influential
6. The organization recognizes and rewards casual/job order employees who engage in training and development.	3.77	1.11	Influential
7. Training and development initiatives contribute to overall job satisfaction.	4.06	0.99	Influential
<b>Overall Mean</b>	<b>4.02</b>	<b>1.02</b>	<b>Influential</b>

*Note. N = 240. The mean is interpreted as follows: 4.20 – 5.00 = Highly Influential; 3.40 – 4.19 = Influential; 2.60 – 3.39 = Moderately Influential; 1.80 – 2.59 = Slightly Influential; 1.00 – 1.7 = Not Influential.*

Based on the results in Table 4, it shows that there is a high level of influence to public service in terms of training and development. The mean score of 4.02 ( $SD = 1.02$ ) suggests that the employees were provided with opportunities to enhance their skills and knowledge and were recognized for participating in trainings and development. The highest mean score of 4.13 ( $SD = 0.92$ ) was obtained from the statement “Participation in training and development activities is encouraged.”, indicating that employees prioritize the participation in training and development activities which is important in enhancing their skills and knowledge.

At the same time, the lowest mean score of 3.77 ( $SD = 1.11$ ) was obtained from the statement “The organization recognizes and rewards casual/job order employees who engage in training and development.”, indicating that there is a room for improvement for the organization to give recognition to casual or job order employees who participate in trainings.

Generally, the level of influence to public service in terms of training and development can be verbally interpreted as “Influential”.

This implies that employees are recognized and encouraged to participate, showing commitment to client satisfaction. This is supported by the study of Hoti, I., & Fejza, J. (2019) that training employees is very much needed to empower them. Training and Development is essential for enhancing employee skills and performance to meet current and future business needs. It is a valuable opportunity to increase knowledge among all employees, but cost can be a barrier for some employers. A structured program ensures consistent experiences and knowledge. Employees should be informed about company expectations, including safety, discrimination, and administrative procedures, to effectively perform their jobs.

**Table 5**

**Level of Influence of Identifying Factors to the Employees in the Public Service in terms of Employee Motivation**

Indicative Statement	Mean	SD	Remark
1. The organization provides recognition and rewards for a job well done.	3.72	1.30	Influential
2. I feel motivated to perform at my best as a casual/job order employee.	4.09	0.83	Influential
3. The organization fosters a positive work environment that encourages motivation.	3.89	1.01	Influential
4. I receive constructive feedback and support from my supervisor to enhance my performance.	3.94	1.22	Influential
5. The organization values and appreciates the contributions of casual employees.	3.96	1.00	Influential
6. I have clear goals and expectations that help drive my motivation.	4.15	0.91	Influential
7. The organization provides opportunities for growth and advancement as a casual/job order employee.	3.94	1.01	Influential
8. I feel a sense of purpose and fulfillment in my work as a casual/job order employee.	3.94	0.96	Influential



9. The organization promotes a healthy work-life balance, which contributes to my motivation.	4.00	0.93	Influential
10. I believe that my efforts and hard work as a casual/job order employee are recognized and valued by the organization.	4.00	0.96	Influential
<b>Overall Mean</b>	<b>3.96</b>	<b>1.01</b>	<b>Influential</b>
<i>Note. N = 240. The mean is interpreted as follows: 4.20 – 5.00 = Highly Influential; 3.40 – 4.1 = Influential; 2.60 – 3.39 = Moderately Influential; 1.80 – 2.59 = Slightly Influential; 1.00 – 1.7 = Not Influential.</i>			

Table 5 shows that there is a high level of influence to public service in terms of employee motivation. The mean score of 3.96 (*SD* = 1.01) suggests that the organization fosters a positive work environment that encourages motivation. The highest mean score of 4.15 (*SD* = 0.91) was obtained from the statement “I have clear goals and expectations that help drive my motivation.” indicating that employees’ motivation is aided by having expectations and goals that are clear to them.

At the same time, the lowest mean score of 3.72 (*SD* = 1.30) was obtained from the statement “The organization provides recognition and rewards for a job well done.” indicating that there is a room for improvement for the organization to provide recognition and rewards to employees who performs well with their duties and responsibilities.

Generally, the level of influence to public service in terms of employee motivation can be verbally interpreted as “Influential”.

This implies organization fosters positive work environment with clear goals. This study is supported by Ochola, G.O. (2019). States that organizations aim for goal achievement to boost productivity to motivate employees. Motivation is crucial for employee performance and job satisfaction. Different individuals are motivated by various factors such as money, recognition, and rewards. Employee motivation directly affects productivity, with motivated workers completing tasks efficiently and producing high-quality work. Overall, motivation levels in the workplace play a significant role in employee productivity and job satisfaction.

**Table 6**  
*Level of Influence of Identifying Factors to the Employees in the Public Service in terms of Job Satisfaction*

Indicative Statement	Mean	SD	Remark
1. I am satisfied with my current role as a casual/job order employee.	4.00	1.00	Influential
2. The organization provides a supportive and inclusive work environment.	4.04	0.98	Influential
3. I feel valued and appreciated for the work I do.	4.02	1.03	Influential
4. The organization offers opportunities for growth and advancement.	3.87	1.03	Influential
5. I have a good work-life balance as a casual/ job order employee.	4.06	1.05	Influential
6. I am satisfied with the level of compensation and benefits as a casual/ job order employee.	3.79	1.18	Influential
7. The organization recognizes and rewards my contributions as a casual/ job order employee.	3.87	1.30	Influential
8. I have the necessary resources and tools to perform my job effectively.	4.02	0.94	Influential
9. I have a positive relationship with my colleagues and supervisors.	4.17	0.96	Influential
10. Overall, I am satisfied with my experience as a casual/job employee in this organization.	3.98	1.15	Influential
<b>Overall Mean</b>	<b>3.98</b>	<b>1.06</b>	<b>Influential</b>
<i>Note. N = 240. The mean is interpreted as follows: 4.20 – 5.00 = Highly Influential; 3.40 – 4.19 = Influential; 2.60 – 3.39 = Moderately Influential; 1.80 – 2.59 = Slightly Influential; 1.00 – 1.79 = Not Influential.</i>			

Table 6 shows that there is a high level of influence to public service in terms of job satisfaction. The mean score of 3.98 (*SD* = 1.06) suggests that the organization provides a supportive and inclusive work environment, and employees were satisfied with

their experience as an employee. The highest mean score of 4.17 (*SD* = 0.96) was obtained from the statement “I have a positive relationship with my colleagues and supervisors.” indicating that employees have a favorable rapport with their



managers and colleagues. At the same time, the lowest mean score of 3.79 ( $SD = 1.18$ ) was obtained from the statement “I am satisfied with the level of compensation and benefits as a casual/ job order employee.”, indicating that there is a room for improvement for the organization to provide increase in the salary of the employees as well as their benefits.

Generally, the level of influence to public service in terms of job satisfaction can be verbally interpreted as “Influential”. This implies that employees go well with their colleagues and supervisors. This is supported by the study of Guruprasad, M. (2020) that job satisfaction is crucial for employees and organizations influencing productivity and over-all well-being in the workplace.

A happy worker is often more productive. Job satisfaction is crucial because people spend a significant amount of time at work. It also impacts employees' overall well-being, as satisfied workers are content and happy. Ultimately, satisfied employees tend to be more productive.

Moreover, Herzberg's Motivation-Hygiene Theory, also known as the Two-Factor Theory, distinguishes between motivation and hygiene factors affecting job satisfaction. Hygiene factors are less important, related to avoiding unpleasantness, while motivation factors satisfy the individual's need for self-growth. Widely used in job satisfaction research, this theory highlights the importance of both factors in understanding and improving workplace satisfaction.

**Table 7**  
***Composite Table on the Level of Influence of Identifying Factors to the Employees in the Public Service***

Identifying Factors	Over All Mean	VI
1. Organizational Culture	4.11	Influential
2. Training and Development	4.02	Influential
3. Employee Motivation	3.96	Influential
4. Job Satisfaction	3.98	Influential
<b>Total Mean</b>	<b>4.02</b>	<b>Influential</b>

*Note. N = 240. The mean is interpreted as follows: 4.20 – 5.00 = Highly Influential; 3.40 – 4.19 = Influential; 2.60 – 3.39 = Moderately Influential; 1.80 – 2.59 = Slightly Influential; 1.00 – 1.79 = Not Influential.*

Table 7 shows the composite results of the study on the level of influence of identifying factors to the employees in the public service assessed by the respondents with respect to organizational culture, training and development, employee motivation and job satisfaction.

Findings showed that among the four aspects composing the extent level of influence of identifying factors to the employees, organizational culture gets the highest mean. This reveals that

the view of the employees in organizational culture of system values and beliefs that are shared by people who interact in an organization serves as an identity and as a reference behavior to achieve organizational goals. It implied that among the four aspects on the level of influence of identifying factors, though all have verbal interpretation of much influential, employee motivation is the lowest which means that employees should be given ample attention to that matter.

**Table 8**  
***Level of Performance of Employees in the Public Service as to Customer Service***

Indicative Statement	Mean	SD	Remark
1. Provide excellent customer service.	4.65	0.51	Highly Performed
2. Work well with clients.	4.72	0.49	Highly Performed
3. Resolve customer issues and provide satisfactory solutions on time.	4.57	0.59	Highly Performed
4. Value feedback from clients to improve the quality of service.	4.48	0.67	Highly Performed
5. Access necessary tools and resources to deliver high-quality customer service.	4.53	0.69	Highly Performed
6. Emphatic and focused listener	4.48	0.63	Highly Performed



7. Go above and beyond to ensure customer satisfaction.	4.33	0.74	Highly Performed
8. Deals with challenging clients without being aggressive.	4.53	0.74	Highly Performed
9. Skillfully overcomes client's objections.	4.61	0.55	Highly Performed
10. Redefine the customer service process to meet clients' changing needs.	4.48	0.56	Highly Performed
<b>Overall Mean</b>	<b>4.54</b>	<b>0.62</b>	<b>Highly Performed</b>
<i>Note. N = 240. The mean is interpreted as follows: 4.20 – 5.00; Highly Performed; 3.40 – 4.19 = Performed; 2.60 – 3.39 = Moderately Performed; 1.80 – 2.59 = Slightly Performed; 1.00 – 1.79 = Not Performed.</i>			

Table 8 shows the level of performance of employees in the public service as to customer service. The statement “Work well with clients.” obtained the highest mean score of 4.72 (*SD* = 0.79) indicating positive behavior of the employees towards the clients in providing excellent customer service. Lastly, statement “Go above and beyond to ensure customer satisfaction.” obtained lowest mean score of 4.33 (*SD* = 0.74). The overall score of 4.54 (*SD* = 0.62) indicates that the level of performance of the employees in the public service as to customer is highly performed, suggesting that the respondents place a high importance on the providing excellent customer service and value feedback from clients to improve the quality of service.

It implies that clients are satisfied with the service given by the government employees of their municipality. It is supported by

the study of Meel, P. (2020) that service quality can deliver a good measurement means to forecast customer satisfaction.

There are (3) three key aspects of customer service are affect, customer mistreatment, and customer service behaviors. Affect involves emotional labor and contagion. Mistreatment is poor treatment from customers to employees. Service behaviors include customer orientation and service-oriented citizenship behaviors. Customers driven by needs expect excellent service, enhancing their quality of life. They demand faster, better service and are loyal to organizations with high service levels. Customer satisfaction and loyalty are crucial for business success. Similarly, individuals must meet customer needs to succeed. Organizations serve others to prosper through service.

Organizations, big and small, are prioritizing customer service as a key competitive edge. Providing excellent service not only benefits customers but also drives organizations success.

**Table 9**

***Level of Performance of Employees in the Public Service as to Responsibilities Towards the Organization***

<b>Indicative Statement</b>	<b>Mean</b>	<b>SD</b>	<b>Remark</b>
1. Understand their responsibilities and roles within the organization.	4.83	0.44	Highly Performed
2. Committed in fulfilling their responsibilities and meeting organizational expectations.	4.55	0.58	Highly Performed
3. Take ownership of their work and strive for excellence.	4.60	0.56	Highly Performed
4. Actively seek opportunities to contribute to the success of the organization.	4.67	0.52	Highly Performed
5. Prioritize the organization's goals and objectives through their words and actions.	4.78	0.48	Highly Performed
6. Communicate openly and honestly with colleagues and supervisors.	4.79	0.50	Highly Performed
7. Proactive in identifying and addressing challenges that may impact the organization.	4.59	0.65	Highly Performed
9. Committed to improve their service to achieve their goal.	4.68	0.55	Highly Performed
10. Actively seek professional growth and development to better serve the organization.	4.80	0.46	Highly Performed
<b>Overall Mean</b>	<b>4.70</b>	<b>0.53</b>	<b>Highly Performed</b>
<i>Note. N – 240. The mean is interpreted as follows: 4.20 – 5.00 = Highly Performed; 3.40 – 4.19 = Performed; 2.60 – 3.39 = Moderately Performed; 1.80 – 2.59 = Slightly Performed; 1.00 – 1.79 = Not Performed.</i>			

Table 9 shows the level of performance of employees in the public service as to responsibilities towards the organization. The statement “Understand their responsibilities and roles

within the organization.” obtained the highest mean score of 4.83 (*SD* = 0.44) indicating that the employees recognize their roles and duties and prioritize the organization's goals and



objectives through their words and actions. Lastly, statement “Committed in fulfilling their responsibilities and meeting organizational expectations.” obtained lowest mean score of 4.55 (*SD* = 0.58). The overall score of 4.70 (*SD* = 0.53) indicates that the level of performance of the employees in the public service as to responsibilities towards the organization is highly performed, suggesting that the respondents to actively seek opportunities to contribute to the success of the organization.

This is supported by the study of Syahril (2019) that people who have work commitments will always strive to carry out tasks that are their responsibility well in order to obtain satisfactory results or achievement.

Emphasizing accountability for public employees is crucial for improving work outcomes in public organizations. The

management of interdependencies among agents' activities determines responsibilities within an organization, highlighting the need for clear decision-making and resource usage. Work commitment is the deep involvement both physically and psychologically in fulfilling one's responsibilities within an organization. It consists of affective, ongoing, and normative commitments, reflecting emotional attachment, the impact of work on one's life, and alignment of personal interests with work responsibilities. Providing incentives for employees who excel in their duties can help increase their work commitment. Those with strong work commitments strive to achieve satisfactory results and achievements in their tasks. Overall, promoting accountability, effective management of interdependencies, and nurturing work commitment are essential for enhancing performance in public organizations.

**Table 10**  
*Level of Performance of Employees in the Public Service as to Ethical Conduct*

Indicative Statement	Mean	SD	Remark
1. Consistently uphold ethical standards and conduct in their role in public office.	4.70	0.51	Highly Performed
2. Prioritize the public interest and act in the best interest of the community.	4.55	0.53	Highly Performed
3. Handle office resources and supplies with transparency and accountability.	4.59	0.54	Highly Performed
4. Adhere to legal and regulatory requirements governing public office.	4.76	0.45	Highly Performed
5. Avoid conflicts of interest and act impartially in decision-making process.	4.67	0.52	Highly Performed
6. Maintain confidentiality and protect the privacy of individuals in accordance with the law.	4.68	0.52	Highly Performed
7. Engage in ethical decision-making and consider the potential impact on clients.	4.68	0.50	Highly Performed
8. Actively promote and contribute to a culture of ethical conduct within the public office.	4.65	0.59	Highly Performed
9. Report any unethical behavior or misconduct he/she can observe or become aware of.	4.52	0.55	Highly Performed
10. Believe that ethical conduct is essential for maintaining public trust and confidence in the office.	4.73	0.48	Highly Performed
11. Adhere to ethical standards and conduct self with integrity in all aspects of their work.	4.63	0.53	Highly Performed
<b>Overall Mean</b>	<b>4.65</b>	<b>0.52</b>	<b>Highly Performed</b>
<i>Note. N = 240. The mean is interpreted as follows: 4.20 – 5.00 = Highly Performed; 3.40 – 4.19 = Performed; 2.60 – 3.39 = Moderately Performed; 1.80 – 2.59 = Slightly Performed; 1.00 – 1.79 = Not Performed.</i>			

Table 10 shows the level of performance of employees in the public service as to ethical conduct. The statement “Adhere to legal and regulatory requirements governing public office.” obtained the highest mean score of 4.76 (*SD* = 0.45) indicating that the employees consistently uphold ethical standards and conduct in their role in public office. Lastly, statement “Report any unethical behavior or misconduct he/she can observe or become aware of.” obtained lowest mean score of 4.52 (*SD* = 0.55). The overall score of 4.65 (*SD* = 0.52) indicates that the level of performance of the employees in the public service as to ethical conduct is highly performed, suggesting that the

respondents to always engage in ethical decision-making and consider the potential impact on clients.

This implies that employee performance on ethics in public service has high adherence to legal requirements promoting ethical conduct. This is supported by the study of Khan, N.A., Salleh, A.M., Rahman, A.L., & Ahyat, M.M. (2018) that workplace ethics are one of the advantages in helping organizations to remain a good reputation and increase work productivity.

Ethics is essential in organizational culture. A strong ethical and spiritual culture leads to better performance. Organizational





culture impacts human functioning, shaped by external and internal influences like values, attitudes, and beliefs. The workforce's behavior is influenced by these norms. Organizational behavior is linked to corporate culture, which

should include ethics and spirituality. Workplace ethics help maintain a good reputation and increase productivity. Better performance and reputation is the importance of ethics in fostering a positive organizational culture.

**Table 11**  
*Level of Performance of Employees in the Public Service as to Compassion*

Indicative Statement	Mean	SD	Remark
1. Demonstrate empathy and understanding towards their clients.	4.73	0.46	Highly Performed
2. Actively listen to the concerns and needs of the public and strive to address them compassionately.	4.81	0.42	Highly Performed
3. Treat all individuals with respect and dignity, regardless of their background or circumstances.	4.79	0.47	Highly Performed
4. Prioritize the well-being and welfare of those affected by the decisions and policies I am involved in.	4.73	0.51	Highly Performed
5. Sensitive to the unique challenges and circumstances faced by different individuals or groups within and outside his/her workplace.	4.68	0.61	Highly Performed
6. Actively seek opportunities to support and assist clients who require additional help or resources.	4.86	0.40	Highly Performed
7. Communicate in a compassionate and considerate manner, taking into account the emotions and feelings of others.	4.68	0.50	Highly Performed
8. Proactive in identifying ways to improve the quality of services and support provided to the public.	4.84	0.45	Highly Performed
9. Collaborate with colleagues and stakeholders to find compassionate and inclusive solutions to public issues.	4.92	0.31	Highly Performed
10. Believe that compassion plays a crucial role in enhancing the overall effectiveness and impact of public office.	4.81	0.44	Highly Performed
<b>Overall Mean</b>	<b>4.78</b>	<b>0.46</b>	<b>Highly Performed</b>
<i>Note. N = 240. The mean is interpreted as follows: 4.20 – 5.00 = Highly Performed; 3.40 – 4.19 = Performed; 2.60 – 3.39 = Moderately Performed; 1.80 – 2.59 = Slightly Performed; 1.00 – 1.79 = Not Performed.</i>			

Table 11 shows the level of performance of employees in the public service as to compassion. The statement “Collaborate with colleagues and stakeholders to find compassionate and inclusive solutions to public issues.” obtained the highest mean score of 4.92 ( $SD = 0.31$ ) indicating that the employees Work together with coworkers and interested parties to resolve public concerns in a way that is inclusive and caring. Lastly, statement “Communicate in a compassionate and considerate manner, taking into account the emotions and feelings of others.” obtained lowest mean score of 4.68 ( $SD = 0.50$ ). The overall score of 4.78 ( $SD = 0.46$ ) indicates that the level of performance of the employees in the public service as to compassion is highly performed, suggesting that the respondents to actively listen to the concerns and needs of the public and strive to address them compassionately.

This study is supported by Plitt Donaldson, L. (2017) states that compassion is a core virtue in social work. Compassion is a social emotion that reveals the strength of our moral connections to others. It is a fundamental value in social work and can be linked to religion and macro practice. Compassion is triggered by recognizing our shared humanity and is a driving force for achieving sustainable goals and promoting sustainable environment.

Displaying compassion in the workplace not only leads to individual benefits but also results in overall advantages such as increased levels of shared positive emotions (e.g., pride and gratitude; Dutton et al. 2006) along with higher collective commitment and reduced turnover rates (Grant et al. 2008, Lilius et al. 2008).



**Table 12**  
*Significance of Difference between the Identified Factors and Performance of Employees in the Public Service*

Identified Factors	Performance			
	Customer Service	Responsibilities Towards the Organization	Ethical Conduct	Compassion
Organizational Culture	$r = 0.214^*$ <i>low</i> $p = .019$	$r = 0.154_{ns}$ <i>slight</i> $p = .092$	$r = 0.237^*$ <i>low</i> $p = .009$	$r = 0.252^*$ <i>low</i> $p = .005$
Training and Development	$r = 0.241^*$ <i>low</i> $p = .008$	$r = 0.182^*$ <i>slight</i> $p = .046$	$r = 0.286^*$ <i>low</i> $p = .002$	$r = 0.277^*$ <i>low</i> $p = .002$
Employee Motivation	$r = 0.231^*$ <i>low</i> $p = .011$	$r = 0.195^*$ <i>slight</i> $p = .033$	$r = 0.261^*$ <i>low</i> $p = .004$	$r = 0.227^*$ <i>low</i> $p = .013$
Job Satisfaction	$r = 0.238^*$ <i>low</i> $p = .009$	$r = 0.174_{ns}$ <i>slight</i> $p = .058$	$r = 0.273^*$ <i>low</i> $p = .009$	$r = 0.283^*$ <i>low</i> $p = .002$

Note: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

Table 12 presents the significant relationship between the identified factors and performance of employees in public service wherein the computed r values and the p-values between Organizational Culture, Training and Development, and Performance variables obtained were less than the significance level of .05, indicating that there is a statistical significance among these variables except between Organizational Culture and Responsibility Towards Organization wherein p-value is higher than .05 level of significance. Furthermore, it shows that between Employee Motivation, Job Satisfaction and Performance variables obtained were less than the significance level of .05, indicating that there is a statistical significance among these variables except between Job Satisfaction and Responsibility Towards Organization wherein p-value is higher than .05 level of significance.

There is a statistically significant correlation between Organizational Culture and Performance wherein the obtained value of Customer Service is  $r_s = .214$ ,  $p = .019$ , Ethical Conduct  $r_s = .237$ ,  $p = .009$ , Compassion  $r_s = .252$ ,  $p = .005$ . Same result between Training and Development and Customer

Service,  $r_s = .241$ ,  $p = .008$ , Responsibility Towards the Organization  $r_s = .182$ ,  $p = .046$ , Ethical Conduct  $r_s = .286$ ,  $p = .002$ , and Compassion  $r_s = .277$ ,  $p = .013$ . However, there is no statistically significant correlation between Organizational Culture and Responsibility Towards the Organization based on the obtained value,  $r_s = .154$ ,  $p = .092$  which is greater than the 0.05 level of significance.

Moreover, there is a statistically significant correlation between Employee Motivation and Performance wherein the obtained value of Customer Service is  $r_s = .231$ ,  $p = .011$ , Responsibility Towards the Organization  $r_s = .195$ ,  $p = .033$ , Ethical Conduct  $r_s = .261$ ,  $p = .004$ , Compassion  $r_s = .227$ ,  $p = .013$ . Same result between job Satisfaction and Customer Service,  $r_s = .238$ ,  $p = .009$ , Ethical Conduct  $r_s = .273$ ,  $p = .009$ , and Compassion  $r_s = .283$ ,  $p = .002$ . However, there is no statistically significant correlation between Job Satisfaction and Responsibility Towards the Organization based on the obtained value,  $r_s = .174$ ,  $p = .058$  which is greater than the 0.05 level of significance.



**Table 13**  
*Significance of Difference in the Identified Factors When Respondents are Grouped According to Profile*  
**Identifying Factors**

Profile	Organizational Culture	Training and Development	Employee Motivation	Job Satisfaction
Age	$F = 1.08$ not significant $p = .380$	$F = 1.13$ not significant $p = .363$	$F = 1.09$ not significant $p = .378$	$F = 1.10$ not significant $p = .377$
Sex	$t = 2.55^*$ $p = .117$	$t = 1.79$ not significant $p = .187$	$t = 2.18$ not significant $p = .146$	$t = 2.47$ not significant $p = .123$
Educational Attainment	$F = 0.10$ not significant $p = .957$	$F = 0.17$ not significant $p = .910$	$F = 0.05$ not significant $p = .983$	$F = 0.15$ not significant $p = .922$
Years in Service	$F = 3.92^*$ $p = .49$	$F = 2.57$ not significant $p = .124$	$F = 4.61^*$ $p = .034$	$F = 4.72^*$ $p = .032$
Employment Status	$t = 3.17$ not significant $p = .141$	$t = 1.92$ not significant $p = .230$	$t = 2.48$ not significant $p = .178$	$t = 3.08$ not significant $p = .144$

Note: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

Table 13 presents the significant difference in the identified factors when respondents are grouped according to profile wherein the computed F values and the p-values between Sex and Organizational Culture obtained were less than the significance level of .05, indicating that there is a statistical significance among these variables. However, there is no statistically significant difference between Sex, Training and Development, Employee Motivation and Job satisfaction based on the obtained values which were greater than the .05 level of significance. In addition to this, the computed F values and the p-values between Years in Service and Identifying Factors

obtained were less than the significance level of .05, indicating that there is a statistical significance among these variables except between Years in Service and Training and Development wherein p-value is higher than .05 level of significance.

Furthermore, it shows that Age, Educational Attainment and Employment Status have no statistically significant difference with any of the identifying factors based on the computed F values and p-values which obtained greater than .05 level of significance.

**Table 14**  
*Significance of Difference in the Performance of Respondents When Grouped According to Profile*  
**Performance**

Profile	Customer Service	Responsibilities Towards the Organization	Ethical Conduct	Compassion
Age	$F = 2.19$ not significant $p = .212$	$F = 1.88$ not significant $p = .226$	$F = 1.17$ not significant $p = .359$	$F = 1.92$ not significant $p = .199$
Sex	$t = -.82$ not significant $p = .414$	$t = -1.34$ not significant $p = .184$	$t = -.67$ not significant $p = .505$	$t = .81$ not significant $p = .420$
Educational Attainment	$F = .81$ not significant $p = .907$	$F = .117$ not significant $p = .811$	$F = 1.75$ not significant $p = .783$	$F = .915$ not significant $p = .922$



Years in Service	$F = 5.47^*$ $p = .017$	$F = 8.06^*$ $p < .001$	$F = 3.14^*$ $p = .036$	$F = 6.90^*$ $p = .001$
Employment Status	$t = 1.60$ not significant $p = .213$	$F = 2.83$ not significant $p = .078$	$F = 2.91$ not significant $p = .066$	$F = 2.02$ not significant $p = .082$

Table 14 presents the significant difference in the performance of respondents when grouped according to profile. It was observed that there is a **significant difference** between Years in Service and Performance variables since the obtained p-values were greater than .05 level of significance. However, the

obtained p-values for Age, Sex, Educational Attainment, and Employment Status as compared to Performance were higher than .05 level of significance.

**Table 15**  
*Composite Table on the Level of Performance of the Employees in the Public Service*

Level of Employee Performance	Over All Mean	VI
1. Customer Service	4.54	Highly Performed
2. Responsibilities Towards the Organization	4.70	Highly Performed
3. Ethical Conduct	4.65	Highly Performed
4. Compassion	4.78	Highly Performed
<b>Total Mean</b>	<b>4.59</b>	<b>Highly Performed</b>

Table 15 shows the composite results of the study on the level of performance of the employees in the public service assessed by the respondents with respect to customer service, responsibilities towards the organization, ethical conduct and compassion.

Findings showed that among the four aspects composing the extent level of performance of the employees, compassion gets the highest mean. This reveals that the view of the clients in employee compassion is seen in the organization as it is the core virtue in public service. It implied that among the four aspects on the level of performance of the employees, though all have verbal interpretation of much highly performed, customer service is the lowest this suggest a gap between perception and reality.

### CONCLUSIONS

In view of the summary of findings, the researcher therefore concluded the following:

1. Organizational Culture demonstrates high influence in employee performance in public service emphasizing client satisfaction but lacking in professional growth opportunities.
2. It reveals high influence on employee motivation in public service. The organization fosters a positive work environment with clear goals driving motivation.
3. The level of influence of identifying factors on employees' performance with respect to organizational culture, training, motivation, and satisfaction resulted that organizational culture was found most influential while employee motivation least impactful.

5. Employee customer service performance - "Work well with clients" scored highest while "Go above and beyond" scored lowest.
6. Employees perform well in understanding and prioritizing organizational goals but could improve in commitment towards meeting expectations.
7. It showcases how employees perform in terms of ethics in public service. Adhering to legal requirements results the highest score.
8. Displays employees' compassionate performance in public service, results show collaboration is highly rated, while proper communication or information dissemination within the organization needs to improve.

It displays the correlation between factors and employee performance in public service. Significant relationships were found between Organizational Culture, Training and Development, Employee Motivation, Job Satisfaction, and Performance variables. Results show statistical significance between most variables, except between Organizational Culture and Responsibility Towards Organization, and Job Satisfaction and Responsibility Towards Organization.

### Recommendations

- The following are the recommendations and implications of the study:
1. LGUs might consider focusing on further in-house professional development opportunities, such as mentorship programs, targeted training, and career path mapping that could be beneficial to the job order and casual employees.
  2. Future studies can delve deeper into the specific aspects of



organizational culture and motivation that have the most significant impact on employee performance.

3. Future researchers can conduct a comparative analysis to see if the factors affecting employee performance are consistent or vary depending on the specific context.

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