



INDIVIDUAL WORK PERFORMANCE, PUBLIC LEADERSHIP, AND PUBLIC SERVICE MOTIVATION: A CAUSAL MODEL ON PROFESSIONALISM AMONG THE PACIFICATION COMMITTEE (LUPONG TAGAPAMAYAPA) IN THE BARANGAYS

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ABSTRACT

This non-experimental quantitative study found a best-fit structural model of professionalism among 400 Lupong Tagapamayapa [LP] (Pacification) members in the barangays of Panabo City. Statistical tools used in analyzing data were the weighted mean, Pearson r, multiple linear regression, and structural equation modeling (SEM). Results exposed the high-level work performance, public leadership, public service motivation, and professionalism of the Lupong Tagapamayapa. Moreover, the correlation test yielded a significant linear relationship between leadership and professionalism and public service motivation and professionalism. However, the relationship between work performance and professionalism was insignificant. Subsequently, the regression result revealed a combined predictive capability of work performance, leadership, and public service motivation on professionalism. Furthermore, the structural equation modeling revealed that public leadership and public service motivation are predictors of professionalism with specific manifest variables: accountability and network governance for public leadership; compassion and self-sacrifice for public service motivation. These manifest variables can only predict professional ethos and challenge under the professionalism construct. Finally, the study's findings have implications for effective and efficient mediation protocols in the barangays. The paper contained further discussions and inferences about the results.

KEYWORDS: *public administration, lupong tagapamayapa, work performance, public leadership, public service motivation, professionalism, structural equation modeling, Panabo barangays*

INTRODUCTION

The problem of professionalism is evident among the Lupong Tagapamayapa, especially in performing their roles and responsibilities for effective mediation processes [1], [2]. This unprofessionalism demonstrated by incompetence might have been the reason for the docket congestion in the Philippines' regular courts, which was a perennial problem ever since the '80s, with as many as 5,000 cases handled by one court [3], [4], [5].



Professionalism is crucial among the barangay conciliation panel or the *Lupong Tagapamayapa*. The disputing parties expect the mediating panel to be competent and have a sense of independence, probity, honesty, and integrity (Explanatory Note on the Barangay Justice System Act, 2021). In addition, cases handled by the barangay mediation panels and other alternative dispute resolution (ADR) are of many types, requiring thorough knowledge and skills in conciliation to avoid backlogs [6], [7].

Moreover, there is a significant relationship between individual work performance and professionalism in all practice fields [8], [9], [10], [11]. Public leadership also significantly correlates with professionalism [12], [13], [14]. Leadership training that starts early in life, as in childhood, can develop professionalism when the child becomes an adult [15]. In other words, the more the child experiences leadership training, the more significant the chance of developing the value of professionalism. Further, public service motivation significantly relates to professionalism in that when a person has a solid motivation to serve others and do good, their dealings with others are as professional as possible [16]. Workers with high-level motivation in public service have meaningful insights into their work and do their jobs enthusiastically and professionally [17], [18].

Consequently, the very few studies on these topics convey a research gap, especially on studies using structural equation modeling to establish the best fit model of professionalism insofar as the *Lupong Tagapamayapa* is concerned. Therefore, this study became necessary, as the results might help the Barangay Conciliation Board, which supervises the conciliation processes and panels, plan the activities relevant to professionalizing the conciliation procedure in the barangays for successful mediation.

OBJECTIVES

The study intends to construct a model of professionalism among the Pacification Committee (*Lupong Tagapamayapa*) in the barangays concerning individual work performance, public leadership, and public service motivation. Specifically, this study will focus on the hereunder objectives:

1. To assess the level of work performance of pacification committee members in terms of task and contextual performance and counterproductive work behavior.
2. To evaluate the level of public leadership of the pacification committee in terms of accountability leadership, rule-following Leadership, political loyalty leadership, and network governance leadership.
3. To ascertain the level of public service motivation of the pacification committee in terms of attraction to policymaking, commitment to the public interest, compassion, and self-sacrifice.
4. To measure the level of professionalism of the pacification committee members in terms of professional ethos, professional challenge, professional facilitation, and work engagement.
5. To determine the significant relationship between the exogenous variables and professionalism.
6. To determine the combined influence of the exogenous variables on the professionalism of the pacification committee in the barangays.
7. To determine the best-fit model for the professionalism of the pacification committee in the barangays.

HYPOTHESIS

1. There is no significant relationship between the exogenous variables and professionalism.
2. No variable best predicts the professionalism of the pacification committee members.
3. No structural model best fits the professionalism of pacification committee members.

METHODS

This study is a non-experimental quantitative research that employed structural equation modeling (SEM) to establish the best fit model for professionalism in the barangay mediation panel. SEM is a dominant method used in testing multivariate causal relationships [19], [20]. It analyzes relationships between observed and latent variables and conceptualizes models by identifying model fit parameters and estimations [21], [22], [23]. Moreover, SEM integrates regression analysis to explain data causation [24], [25], [26], [27]. Significantly, social science researchers usually use structural equation modeling in creating models for their research [28], [29]. Again, structural equation modeling is appropriate in this study because the study requires establishing a model for professionalism among the *Lupong Tagapamayapa*.

In addition, besides the use of SEM, this study also used descriptive research as it aims to systematically and accurately describe, identify, characterize, and categorize a population vis-à-vis the variables [30]. Also, the study used the correlation method to



determine the relationships between two or more variables. For example, the relationship may be positive or negative, strong or weak. Alternatively, the study may yield no correlation between variables [31], [32], [33].

To achieve the study's objectives, the researcher recruited 40 Lupon Tagapamayapa members from each barangay in Panabo using stratified random sampling. Additionally, the study employed the half-balanced sample variance estimation to get half of the population because each barangay has the same number of Lupon members [34]. Since there are 40 barangays (mentioned under the locale of the study) with 20 Lupon members each, the sampling included only half the members, the same proportion [35]. Further, the samples included only those with experience handling mediation cases for the last three years. The selection of samples excluded the newly elected barangay officials and functionaries since they did not qualify for the criteria as they had not handled mediation cases yet.

RESULTS AND DISCUSSION

Table 1
Individual Work Performance of the Lupon Tagapamayapa Members

Indicator	Mean	SD	Descriptive Level
Task performance	4.10	0.58	High
Contextual Performance	4.01	0.61	High
Counterproductive Work Behavior	3.24	0.91	Moderate
Overall	3.78	0.52	High

Table 1 shows the result of individual work performance with task performance (M=4.10, SD=0.58), contextual performance (M=4.01; SD=0.61), and counterproductive behavior (M=3.24; SD=0.91) as manifest variables. The overall high-level score (M=3.78; SD=0.52) indicates that the respondents agreed that they often demonstrated the behaviors or actions stated in the survey. The standard deviation of 0.52 indicates the concentration of the data around the mean. In other words, the data are the expected responses (norm).

These results more or less correspond with Dofeliz and Dela Peña's (2022) [36] finding about the Lupon members' outstanding performance under the barangay justice system in Bandiangan, Iloilo. Villamor and Dagohoy (2020)[37] also had the same finding, stating that the Lupon Tagapamayapa in Tibal-og, Santo Tomas, and Davao del Norte are very highly effective in the conciliation process. These are indeed very noticeable results.

The results indicate that the Lupon members did well in their task and contextual performances and did not display counterproductive behaviors. For instance, the respondents often agreed that they managed to plan their work optimally, keeping the plan's outcomes in mind. Also, they often agreed to collaborate, taking on extra responsibilities, new tasks, and challenges to improve performance.

In contrast, not all Tagapamayapa members know about handling the different disputes filed in the barangay. For example, Sotto (2021)[38] suggested that barangay officials conduct a seminar on basic laws, protocols, and procedures for addressing community disputes. Likewise, Sobradil (2019)[39] also indicated that members of the Lupon boost their paralegal skills and training to effectively settle disputes and update themselves on some laws and mediation procedures. In addition, Guia and Mangubat (2021)[40] reported that members of the Katarungang Pambarangay in Barangay Wakas South, Pilar, Bataan need more technical know-how to dispense the barangay justice system.

Table 2
Public Leadership of Lupon Tagapamayapa Members

Indicator	Mean	SD	Descriptive Level
Accountability Leadership	3.68	0.64	High
Rule-following Leadership	3.85	0.73	High
Political Loyalty Leadership	3.50	0.79	High
Network Governance Leadership	3.65	0.62	High
Overall	3.67	0.57	High



Table 2 displays the public leadership data of the members of the lupong tagapamayapa. The table shows a high-level overall mean score ($M=3.67$; $SD=0.57$), indicating respondents often demonstrate these manifest variables: accountability, rule-following, political loyalty, and network governance leadership.

Specifically, the manifest indicators also got high mean ratings: accountability leadership ($M=3.68$; $SD=0.64$), rule-following leadership ($M=3.85$; $SD=0.73$), political loyalty leadership ($M=3.50$; $SD=0.79$), and network governance leadership ($M=3.65$; $SD=0.62$). These high mean ratings suggest that they agreed they often exhibit the statements given in the survey.

In public leadership, the high-level results in accountability, rule-following, political loyalty, and network governance leadership confirmed the Lupons' openness and honesty, seeking consensus with the other members of the committee before making decisions. The results revealed that the respondents always agree to follow judicial rules and protocols accurately, even if other stakeholders disagree. In addition, the results revealed that respondents had established a good network with the stakeholders, upholding good governance and professionalism in the process.

Significantly, tribal leaders best exemplified their public leadership. For example, in Talubin, Bontoc, Mountain. Province, tribal leaders decide cases based on customary laws [41]. In another example, the Lumads of Mindanao have a unique way of settling conflict called "husay," following their tribal laws [42]. The elders made their leadership known by expertly addressing the conflict and mediating the parties. In addition, although the tribes have customary laws, Lupong Tagapamayapa, led by the barangay captain, made sure these laws do not violate state laws and are congruently applied [43].

Table 3
Level of Public Service Motivation of LupongTagapamayapa Members

Indicator	Mean	SD	Descriptive Level
Attraction to Policymaking	3.55	0.60	High
Commitment to Public Interest	3.62	0.62	High
Compassion	3.61	0.69	High
Self-sacrifice	3.77	0.65	High
Overall	3.64	0.49	High

Table 3 presents the data on the public service motivation of the lupong tagapamayapa. Again, all manifest variables got high mean ratings, ranging from 3.55 to 3.77. The overall mean score is 3.64, with a standard deviation of 0.49. The result means that the respondents often demonstrated the manifest variables, such as attraction to policymaking, compassion, commitment to the public interest, and self-sacrifice. Specifically, the high mean score for attraction to policymaking ($M=3.55$; $SD=0.60$) suggests that respondents often believed politics is a dirty word. They also often believed that ethical behavior is as crucial as competence. However, the respondents also often did not care much about politics.

Generally, public service motivation is inherent in barangay officials. For example, members of Lupong Tagapamayapa are public officials headed by a barangay captain. These barangay officials serve the public by implementing laws for the people's good. They carried out their functions, duties, and responsibilities well, even with minimum benefits and privileges [44]. Public service is not exclusive to the male population. More women are now in politics because they love public service and have the will and determination to serve, fuelled by public service motivation [45], [46].



Table 4
Level of Professionalism of the LupongTagapamayapa Members

Indicator	Mean	SD	Descriptive Level
Professional Ethos	3.73	0.65	High
Professional Challenge	3.74	0.72	High
Professional Facilitation	3.81	0.71	High
Work Engagement	3.83	0.73	High
Overall	3.78	0.62	High

Table 4 displays the data on the professionalism of the pacification committee members. Again, all mean scores are high: professional ethos (M=3.73; SD=0.65), professional challenge (M=3.74; SD=0.72), professional facilitation (M=3.81; SD=0.71), and work engagement (M=3.83; SD=0.73). Likewise, these mean scores yielded a high overall rating of 3.78, with a standard deviation of 0.62. The respondents' high mean score denotes that they often agreed with the statements in the survey. For example, for professional ethos (M=3.73; SD=0.65), the high mean score signifies that being a member of the pacification committee meant more than just earning money because they felt they contributed to the barangay. They viewed their work as a vocation with personal meaning, so non-material values were central to their cause, knowing these could practically shape their ideals. They believed that being a member of the Lupong Tagapamayapa made their barangay a better place.

Moreover, the results revealed that respondents have high professional ethos, challenge, facilitation, and work engagement. These results mean that they work not for whatever they can get out of it but for what they can contribute to making the situation of the conflicting parties better for a peaceful barangay. Of course, being a member of the Lupon have some challenges, especially in dealing with irate parties, but they agreed that they face these challenges head-on as a group, applying the best mediation skills and professionalism they have to succeed in the situation. For example, Agustin et al. (2018)[43] found that the Lupon members in Barangay Caritan Centro, Tuguegarao City, were confident and disciplined in discharging their mandate. In other words, the Lupon members have exercised their professionalism in the mediation and conciliation processes by being diligent and carefully executing mediation protocols. Some barangay officials lack academic degrees [44], but they can show professionalism in settling disputes.

All these results upheld the theories purported in the study. Furthermore, the satisfactory work demonstrated by the Lupong Tagapamayapa in their work performance, public leadership, public service motivation, and professionalism exemplify good governance and a deep sense of professionalism, which is commendable.

Table 5
Significant Relationship between the Exogenous Latent and Endogenous Latent Variables

Exogenous Variables	Endogenous Variable (Professionalism)				Overall
	Professional Ethos	Professional Challenge	Professional Facilitation	Work Engagement	
Work Performance	.113*	.005	.000	.039	.042
Leadership	.416**	.288**	.339**	.272**	.367**
Public Service Motivation	.605**	.441**	.462**	.411**	.536**
	.000	.000	.000	.000	.000

Table 5 displays the summary result of the correlation tests between work performance, leadership, public service motivation, and professionalism. The basis of significance is $p < 0.05$. The table shows that only two exogenous variables have significant relationships with professionalism: leadership ($r = .367$; $p = .000$) and public service motivation ($r = .536$; $p = .000$). The correlation test between work performance and professionalism yielded an insignificant result ($r = .042$; $p = .405$).



In addition, the table shows that the correlation test is significant in a 2-tailed test, denoting that the mean scores are significant in the upper and lower tails of the distribution. The function of a 2-tailed test is to establish whether the mean is significantly greater than X and lower than X, resulting in a p-value of less than 0.05; thus, a significant result.

The significant result is that as leadership and public service motivation increase, professionalism also increases. The inference is that the relationship is linear, and these three variables move in tandem. Besides being linear, the relationship is also positive, suggesting that the movement of leadership and public service motivation will lead professionalism to move in the same direction.

Incidentally, correlation tests examine the strength and direction of the association or relationship of variables. Thus, in examining the data in the table, leadership and professionalism have a medium association ($r=.3$ to $.5$), while public service motivation and professionalism have a significant association ($r=.5$ to 1.0).

Research shows a significant relationship between work performance and professionalism. These constructs are applicable in almost all disciplines. For instance, authors proved that performance, accountability, and standards significantly associate with professionalism [47], [48]. In addition, Maryani, Entang, and Tukiran (2021)[49] found a strong association between work performance and work discipline, one of the principles of professionalism. Work performance significantly correlates with professionalism because employees bring their values to work and operate them according to the rules of their profession [50].

Similarly, leadership also correlates with professionalism. One of the indicators of leadership is accountability. Generally, people think of accountability as the answerability of one party to another. Incidentally, accountability is a virtue that promotes flourishing. Manifesting accountability as a virtue, people respond with the right attitudes. Thus, accountability leadership has a significant relationship with professionalism [51], [52].

Conversely, a lack of accountability weakens professionalism. For example, Lubis (2021)[53] found that a lack of accountability affects audit quality, conveying the negative relationship between accountability leadership and professionalism. In other words, when accountability leadership is weak, professionalism also becomes weak.

Finally, a study revealed that public service motivation and work engagement, one of the indicators of professionalism, are significantly correlated. People with good public service motives for others enhance their work performance to benefit more people [16]. In other words, making other people benefit from the fruits of their labor motivates public servants to give their best at what they do. For barangay officials, enhancing work performance can lead to a positive barangay development outcome [54]. Therefore, improving oneself and giving the best of oneself is one of the essences of professionalism [55].

Table 6
Significant Influence of the Exogenous Latent Variables on Professionalism

Exogenous Variables	Endogenous Variable (Professionalism)			
	B	β	t	Sig.
Constant	1.552		6.821	.000
Individual Work Performance	-.421	-.348	-6.883	.000
Public Leadership	.422	.385	7.279	.000
Public Service Motivation	.623	.484	11.172	.000
	R	.622		
	R ²	.386		
	ΔR	.382		
	F	83.084		
	ρ	.000 ^b		

Table 6 exhibits the result of the regression test. Regression tests are necessary to determine whether the independent variable impacts the dependent variable and to what extent. Besides this, regression analysis also identifies the indicators that can predict the dependent variable for future applications. The F-value ($F=83.084$; $p=.000$) is significant in this study, meaning the independent variables can predict the dependent variable. The F-value tells the combined predictive capability of the independent variables on the dependent variable. For example, in this study, the capability of individual work performance, public leadership, and public service motivation on professionalism have a combined predictive value of 38.2% ($\Delta R=.382$). However, each independent variable can predict professionalism by 38.6% when taken singly. As observed, each independent variable added to the equation can decrease the combined impact on the dependent variable.

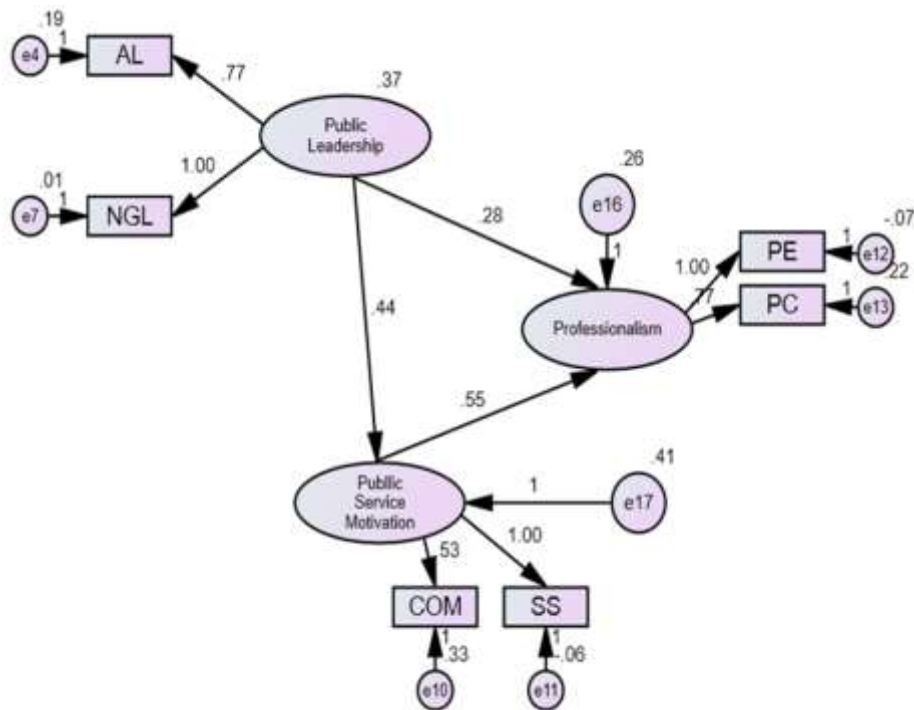


Figure 1. The Best-Fit Structural Model for Professionalism

Legend:

AL-accountability leadership

NGL-network governance leadership

COM-compassion

SS-self-sacrifice

PE-professional ethos

PC-professional challenge

Table 7
Values obtained for the Best-Fit Model

INDEX	CRITERION	MODEL FIT VALUE
Probability Value (P-value)	> 0.05	.099
Chi-Square/Degrees of Freedom (CMIN/DF)	0 < value < 2	1.780
Goodness of Fit Index (GFI)	> 0.95	.991
Comparative Fit Index (CFI)	> 0.95	.997
Normed Fit Index (NFI)	> 0.95	.992
Tucker-Lewis Index (TLI)	> 0.95	.991
Root Mean Square of Error Approximation (RMSEA)	< 0.05	.044
P of Close Fit (P-Close)	> 0.05	.529

Figure 1 is the best-fit model for professionalism since it satisfied all the criterion indices of the goodness of fit measures specified in Table 7. The model shows the exogenous latent variables with their manifest variables. These are latent variables because they are not directly observable except through their manifest variables (or indicators).

In Figure 3, leadership and public service motivation predict professionalism. At the start of the study, there were three exogenous variables (individual work behavior, public leadership, public service motivation, and professionalism). Consequently, the SEM analysis result excluded individual work performance. Therefore, accountability leadership (AL) and network governance leadership (NGL) are the manifest public leadership variables that predict professionalism. Furthermore, the deleted manifest variables were rule-following leadership and political loyalty leadership. Whereas, under public service motivation, the predictor variables are



compassion (COM) and self-sacrifice (SS). Discarded were: attraction to policymaking and commitment to the public interest. These predictor variables can also predict professional ethos (PE) and professional challenge (PC). Only these two manifest variables remained under professionalism after SEM analysis discarded professional facilitation and work engagement.

The structural equation modeling (SEM) result showed that leadership and public service motivation are the best indicators of professionalism. This result is congruent with the discussion in Table 5. Prediction is impossible without correlation. This argument verifies that public leadership predicts professionalism through their significant relationship [51], [52] and public service motivation and professionalism [16], [55].

Moreover, network governance is necessary to accomplish a goal that a single person or entity cannot achieve [56], [57]. Furthermore, network governance operates professionally [58]. Thus, there is professionalism where there is network governance [59].

Compassion is often evident in the medical field [60], [61], [62]. However, this could also work in governance, inspired by professionalism [63], [64]. Additionally, self-sacrifice indicates public service motivation within the professional ethos and challenge. No person can claim compassion and self-sacrifice yet violate the laws of their profession, which contradicts professionalism [65], [66], [62]. In other words, professionalism sets the norms on how government officials, for instance, will act out their leadership and public service motivation.

CONCLUSION

The Lupong Tagapamayapa have high work performance, leadership, public service motivation, and professionalism. Leadership and public service motivation have significant positive relationships with professionalism. However, the relationship between individual work performance and professionalism is not significant. The combined influence of individual work performance, public leadership, and public service motivation on professionalism is 38.2%, while the individual influence is 38.6%. Leadership (accountability & network governance) and public service motivation (compassion & self-sacrifice) can influence professionalism (professional ethos & professional challenge).

Finally, the study affirmed its foundation theories of good governance and professionalism. For one, the work of the Lupon members as the pacification committee lies within the purview of good governance. In their duties, the Lupon should observe transparency and impartiality, follow the rule of law, and be accountable for their actions and decisions. Moreover, the deep theory of professionalism reminds the Lupon of being goal-based (to succeed in mediating conflicting parties, rights-based (upholding the law), and duty-based (responsive, consensus-oriented, and accountable).

Professionalism entails competence; thus, the Lupong Tagapamayapa has to undergo an intensive seminar and training on arbitration, conciliation, and mediation to become competent and knowledgeable about their job. The DILG may encourage the Lupong Tagapamayapa members to enroll in diploma courses to have a highly professional approach regarding arbitration, conciliation, and mediation. The DILG or LGU may shoulder the costs of this endeavor. In addition, the Lupong Tagapamayapa members can benchmark to other barangays or to the mediation center at the Hall of Justice to measure themselves and their mediation approach against external standards. Finally, researchers may replicate this study in other cities and regions to check the findings' accuracy and provide rich literature on the subject.

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