

# MEASURING THE PUBLIC SERVICE MOTIVATION OF DEPED SCHOOL TEACHERS IN THE PROVINCE OF LAGUNA, PHILIPPINES

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## Abstract

Rep. Act No. 6713 states that “it is the policy of the State to improve a high standard of ethics in public service. Public officials and employees shall at all times be accountable to the people and shall discharge this duties with utmost responsibility, integrity, competence, and loyalty act with patriotism and justice, lead modest lives and uphold public interest over personal interest.”

Teachers comprise the majority of public employees or public servants in the Philippines. They usually possess the peculiarities as follows: decisiveness, honesty and integrity, dedication and commitment, Initiative and resourcefulness, courtesy, compassion, diligence, wisdom, stress tolerance, fairness and justice, frugality and simplicity. They are bearers of knowledge, have all the capacities to overcome all challenges that may beset them.

Because of the commendable qualities that teachers possess, they are trusted to serve as proctors during national examinations and serve poll duties during elections in the Philippines. The reason why they are documented as unsung heroes for serving with utmost dedication and commitment despite meager honorarium.

As stated in RA 6713, public servants should possess high standard of ethics and at all times be accountable to the people discharging their duties in the name of responsibility, integrity, competence, loyalty among others.

This is the time to record the teachers’ level of values and standard with respect to the performance of duty as public servants. Their motivation is paramount to the delivery of their services.

Results showed that majority of basic education teachers in the Department of Education have moderate level of public service motivation in terms of civic duty, social justice, compassion, public interest and self-sacrifice

## Introduction:

Like assertions of the society in other countries, Filipinos believe that motivation of individuals in the public service careers differ in important ways compared with other citizens of the world. Globally, the concept of public service is usually associated with working in the public sector and found with implications to one’s behavior beyond the workplace that influence the attitude and behavior of individuals in the civic community. (Houston 2008) This is about volunteering which according to Clary et.al. (1998) can aid in many individual motivational functions like altruism, humanitarian concerns for others, and commitment to the public interest. It is an activity where time is freely given to benefit another person, group or organization (Wilson 2000) and take note that volunteering entails commitment of time and effort and to some extent formalized and public.

Elmer Staats (1998) underscored that public service is a concept, an attitude, a sense of duty, a sense of public morality. Still, public service was formally defined by several scholars as public service ethic or civic duty (Bruce Buchanan 1975). It has something to do with public service motivation or PSM which was theorized by James L. Perry (1996) and referred to as “the individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations (Perry and Wise 1990). Perry operationalized PSM as attraction to policy making, commitment to the public interest, compassion and self-sacrifice. On the other hand, in 2007 Vandenabeele synthesized the definition of PSM as the belief, values, and attitudes that go beyond

self-interest and organizational interest that concern the interest of a larger political entity and that motivate individual to act accordingly whenever appropriate. It explains why individuals have a desire to serve the public and link their personal actions with the overall public interest.

Public servants are employed by government agencies and systems. In the Philippines, those working at all levels of government including local, and national are often referred to as public servants. Teachers also belong to the general public servants. They are professionals who are not after the monetary compensation they will get from the government, they are well-thought-of as novel public servants. The reason why teachers are constantly called upon by officials of the local and national government to assist in various civic activities which contribute to the welfare of the community and the country (Yani 2012)

This study is focused in measuring the public service motivation of DepEd teachers in the division of Laguna. It will fully discuss the teachers' extent of commitment to the public interest which will be analyzed through survey among a large representative among public sector educational institutions utilizing the PSM scale by J Perry which has been used for systematic research. It hopes to find out that Public School Teachers in the Division of Laguna have high level of Public Service Motivation in terms of civic duty, social justice, compassion, public interest, and self-sacrifice.

Keywords: public service, motivation, public school teachers, ethics, commitment

### **Background of the Study:**

Rep. Act No. 6713 states that "it is the policy of the State to improve a high standard of ethics in public service. Public officials and employees shall at all times be accountable to the people and shall discharge this duties with utmost responsibility, integrity, competence, and loyalty act with patriotism and justice, lead modest lives and uphold public interest over personal interest."

Teachers comprise the majority of public employees or public servants in the Philippines. They usually possess the peculiarities as follows: decisiveness, honesty and integrity, dedication and commitment, Initiative and resourcefulness, courtesy, compassion, diligence, wisdom, stress tolerance, fairness and justice, frugality and simplicity. They are bearers of knowledge, have all the capacities to overcome all challenges that may beset them.

Because of the commendable qualities that teachers possess, they are trusted to serve as proctors during national examinations and serve poll duties during elections in the Philippines. The reason why they are documented as unsung heroes for serving with utmost dedication and commitment despite meager honorarium.

As stated in RA 6713, public servants should possess high standard of ethics and at all times be accountable to the people discharging their duties in the name of responsibility, integrity, competence, loyalty among others.

This is the time to record the teachers' level of values and standard with respect to the performance of duty as public servants. Their motivation is paramount to the delivery of their services.

Others have already studied Public Service Motivation. James L. Perry studied on Public Service Motivation in 1996. Another relevant study was conducted by Wouter Vandenabeele (2014) who stated that both leadership and public service motivation are important issues in contemporary public administration. The paper assessed the impact of transformational leadership behavior on public service motivation development.

In the Philippines, not so much studies have yet been conducted relative to public service motivation of public servants. Maybe this study will be one of the pilot researches on the topic and the result of this study might contribute to the reputation of public school teachers in Laguna Province. It will consider measuring teachers' civic duty, social justice, compassion, public interest, and self-sacrifice utilizing the public service motivation measurement formulated by Perry (1996) which is a valuable tool for accumulating empirical evidence in the expanse of public service.

Respondents will be drawn from among 300 teachers who are active in service and are teaching in the elementary, junior and senior high schools within the province of Laguna. They are graduate students in Laguna State Polytechnic University.

### **Review of Literature:**

Public service motivation has been generally studied relative to employment in the public sector. It was found affecting the individual's behavior beyond the workplace or the civic community. It was recorded that PSM as an attribute concerning employment in the government and non-government organizations is the reason why individuals desire to serve the public and associate their actions within the bound of public interest. (Houston 2008)

This study of Houston was conducted in the Netherlands which investigated on the extent of public servants' commitment to the public interest. The study surveyed samples from the public, semi-public sector

employees and disclosed that CPI is positively related to the likelihood of volunteering. Important conclusion also is that CPI plays a role in behavior beyond the workplace.

Interestingly, Vandenabeele (2014) states that both leadership and public service motivation is associated in public administration. His study concerning 3,506 state civil servants in Belgium confirms that transformational leadership behavior has impact in public service motivation development as moderated by an individual's basic psychological needs such as security, autonomy, competence, and relatedness.

Another study was conducted by Rainey (1997). The study was focused in transformational leadership. This study contributes to the understanding of leadership in public sector organizations by investigating the effect of organizational structure on the transformational leadership practices of municipal chief administrative officers. Using data from a national survey of senior managers in local government, the findings of the study suggest a number of possible explanations for why public sector organizations exhibit higher levels of transformational leadership than what scholars traditionally expect. The findings suggest that the structure of organizations may not be as bureaucratic on the prevalence or practice of transformational leadership behaviors among administrative officers.

Peter M. Leisink of Utrecht University (2018) discussed in his study related to the participation in various volunteering domains, it was found out that commitment to public interest (CPI) is related to volunteering as evidenced by the direct measurement of PSM. It was recorded that among public sector employees in the Netherlands, CPI is positively related to volunteering; hence, public- interest- committed employees seek out volunteering activities which is largely relevant in attracting volunteers to keep up welfare services. The research further discussed that motivation to do good for others and society can also be expressed in various forms of civic behavior beyond the workplace, either through formal and informal volunteering; thus, it seems that public-service-motivated employees prefer voluntary organizations that strongly uphold public service ideals.

### Output of the Study

The output of this study is measuring the public service motivation of DepEd teachers in the division of Laguna. It will fully discuss the teachers' extent of commitment to the public interest which will be analyzed through survey among a large representative among public sector educational institutions utilizing the PSM scale by J Perry which has been used for systematic research. It hopes to find out the level of Public Service Motivation in terms of attraction to policy making, civic duty, social justice, compassion, public interest, and self-sacrifice.

### Discussion:

The following tables reflect the result of the survey conducted to find the level of public service motivation of public school teachers

**Table 1. Level of Public Service Motivation in Terms of Attraction to Policy Making**

Statements	Mean	SD	Remarks
PSM1. Politics is a dirty world.	2.94	0.82	MA
PSM2. I respect public officials who can turn a good idea into law.	3.58	0.50	A
PSM3. Ethical behavior of public officials is as important as competence.	3.61	0.53	A
PSM4. The give and take of public policy making doesn't appeal to me.	2.96	0.69	MA
PSM5. I don't care much for politicians.	2.73	0.77	MA
Grand Mean : SD	3.17 : 0.71		MA
Verbal Interpretation	Moderately High		

### Legend:

Scale	Range	Remarks	Verbal Interpretation
5	4.21 – 5.00	Strongly Agree ( SA )	Very High
4	3.41 – 4.20	Agree ( A )	High
3	2.61 – 3.40	Moderately Agree ( MA )	Moderately High
2	1.81 – 2.60	Disagree ( D )	Low
1	1.00 – 1.80	Strongly Disagree ( SD )	Very Low

Table shows that public school teachers in the division of Laguna in general have Moderately high level of Motivation in terms of attraction to policy making with a recorded total mean score of 3.17 and standard deviation of 0.77. This means that teachers consider politics as a dirty world with a mean of 2.94 and standard deviation of 0.82. They are found not very much into politics with a mean of 2.73 and standard deviation of 0.77 in item 5 or public policy making as reflected by a mean score of 2.96 with a standard deviation of 0.69 for item 4. This might be because teachers are more focused in their professions and they spend little attention to politics. They only pay attention to politics during election time as they are called to serve as election facilitators. But because many politicians in the Philippines are found not serious about their promises made during election time, teachers in general don't believe their false promises.

However, an average mean of 3.58 and standard deviation of 0.50 put into record that teachers still believe on some public officials who can make things happen and who can put idea into law. Teachers believe that public officials ethics are as important as their competence evidenced by a mean of 3.61 and standard deviation of 0.53.

**Table 2. Level of Public Service Motivation in Terms of Commitment to Public Interest**

Statements	Mean	SD	Remarks
PSM6. People may talk about the public interest but they are really concerned only about their self-interest.	3.06	0.74	MA
PSM7. It is hard for me to get intensely interested in going in my community.	2.74	0.83	MA
PSM8. I unselfishly contribute to my community.	3.05	0.79	MA
PSM9. Meaningful public service is very important to me.	3.62	0.54	A
PSM 10. I would prefer seeing public officials do what is best for the whole community even if it harmed my interest.	3.30	0.66	MA
PSM11. An official's obligation to the public should always come before loyalty to superiors.	3.34	0.61	MA
PSM12. I consider public service my civic duty.	3.40	0.58	MA
Grand Mean : SD	3.22 : 0.74		MA
Verbal Interpretation	Moderately High		

*Legend:*

Scale	Range	Remarks	Verbal Interpretation
5	4.21 – 5.00	Strongly Agree ( SA )	Very High
4	3.41 – 4.20	Agree ( A )	High
3	2.61 – 3.40	Moderately Agree ( MA )	Moderately High
2	1.81 – 2.60	Disagree ( D )	Low
1	1.00 – 1.80	Strongly Disagree ( SD )	Very Low

Teachers in the division of Laguna hold on to the belief that meaningful public service is very important as evidenced by the average mean of 3. 62 and standard deviation of 0.54. This result may be rooted from the teachers' view that if one is a public servant he/she should give importance to his/her position with the corresponding accountabilities and responsibilities. On the other hand, they moderately agree on the view that public servants' obligations should come before loyalty to superiors with an average mean of 3.34 and standard deviation of 0.61. Teachers also moderately agree in considering public service as their civic duty and prefer seeing public officials do what is best for the whole community even if it harm their interest with an average mean of 3.40 and 3.30 with standard deviation of 0.58 and 0.66.

Although interpreted as moderately agree, an average mean of 3.05 and standard deviation of 0.79 put into record that teachers unselfishly contribute to the community and hard to get intensely interested in going to the community evidenced by a mean of 2.74 and standard deviation of 0.83.

The results imply that DepEd teachers give prior importance to public service and consider it as civic duty but they find it difficult to really immerse themselves with the community. This is because teachers have

so many job-related tasks, aside from family matters that they cannot give much contribution and cannot put more emphasis related to community involvement; hence the results show that they are motivated but there is only a moderate commitment to public interest.

In the Netherlands, according to Peter Leisink (2018) CPI is positively related to volunteering; hence, public- interest- committed employees seek out volunteering activities which is largely relevant in attracting volunteers to keep up welfare services. Whereas in the Philippine setting, since teachers are bombarded with work and family concerns, they cannot get deep involvement in volunteering or civic duties.

**Table 3. Level of Public Service Motivation in Terms of Social Justice**

Statement	Mean	SD	Remarks
PSM13. I believe that there are many public causes worth championing.	3.22	0.62	MA
PSM14. I do not believe that government can do much to make society fairer.	2.77	0.85	MA
PSM15. If any group does not share in the prosperity of our society, then we are all worse off.	3.12	0.68	MA
PSM16. I am willing to use every ounce of my energy to make the world a more just place.	3.29	0.61	MA
PSM17. I am not afraid to go to battle for the rights of others even if it means I will be ridiculed.	3.10	0.62	MA
Grand Mean : SD	3.10 : 0.71		MA
Verbal Interpretation	Moderately High		

*Legend:*

Scale	Range	Remarks	Verbal Interpretation
5	4.21 – 5.00	Strongly Agree ( SA )	Very High
4	3.41 – 4.20	Agree ( A )	High
3	2.61 – 3.40	Moderately Agree ( MA )	Moderately High
2	1.81 – 2.60	Disagree ( D )	Low
1	1.00 – 1.80	Strongly Disagree ( SD )	Very Low

Table shows that public school teachers in the division of Laguna in general have Moderately high level of Motivation in terms of social justice with a recorded total mean score of 3.10 and standard deviation of 0.71. This means that teachers are willing to use every ounce of their energy to make the world a more just place with a mean of 3.24 and standard deviation of 0.61. They are found to believe that government can do much to make the society fairer with a mean score of 2.77 and standard deviation of 0.85 in item 2.

However, a mean score of 3.22 and standard deviation of 0.62 put into record that teachers still believe that there are many public causes worth championing. Teachers are not afraid to go to battle for the rights of others if it means they will be ridiculed as evidenced by a mean of 3.10 and standard deviation of 0.62.

**Table 4. Level of Public Service Motivation in Terms of Civic Duty**

Statements	Mean	SD	Remarks
PSM18. When public officials take an oath of office, I believe they accept obligations not expected of other citizens.	3.25	0.59	MA
PSM19. I am willing to go great lengths to fulfill my obligations to my country.	3.48	0.53	A
PSM20. Public service is one of the highest forms of citizenship.	3.55	0.55	A
PSM21. I believe everyone has a moral commitment to civic affairs no matter how busy they are.	3.49	0.56	A
PSM22. I have an obligation to look after those less well off.	3.22	0.61	MA
PSM23. To me the phrase "duty, honor and country" stirs deeply felt emotions.	3.37	0.54	MA



PSM24. It is my responsibility to help solve problems arising from interdependencies among people.	3.23	0.61	MA
Grand Mean : SD	3.37 : 0.59		MA
Verbal Interpretation	Moderately High		

Legend:

Scale	Range	Remarks	Verbal Interpretation
5	4.21 – 5.00	Strongly Agree ( SA )	Very High
4	3.41 – 4.20	Agree ( A )	High
3	2.61 – 3.40	Moderately Agree ( MA )	Moderately High
2	1.81 – 2.60	Disagree ( D )	Low
1	1.00 – 1.80	Strongly Disagree ( SD )	Very Low

Table shows that public school teachers in the division of Laguna in general have Moderately high level of Motivation in terms of civic duty with a recorded total mean score of 3.37 and standard deviation of 0.59. This means that teachers believe that public service is one of the highest forms of citizenship with a mean of 3.55 and standard deviation of 0.55. They are found not very much into looking after those less well off. with a mean of 3.22 and standard deviation of 0.61 in item 5 or feel the responsibility to help solve problems arising from interdependencies among people as reflected by a mean score of 3. 23 with a standard deviation of 0.61 for item 6.

Moreover, an average mean of 3.48 and standard deviation of 0.53 put into record that teachers still willing to go great lengths to fulfill obligations to country. Teachers believe everyone has a moral commitment to civic affairs no matter how busy they are evidenced by a mean of 3.49 and standard deviation of 0.56.

**Table 5. Level of Public Service Motivation in Terms of Compassion**

Statements	Mean	SD	Remarks
PSM25. I am rarely moved by the plight of the underprivileged	2.91	0.70	MA
PSM26. Most social programs are too vital to do without.	3.03	0.60	MA
PSM27. It is difficult for me to contain my feelings when I see people in distress.	3.12	0.59	MA
PSM28. To me, patriotism includes seeing to the welfare of others.	3.38	0.60	MA
PSM29. I seldom think about the welfare of people whom I don't know personally.	3.01	0.76	MA
PSM30. I am often reminded by daily events about how dependent we are on one another.	3.13	0.63	MA
PSM31. I have little compassion for people in need who are unwilling to take the first step to help themselves.	3.09	0.68	MA
PSM32. There are few public programs that I wholeheartedly support.	3.18	0.71	MA
Grand Mean : SD	3.11 : 0.67		MA
Verbal Interpretation	Moderately High		

Legend:

Scale	Range	Remarks	Verbal Interpretation
5	4.21 – 5.00	Strongly Agree ( SA )	Very High
4	3.41 – 4.20	Agree ( A )	High
3	2.61 – 3.40	Moderately Agree ( MA )	Moderately High
2	1.81 – 2.60	Disagree ( D )	Low
1	1.00 – 1.80	Strongly Disagree ( SD )	Very Low

Table shows that public school teachers in the division of Laguna in general have Moderately high level of Motivation in terms of compassion with a recorded total mean score of 3.11 and standard deviation of 0.67. This means that teachers view patriotism includes seeing to the welfare of others with a mean of 3.38 and standard deviation of 0.60. They are found seldomly think about the welfare of people whom they don't know personally with a mean of 3.01 and standard deviation of 0.60 in item 5 or rarely moved by the plight of the underprivilege as reflected by a mean score of 2.91 with a standard deviation of 0.70 for item 1.

However, an average mean of 3.13 and standard deviation of 0.63 put into record that teachers are often reminded by daily events about how dependent we are on one another. Teachers find it difficult to contain feelings when they see people in distress evidenced by a mean of 3.12 and standard deviation of 0.59.

**Table 6. Level of Public Service Motivation in Terms of Self Sacrifice.**

Statement	Mean	SD	Remarks
PSM33. Making a difference in society means more to me than personal achievements.	3.29	0.66	MA
PSM34. I believe on putting duty first before self.	3.31	0.65	MA
PSM35. Doing well financially is definitely more important to me than doing good deeds.	2.85	0.83	MA
PSM36. Much of what I do is for a cause bigger than myself.	3.18	0.62	MA
PSM37. Serving citizens would me a good feeling even if no one paid me for it.	3.35	0.57	MA
PSM38. I feel people should give back to society more than they get from it.	3.28	0.61	MA
PSM39. I am one of those rare people who would risk personal loss to help someone else.	3.11	0.70	MA
PSM40. I am prepared to make enormous sacrifices for the good of the society.	3.24	0.65	MA
Grand Mean : SD	3.20 : 0.68		MA
Verbal Interpretation	Moderately High		

*Legend:*

Scale	Range	Remarks	Verbal Interpretation
5	4.21 – 5.00	Strongly Agree ( SA )	Very High
4	3.41 – 4.20	Agree ( A )	High
3	2.61 – 3.40	Moderately Agree ( MA )	Moderately High
2	1.81 – 2.60	Disagree ( D )	Low
1	1.00 – 1.80	Strongly Disagree ( SD )	Very Low

Table shows that public school teachers in the division of Laguna in general have Moderately high level of Motivation in terms of self-sacrifice with a recorded total mean score of 3.20 and standard deviation of 0.68. This means that serving citizens make feel good with a mean of 3.35 and standard deviation of 0.57. However, doing well financially is definitely more important than doing good deed for teachers with a mean of 2.85 and standard deviation of 0.83 in item 3 or those rare people who would risk personal loss to help someone else as reflected by a mean score of 3.11 with a standard deviation of 0.70 for item 7.

However, an average mean of 3.28 and standard deviation of 0.61 put into record that teachers feel people should give back to society more than they get from it. Making a difference in society means more to them than personal achievements evidenced by a mean of 3.29 and standard deviation of 0.66.

**Conclusions:**

Results show that majority of basic education teachers in the Department of Education have moderate level of public service motivation in terms of civic duty, social justice, compassion, public interest and self-sacrifice.

**Recommendations:**

1. Since public service motivation is an important value that should be acquired by public school teachers, it is recommended that teachers be given more trainings on the importance of civic duty, volunteering, and commitment to public interest;

2. The government may raise the salary and other monetary benefits for teachers to increase their self-worth and self-efficacy, thereby serve as more committed public servants. They will become more inspired to work for the government that will result to higher performance of students in particular, and school in general.
3. Since transformational leadership behavior was found by studies to impact service motivation development, it should be practiced by government officials in order to address the basic psychological needs of subordinates as security, autonomy, competence, and relatedness or empathy.
4. Public school or DepEd teachers may be de-loaded with teaching hours so as to give time for exercising community involvement, do good for others and society, and strongly uphold public service ideals.

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