

# Employees' Productivity and Accountability in The Local Government Unit of Brooke's Point, Palawan: Basis for Policy Formulation

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**Abstract**— This study was conducted in order to evaluate contribution of Employees' Productivity and Accountability in the Local Government Unit of Brooke's Point, Palawa. Survey was conducted among 442 respondents; data was analyzed through descriptive statistics. The data revealed that the level of productivity of employees with their job is rated as "productive". The level of accountability of the employees is "moderate" based on their Job Satisfaction but have "high" level of accountability in terms of Commitment, Length of Service and Salary and Benefits.

**Keywords**— accountability, productivity, poverty alleviation, policy formulation.

## INTRODUCTION

Economic development is important so that our society can constantly grow; it is today's mantra of any business and agency to make things happen and to get things done. The only problem that goes with it is how to make the people significantly interested in getting things done to make things happen.

The success or failure of an organization depends on the dedication and commitment of the people to their work and to the organization's goals. "It is what people do or do not do that ultimately determines what the organization can or cannot become" (Martirez and Fule, 2000). Hence, organizational excellence can be achieved through the individuals working in it. However, dedication and commitment cannot be expected in a snap. People have varying needs and wants that must be satisfied first.

Certainly, productivity is the key success factor for all organizations. Improvements in productivity have a major impact on many economic and social phenomena. To an individual, as a member of an office or organization, this will serve as a key of advancement, since it helps increase the productivity of the organization. Offices must continuously improve their productivity in order to stay productive. With this, a government employee has become an essential tool of government in achieving its goals.

## STATEMENT OF THE PROBLEM

This study determined the government employees' productivity and accountability in the Local Government Unit in Brooke's Point Palawan.

Specifically, the study seeks answers to the following questions:

1. What was the level of productivity and accountability among government employees of the local government unit in Brooke's Point in terms of:
  - a. job satisfaction;
  - b. organizational commitment;
  - c. length of service;
  - d. employees' salary and benefits?
2. What was the level of accountability affected by the following job-related factors:
  - a. job satisfaction;
  - b. organizational commitment;
  - c. length of service; and
  - d. employees' salary and benefits?

## METHODOLOGY

Primary data was collected from the employees of the Local Government Unit of Brooke's Point under study. Four-hundred forty-two employees were selected and interviewed as sample respondents. The respondents are the employees (permanent, temporary, casual, and co-terminus) and the department head. A survey has been conducted to collect information about the level of productivity and accountability of the employees of the said municipality.

A structured questionnaire in a 5-point scale was developed for the variables or categories in productivity and accountability, the respondents indicated their level of agreement or disagreement. A five-point scale ranging from 1 – 5 with 1 indicating strongly disagree,

2 disagree, 3 moderately agree, 4 agree, and 5 indicating strongly agree was used in this regard.

The grand mean of each category or variable is interpreted by means of the following five-point scale to get the level of productivity of the employees: 1.0 – 1.50, Very Poor; 1.51 – 2.50, Poor; 2.51 – 3.50, Fairly productive; 3.51 – 4.50, Productive; 4.51 – 5.0, Very Productive, while for the level of accountability of the employees: 1.0 – 1.50, Very low; 1.51 – 2.50, low; 2.51 – 3.50, Moderate, 3.51 – 4.50, high accountability; 4.51 – 5.0, Very high accountability.

**RESULTS AND DISCUSSION**

Productivity and accountability in this study is measured along with the four variables involved such as job satisfaction, organizational commitment, length of service and employees’ salary and benefits.

**Level of Productivity of the Employees in Brooke’s Point**

The scale used in measuring the level of productivity of the employees using the scale of very poor, poor, fairly satisfactory, satisfactory, and very satisfactory level of productivity.

*Table 1.A. Level of Productivity of employees in terms of Job Satisfaction.*

Item	Mean	SD	Rank
<b>1. Job Satisfaction</b>			
1. I am given a real opportunity to improve my skills in my organization.	4.19	.80	3
2. My work gives me a feeling of personal accomplishment	4.23	.66	2.5
3. I like the work I do	4.25	.75	1
4. I have enough information to do my job well.	4.10	.72	4
5. I experience personal growth such as improving my skills and learning different jobs	4.23	.67	2.5
6. I am rewarded for the quality of my efforts	3.55	.98	7
7. Management looks to me for suggestions and leadership	3.68	1.02	6
8. My job makes a difference in the lives of others	3.80	1.0	5
<b>Grand Mean Descriptive interpretation ( 3.51 – 4.50 ) = “Productive”</b>	4.0	.83	

The employees are satisfied to the organization as shown in the grand mean (4.0) with a “productive” level of productivity. They “agree” that they like the work

they do, experience personal growth such as improving skills and learning different jobs, like the work they do, and given the real opportunity to improve their skills.

*Table 1.B. Level of Productivity of Employees in terms of Organizational Commitment.*

Item	Mean	SD	Rank
<b>2. Organizational Commitment</b>			
1. I attend in prescribed office hours and submit required reports on time.	4.21	.61	2.5
2. I take initiative in helping the organization in attaining its goals	4.29	.69	1
3. I participate in activities beyond the one given on my job description.	4.16	.86	5
4. I accomplish the task assigned to me before the due date that would be of great help to the organization.	4.17	.73	4
5. I prepare materials and plan for the days ahead	4.14	.92	6
6. I get involve in researches to improve skills that would further increase my abilities in performing my duties and responsibilities.	3.75	1.12	8
7. I share with my co-workers new knowledge or skills that I have learned from training and reading	4.21	.73	2.5
8. I attend seminars and/or training to upgrade my knowledge and skills in doing things and take initiative to be able to attend the same event without financial support from the organization	4.02	.92	9
9. I do not stick with old working methods instead I try to use my skills to look for a new method	4.02	.92	7
<b>Grand Mean Descriptive Interpretation ( 3.51 – 4.50 ) = “Productive”</b>	4.07	.75	

When it comes to organizational commitment of the employees shows that the mean of every item falls within the “Agree” rating, which means that the respondents agree that they follow office hours faithfully, take initiative to attain organizational goals, participate in all activities, accomplish task before due date, prepare plan and materials ahead, get involve in

researches, share new knowledge to co-workers, attend seminars/training, and make innovations in their job. In short, the employees are committed or dedicated to the organization. It also implies that the employees have “Productivity” rating in terms of productivity since they are committed to the organization as revealed by the grand mean of 4.07 and a standard deviation of 0.75.

*Table 1.C. Level of Productivity of Employees in terms of Length of Service.*

Item	Mean	SD	Rank
<b>3. Length of Service</b>			
1. I temporarily stay in the service to gain experience	2.59	1.31	6
2. I am willing to transfer the knowledge I gain to others if given opportunity	4.10	.75	1
3. I do my job to satisfy higher level needs	4.09	.91	2
4. I intend to stay in the service for 15 years	3.33	1.37	5
5. I intend to stay in the service for 20 years and retire	3.74	1.16	3.5
6. I intend to stay in the service until I reach the age of 65.	3.74	1.25	3.5
<b>Grand Mean Descriptive Interpretation ( 3.51 – 4.50 ) = “Satisfactory”</b>	3.60	1.13	

The employees show loyalty to their heads and to the institution as shown by the grand mean of 3.60 because they agree that they want to stay in the service for twenty (20) years or even up to sixty five (65) years but moderately agree that they want to stay in the service for

fifteen (15) years. Since the employees stay long in the service, it can be presumed that their level productivity is “Productive” but the responses are dispersed according to the standard deviation of 1.13.

*Table 1.D. Level of Productivity of Employees in terms of Salary and Benefits.*

Item	Mean	SD	Rank
<b>4. Salary and Benefits</b>			
1. I am happy with my work hours paid	3.63	1.13	2
2. I am paid based on my responsibility	3.81	1.03	1
3. The retirement package is adequate	3.52	.98	4
4. I am satisfied with benefits I receive	3.56	1.02	3
5. I receive salaries on time	3.43	1.40	5
<b>Grand Mean Descriptive Interpretation ( 3.51 – 4.50 ) = “Productive”</b>	3.59	1.11	

Lastly, the employees are “productive” with the salary and benefits given by the local government as shown by the grand mean of 3.59 but the responses are quite dispersed according to the standard deviation of 1.11. The respondents “agree” that they are happy with their present salary, and that their responsibility as workers are compensated properly, the retirement package is adequate and the benefits are satisfactory, but they moderately agree that they receive their salaries on time. It follows that they have “Satisfactory” rating in

terms of productivity in relation to their daily routine based on the salary and benefits they receive.

**Level of Accountability of the Employees in Brooke’s Point**

The scale used in measuring the level of accountability of the employees using the scale of very low accountability, low accountability, moderately accountable, high accountability and very high level of accountability.

*Table 2.A. Level of Accountability of the Employees in terms of Job Satisfaction*

Item	Mean	SD	Rank
<b>Job Satisfaction</b>			
1. I am given the opportunity to assume supervisory position	3.57	1.03	2

2. I am tasked to handle special assignment	3.48	1.10	4
3. A letter of commendation is always given to me for commendable job done	3.07	1.14	5
4. I am given an appropriate parity of authority and responsibility	3.54	.92	3
5. Unity of command is observed	3.64	.96	1
<b>Grand Mean Descriptive Interpretation ( 3.51 – 4.50 ) = “Moderately Accountable”</b>	3.46	1.03	

The employees of the local government unit in Brooke’s Point are “moderately accountable” as shown by the grand mean of 3.46 but the responses quite dispersed based on the standard deviation of 1.10. They “agree” that the unity of command is observed, given the

opportunity to assume supervisory position, given an appropriate parity of authority and responsibility, handling special assignments, and a letter commendation is always given for commendable job done.

*Table 2.B. Level of Accountability of Employees in terms of Organizational Commitment.*

Item	Mean	SD	Rank
<b>Organizational Commitment</b>			
1. I am determined to provide efficient results of my work as expected	4.05	.86	3
2. I work even past the prescribed working hours to accomplish work assignment that requires immediate result	4.20	.76	1
3. I habitually suggest to the management the areas that needs improvement	3.76	.93	5
4. I strictly observed dress code and other organizational norms	4	.96	4
5. I am accountable to whatever records or documents and bound to keep or secure them	4.14	1.05	2
<b>Grand Mean Descriptive Interpretation ( 3.51 – 4.50 ) = “Moderately Accountable”</b>	4.03	.91	

The employees are committed to the organization as shown in the grand mean (4.03) with a “moderate” level of accountability. They “agree” that they are determined to provide efficient results from work, working beyond

office hours if needed, suggesting improvement to the management, observing proper dress code, and assuming accountability with regards to the security and confidentiality of records or documents.

*Table 2.C. Level of Accountability of Employees in terms of Length of Service.*

Item	Mean	SD	Rank
<b>Length of Service</b>			
1. I am accountable to linear seniority structure of the organization	3.77	1.04	2
2. I observe seniority rule in the promotion aspect	3.43	1.16	3
3. I give due respect my senior co-employees who are already long in the service	4.18	.73	1
<b>Grand Mean Descriptive Interpretation ( 3.51 – 4.50 ) = “Highly Accountable”</b>	3.79	.98	

Considering the length of service, the employees show “highly accountable” to the organization as shown by its grand mean of 3.79. They agreed that they give due respect to senior employees, and observed seniority rule

in terms of promotion. Since the employees are loyal to the organization, they have “high” level of accountability to the local government.

*Table 2.D. Level of Accountability of Employees in terms of Salary and Benefits*

Item	Mean	SD	Rank
<b>Salary and Benefits</b>			
1. I am accountable to any fraud or misrepresentation of data related to my salary/benefits claims	3.86	1.09	3
2. I am accountable to any fraud I may commit in relation to my appointment as an employee	3.88	1.02	2
3. I am accountable to my daily output performance in which I receive an honest pay	4.20	.73	1
<b>Grand Mean Descriptive Interpretation ( 3.51 – 4.50 ) = “Highly Accountable”</b>	3.98	.95	

In terms of salary and benefits, the employees shown high level of accountability with the grand mean of 3.98. They agree that they are accountable to any fraud on salary and benefit claims, appointment as an employee, and honest pay for a daily output performance.

### CONCLUSIONS

1. The level of productivity of employees with their job under job satisfaction, organizational commitment, length of service, salary and benefits is rated as “satisfactory”
2. The level of accountability of the employees is “moderately accountable” based on their job satisfaction organizational commitment, length of service, and salaries and benefits.
3. The productivity and accountability of the employees in Brooke’s Point have a great impact to the “Inclusive Growth” program of the National Government for 2011 – 2016 because of the satisfaction and commitment made, and through the support programs of the local government unit for the betterment of the locality and the community as well.

### Policy Implication of the Study

1. The programs for human resources development and poverty alleviation must be fully implemented to minimize if not totally eliminate poverty in the locality.
2. The employment rate must be strengthened by attracting investors to establish businesses in the locality and investing much in education for a locality with educated constituents have higher level of development.
3. Executing programs towards poverty alleviation on the basis of “inclusive growth” so that it can totally eliminate or minimize poverty.
4. Sustaining and improving the strategies on how to satisfy the employees for the development of their productivity.
5. Trusting employees to perform special assignments, assume supervisory positions, given appropriate parity and responsibility to increase the level of accountability on the job satisfaction of employees.

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