

## Motivation, Stress and Difficulties of Barangay Officials in a Local Government Unit

DOI: <https://doi.org/10.5281/zenodo.11121114>

**Dr. Caesar Z. Distrito**

Faculty, STI-West Negros University, Bacolod City, Philippines  
<https://orcid.org/0009-0006-7817-8425>

### Abstract:

This study aimed to determine the level of motivation, stress, and difficulty of Barangay Officials in a highly urbanized city in Central Philippines for the Calendar Year 2022-2023. The study variables included age, highest educational attainment, and length of service. The study made use of 216 barangay officials who were randomly selected from a total population of 488. The level of motivation was measured based on Authority and Influence, Compensation and Connections, and Commitment and Performance. The stress level was measured in the following areas, Duties and Responsibilities, Family-related Issues, and Work Relationships. The level of difficulties was measured in terms of their Executive, Legislative, and Judicial Functions. The findings showed that the level of motivation of barangay officials is high. The level of stress and the level of difficulty were low levels. There were no significant differences in the level of motivation, as well as in the level of stress, of barangay officials when grouped and compared according to the abovementioned variables. There was a significant difference in the level of difficulties of barangay officials when grouped and compared according to age in the areas of Executive and Judicial Functions.

Keywords: Barangay Officials, Local Government Unit, Motivation, Stress Level

### Introduction:

The Local Government Code of the Philippines stipulates the important role Barangays in our society as “the basic political unit of the society serving as the primary planning and implementing unit of government policies, plans, programs, projects, and activities in the community, and as a forum wherein the collective views of the people may be expressed, crystallized and considered, and where disputes may be amicably settled” (Book 3, Section 348).

Barangay governance is vital in the empowerment of local government units in the Philippines. Anent to this, accountability, fairness and transparency is required of them as public servants. Barangay officials are also subjected to massive stressful conditions like settling community disputes, implementing approved ordinances, and many others (Boysillo, 2017).

The motivation of barangay officials at work is a key driving force in serving the public. Attached to their position as public servants are stressors brought by work, personal or family matters. Their difficulties at work are challenges that they need to cope up with to perform well as barangay officials (Gurrea, 2020). Barangay officials are subjected to a lot of physical, emotional and other form of stresses which include beating deadline for written reports, visiting constituents' places, bringing of goods and support materials in times of calamities, liquidation of expense, committee hearings and other deliverables. At times, they sacrifice rest days or having a good and well-balanced meal with the family to attend to the needs of their constituents or during emergencies.

The performance of each barangay is a collective effort of its officials. To understand how they perform as public servants, it is best to understand what keeps them motivated despite the odds and challenges of local governance. In a study conducted about the motivating factors of Barangay Officials, Saguid (2018) revealed that some of their motivating factors include having authority in the community and the prestige associated with their title, influence, economic benefits like having salaries and the connections they establish while in office. They are also motivated with the fact that they have a voice in the community, being respected and loved by their constituents among others.

As public servant himself, the researcher has been through all of these experiences for the past 15 years or so of his life. The researcher understands the challenges and issues of public service particularly in local government where he was once elected to serve for so many years. What motivated the researcher in conducting this study is his continued advocacy of empowering Barangay Officials and making sure that these frontliners are well-taken cared of for the continuance of an excellent localized public service. Furthermore, it is the desire of this study to determine how Barangay officials in a local government unit are able to motivate themselves amidst issues, how they cope with stress and find means to come out successful from a lot of difficulties.

### Objectives of the Study

This study aimed to determine the level of motivation, the level of stress and the level of difficulties of Barangay Officials in a highly urbanized city in Central Philippines for the Calendar Year 2022-2023.

### Literature Review:

Motivation of Barangay Officials. In Indonesia, the role of the local government was highlighted at a time when there was a pandemic. It is a known fact that 97% of the country's workforce comes from the employment provided by small-medium enterprises throughout the country. The drastic decline in business for the last two (2) years due to community lockdowns affected the country's economy. The initiative of the national government to provide a stimulus package to re-invest in small-medium enterprises was left to the effective management of the local governments. Local officials were motivated by the empowerment provided to them by the national government. The local management of stimulus packages was provided to the local folks in accordance with the independent regional policies of each state (Taneo, et al., 2021).

In Indonesia, more than 50 years of democracy have proven otherwise with a multitude of problems affecting the delivery of services at the local level. In order for a public sector organization or government department to deliver on its mandate of service delivery to the public, human capital within the organization plays an important role and as a backbone to fulfil the ever-changing needs of the public. Performance is viewed as the



implementation of an action or one's ability. Good performance is also related to achieving quality, quantity, cooperation, dependability, and creativity. Employee performance is considered as the measure of the quality of human capital which was held by the organization and is a key thrust in the Ninth Malaysia Plan (Salleh, 2021).

Stress of Barangay Officials. Governance and government-related issues are becoming increasingly complex and it is the need of the hour to focus on various possible solutions in the light of dynamics of modern societies. Public administration theorists and scholars have incorporated an enormous amount of time into anticipating what motivates public sector employees. Due to the reason that the public sector lacks in providing explicit financial incentives to the employees and the fact that government employees look up to a clear and meaningful service, the available research in this realm has been majorly tilted towards non-financial factors (Zubair, 2021).

In Singapore, data points to financial factors as the biggest source of stress among local officials. Through a 2022 wellness survey, it was found that a large proportion of local officials in Singapore experienced moderate to high levels of stress - between six to 10 on a Likert scale, a rating research tool - with two in three respondents indicating so. Dissecting the findings into generation demographics, older local officials considered being unable to dine out a top stressor, while the younger ones were mostly stressed by the restrictions and limitations on visitors to households. Vaccine-related measures were the top stressor for younger ones and the reporting on infection and death rates ranked the lowest in terms of stressors.

In Australia, while the image of local government should be a matter of concern for councilor associations, especially those asking the community for recognition in the Australian Constitution, and for the professional officer associations responsible for implementing council policy, this public image does not bode well for reform in local government. The key players – as we see in the depictions outlined above – are the Mayors and councilors on one hand and the chief executive officer (CEO) and staff on the other. How the former work with each other to achieve the goals on which they ran for office or the latter pursue the professional careers they choose is crucial to the success of local government as a whole. It has long been recognized that a publicly funded, democratically accountable organization cannot get its sense of purpose from managers alone: political leadership plays a critical role (Martin and Aulich, 2018).

**Findings and Discussion:**

This section deals with the research design, the respondents, as well as the validity and reliability of the research, the data-gathering procedure, and the statistical tools that were used in analyzing the data.

**Research Design**

This study employed the descriptive research design as it aimed to determine the level of motivation, the level of stress, and the level of difficulties of Barangay Officials in a highly urbanized city in Central Philippines for the Calendar Year 2022-2023.

Descriptive research is used to describe the characteristics of a population or phenomenon being studied. It does not answer questions about how/when/why the characteristics occurred. Rather it addresses the "what" question (what are the characteristics of the population or situation being studied?).[1] The characteristics used to describe the situation or population are usually some kind of categorical scheme also known as descriptive categories. (Casadevall, 2018)

Descriptive research is an appropriate choice when the research aim is to identify characteristics, frequencies, trends, and categories. It is useful when not much is known yet about the topic or problem. Before you can research why something happens, you need to understand how, when, and where it happens.

**Respondents of the Study**

The respondents of the study were 216 out of 488 Barangay Officials in a highly urbanized city in Central Philippines. Since the number of respondents is quite large to handle, stratified sampling and random sampling techniques were used as using the Cochran formula to find the sample size. To get the percentage, the respondents coming from each section were divided by the total number of respondents and multiplied by the sample size. The respondents were randomly selected by the researcher from each section using the lottery technique.

**Table 1 shows the distribution of the respondents according to their respective barangay.**

**Table 1**  
*Distribution of Respondents*

<b>Barangay Officials</b>	<b>Population (N)</b>	<b>Sample Size (n)</b>	<b>Percentage (%)</b>
<i>Punong Barangay</i>	61	27	12.50
<i>Barangay Kagawads</i>	427	189	87.50
<b>Total</b>	<b>488</b>	<b>216</b>	<b>100.00</b>

**Data Gathering Instrument**

This study used a self-made questionnaire in gathering the necessary data from the barangay officials. The questionnaire was divided into 2 parts: Part 1 contains personal information on respondents' demographic profile such as age, highest educational attainment, and length of service, while Part 2



are 45-line-item questions; 15 questions for the motivation, 15 for the stress and another 15 line-items for the difficulties. There were 5-line items per area.

The questionnaires were gathered and the results were recorded, analyzed, and treated. The respondents were asked to rate each item using the five-point Likert's scale which contains the following scores: 5 – always; 4 – Often; 3 – Sometimes; 2 – rarely and 1 – Almost never.

### **Validity**

Validity is the level to which the interpretations of the results of a test are warranted, which depends on the particular use the test is intended to serve (Murray, 2018). Validity is the level to which an instrument measures what it is supposed to measure and performs as it is designed to perform. It is rare, if nearly impossible, that an instrument be 100% valid, so validity is generally measured in degrees. As a process, validation involves collecting and analyzing data to assess the accuracy of an instrument. There are numerous statistical tests and measures to assess the validity of quantitative instruments, which generally involves pilot testing. The remainder of this discussion focuses on external validity and content validity.

For this study, 5 validators were selected and requested to validate the research instrument. To validate the instrument of this study, face and content validation was employed. The questionnaire was presented to five experts.

The validators of the data gathering instrument are all doctorate degree holders. The first validator is a Doctorate in Public Administration and currently working as a University Registrar in one of the schools in Central Negros. The second validator is a Doctorate in Public Administration and currently working as a College of Law Professor and a practicing lawyer. The third validator has a Doctorate in Educational Management and is about to complete his Doctorate in Public Administration and currently working as a College Dean and Professor. The fourth and fifth validators are dual doctorate degree holders, in educational management and public administration, and both are currently involved in research and development. The Fourth validator is a Public Schools District Supervisor and the fifth one is the chief of the School Governance and Operations Division in one of the medium-sized divisions in Central Negros.

The suggestions and recommendations of the said experts were incorporated in the final draft of the questionnaire. To determine the validity of the research instrument, the researcher adopted the criteria developed for the evaluation of survey questionnaires set forth by Carter V. Good and Douglas E. Scates. The interpretations were as follows: Excellent (4.21 – 5.00); Very Good (3.41 - 4.20); Good (2.61 – 3.40); Poor (1.81 – 2.60); Very Poor (1.00 – 1.80).

The validity rating was 4.82 interpreted as “Excellent”, which means that the questionnaire developed by the researcher is highly valid.

### **Reliability**

Reliability estimates evaluate the stability of measures, internal consistency of measurement instruments, and interrater reliability of instrument scores. Validity is the level to which the interpretations of the results of a test are warranted, which depends on the particular use the test is intended to serve (Johannes, 2018). Since the research instrument is self-made, reliability will be established. To establish the reliability of the research instrument, the Cronbach Alpha will be used. The Cronbach Alpha is used whenever the researcher has items that are not scored simply as right or wrong (Santos, 2016). Cronbach Alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A "high" value for alpha does not imply that the measure is uni-dimensional.

Reliability will be established through a dry-run from 30 barangay officials and these reliable respondents are not part of the actual number count and which is distributed in all barangay of the said area. The reliability index must be 0.70 – 1.00 or higher, to make sure that the data-gathering instrument is within a high level of reliability. The reliability indexes were as follows: 0.729 for motivation and 0.762 for stress both were interpreted as “acceptable” and 0.839 for the difficulties, interpreted as “Good”, this means that the questionnaire developed by the researcher is reliable.

### **Data Gathering Procedure**

In preparing the study, the researcher was taking several steps in gathering the needed information for the study: First, there was a letter asking permission to conduct the study addressed to the City Mayor and the Head of the Local Government Office in the said City. Once approved, a photocopy of the said letter was attached to the letters addressed to the 61 Barangay Captains prior to the conduct of the study. The letter to the Barangay Captains explained the purpose of the study and the mechanics of the same.

After the approval of the said communication letters, the researcher administered the questionnaires to the target respondents in two possible ways: first, via Google link and secondly, with the use of a printed Data Gathering Instrument. Those who were willing to receive the soft copies of the questionnaires were provided with the survey link.

The respondents were allowed 3 days to answer and return the hard copies of the instrument. Accomplished data-gathering instruments were encoded and tallied to the pre-formatted Excel file for easier tabulation. Computations were processed with the use of Statistical Package for Social Sciences (SPSS) software. Likewise, statistical tables were constructed as per the consideration of the objectives that were stated in the study.

### **Analytical Schemes**

In the analysis of the data, various procedures were employed depending on the objectives of the study.

Objective No. 1 which aimed to determine the profile of the respondents in terms of age, sex, length of service, and highest educational attainment, the descriptive analytical scheme was used.

Objective No. 2 which aimed to determine the level of motivation of barangay officials in the following areas: authority and influence, compensation and connections, and commitment and performance, the descriptive analytical scheme was used.

Objective No. 3 which aimed to determine the level of stress of barangay officials in the following areas of duties and responsibilities, family-related issues, and personal-related problems, the descriptive analytical scheme was used.



Objective No. 4 which aimed to determine the level of difficulties of barangay officials in the following areas of executive functions, legislative functions, and judicial functions, the descriptive analytical scheme was used.

Objective No. 5 which aimed to determine the level of motivation of barangay officials when grouped according to the aforementioned variables, the descriptive analytical scheme was used.

Objective No. 6 which aimed to determine the level of stress of barangay officials when grouped according to the aforementioned variables, the descriptive analytical scheme was used.

Objective No. 7 which aimed to determine the level of difficulties of barangay officials when grouped according to the aforementioned variables, the descriptive analytical scheme was used.

Objective No. 8 which aimed to determine the significant difference in the level of motivation of barangay officials when grouped and compared according to the aforementioned variables, the comparative analytical scheme was used.

Objective No. 9 which aimed to determine the significant difference in the level of stress of barangay officials when grouped and compared according to the aforementioned variables, the comparative analytical scheme was used.

Objective No. 10 which aimed to determine the significant difference in the level of difficulties of barangay officials when grouped and compared according to the aforementioned variables, the comparative analytical scheme was used.

### Statistical Tools

In the analysis of the data, various statistical tools were employed depending on the objectives of the study.

Objective No. 1 which aimed to determine the profile of the respondents in terms of age, sex, length of service, and highest educational attainment, the Frequency Count and Percentage Distribution were used. A frequency and percentage distribution are a display of data that specifies the percentage of observations that exist for each data point or grouping of data points. It is a particularly useful method of expressing the relative frequency of survey responses and other data (Porier, 2019).

Objective No. 2 which aimed to determine the level of motivation of barangay officials in the following areas: authority and influence, compensation and connections, and commitment and performance, the Mean was used. Mean is an essential concept in mathematics and statistics. The mean is the average or the most common value in a collection of numbers. In statistics, it is a measure of central tendency of a probability distribution along median and mode. It is also referred to as an expected value (Jackson, 2018).

The mean scores were interpreted as follows:

<b>Range Score</b>	<b>Verbal Interpretation</b>
4.50 - 5.00	Very High Level
3.50 - 4.49	High Level
2.50 - 3.49	Moderate level
1.50 - 2.49	Low Level
1.00 - 1.49	Very Low Level

Objective No. 3 which aimed to determine the level of stress of barangay officials in the following areas of duties and responsibilities, family-related issues, and personal-related problems, the Mean was used.

The mean scores were interpreted as follows:

<b>Range Score</b>	<b>Verbal Interpretation</b>
4.50 - 5.00	Very High Level
3.50 - 4.49	High Level
2.50 - 3.49	Moderate level
1.50 - 2.49	Low Level
1.00 - 1.49	Very Low Level

Objective No. 4 which aimed to determine the level of difficulties of barangay officials in the following areas of Executive Functions, Legislative Functions, and Judicial Functions, the Mean was used.

The mean scores were interpreted as follows:

<b>Range Score</b>	<b>Verbal Interpretation</b>
4.50 - 5.00	Very High Level
3.50 - 4.49	High Level
2.50 - 3.49	Moderate level
1.50 - 2.49	Low Level
1.00 - 1.49	Very Low Level

Objective No. 5 which aimed to determine the level of motivation of barangay officials when grouped according to the aforementioned variables, the Mean was used.

Objective No. 6 which aimed to determine the level of stress of barangay officials when grouped according to the aforementioned variables, the Mean was used.

Objective No. 7 which aimed to determine the level of difficulties of barangay officials when grouped according to the aforementioned variables, the Mean was used.



Objective No. 8 which aimed to determine the significant difference in the level of motivation of barangay officials when grouped and compared according to the aforementioned variables, the Mann-Whitney U test was used.

Objective No. 9 which aimed to determine the significant difference in the level of stress of barangay officials when grouped and compared according to the aforementioned variables, the Mann-Whitney U test was used.

Objective No. 10 which aimed to determine the significant difference in the level of difficulties of barangay officials when grouped and compared according to the aforementioned variables, the Mann-Whitney U test was used.

The Mann-Whitney U test was used to compare the differences between two independent groups when the dependent variable is either ordinal or continuous, but not normally distributed. A popular nonparametric test to compare outcomes between two independent groups is the Mann-Whitney U test. The Mann Whitney U test, sometimes called the Mann Whitney Wilcoxon Test or the Wilcoxon Rank Sum Test, was used to test whether two samples are likely to derive from the same population (i.e., that the two populations have the same shape). Some investigators interpret this test as comparing the medians between the two populations. Recall that the parametric test compares the means ( $H_0: \mu_1 = \mu_2$ ) between independent groups (Myers, 2016). The computed  $p$ -value was interpreted utilizing the following approach: Reject the null hypothesis if the  $p$ -value is less than or equal to 0.05 level of significance. Accept null hypothesis if the  $p$ -value is greater than 0.05 level of significance.

### Results and Discussion:

This section dealt with the presentation, analysis and interpretation of data gathered to carry out the objectives of this study. All these were made possible by following certain appropriate procedures so as to give the exact data and solution to each specific problem.

### Profile of the Respondents in Terms of the Variables Age, Highest Educational Attainment, and Length of Service

Table 2. Profile of Respondents

Variables	Categories	Frequency	Percentage
Age	Younger (Below 41 years old)	113	52.30
	Older (41 years old and above)	103	47.70
	<b>Total</b>	<b>216</b>	<b>100</b>
Highest Educational Attainment	Lower (High School)	47	21.80
	Higher (Bachelor and Masters Degree)	169	78.20
	<b>Total</b>	<b>216</b>	<b>100</b>
Length of Service	Shorter (Less than 8 years)	109	50.50
	Longer (8 years and more)	107	49.50
	<b>Total</b>	<b>216</b>	<b>100</b>

Table 2 shows the profile of the respondents in terms of age, 113 or 52.30% were younger and 103 or 47.70% were older respondents. In terms of highest educational attainment, 47 or 21.80% belonged to lower group and 169 or 78.20% belonged to higher group. In terms of length of service, 109 or 50.50% belonged to shorter tenure group and 107 or 49.50% belonged to longer tenure group.

This implies that majority of the respondents belong to the younger age category. In terms of their highest educational attainment, majority of the respondents have completed bachelors' degree or higher. As to their length of service, majority of them are less than 8 years in service.

### Level of motivation of barangay officials in the areas of Authority and Influence, Compensation and Connections, and Commitment and Performance

Table 3. Level of motivation of barangay officials in the area of Authority and Influence

Items	Mean	Interpretation
As a Barangay Official, I am motivated by the fact that ...		
1. I have the authority to enforce the law.	4.34	High Level
2. my constituents listen to what I say and follow my recommendations.	3.20	Moderate Level
3. I can assist in delivering basic services.	4.58	Very High Level
4. I can help in maintaining peace and order.	4.25	High Level
5. I can propose measures to resolve problems in our barangay.	3.86	High Level
<b>Overall Mean</b>	<b>4.05</b>	<b>High Level</b>

Table 3 shows the overall mean score of 4.05 interpreted as high level. Item No. 3 got the highest mean score of 4.58 which states "I can assist in delivering basic services" interpreted as very high level. Meanwhile, Item No. 2 got the lowest mean score of 3.20 which states "my constituents listen to what I say and follow my recommendations" interpreted as moderate level.



The table revealed that there are people in the local community who are not very attentive to what barangay officials are saying and others are simply passive of the recommendations being given to them. This is one of the many areas where the motivation of brgy officials can be potentially diminished. Non-compliance of orders or by staying passive is indeed a form of disrespect for local authorities.

This result was conformed by Distor (2022) who investigated on what motivates local government units to be efficient in the Philippines. It was found that capacity-related factors are the most influential in motivating Philippine cities to be more efficient in their business registration processes. Having a higher institutional capacity, higher public service experiences, and good technology infrastructure contribute immensely to better service delivery. Compliance with the national government's directions on public service standards also positively influences efficiency. In addition, it was confirmed that these factors may appear differently, depending on cities' size statuses.

**Table 4.** Level of motivation of barangay officials in the area of Compensation and Connections

Items	Mean	Interpretation
As a Barangay Official, I am motivated with ...		
1. the compensation from the government for my services.	4.30	High Level
2. the connections I establish with the community being an elected official.	4.59	Very High Level
3. the special privilege of meeting high ranking government officials.	4.20	High Level
4. the fact that I can easily help from the city government for our constituents.	4.13	High Level
5. my representation of our barangay to the city government.	4.28	High Level
<b>Overall Mean</b>	<b>4.30</b>	<b>High Level</b>

Table 4 shows the overall mean score of 4.30 interpreted as high level. Item No. 3 got the highest mean score of 4.59 which states "the connections I establish with the community being an elected official" interpreted as very high level. Meanwhile, Item No. 4 got the lowest mean score of 4.13 which states "the fact that I can easily help from the city government for our constituents" interpreted as high level.

This implies that there are barangay officials who are unable to receive support from the city government for their barangay constituents. This support may come in the form of medical aid, cash assistance or emergency responses, depending on the nature of the request of the barangay officials. And as per results of the tables, this is one of areas where officials at times get demotivated.

This result was conformed by Nitafan (2020) who conducted a study on Work Motivation and Job Satisfaction of Local Government Employees in Matalam, Cotabato Philippines. The study found out that regular employees have moderate level of work motivation with a high level of need of affiliation and achievement while moderate level of need of power. Moreover, the study determined that the regular employees have a high level of job satisfaction at work with high level of satisfaction on co-workers' support and work conditions while moderate level of satisfaction on benefits and managerial support. Moreover, the study also proposed an intervention program that the Heads, Supervisors and Human Resource Management Development Office may use as a keystone in addressing problems on work motivation explored in the study such as issues on wanting to be liked by others, finding themselves talking to those around them about non-work matters, inability to solve the problems that arise in work and issues on being in charge.

**Table 5.** Level of motivation of barangay officials in the area of Commitment and Performance

Items	Mean	Interpretation
As a Barangay Official, I ...		
1. can deliver the needed services of the constituents.	4.53	Very High Level
2. can offer solutions to stop drug problems in our community.	4.06	High Level
3. can assist in ensuring that every child is safe in our barangay.	4.18	High Level
4. help prevent juvenile delinquency.	4.04	High Level
5. work with co-officials to enhance tax and revenue measures.	3.83	High Level
<b>Overall Mean</b>	<b>4.13</b>	<b>High Level</b>

Table 5 shows the overall mean score of 4.13 interpreted as high level. Item No. 1 got the highest mean score of 4.53 which states "can deliver the needed services of the constituents" interpreted as very high level. Meanwhile, Item No. 5 got the lowest mean score of 3.83 which states "work with co-officials to enhance tax and revenue measures" interpreted as high level.

The result of the study showed that there are barangay officials who are not very well motivated because they are unable to work with co-officials in creating ordinances that could help improve taxation and revenue collections for the barangay. This can be due to the fact that each elected barangay councilor has a specific committee to handle.

This result was conformed by Zubair (2021) who conducted a study in public service motivation and organizational performance of governments employees. With the increasing pressures and demands from the public sector to be more efficient and effective and accountable, the idea of Public



Service Motivation (PSM) and Organization Performance (OP) has become more relevant and critical. Analysis revealed that PSM, PS and ALT have a positive relationship with OP whereas PSM relationship with PS could not be established.

**Level of stress of barangay officials in the areas of Duties and Responsibilities, Family-related Issues and Working Relationship**

**Table 6.** Level of stress of barangay officials in the area of Duties and Responsibilities

Items	Mean	Interpretation
As a barangay official, I am stressed with ...		
1. non-recognition of some sectors of our written responsibilities.	1.62	Low Level
2. sheer disregard our inherent powers, being brushed aside when settling disputes in the barangay.	1.98	Low Level
3. the lack of appreciation of our efforts from the community.	2.19	Low Level
4. non-implementation of basic and emergency measures to enhance the security of our constituents.	1.97	Low Level
5. low budget of our barangay.	1.70	Low Level
<b>Overall Mean</b>	<b>1.89</b>	<b>Low Level</b>

Table 6 shows the overall mean score of 1.89 interpreted as low level. Item No. 1 got the lowest mean score of 1.62 which states “non-recognition of some sectors of our written responsibilities” interpreted as low level.

Meanwhile, Item No. 3 got the highest mean score of 2.19 which states “the lack of appreciation of our efforts from the community” interpreted as low level.

The table revealed that being unrecognized and unappreciated for their efforts and services, despite being elected officials, bring forth some emotional stress. Human as they are, barangay officials put their lives on the line in serving the community. This was conformed by Sun (2021) who conducted a study to determine the relationship between public service motivation and affective commitment in the public sector in Eastern China. The study found that voice behavior partially mediates the relationship between public service motivation and affective commitment to change. Superficial harmony also negatively moderates the relationship between public service motivation and affective commitment to change through the mediation of voice behavior.

**Table 7.** Level of stress of barangay officials in the area of Family-related Issues

Items	Mean	Interpretation
As a barangay official, I am stressed with ...		
1. marital issues.	1.45	Very Low Level
2. lack of child-disciplining issues.	1.59	Low Level
3. Poor income distribution and financial matters at home.	2.28	Low Level
4. lack of security of my family.	2.06	Low Level
5. limited time for my family.	1.72	Low Level
<b>Overall Mean</b>	<b>1.82</b>	<b>Low Level</b>

Table 7 shows the overall mean score of 1.82 interpreted as low level. Item No. 1 got the lowest mean score of 1.45 which states “marital issues” interpreted as very low level. Meanwhile, Item No. 3 got the highest mean score of 2.28 which states “Poor income distribution and financial matters at home” interpreted as low level.

This implies that meager income and their inability to let both ends meet in as far as income vis-à-vis household expenses is a source of stress for barangay officials. While this is called a family-related problem, this would still lead us back to the compensation of the said barangay officials who are underpaid for the services they render for the community. This result was conformed by Segovia, et al. (2019) who conducted a study on the major sources of stress among elected barangay officials in Kawit, Cavite and the results of that study was used as basis for stress management. The result shows that the major sources of stress experienced by elected Sangguniang barangay officials of Kawit, Cavite are financial problems and having a lot of tasks that need to be finished. In addition, coping mechanisms such as keeping a cheerful outlook, being active regularly, doing physical activities, eating well-balanced meals and resting/sleeping are the common strategies done by the respondents in order to manage work-related stress. Findings from the research study were able to pinpoint the major sources of stress among elected Sangguniang barangay officials. Data revealed the commonality between the respondents' answers thus, these identified major sources of stress were conclusive. Moreover, it was also reflected in the collected data that wellness activities were the most common coping strategy of the respondents to combat work-related stress.

**Table 8.** Level of stress of barangay officials in the area of Working Relationship

Items	Mean	Interpretation
As a barangay official, I am stressed with ...		
1. my working relationship with the opposition group.	1.58	Low Level
2. kagawads who are non-functioning in their committee assignments.	1.75	Low Level
3. delayed financial reports and liquidations.	1.46	Very Low Level
4. working habits of some barangay workers like the secretary, treasurer, BHW's.	1.49	Low Level
5. non- or delayed submission of committee reports and public hearing on urgent matters.	1.32	Very Low Level
<b>Overall Mean</b>	<b>1.52</b>	<b>Low Level</b>



Table 8 shows the overall mean score of 1.52 interpreted as low level. Item No. 5 got the lowest mean score of 1.32 which states “non- or delayed submission of committee reports and public hearing on urgent matters” interpreted as very low level. Meanwhile, Item No. 2 got the highest mean score of 1.75 which states “kagawads who are non-functioning in their committee assignments” interpreted as low level.

This implies that as co-workers, some of the well-functioning kagawads or barangay councilors are stressed out with the non-performing co-workers in the local government. It is quite heavy to drag other officials who are non-performing as they may also bring down the performance of those who are doing well. This was conformed by Zubair (2021) who stated that governance and government-related issues are becoming increasingly complex and it is the need of the hour to focus on various possible solutions in the light of dynamics of modern societies. Public administration theorists and scholars have incorporated an enormous amount of time in anticipating what motivates public sector employees. Due to the reason that public sector lacks in providing explicit financial incentives to the employees and the fact that government employees look up to a clear and meaningful service, the available research in this realm has been majorly tilted towards non-financial factors.

**Level of difficulties of the barangay officials in the areas of Executive Functions, Legislative Functions, and Judicial Functions**

**Table 9.** Level of difficulties of the barangay officials in the area of Executive Functions

Items	Mean	Interpretation
As a barangay official, I have difficulties in...		
1. disposing official functions due to limited resources.	1.68	Low Level
2. managing time to make sure that all the needs of the constituents are properly served.	2.15	Low Level
3. officially reaching a quorum during public hearings.	1.75	Low Level
4. having ample time to study paper works.	1.92	Low Level
5. connecting with co-officials to target a consensus over a very important issue.	1.43	Very Low Level
<b>Overall Mean</b>	<b>1.78</b>	<b>Low Level</b>

Table 9 shows the overall mean score of 1.78 interpreted as low level. Item No. 5 got the lowest mean score of 1.43 which states “connecting with co-officials to target a consensus over a very important issue” interpreted as very low level. Meanwhile, Item No. 2 got the highest mean score of 2.15 which states “managing time to make sure that all the needs of the constituents are properly served” interpreted as low level.

This implies that time and resources are of essence for the barangay officials who wanted to serve their fellows and their constituents. Part of their difficulty as shown in this table is their inability to completely serve everyone, fairly.

This result was supported by Sharma (2022) who conducted a study in India. One of the bigger challenges of local officials are functionary in nature and others are criminal in nature. With regards to functionary challenges: (a) Every local government needs to have organizational capacity, by way of staff such as office and clerical staff and social mobilisers. Staffing of local governments is scanty. Many panchayats share a single secretary, who is often overburdened; (b) Technology has been used to centralize the delivery of local services which has been detrimental to local decision-making.

**Table 10.** Level of difficulties of the barangay officials in the area of Legislative Functions

Items	Mean	Interpretation
As a barangay official, I have difficulties in...		
1. maintaining public order.	1.73	Low Level
2. passing local ordinances due to quorum issues.	1.93	Low Level
3. proposing effective measures for the safety of the barangay.	1.54	Low Level
4. putting in-place an effective pro-environment measure.	1.98	Low Level
5. Providing measures that would ensure the maintenance of a balanced and desirable place to live.	2.19	Low Level
<b>Overall Mean</b>	<b>1.87</b>	<b>Low Level</b>

Table 10 shows the overall mean score of 1.87 interpreted as low level. Item No. 3 got the lowest mean score of 1.54 which states “proposing effective measures for the safety of the barangay” interpreted as low level. Meanwhile, Item No. 5 got the highest mean score of 2.19 which states “Providing measures that would ensure the maintenance of a balanced and desirable place to live” interpreted as low level.

This implies that some of barangay officials are indeed looking and considering the plight of their constituents especially during these critical days that income and housing problems are commonly experienced by the people. Their inability to provide such safety measures for their constituents is a striking difficulty for them. This was supported by Dagohoy (2021) who assessed the difficulties of barangay officials in his study. It was determined that barangay officials are mostly having problems on local budgeting and at times they need the fiscal management guidance of the city finance team. On the other hand, it was also revealed that many public officials in barangays have difficulties preparing, authorizing and executing processes with accountability.

**Table 11.** Level of difficulties of the barangay officials in the area of Judicial Functions

Items	Mean	Interpretation
As a barangay official, I have difficulties in...		
1. achieving fair and just results from the Lupong Tagamapayapa	2.20	Low Level
2. getting less support from co-officials to ensure that everyone is treated justly in our barangay.	1.36	Very Low Level
3. presiding a session to pass emergency measures when there is a crime in the neighborhood.	1.79	Low Level
4. entering a peaceful agreement or amicable settlement between disputing parties within the barangay.	1.94	Low Level





5. organizing a team of volunteers to help secure the premises of the barangay at night.	2.61	Moderate Level
<b>Overall Mean</b>	<b>1.98</b>	<b>Low Level</b>

Table 11 shows the overall mean score of 1.98 interpreted as low level. Item No. 2 got the lowest mean score of 1.36 which states “getting less support from co-officials to ensure that everyone is treated justly in our barangay” interpreted as very low level. Meanwhile, Item No. 5 got the highest mean score of 2.61 which states “organizing a team of volunteers to help secure the premises of the barangay at night” interpreted as moderate level.

This implies that most of the barangay officials are having difficulties in putting in-place a well-organized patrol team to help secure barangay premises at night. This could be attributed to two (2) reasons: one, lack of financial support as the budget may be needed in other priority activities; and secondly, lack of volunteers or those who are willing to sign-up.

This result was conformed by Cruz (2021) who conducted a study about challenges and lived experiences of the Barangay Tanods in the Philippines during the Covid-19 pandemic. The three major conclusions emerge from this study's findings: Barangay tanods faced difficulties in the sudden shift of their work environment; most of the barangay tanods received incentives from the government to supply their health and sanitary needs and; barangay tanods reflected on their experiences to further improve as public servants and to be prepared for future crisis.

**Level of motivation of barangay officials in the areas of Authority and Influence, Compensation and Connections, and Commitment and Performance when grouped according to variables Age, Highest Educational Attainment, and Length of Service**

**Table 12.** Level of motivation of barangay officials in the area of Authority and Influence when grouped according to Age

Items	Younger		Older	
	Mean	Interpretation	Mean	Interpretation
As a Barangay Official, I am motivated by the fact that ...				
1. I have the authority to enforce the law.	4.32	High Level	4.36	High Level
2. my constituents listen to what I say and follow my recommendations.	3.17	Moderate Level	3.23	Moderate Level
3. I can assist in delivering basic services.	4.58	Very High Level	4.59	Very High Level
4. I can help in maintaining peace and order.	4.29	High Level	4.21	High Level
5. I can propose measures to resolve problems in our barangay.	3.84	High Level	3.88	High Level
<b>Overall Mean</b>	<b>4.04</b>	<b>High Level</b>	<b>4.06</b>	<b>High Level</b>

Table 12 shows the overall mean scores of 4.04 for younger and 4.06 for older group, both were interpreted as high level. Item No. 3 got the highest mean score of 4.58 for younger and 4.59 for older group which states “I can assist in delivering basic services” interpreted as very high level. Meanwhile, Item No. 2 got the lowest mean score of 3.17 for younger group and 3.23 for older group which states “my constituents listen to what I say and follow my recommendations” interpreted as moderate level. This table reveals the ground-truth that there are constituents from various barangays who are less appreciative and less attentive to the recommendations of their barangay officials. This is one form of sheer disregard if not totally considered as fatal disrespect.

This was conformed by Saguid (2018) who conducted the study and found that the motivating factors in performing the jobs of the respondents in terms of authority, prestige/ status quo, influence, economic benefits and salary/compensation and connection are having a voice in the community, the feeling of being respected and loved in the community, barangay captain and fellow barangay councilors recognition to their deep commitment to the task assigned, almost all parents can send their children to school, receiving salary on time and having a good relationship with the entire barangay council and working closely together within the committee they belong to respectively. In the assessment of the respondents on the level of job performance, the mostly performed and agreed by the respondents are arguments and disagreements being rightfully addressed and resolved in terms of commitment to people.

**Conclusions:**

Barangay officials are highly motivated in the dispensation of their duties and responsibilities because serving the public is considered as honorable within our norms. They also draw motivation from the compensation they receive from the government as well as in showing their commitment and their performance at work. There is a sense of self-serving parallelism in doing well at work because this is a sure ticket for the next election.

The level of stress of barangay officials is on Low level across all areas. This means that despite the problems they are facing at work, it is still a desirable to position to keep. The stress level of the barangay officials is in fact below optimum which means that each of their stress is very manageable. The level of difficulties of the barangay officials is low across all areas which means that despite identified problems, barangay officials are able to manage the difficulties they encounter. The low level of difficulties means that solutions are within reach.

The area of authority and influence was rated the lowest source of motivation. This means that most of the barangay officials are well-aware of their elective position which is associated with public service. This could also mean that the barangay officials, despite their authority and influence, are seriously ready to serve as they are supposed to fulfill the oath they took when they first assumed office. The level of stress was highest in the area of duties and responsibilities. This is due to the fact that barangay officials are faced with all kinds of constituents and with all kinds of problems. At times, work-related problems could not be easily resolved; at time, their proposal on how to help improve their local community gets opposed, and many others.

In Judicial Functions, there are instances that some of the barangay officials have problems disposing their quasi-judicial functions for example in resolving community conflict, conflicts within the barangay or those issues related to peace and order. The difficulty must be associated with their training and background in resolving conflicts and the likes. Barangay Officials have the same opinion on where and how to draw motivation. This uniformity has a positive impact on barangay operations because there is a commonality in their perspective as to what is motivating and what's not. Low-level stress is within acceptable level and everyone else agree to it. The absence of a significant difference is a positive sign for the barangay because it will be easier to identify and resolved stress factors.



There was a significant difference in the level of difficulties of barangay officials when grouped and compared according to age in the areas of Executive and Judicial Functions. This means that the younger respondents have a different opinion with the older ones in carrying out their executive and judicial functions. The younger ones want to have a more liberal approach while the older ones are more conservative.

#### **Recommendations:**

Some of the constituents are not listening to what I say and follow my recommendations. This study recommends to implement “Constituent Engagement Plan”. Empowering the constituents and allowing their voices to be counted will improve their engagement with barangay activities. This activity proposes a public consultative assembly for every major barangay activity or project. Allow pros and cons to be heard in the public forum; reach a consensus or force a compromised deal amenable to all. This activity shall be undertaken by committee chairmen prior to any project implementation. Committee members and the constituents must also be involved.

Getting help from the City Government is not easy. This study recommends the use of “One Consistent Policy” in dealing with the LGU. To avoid staggered and individual seeking of help, the One Consistent Policy will allow all committees to put all of their proposed needs, be it for committee purposes or for the constituents, to be placed in writing using a standardized format. The list will be submitted to the Barangay Secretary which will be collated every two-weeks. The labelled needs will be submitted to the Punong Barangay for concurrence and said documents will be passed to the concerned agency in the LGU. For each of the said needs written in a document, there will be a cover letter duly signed by concerned committee chair and the Punong Barangay. There will be a formal transmittal of the said documents to the concerned agencies. The Barangay Secretary will be tasked to make a follow-up with the said agency based on the records.

Unable to work with co-officials to enhance tax and collection revenue measures. This study proposes a quarterly meeting of all barangay officials to discuss “Managing and Improving Tax” related matters. The Punong Barangay shall take the lead in this quarterly meeting and all elected kagawads shall be required to attend each meeting. This proposed forum will tackle issues on barangay taxation, identifying of possible revenues, plan out proper responses to business needing help in complying with tax requirements, among others. The secretary of the barangay shall be assigned to take down the minutes of the meeting. Possible passing of resolutions shall be done one day after the meeting if the situation warrants for it.

Lack of appreciation of our efforts from the community. This study recommends to implement “Constituent Engagement Plan”. Empowering the constituents and allowing their voices to be counted will improve their engagement with barangay activities. This activity proposes a public consultative assembly for every major barangay activity or project. Allow pros and cons to be heard in the public forum; reach a consensus or force a compromised deal amenable to all. This activity shall be undertaken by committee chairmen prior to any project implementation. Committee members and the constituents must also be involved.

Poor income distribution and financial matters at home. This study proposes to have “Financial Literacy Program” for Barangay Officials. To do this, the Punong Barangay needs to write a letter to the LGU asking for a resource person who is a Financial Management expert to provide a day-long workshop for all barangay officials. This shall be one every first week of the year. The Secretary of the Barangay, alongside the treasure and other non-elected staffs will take the charge in organizing such event. Barangay officials must be required to attend. This will help address the concern of some barangay officials on monetary issues.

Some kagawads who are not functioning well in their committee assignments. This is tantamount to neglect of duty which punishable by perpetual disqualification from public office. This study proposed to have a “Civil Service Day” each year and this will fall on the last Sunday of May each year. The Punong Barangay shall submit a written notice to the President of the Liga nga Mga Barangay, city chapter, asking assistance to have one or two Civil Service officials who will help enlighten all Barangay Officials on compliance of Ethical and Professional Standards for Public Servants. All barangay officials must be required to attend the forum for compliance purposes.

Managing time to make sure that all the needs of the constituents are properly served. This study recommends to implement “Constituent Engagement Plan”. Empowering the constituents and allowing their voices to be counted will improve their engagement with barangay activities. This activity proposes a public consultative assembly for every major barangay activity or project. Allow pros and cons to be heard in the public forum; reach a consensus or force a compromised deal amenable to all. This activity shall be undertaken by committee chairmen prior to any project implementation. Committee members and the constituents must also be involved.

Providing measures that would ensure the maintenance of a balanced and desirable place to live. This study proposes to have a yearly “Consultation with the People” – a public hearing seeking to map the needs of the barangay constituents. The secretary of the barangay will arrange for the venue, activities, and in inviting resource persons. This shall be done twice a year – every January last week and every June, last week – the same year. In this forum, the constituent must be issued a form where their needs and concerns shall be written, this will be reviewed and tallied by the barangay secretary of an easier mapping of your companions.

Organizing a team of volunteers to help secure the premises of the barangay at night. This study recommends to implement “Constituent Engagement Plan”. Empowering the constituents and allowing their voices to be counted will improve their engagement with barangay activities. This activity proposes a public consultative assembly for every major barangay activity or project. Allow pros and cons to be heard in the public forum; reach a consensus or force a compromised deal amenable to all. This activity shall be undertaken by committee chairmen prior to any project implementation. Committee members and the constituents must also be involved.

#### **References:**

- Boysillo, Sheena. (2017). GOVERNANCE OF THE BARANGAY CHAIRPERSONS IN THE MUNICIPALITY OF UBAY BOHOL. *International Journal of Business and Management Studies*. Vol. 9, No. 1.
- Cruz, Rhojet, et al. (2021). The Challenges and Lived Experiences of the Barangay Tanods: A Phenomenological Qualitative Study in the Philippines During COVID-19 Pandemic. *International Journal Of Advance Research And Innovative Ideas In Education*. Vol. 7. No. 1.
- Department of Interior and Local Government. (2016). *The Local Government Code of the Philippines*. Book III. Role and Creation of the Barangay.



- Distor, Charmaine. (2022). What Motivates Local Governments to Be Efficient? Evidence from Philippine Cities. Multidisciplinary Digital Publishing Institute. Vol. 14, No. 15.
- Geanuracos, Catherine. (2021). Six Issues Facing Local Governments In 2021. A City Discussion on the Motivation and challenges of Local
- Geroso, P. J. M. S., & Maguate, G. (2023). Organizational, Social, Economic and Financial Management Performance of Cooperatives. International Journal of Scientific Research and Management (IJSRM), 11(10), 5263-5282.
- Lavigna, Robert. (2016). Why Government Workers Are Harder to Motivate. <https://hbr.org/2014/11/why-government-workers-are-harder-to-motivate>
- Martin, J. and Aulich, C. (2018). Political Management in Australian Local Government: Exploring Roles and Relationships between Mayors and CEOs, Australian Centre of Excellence for Local Government, University of Technology, Sydney.
- Moldez, Raul and Gurra, Alma. (2020). Stress and Coping Mechanisms of Punong Barangays: Basis for an Intervention Plan. International Multidisciplinary Research Journal, Vol. 2, No. 3, Pp. 40-48.
- Moyani, S. A., Moyani Jr, G., Dajao, G., Bautista, M., & Maguate, G. (2023). Knowledge, Commitment and Compliance of Barangay Focal Persons on Gender and Development: Basis For An Action Plan. Valley International Journal Digital Library, 1543-1564.
- Nitafan, Rowell. (2020). Work Motivation and Job Satisfaction of Local Government Employees in Matalam, Cotabato Philippines: A Basis for Intervention Program. International Journal of Humanities and Education Development. Vol. 2, No. 6.
- Pagano, Michael. (2017). The Challenge of Effectiveness: Local Government in the United States. <https://forumfed.org/document/the-challenge-of-effectiveness-local-government-in-the-united-states/>
- Saguid, Rafael Lorenzo. (2018). Correlating Political Motivation Factors and Job Performance of Barangay Councilors in Lucena City: Basis for an Action Plan. Vol. 2, No. 6. Ascendens Asia Journal of Multidisciplinary Research.
- Salleh, Fauzilah. (2021). The Effect of Motivation on Job Performance of State Government Employees in Malaysia. International Journal of Humanities and Social Science. Vol. 1, No. 4.
- Schlachter, Bill. (2020). Key Challenges and Strategies for Local Government.
- Segovia, Mary Joy, et al. (2019). Major Sources of Stress among Elected Sangguniang Barangay Officials in Kawit, Cavite: Basis for Stress Management. Vol. 3. No. 2F. Ascendens Asia Journal of Multidisciplinary Research Abstracts.
- Sun, Sirui. (2021). The Relationship Between Public Service Motivation and Affective Commitment in the Public Sector Change: A Moderated Mediation Model. Front. Psychol., 18 June 2021 Sec. Organizational Psychology <https://www.frontiersin.org/articles/10.3389/fpsyg.2021.631948/full>
- Tambunting, Gus. (2022). House Bill No. 5309, An Act Strengthening the Barangay as the Basic Local Government Unit by Increasing its Capacity to Deliver Services, Providing Salary Grades, Retirement Benefits, and other Entitlements of Certain Barangay Officials, Increasing their Term of Office, and others Purposes Amending Republic Act 7160, Otherwise Known as the Local Government Code of 1991, and Other Related Laws.
- Taneo, Stefanus, et al. (2021). The Role of Local Government in Improving Resilience and Performance of Small and Medium-Sized Enterprises in Indonesia. The Journal of Asian Finance, Economics and Business. Vol. 9, No. 3. Pp. 2288-4637.
- Toletino, Aniela Bianca. (2022). House Bill No. 959 of the 19th Congress. An Act Providing Incentives to All Barangay Officials Including Barangau Tanods and Members of the Lupong Tagapamayapa, and Barangay Employees.
- Wood, Bernadette Hyland. (2021). Toward effective government communication strategies in the era of COVID-19. Humanities and Social Sciences Communications. Vol. 8, No. 30.
- Zubair, Syed Sohaib, et al. (2021). Public service motivation and organizational performance: Catalyzing effects of altruism, perceived social impact and political support. PLoS One. Vol. 16, No. 12.

