

# Political Orientation as Mediator of Organizational Culture and Public Service Motivation: Context of a Local Government Unit

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## ABSTRACT

This study examined whether political orientation mediates the relationship between organizational culture and public service motivation among employees of a Philippine Local Government Unit. A descriptive-correlational research design was implemented, with data collected from 360 employees using a structured survey questionnaire. Data were analyzed using descriptive statistics, regression analysis, MedGraph, and the Sobel z-test. The results indicated that organizational culture, political orientation, and public service motivation were at high levels among respondents. Organizational culture demonstrated a significant positive relationship with public service motivation. Political orientation was also significantly associated with both organizational culture and public service motivation. Mediation analysis identified a significant partial mediation effect of political orientation (Sobel  $z = 4.27$ ,  $p < 0.05$ ), accounting for 25.41% of the total effect, with an indirect-to-direct effect ratio of 0.34. The total effect ( $\beta = 0.582$ ) decreased but remained significant when political orientation was included in the model (direct effect  $\beta = 0.434$ ), confirming partial mediation. These findings suggest that political orientation strengthens the influence of organizational culture on employees' motivation to serve the public. In practice, the results imply that Local Government Units can enhance public service motivation by developing organizational cultures that foster positive political orientations among employees. This may be achieved through leadership initiatives, transparent governance practices, and targeted human resource development, thereby fostering a more motivated and committed public workforce. The study provides empirical evidence on the mediating mechanisms that influence public service motivation and offers actionable recommendations to improve the effectiveness of leadership and governance in Philippine Local Government Units.

**Keywords:** public administration, organizational culture, political orientation, public service motivation, mediation analysis

## INTRODUCTION

Within the Philippine local governance structure, Local Government Units (LGUs) function as fundamental administrative organs, where the interaction of political and organizational dynamics heavily shapes employee behavior. Public Service Motivation (PSM) has become a significant concern in these settings, particularly in politically dynamic environments such as LGUs. Recent empirical studies indicate that fluctuations in political leadership, governance pressures, and institutional instability may weaken employees' intrinsic motivation to serve the public (Belle & Cantarelli, 2022; Meyer-Sahling et al., 2021).

In municipal governments where administrative and political functions are closely intertwined, reduced public service motivation has been linked to declining service quality, weakened ethical standards, and lower organizational commitment (Dagohoy & Dura, 2022). Public service motivation remains a strong predictor of job satisfaction, organizational commitment, and performance in public institutions (Kim & Vandenaabeele, 2023; Ritz et al., 2020). Despite extensive literature affirming its importance, recent scholarship emphasizes that PSM is shaped not only by individual values but also by organizational and political contexts. These realities highlight the need to examine the institutional and ideological determinants that influence public service motivation in LGUs.

Organizational culture has consistently been identified as a critical institutional factor influencing PSM. Mission-driven, participative, and value-oriented cultures reinforce employees' commitment to public interest and

strengthen intrinsic motivation, while politicized or rigid cultures may suppress motivation (Dagohoy & Dura, 2022; Kim & Vandenaabeele, 2023). Extending this perspective, political orientation shapes how employees interpret leadership practices, perceive the fairness of governance, and evaluate institutional legitimacy (Duan et al., 2024b). Studies demonstrate that political orientation is not only directly related to public service motivation but also influences perceptions of organizational climate, highlighting the interconnectedness of institutional and individual-level factors (Duan et al., 2024b; Schuster & Christian, 2022).

Within the context of Philippine local governance, institutional structures and administrative systems significantly shape outcomes of public service delivery. Lagura (2025) demonstrated, in his empirical assessment of digital governance among Philippine city governments, that organizational systems and governance mechanisms directly influence transparency, accountability, and administrative effectiveness. These findings suggest that institutional environments are not merely structural arrangements but active determinants of employee behavior and service performance. In line with this perspective, the present study argues that organizational culture within local government unit functions as a foundational institutional context that shapes employees' political orientation and, ultimately, their public service motivation.

This study is grounded in Public Service Motivation Theory as advanced by Perry and Wise (1990) and further developed in contemporary scholarship. The theory explains that individuals' willingness to serve the public is driven by a combination of rational, normative, and affective motives, activated within specific institutional environments. In the present study, organizational culture is treated as the primary institutional context that shapes employees' shared values, behavioral expectations, and work norms. Political orientation is conceptualized as an interpretive lens through which employees make sense of these organizational signals. From this perspective, a cohesive, value-driven culture is expected to enhance public service motivation, both directly and indirectly, by reinforcing political orientations that support public service ideals.

Political orientation, in turn, functions as the ideological filter that conditions how employees perceive and internalize these organizational cues. Specifically, the theory suggests that a cohesive organizational culture promotes public service motivation directly by reinforcing prosocial values and indirectly by aligning with employees' political orientations. Thus, this theoretical framework directly links the study variables: organizational culture (institutional environment), political orientation (ideological lens), and public service motivation (behavioral outcome), providing a basis for examining both direct and mediating relationships among them in the local government context.

Complementing the anchor theory are Organizational Culture Theory and Political Orientation Theory, which together help clarify the complex processes that shape public service motivation. Organizational Culture Theory explains that shared values and norms influence both individual attitudes and collective behavior by guiding employees' expectations and everyday workplace practices (Kim & Vandenaabeele, 2023).

Meanwhile, Political Orientation Theory highlights that ideological beliefs not only shape perceptions of governance legitimacy and institutional trust but also influence how employees interpret organizational cues, thereby affecting their level of work engagement and motivation (Duan et al., 2024b). When these perspectives are considered together, they suggest that organizational culture and political orientation interact. Specifically, strong and value-driven cultures can reinforce prosocial motivation; however, the strength of this influence depends on how closely employees' political orientations align with the organization's cultural norms and governance practices. These dynamics underscore the mediating role of political orientation, through which organizational values are differentially internalized and translated into motivational outcomes. From the researcher's perspective, therefore, treating political orientation as a mediating variable provides an integrated lens that captures both the institutional shaping of motivation and the individual ideological filters through which organizational culture exerts its influence in politically embedded LGUs.

Figure 1 illustrates that organizational culture significantly influences public service motivation and that political orientation partially mediates this relationship. Organizational culture, as defined by Cameron and Quinn's Organizational Culture Assessment Instrument, refers to shared values and management practices that guide employee behavior, including dominant characteristics, organizational leadership, employee management, organizational glue, strategic emphasis, and criteria of success.

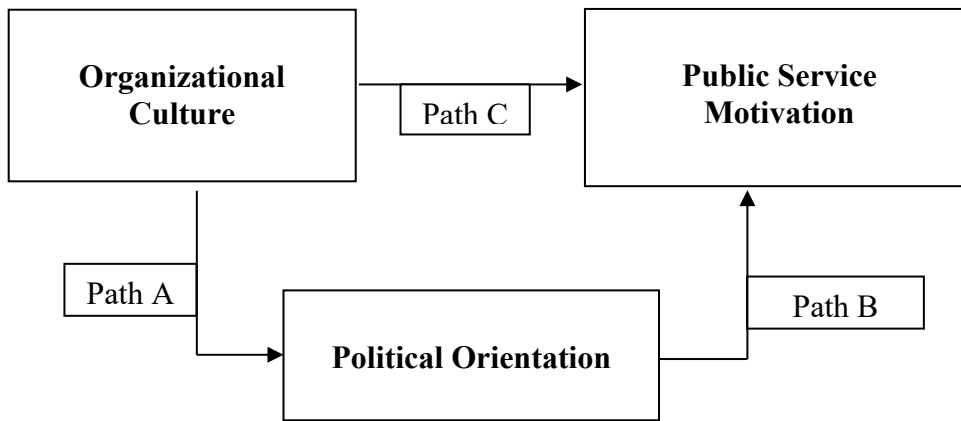


Figure 1. Conceptual Framework of the Study

Political orientation, adapted from the World Values Survey (Inglehart et al., 2020), refers to employees' ideological beliefs and political attitudes, including political ideology, political trust, political engagement, political efficacy, and partisan identification.

Public service motivation, adapted from Perry's multidimensional scale, refers to an individual's predisposition to serve the public interest, encompassing attraction to policy-making, commitment to the public interest, compassion, civic duty, and self-sacrifice. Each indicator operationalizes its respective construct within the context of the adapted instruments used in this study.

The absence of empirical investigations into the role of political orientation as a mediating mechanism between organizational culture and public service motivation in Philippine Local Government Units clearly defines the research gap addressed in this study. Although previous research has demonstrated direct links among these variables, empirical analysis of how political orientation facilitates or modifies the relationship between organizational culture and public service motivation, particularly amid the complex political dynamics typical of LGUs, remains lacking. This study aims to fill this critical gap by examining not only whether these constructs are associated but also how political orientation operates as the conduit through which organizational culture influences motivational outcomes. By doing so, the study seeks to uncover the nuanced mechanisms that drive public service motivation in politically embedded organizational contexts, thereby advancing both theoretical understanding and practical strategies for enhancing employee motivation in local governance.

The primary objective of this study is to examine the mediating role of political orientation in the relationship between organizational culture and public service motivation among employees of a Local Government Unit in the Philippines. Specifically, the study aims to determine the levels of organizational culture, political orientation, and public service motivation, and to assess the significant relationships among these variables. Furthermore, it seeks to test whether political orientation significantly and partially mediates the relationship between organizational culture and public service motivation.

In a global scholarly context, this study advances the literature in public administration and organizational behavior by providing empirical insights into how organizational culture and political orientation, as distinct yet interconnected factors, influence public service motivation in local government institutions. Notably, this research situates its findings within the broader international discourse by demonstrating the mediating role of political orientation in contexts characterized by cultural, institutional, and political diversity. While the study focuses on Philippine Local Government Units, its contribution extends to international scholarship by highlighting how the interplay between institutional norms and individual political beliefs is relevant across various governance systems, including those in Europe, North America, and East Asia, where public service motivation has similarly been linked to organizational and political factors. Specifically, the study makes a significant contribution by empirically confirming that political orientation partially mediates the effect of organizational culture on public service motivation. This aspect has not been adequately explored in either the Philippine or broader international contexts. This elaboration of the mediation mechanism provides a nuanced

understanding of how institutional and ideological factors interact across different public administration settings worldwide. By drawing attention to political orientation as a key explanatory variable, the study enriches theoretical models, fosters comparative dialogue, and informs global perspectives on the roles of organizational and contextual factors in employee motivation. These findings align with and contribute to ongoing international scholarship that underscores the joint influence of organizational values, political climates, and governance practices on public sector motivation (Belle & Cantarelli, 2022; Kim & Vandenabeele, 2023).

Socially, the study provides practical benefits to the Local Government Unit of Maramag by offering evidence-based insights for leadership development, organizational improvement, and human resource management. Strengthening public service motivation improves service delivery and community welfare.

The findings of this study are directly relevant to the objectives of Sustainable Development Goals 8 (Decent Work and Economic Growth) and 16 (Peace, Justice, and Strong Institutions), as outlined in global development agendas. Specifically, the results demonstrate that fostering a robust organizational culture and enhancing public service motivation among LGU employees contribute to ethical workplace behavior and greater employee engagement, both of which are essential to achieving productive and sustainable employment, as called for by SDG 8.

Furthermore, the study clarifies how the positive relationships among organizational culture, political orientation, and public service motivation provide underlying mechanisms that promote transparent governance, institutional accountability, and effective service delivery, thereby advancing SDG 16. By empirically establishing political orientation as a mediating factor, this research offers a clear explanation of how local governments can enhance institutional integrity and governance effectiveness, thereby contributing to the achievement of both SDGs 8 and 16 in practical settings (United Nations, 2023).

## **METHOD**

This chapter summarizes the study's methodology, outlining the research design, sampling strategy, instruments, data collection, and analysis procedures. Mediation analysis was employed to assess whether political orientation mediates the influence of organizational culture on public service motivation among employees in a Philippine Local Government Unit, ensuring methodological rigor and reliability in addressing the research objectives.

### **Research Respondents**

The respondents in this study comprised 360 employees from the Local Government Unit (LGU) of Maramag, Bukidnon, Philippines. The sample included both permanent plantilla employees and casual employees who had rendered at least 1 year of service in the institution. The inclusion criterion of at least 1 year of employment tenure was adopted to ensure respondents had sufficient organizational experience and exposure to the LGU's institutional culture, administrative processes, and political governance dynamics. Employees who did not meet the tenure requirement or declined to participate were excluded from the study. All respondents voluntarily participated after providing informed consent in accordance with the ethical research protocols governing human subjects' research.

The respondents exhibited heterogeneous demographic and occupational characteristics, including educational attainment, departmental affiliation, job classification, and length of service, ranging from early-career employees to personnel with several decades of institutional experience. Complete enumeration was employed as the sampling technique due to the manageable size of the eligible population and the accessibility of respondents for data collection (Arnab, 2017).

The use of complete enumeration reduced sampling bias and enhanced representativeness by allowing all qualified employees to participate. Nevertheless, despite efforts to achieve full participation, the possibility of non-response bias remained, as some initially consenting respondents failed to complete the survey instruments. Future investigations may consider probability-based sampling techniques such as stratified random sampling to ensure proportional representation across organizational units and employment categories.

The study was conducted in the Municipality of Maramag, Bukidnon, Philippines, a first-class municipality located in Northern Mindanao with an approximate land area of 551.71 square kilometers. The municipality serves as a regional hub for economic, commercial, and administrative activities within the province. Its economy is largely characterized by agro-industrial production, agricultural trade, and emerging commercial enterprises. The selection of Maramag as the study locale was justified by its complex administrative structure and politically embedded governance environment, which provides a suitable setting for examining organizational culture, political orientation, and public service motivation among public sector employees.

Local government units in the Philippine public administration system represent critical organizational contexts for studying public service behavior because employees operate within environments characterized by the intersection of political leadership, bureaucratic administration, and community-centered service delivery. Investigating public service motivation within this institutional context contributes to broader discussions on governance performance, organizational behavior, and workforce sustainability in developing country public administration systems (Dagohoy & Dura, 2022; Abenoja et al., 2021). The findings of this study may also offer comparative insights for other local government institutions operating under similar political and administrative conditions.

## Materials and Instrument

This study used standardized and empirically validated research instruments to ensure the accuracy, validity, and reliability of the data collected to examine organizational culture, political orientation, and public service motivation among employees of the Local Government Unit of Maramag, Bukidnon, Philippines.

The use of established instruments was considered appropriate because these tools have been widely applied and validated in research on public administration, political science, and organizational behavior. To enhance contextual relevance, the instruments were carefully adapted to reflect local governance conditions, workplace realities, and socio-political environments without altering the theoretical constructs underlying the original measurement scales. Such contextual adaptation improved the interpretability, cultural appropriateness, and empirical utility of the research findings within the LGU setting.

Political orientation was measured using selected items adapted from the World Values Survey (Inglehart et al., 2020). Political orientation was operationalized across five dimensions, namely political ideology, political engagement, political trust in government, political efficacy, and partisan identification. Sample items included questions such as “How interested would you say you are in politics?” and “How much confidence do you have in the national government?” Responses were recorded using a five-point Likert scale ranging from very low to very high. The World Values Survey is internationally recognized for assessing political values, civic engagement, and perceptions of democratic governance across diverse sociocultural contexts (Inglehart & Welzel, 2005), making it suitable for measuring political attitudes within public-sector organizations.

Organizational culture was measured using the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2011) and adapted from the University of Texas at Tyler (2018). Organizational culture was measured using six indicators: dominant characteristics, leadership style, employee management, organizational glue, strategic emphasis, and criteria for success. These indicators represent fundamental dimensions of organizational functioning that influence workplace behavior, institutional cohesion, and administrative performance in public sector organizations.

Public service motivation was measured using the 30-item Public Service Motivation Scale developed by Perry (1996). The instrument measured six dimensions of public service motivation, including attraction to policy-making, commitment to public interest, compassion, civic duty, self-sacrifice, and social justice orientation. These dimensions reflect the multidimensional nature of public service motivation, which comprises rational, normative, and affective components consistent with Public Service Motivation Theory (Perry & Wise, 1990; Ritz et al., 2020).

To establish content validity, the research instruments were evaluated by four internal validators and one external subject matter expert. Each validator assessed the questionnaire using a five-point rating scale for clarity, relevance, coherence, and appropriateness of the items in measuring the research variables. The instruments

obtained an overall mean validation rating of 4.40, indicating high acceptability and suitability for use in the study. Individual ratings showed minimal variation, with one internal validator assigning a perfect score of 5.00, while the remaining validators ranged from 3.14 to 4.86. The high level of agreement among validators indicates strong content validity and conceptual alignment of the measurement instruments with the research objectives.

To assess reliability, a pilot test was conducted with 30 LGU employees who were excluded from the main study sample. Reliability analysis revealed that the research instruments demonstrated excellent internal consistency, with Cronbach's alpha coefficients reaching 0.89, indicating high reliability and strong inter-item correlation among scale indicators. In psychometric evaluation, Cronbach's alpha values between 0.80 and 0.90 indicate good internal consistency, while values above 0.90 indicate excellent reliability (Taber, 2018; Tavakol & Dennick, 2011). The strong reliability coefficient, together with the previously established validity ratings, ensured that the instruments consistently and accurately measured organizational culture, political orientation, and public service motivation. This methodological rigor enhanced the credibility of the data and strengthened the robustness of the subsequent empirical findings.

Overall, the use of validated and reliable instruments ensured methodological rigor by providing accurate measurement of the study variables and supporting robust assessment of their relationships and mediation effects.

## Design and Procedure

The research utilized a descriptive–correlational design to examine the relationships among organizational culture, political orientation, and public service motivation. A descriptive–correlational design examines the degree of association among variables without manipulating them. This design is appropriate for assessing the degree and direction of associations among variables without making causal inferences, providing a robust framework for understanding behavioral patterns among public-sector employees (McCombes, 2019; Quaranta, 2017; Harari et al., 2017). Data were collected cross-sectionally, capturing the status of the variables at a single point in time, consistent with established methodological practices for social and organizational research.

Validated instruments were used to measure the three primary constructs of the study. A pilot test was conducted from August 10 to 15, 2025, involving 30 employees of the Local Government Unit (LGU) of Maramag, who were excluded from the main sample. The pilot testing ensured the clarity, cultural appropriateness, and reliability of the research instruments. Following the pilot phase, formal approval was obtained from the Municipal Mayor's Office, and department heads were coordinated with to facilitate the survey administration to all eligible employees.

The main data collection was conducted from September 20 to October 5, 2025. Questionnaires were administered personally by the researcher to ensure consistent instructions and to clarify potential queries from respondents. Participants were informed about the study's objectives during the consent process. Ethical protocols were strictly observed, including voluntary participation, confidentiality, and anonymity of responses. Observational notes were taken solely to contextualize quantitative responses and were not used as primary data.

Following data collection, responses were systematically encoded and organized for analysis. Descriptive statistics, such as means and standard deviations, were planned to assess the levels of the study variables. Pearson correlation was used to examine relationships among variables. In contrast, linear regression and mediation analysis were used to test the hypothesized mediation effect of political orientation, following Baron and Kenny's (1986) procedure. The Sobel z-test and Medgraph were planned as supplementary analyses to validate mediation. Prior to inferential analysis, the assumptions of normality, linearity, homoscedasticity, and independence of observations were to be verified to ensure analytical rigor.

The mediation analysis was structured according to Baron and Kenny's (1986) four-step procedure, which requires establishing that (a) the independent variable predicts the dependent variable, (b) the independent variable predicts the mediator, (c) the mediator predicts the dependent variable, and (d) the effect of the independent variable on the dependent variable is attenuated when the mediator is included. This framework allows for a comprehensive assessment of the potential mediating role of political orientation in the relationship between organizational culture and public service motivation.

Throughout the study, adherence to research ethics was rigorously maintained. Participation was voluntary, informed consent was obtained, and no identifying information was recorded. Data were stored securely and accessed only by the researcher. The study received approval from the University Research Ethics Committee (UMERC Certification No. UMERC-2025-355), ensuring compliance with institutional and international ethical standards and supporting the integrity and credibility of the research process.

## RESULTS AND DISCUSSIONS

This chapter presents the findings on the relationships among organizational culture, political orientation, and public service motivation among LGU employees. The discussion draws on tabulated results and computed means for each variable, followed by interpretation and analysis. The mediation analysis further examines the role of political orientation in explaining the relationship between organizational culture and public service motivation.

### Organizational Culture

Table 1 shows the level of organizational culture among LGU employees across six indicators. The overall mean score was 4.22 (SD = 0.52), interpreted as very high. Organizational glue obtained the highest mean (M = 4.29), followed by criteria for success (M = 4.27) and strategic emphasis (M = 4.22). Leadership style and employee management were rated highly.

**Table 1. Level of Organizational Culture among LGU Employees**

Indicators	SD	Mean	Descriptive Level
Dominant Characteristics	0.57	4.20	Very High
Leadership Style	0.62	4.18	High
Management of Employees	0.67	4.18	High
Organizational Glue (What Holds the LGU Together)	0.61	4.29	Very High
Strategic Emphasis	0.62	4.22	Very High
Criteria for Success	0.60	4.27	Very High
<b>Overall</b>	<b>0.52</b>	<b>4.22</b>	<b>Very High</b>

Note. M = mean; SD = standard deviation.

The very high overall rating suggests that employees perceive the Local Government Unit of Maramag as operating in a supportive, value-oriented environment. The prominence of organizational glue indicates strong interpersonal trust, a shared mission, and institutional loyalty among personnel. From the standpoint of Organizational Culture Theory, these shared norms and values function as behavioral guides that shape employee attitudes and workplace conduct. The strong rating for strategic emphasis further implies that the LGU actively promotes innovation, capability development, and community-focused governance, all of which are associated with improved organizational effectiveness. Although leadership style and employee management received comparatively lower means, their ratings still reflect generally favorable perceptions of leadership and human resource practices within the organization.

These findings are consistent with Organizational Culture Theory, which posits that shared values and norms shape employee attitudes and workplace behavior. Evidence reveals that cohesive cultures strengthen collaboration and institutional stability (Kim & Vandenabeele, 2023). The strong rating for strategic emphasis further suggests that the LGU prioritizes innovation, workforce development, and community-centered

governance, which are known drivers of organizational effectiveness (Schein, 2017). Although leadership style and employee management registered slightly lower means, their high ratings still reflect generally positive perceptions of leadership and human resource practices.

The results imply that sustaining a strong organizational culture is essential for maintaining workforce cohesion and performance. LGU leaders may further enhance outcomes by strengthening leadership capability programs and employee engagement initiatives to reinforce the already favorable cultural climate.

**Public Service Motivation**

Table 2 presents the level of public service motivation among LGU employees. The overall mean score was 4.32 (SD = 0.56), indicating a very high level. Social justice recorded the highest mean (M = 4.40), followed by attraction to policy making (M = 4.38) and civic duty (M = 4.32). All indicators fell within the very high descriptive level.

**Table 2. Level of Public Service Motivation among LGU Employees**

Indicators	SD	Mean	Descriptive Level
Attraction to Policy Making	0.95	4.38	Very High
Commitment to the Public Interest	0.54	4.30	Very High
Social Justice	0.78	4.40	Very High
Civic Duty	0.56	4.32	Very High
Compassion	0.96	4.27	Very High
Self-Sacrifice	0.61	4.24	Very High
<b>Overall</b>	<b>0.56</b>	<b>4.32</b>	<b>Very High</b>

*Note.* M = mean; SD = standard deviation.

The very high level indicates that LGU employees demonstrate strong intrinsic motivation to serve the public. The dominance of social justice suggests that fairness, equality, and the protection of marginalized groups are deeply valued by employees. High scores in civic duty and commitment to the public interest further reflect a strong sense of moral responsibility toward public service.

The results are consistent with Public Service Motivation Theory, suggesting that public employees are driven by prosocial and normative motives (Perry & Wise, 1990; Ritz et al., 2020). The data confirm that employees who value social justice and policy participation tend to exhibit stronger service orientation. While self-sacrifice obtained the lowest mean among the indicators, its very high rating still reflects a strong willingness among employees to prioritize public welfare over personal gain.

These results highlight the importance of sustaining values-based programs that nurture civic commitment and compassion. Continuous ethics training and values formation initiatives may further strengthen employees' intrinsic motivation and maintain high levels of public service performance.

**Political Orientation**

Table 3 presents the level of political orientation among LGU employees. The overall mean score was 3.96 (SD = 0.58), interpreted as high. Political trust/legitimacy recorded the highest mean (M = 4.18), while partisan identification obtained the lowest (M = 3.68), though still at a high level.

**Table 3. Level of Political Orientation among LGU Employees**

Indicators	SD	Mean	Descriptive Level
Political Ideology / Self-Placement	0.68	3.95	High
Political Engagement	0.70	4.02	High
Political Trust / Legitimacy	0.76	4.18	High
Political Efficacy	0.64	3.97	High
Partisan Identification/Party Affiliation	0.97	3.68	High
<b>Overall</b>	<b>0.58</b>	<b>3.96</b>	<b>High</b>

Note. M = mean; SD = standard deviation.

The high overall rating indicates that employees demonstrate strong political awareness and institutional trust. The prominence of political trust suggests confidence in LGU leadership and governance systems. Meanwhile, the relatively low score on partisan identification suggests that employees maintain moderate political neutrality in the workplace.

The results demonstrate that political orientation serves as an important cognitive lens through which employees interpret governance processes. Prior studies emphasize that political trust strengthens organizational commitment and compliance in public institutions (Duan et al., 2024a). The diversity in ideological self-placement is typical in public-sector organizations, where workforce composition reflects broader societal variation (Schuster & Christian, 2022).

The LGU should continue promoting transparency, ethical governance, and civic education programs to sustain positive political orientation while preserving professional neutrality among employees.

### Relationship Between Organizational Culture and Public Service Motivation

Table 4 shows significant positive relationships between organizational culture and public service motivation ( $p < .05$ ). The data confirm that improvements in organizational culture are associated with higher public service motivation among employees.

Among the dimensions, organizational glue exhibited the strongest relationships with civic duty, compassion, and self-sacrifice. This finding implies that employees who experience strong institutional belonging tend to demonstrate higher intrinsic motivation. The result supports Public Service Motivation Theory, which emphasizes the role of shared values in strengthening employee motivation.

**Table 4. Significance of the Relationship between Organizational Culture and Public Service Motivation**

Organizational Culture	Public Service Motivation						Overall
	Attraction to Policy Making	Commitment to the Public Interest	Social Justice	Civic Duty	Compassion	Self-Sacrifice	
Dominant Characteristics	.300**	.403**	.283**	.465**	.286**	.468**	.461**
	.000	.000	.000	.000	.000	.000	.000

Leadership Style	.289** .000	.386** .000	.251** .000	.451** .000	.222** .000	.391** .000	<b>.413**</b> <b>.000</b>
Management of Employees	.224** .000	.254** .000	.152** .004	.325** .000	.169** .001	.352** .000	<b>.307**</b> <b>.000</b>
Organizational Glue (What Holds the LGU Together)	.330** .000	.518** .000	.325** .000	.546** .000	.264** .000	.509** .000	<b>.513**</b> <b>.000</b>
Strategic Emphasis	.347** .000	.497** .000	.346** .000	.545** .000	.296** .000	.526** .000	<b>.532**</b> <b>.000</b>
Criteria for Success	.400** .000	.554** .000	.352** .000	.584** .000	.341** .000	.609** .000	<b>.592**</b> <b>.000</b>
<b>Overall</b>	<b>.367**</b> <b>.000</b>	<b>.506**</b> <b>.000</b>	<b>.331**</b> <b>.000</b>	<b>.566**</b> <b>.000</b>	<b>.306**</b> <b>.000</b>	<b>.554**</b> <b>.000</b>	<b>.547**</b> <b>.000</b>

Criteria for success and strategic emphasis also demonstrated strong correlations with public service motivation. Evidence reveals that clear performance standards and strategic direction encourage employees to prioritize public welfare and organizational goals. Leadership style showed moderate-to-strong relationships, indicating that supportive leadership enhances motivation.

Employee management displayed relatively weaker correlations, suggesting that value-based cultural factors exert stronger motivational influence than purely administrative practices. Overall, the findings affirm that organizational culture is a significant determinant of public service motivation in the LGU context.

### Relationship Between Organizational Culture and Political Orientation

Table 5 indicates significant positive relationships between organizational culture and political orientation ( $p < .05$ ). The results demonstrate that a stronger organizational culture is associated with greater political awareness and governance engagement.

The overall correlation ( $r = .583$ ) reflects a strong positive association. The findings indicate the role of institutional environments in shaping employees' perceptions of political structures and the legitimacy of leadership

**Table 5. Significance of the Relationship between Organizational Culture and Political Orientation**

Organizational Culture	Political Orientation					Overall
	Political Ideology / Self-Placement	Political Engagement	Political Trust / Legitimacy	Political Efficacy	Partisan Identification/ Party Affiliation	
Dominant Characteristics	.468**	.397**	.308**	.404**	.253**	<b>.463**</b>

	.000	.000	.000	.000	.000	.000	<b>.000</b>
Leadership Style	.457**	.444**	.307**	.431**	.304**		<b>.495**</b>
	.000	.000	.000	.000	.000		<b>.000</b>
Management of Employees	.365**	.435**	.294**	.442**	.290**		<b>.465**</b>
	.000	.000	.000	.000	.000		<b>.000</b>
Organizational Glue (What Holds the LGU Together)	.496**	.451**	.337**	.417**	.247**		<b>.491**</b>
	.000	.000	.000	.000	.000		<b>.000</b>
Strategic Emphasis	.540**	.462**	.320**	.473**	.313**		<b>.535**</b>
	.000	.000	.000	.000	.000		<b>.000</b>
Criteria for Success	.545**	.453**	.366**	.444**	.325**		<b>.543**</b>
	.000	.000	.000	.000	.000		<b>.000</b>
<b>Overall</b>	<b>.558**</b>	<b>.516**</b>	<b>.375**</b>	<b>.509**</b>	<b>.338**</b>		<b>.583**</b>
	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>		<b>.000</b>

Strategic emphasis and criteria for success showed particularly strong relationships with political orientation. Evidence shows that employees in strategically focused organizations tend to develop stronger civic awareness and understanding of governance. Organizational glue and leadership style also contributed significantly, underscoring the importance of cohesive, supportive workplace environments.

Overall, the findings confirm that organizational culture influences not only motivation but also employees' political perceptions and governance orientation.

### Relationship Between Political Orientation and Public Service Motivation

Table 6 reveals significant positive relationships between political orientation and public service motivation ( $p < .05$ ). The overall correlation ( $r = .476$ ) indicates a moderate-to-strong association.

**Table 6. Significance of the Relationship between Political Orientation and Public Service Motivation**

Political Orientation	Public Service Motivation						
	Attraction to Policy Making	Commitment to the Public Interest	Social Justice	Civic Duty	Compassion	Self-Sacrifice	Overall
Political Ideology / Self-Placement	.277**	.432**	.291**	.493**	.308**	.578**	<b>.492**</b>
	.000	.000	.000	.000	.000	.000	<b>.000</b>
Political Engagement	.236**	.389**	.264**	.388**	.285**	.527**	<b>.434**</b>
	.000	.000	.000	.000	.000	.000	<b>.000</b>

Political Trust / Legitimacy	.215** .000	.375** .000	.216** .000	.377** .000	.189** .000	.411** .000	.364** .000
Political Efficacy	.311** .000	.324** .000	.249** .000	.426** .000	.257** .000	.452** .000	.426** .000
Partisan Identification/Party Affiliation	.071 .000	.256** .000	.082 .000	.211** .000	.090 .000	.265** .000	.190** .000
<b>Overall</b>	<b>.272** .000</b>	<b>.453** .000</b>	<b>.272** .000</b>	<b>.475** .000</b>	<b>.279** .000</b>	<b>.562** .000</b>	<b>.476** .000</b>

The findings reveal that employees with stronger political awareness and trust in governance tend to exhibit higher motivation to serve the public. Political ideology/self-placement showed the strongest relationship, particularly with self-sacrifice and civic duty. This evidence suggests the importance of prosocial political values in strengthening intrinsic motivation.

Political engagement, trust, and efficacy also demonstrated significant relationships. The data confirm that politically aware employees are more committed to public welfare and ethical governance. Partisan identification showed weaker correlations, suggesting that professional values moderate the influence of partisanship in the workplace.

Overall, political orientation emerges as an important psychological determinant of public service motivation.

### Mediation Analysis: Political Orientation as Mediator

Tables 7 and 8 present the regression results and the Sobel test examining whether political orientation mediates the relationship between organizational culture and public service motivation.

A sequence of regression procedures was conducted to evaluate the mediating role of political orientation in the relationship between organizational culture and public service motivation. Initially, organizational culture was found to significantly predict public service motivation, indicating a strong direct association. Subsequent analysis demonstrated that organizational culture also significantly influenced political orientation, suggesting that institutional values and practices shape employees' political outlook. Political orientation, in turn, emerged as a significant predictor of public service motivation. When political orientation was introduced into the regression model, the direct effect of organizational culture on public service motivation decreased but remained statistically significant. This pattern indicates partial mediation, meaning that organizational culture enhances public service motivation both independently and through its effect on employees' political orientation.

**Table 7. Regression Analysis Showing the Influence of Culture and Public Service as Mediated by Political Orientation**

Step	Path	B	S.E.	β
1	C	.582	.047	.547***
2	A	.641	.047	.583***
3	B	.231	.051	.238***
4	c'	.434	.056	.408***

\*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

Table 7 presents the results of the regression analysis examining political orientation as a mediator in the relationship between organizational culture and public service motivation. In Step 1 (Path c), organizational culture significantly predicted public service motivation ( $B = .582, \beta = .547, p < .001$ ), indicating that a stronger organizational culture is associated with higher levels of public service motivation. In Step 2 (Path a), organizational culture significantly influenced political orientation ( $B = .641, \beta = .583, p < .001$ ), suggesting that shared values, norms, and institutional practices shape employees' political orientation. In Step 3 (Path b), political orientation significantly predicted public service motivation ( $B = .231, \beta = .238, p < .001$ ), indicating that employees' political orientation positively contributes to their motivation to serve the public. In Step 4 (Path c'), when political orientation was included in the model, the direct effect of organizational culture on public service motivation decreased ( $B = .434, \beta = .408, p < .001$ ) but remained statistically significant.

The reduction in the beta coefficient, while remaining statistically significant, confirms partial mediation, indicating that political orientation serves as an important explanatory pathway through which organizational culture enhances public service motivation. This finding suggests that organizational culture enhances public service motivation both directly and indirectly by shaping employees' political orientation. Recent studies affirm that supportive and mission-driven organizational cultures significantly strengthen public service motivation by reinforcing prosocial values and commitment to the public interest (Homburg et al., 2019; Ritz et al., 2020). Furthermore, contemporary research emphasizes that political attitudes and value orientations influence how public employees interpret their roles and responsibilities, thereby affecting their level of service motivation (Andersen et al., 2021; Belle & Cantarelli, 2020).

The results demonstrate that, within local government units, building a strong, value-based organizational culture can directly boost public service motivation and shape political attitudes that support commitment to public service. Leadership that focuses on ethics, accountability, and a shared mission can motivate employees both through structure and attitudes.

**Table 8. Results of Statistical Analysis on the Presence (or Absence) of a Mediating Effect**

Combination of Variables	Sobel z	p-value	Mediation
culture → political orientation → public service	4.265885	$p < .05$	Partial mediation

The Sobel test yielded a z-score of 4.27, with a p-value below .05, confirming that the indirect pathway through political orientation is statistically significant. Because the direct relationship between organizational culture and public service motivation remained significant even after the mediator was included, the mediation is classified as partial rather than full. This outcome indicates that political orientation serves as an important explanatory mechanism, strengthening rather than completely accounting for the influence of organizational culture on employees' motivation to serve the public.

This study extends the public service motivation literature by empirically demonstrating that political orientation is a significant psychological mechanism through which organizational culture influences motivational outcomes in politically embedded local government settings. Although prior studies have established direct links between organizational culture and public service motivation, this result corroborates and expands their conclusions by specifying political orientation as a key mechanism that explicates how employees internalize cultural environments. Notably, Moynihan and Pandey (2007) observed that the impact of culture on motivation is contingent on individual-level factors, while Duan et al. (2024b) highlighted the salience of political attitudes in shaping organizational behavior. The significant Sobel test result in the present study therefore reinforces and refines these earlier findings, indicating that organizational culture remains an important direct predictor that also shapes political orientations, which, in turn, enhance employees' commitment to public service.

Notwithstanding its contributions, the study is subject to several limitations that warrant critical consideration. First, the cross-sectional design restricts the ability to establish causal relationships among organizational culture, political orientation, and public service motivation, making it difficult to empirically validate the causal pathways proposed by Public Service Motivation Theory and Organizational Culture Theory. Because cross-

sectional data capture only a single point in time, it is not possible to determine with certainty whether changes in organizational culture cause changes in political orientation or public service motivation, or vice versa.

As a result, any assertions regarding the directionality of associations remain tentative and should be interpreted as correlations rather than evidence of causation. In practical terms, this limitation implies that policy interventions or organizational changes based on these findings may not reliably produce the anticipated outcomes in motivation or attitudes, since the direction of influence has not been firmly established. To address this, longitudinal studies are necessary to track changes in these constructs over time, thereby enabling a clearer understanding of how organizational and political factors dynamically influence employee motivation and to examine potential reciprocal or evolving effects.

Second, reliance on self-reported survey data introduces the risk of social desirability bias, response bias, and common method variance, which can distort observed relationships or mask underlying dynamics. Participants may, either knowingly or unknowingly, provide responses they consider socially acceptable or consistent with organizational expectations, resulting in measurement error and potentially overstating associations among variables. This limitation is especially relevant in studies of political orientation and motivation, as respondents' personal values and attitudes may be influenced by a desire to present themselves in a favorable light. To mitigate these bias risks, future research should implement proactive strategies such as ensuring the anonymity and confidentiality of responses to reduce social desirability effects, employing neutral or indirect questioning techniques when measuring sensitive constructs, and including attention-check items to identify inattentive or patterned responding.

Additionally, using multiple data collection methods, such as incorporating supervisor or peer assessments, objective organizational records, and qualitative interviews, would provide convergent evidence, thereby enhancing construct validity. Methodological triangulation, combining quantitative and qualitative approaches, can facilitate a deeper and more reliable understanding of how political orientation mediates the impact of organizational culture on public service motivation.

Third, limiting the analysis to a single Local Government Unit narrows the external validity of the findings and raises concerns about the results' contextual specificity. The unique organizational, political, and cultural characteristics of the selected LGU may shape the observed relationships, hindering the transferability of findings to other administrative contexts with differing governance structures, resource environments, or political climates. Comparative research involving multiple units of varying types, sizes, and geographic locations would be necessary to assess the stability and generalizability of the mediating role of political orientation. Such studies would contribute to theoretical refinement by evaluating the context sensitivity of key constructs and mechanisms and by distinguishing universal patterns from context-dependent phenomena.

Moreover, other potential limitations should be acknowledged. The cross-sectional and quantitative nature of the study means that subtle contextual and individual differences, as well as the influence of unmeasured variables such as organizational support, leadership quality, or external socio-political events, may not be fully captured. As a result, the explanatory power of the theoretical models employed may be constrained. Future mixed-methods or experimental investigations could enrich the interpretation of the complex interplay between organizational culture, political orientation, and public service motivation.

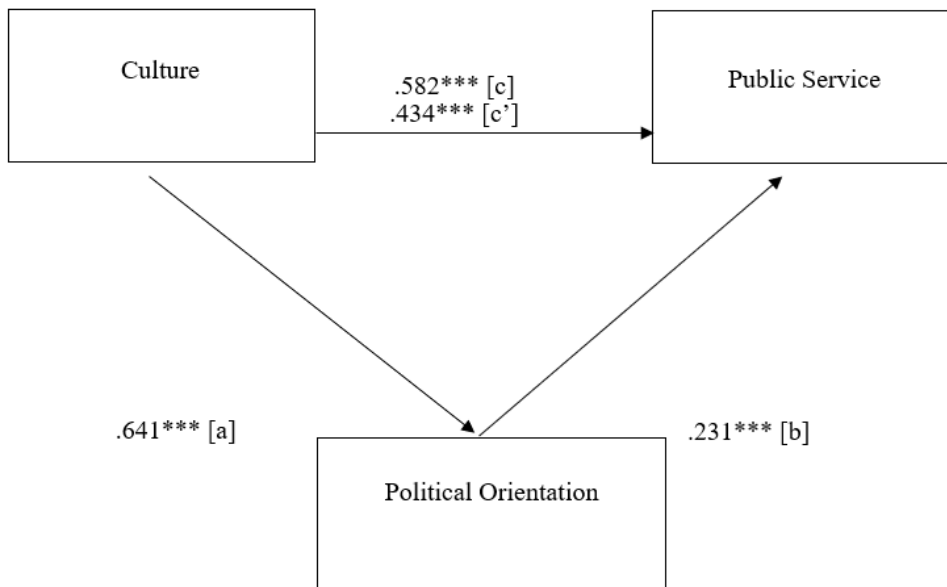
Addressing these limitations is crucial for strengthening the empirical grounding of theoretical frameworks, informing the design of evidence-based public service motivation policies, and enhancing the robustness and applicability of research outcomes for diverse governance contexts.

For local government units, simply strengthening organizational culture may not be enough. Leaders should also support positive political attitudes aligned with democratic values, accountability, and the public interest, as these attitudes help maintain high public service motivation.

Figure 2 illustrates the Medgraph showing the mediating role of political orientation in the relationship between organizational culture and public service motivation. This pattern demonstrates that organizational culture influences motivation both directly and indirectly through employees' political orientation. The Sobel test ( $z = 4.265885, p < .05$ ) further confirms the statistical significance of the indirect effect. The mediated proportion of

25.41% indicates that approximately one-fourth of the total effect operates through political orientation. These findings indicate the substantive role of political beliefs in translating organizational culture into motivational outcomes. Furthermore, the ratio of the indirect to direct effect (0.340726) suggests that while the direct effect remains stronger, the indirect pathway through political orientation contributes meaningfully to the overall relationship.

In terms of effect size measures, the unstandardized total effect of organizational culture on public service motivation is 0.582. When political orientation is introduced into the model, the direct effect decreases to 0.434, confirming partial mediation. The presence of an indirect effect demonstrates that organizational culture enhances public service motivation not only directly but also indirectly by shaping employees' political orientation. Contemporary methodological literature emphasizes that the magnitude and proportion of indirect effects provide substantive insight into how mechanisms operate within mediation models (Hayes, 2022).



### Mediation Analysis

Sobel z	4.265885, $p < .05^*$
Percentage of the total effect that is mediated	25.413571%
Ratio of the indirect to direct effect	0.340726

### Effect Size Measures

#### Unstandardized Coefficients

Total:	0.582
Direct:	0.434
Indirect:	0.641
Ratio Index:	1.101

Figure 2. MedGraph Showing the Study Variables

Moreover, recent public administration studies highlight that value orientations and political beliefs serve as important psychological mechanisms linking organizational context to motivational outcomes (Ritz et al., 2020; Andersen et al., 2021).

The findings suggest that in local government, improving organizational culture can boost public service motivation, but its impact also depends on how it shapes employees' political orientation. Leadership that promotes democratic values, accountability, and ethics can further increase motivation by influencing both culture and attitudes. Future research should use longitudinal designs to observe how changes in organizational culture and political orientation influence public service motivation over extended periods and to better establish causal mechanisms. Experimental approaches can rigorously test the effects of targeted leadership initiatives or organizational interventions on these variables. Researchers are also encouraged to investigate additional mediating or moderating factors, such as job satisfaction, organizational support, leadership behavior, or workplace psychological climate, to develop a more comprehensive understanding of the factors underlying public service motivation. Comparative studies across multiple local government units or diverse regional contexts could further validate the mediating role of political orientation and enhance the generalizability of the findings.

## CONCLUSION AND RECOMMENDATIONS

This study examined the mediating role of political orientation in the relationship between organizational culture and public service motivation among employees of the Local Government Unit of Maramag, Bukidnon. The findings show that organizational culture was at a very high level, indicating that the LGU maintains a cohesive, mission-driven, and supportive organizational environment.

Among the indicators, organizational glue and criteria for success obtained the highest ratings, suggesting strong institutional unity, trust, and a performance-oriented governance culture. However, relatively lower scores were observed in leadership style and employee management, indicating areas that require continuous improvement in participatory leadership and human resource development.

Public service motivation was also very high, demonstrating that LGU employees exhibit robust civic responsibility, compassion, and commitment to public welfare. Among the indicators, social justice and attraction to policymaking received the highest motivation scores, highlighting employees' strong orientation toward equity, fairness, and participation in governance processes. However, self-sacrifice and compassion received slightly lower mean scores than the other indicators. This pattern suggests that while employees are motivated by broader principles of justice and active involvement in public affairs, they may experience relatively less inclination or readiness to prioritize others' needs over personal interests, or to engage in empathetic, selfless action consistently. Such findings imply that, despite generally high motivation, situational or contextual barriers, such as role strain, resource limitations, or organizational workload, may constrain employees' willingness to embrace self-sacrifice and compassion in everyday public service. To address these areas of comparatively lower motivation, targeted efforts to strengthen value formation and public service ethics programs are recommended. Specifically, interventions that cultivate empathy, promote reflection on the meaning of selfless service, and support employees' well-being may facilitate deeper internalization of these values, thereby enhancing the overall quality and sustainability of public service motivation within the LGU.

Political orientation was high, indicating strong political awareness, trust in governance, and civic engagement among employees. The highest rating was observed in political trust and legitimacy, suggesting confidence in local governance leadership. However, partisan identification obtained the lowest rating, suggesting that employees maintain moderate political neutrality in the workplace.

Correlation analysis revealed significant positive relationships among organizational culture, political orientation, and public service motivation. This indicates that a stronger organizational culture is associated with stronger political awareness and higher public service motivation.

Mediation analysis confirmed that political orientation partially mediates the relationship between organizational culture and public service motivation. This indicates that organizational culture influences public service motivation both directly and indirectly through political orientation. The mediation effect accounted for 25.41% of the total effect, confirming that political beliefs and perceptions of governance play an important role in shaping employee motivation.

Overall, the study advances public administration scholarship by empirically demonstrating that political orientation operates as a meaningful mediating mechanism linking organizational culture and public service motivation within a local government context. By clarifying how employees' political perceptions channel the effects of institutional culture into motivational outcomes, the research provides a more integrated explanation of public service behavior in politically embedded organizations. These insights offer practical value to local leaders seeking to strengthen both organizational culture and workforce motivation to improve public service delivery.

Drawing on the study's findings, the following recommendations provide concrete, actionable steps, organized into two main clusters for practical implementation and further scholarly inquiry.

First, for the Local Government Unit (LGU), a multifaceted approach is advised to reinforce both organizational culture and public service motivation. Specifically: (1) The LGU should develop and implement a structured leadership development program that includes compulsory modules on participatory management, ethical governance, and transparent decision-making, making completion a requirement for all supervisory staff within the fiscal year. Training outcomes should be monitored through pre- and post-assessment tools to verify competency gains. (2) The LGU should institute quarterly training workshops focused on public service ethics and core values formation for all personnel. These workshops should incorporate practical case studies, reflective exercises, and metrics for tracking improvements in motivation and ethical awareness. Results from these assessments should be integrated into annual performance reviews to reinforce the workshops' relevance. (3) The establishment of a formal communication platform is essential. Mechanisms such as a digital suggestion portal, regularly scheduled town hall meetings, and anonymous feedback tools should be institutionalized to encourage open dialogue and collective problem-solving among employees. Management should be required to document and communicate the status of responses and remedial actions to establish accountability and trust. (4) The LGU should revise its performance evaluation policy by implementing transparent and objective assessment tools that directly link merit-based promotion to quantifiable performance indicators. Annual external audits should be conducted to evaluate the consistency, fairness, and effectiveness of the promotion system. In addition, the LGU may consider periodic focus group discussions with employees to identify emerging issues related to organizational culture or motivation, ensuring continuous improvement in policy implementation.

Second, to advance academic understanding and evidence-based policymaking, future research must explore the dynamics identified in this study using robust methods. Scholars are specifically encouraged to design and conduct multi-year longitudinal studies across multiple LGUs to capture the evolution of organizational culture, political orientation, and public service motivation over time. Such studies should incorporate quantitative measures of mediators or moderators (such as job satisfaction, organizational commitment, psychological climate, or leadership style) to deepen understanding of causal mechanisms. Where feasible, researchers should utilize mixed-method designs that combine survey data with qualitative interviews or focus group discussions to provide richer contextual analysis. Comparative research between LGUs varying in size, geographic location, or political environment is also recommended to enhance the generalizability and policy relevance of findings. By employing these approaches, future research can provide a stronger empirical foundation for interventions aimed at sustaining high levels of public service motivation and effective governance.

For LGU management and local leaders, it is recommended that leadership development programs be strengthened with emphasis on participatory leadership, employee empowerment, and transparent governance practices. These initiatives are particularly important because leadership style and employee management received relatively lower ratings than other organizational culture indicators. Enhancing leadership competencies can improve communication, strengthen trust, and promote collaborative decision-making within the organization, which are critical components of effective public administration and employee engagement.

For Human Resource Development Offices, it is recommended to regularly implement training programs on public service ethics, values formation, and emotional intelligence to strengthen compassion, self-sacrifice, and civic commitment among employees. Initiatives such as workshops on ethical decision-making, case-based discussions of public service dilemmas, and structured mentoring can reinforce empathy and ethical awareness. The addition of peer support groups and reflective sessions may further support employees facing ethical

challenges. Although overall public service motivation was very high, these specific areas were slightly lower, highlighting the need for continued values-based and psychological development programs to sustain intrinsic motivation and a culture of public service excellence.

For Governance and Policy Units, it is recommended that programs promoting institutional transparency, accountability mechanisms, and citizen-centered service delivery be continuously enhanced to maintain high levels of political trust and legitimacy among employees. Since political trust obtained the highest ratings among political orientation indicators, sustaining transparent governance practices can help preserve employee confidence in leadership systems and strengthen organizational legitimacy. Ethical governance policies and open communication channels can further reinforce positive political orientation within the workplace.

For employees, opportunities for continuous professional development and civic engagement should be encouraged to strengthen political awareness, civic responsibility, and organizational commitment while maintaining professional political neutrality in workplace environments. Participation in skills enhancement programs, public administration training, and civic education activities can help employees maintain high levels of motivation and professional competence while preserving workplace professionalism.

For future researchers, similar studies may be conducted using longitudinal designs or larger sample sizes across multiple local government units to further validate the mediating role of political orientation across different governance contexts. Future research may also explore additional mediating variables such as leadership behavior, job satisfaction, organizational commitment, or workplace psychological climate to expand understanding of public service motivation dynamics.

For local government policymakers, policies promoting merit-based promotion systems, ethical political governance, and inclusive organizational culture development should be strengthened to sustain employee motivation and organizational effectiveness. Institutionalizing human resource meritocracy and strengthening governance ethics can help ensure sustainable public service performance and long-term organizational stability within local government institutions.

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## APPENDICES

### Appendix A. Distribution of Research Respondents

LGU MARAMAG BUKIDNON (OFFICES)	Regular	Casual	Total No. of Respondents
Municipal Mayor's office	14	31	45
Municipal Vice Mayor’s Office		6	6
Secretary to the Sanggunian Office	16	4	20
Municipal Administrator’s Office	5	3	8
Human Resource Management Office	5	3	8

Municipal Planning and Dev't. Office	8	4	12
Municipal Civil Registrar's Office	3	5	8
General Services Office	6	10	16
Municipal Budget Office	7	4	11
Municipal Accountant's Office	10	6	16
Municipal Treasurer's Office	13	10	23
Municipal Health Office	25	20	43
Municipal Social Welfare and Development Office	7	7	14
Municipal Assessor's Office	10	5	15
Municipal Agriculture Office	10	4	14
Municipal Engineer's Office	26	11	37
Building Official Office	4	5	9
Mun. Env't & Natural Resources Office	6	11	17
Local Economic Enterprise Office	11	29	38
<b>Total Number</b>			<b>360</b>

**Table 1.1 Level of Organizational Culture in terms of Dominant Characteristics**

Indicators	SD	Mean	Descriptive Level
The LGU operates like a close-knit family where people share strong personal relationships.	0.76	4.09	High
The LGU is dynamic and innovative, constantly adapting to change.	0.72	4.23	Very High
The LGU is highly structured and controlled, with clear rules and policies.	0.68	4.27	Very High
The LGU emphasizes competition, achievement, and goal-oriented performance.	0.73	4.28	Very High
The LGU fosters a strong sense of community and belonging among employees.	0.69	4.15	High
<b>Overall</b>	<b>0.57</b>	<b>4.20</b>	<b>Very High</b>

**Table 1.2 Level of Organizational Culture in terms of Leadership Style**

Indicators	SD	Mean	Descriptive Level
LGU leaders are mentors and guides who focus on employee development.	0.74	4.18	High

Leaders in the LGU encourage creativity and risk-taking.	0.71	4.11	High
LGU leadership is primarily focused on efficiency, coordination, and stability.	0.66	4.29	Very High
The LGU is managed with a results-driven approach where performance is highly valued.	0.77	4.24	Very High
Leaders in the LGU actively seek feedback from employees to improve governance.	0.85	4.06	High
<b>Overall</b>	<b>0.62</b>	<b>4.18</b>	<b>High</b>

**Table 1.3 Level of Organizational Culture in terms of Management of Employees**

Indicators	SD	Mean	Descriptive Level
Employees are empowered and given flexibility in decision-making.	0.84	3.98	High
Teamwork and collaboration are emphasized in daily operations.	1.68	4.34	Very High
There is a clear hierarchy, and employees must strictly follow procedures.	0.80	4.14	High
Employees are encouraged to be competitive and goal-driven.	0.75	4.24	Very High
The LGU provides continuous learning and skills development opportunities.	0.82	4.21	Very High
<b>Overall</b>	<b>0.67</b>	<b>4.18</b>	<b>High</b>

**Table 1.4 Level of Organizational Culture in terms of Organizational Glue (What Holds the LGU Together)**

Indicators	SD	Mean	Descriptive Level
The LGU is held together by loyalty, trust, and mutual respect	0.76	4.28	Very High
The LGU values innovation, adaptability, and continuous improvement.	0.72	4.31	Very High
The LGU maintains stability and order through strict adherence to policies and procedures.	0.72	4.27	Very High
The LGU is united by a commitment to achieving measurable results.	0.72	4.30	Very High
A strong sense of mission and vision guides the LGU's work culture.	0.74	4.29	Very High
<b>Overall</b>	<b>0.61</b>	<b>4.29</b>	<b>Very High</b>

**Table 1.5 Level of Organizational Culture in terms of Strategic Emphasis**

Indicators	SD	Mean	Descriptive Level
The LGU focuses on employee growth, development, and well-being.	0.80	4.10	High
The LGU prioritizes new initiatives and innovative solutions for better governance.	0.76	4.24	Very High
The LGU values long-term stability and predictable governance.	0.71	4.24	Very High
The LGU prioritizes achieving specific targets and benchmarks for success.	0.71	4.30	Very High
The LGU aligns its strategic priorities with community needs and feedback.	0.77	4.22	Very High
<b>Overall</b>	<b>0.62</b>	<b>4.22</b>	<b>Very High</b>

**Table 1.6 Level of Organizational Culture in terms of Criteria for Success**

Indicators	SD	Mean	Descriptive Level
Success in the LGU is measured by employee satisfaction and work-life balance.	0.80	4.17	High
The LGU considers innovation and adaptation as key to long-term success.	0.71	4.24	Very High
Success in the LGU is defined by adherence to formal policies and procedures.	0.67	4.26	Very High
The LGU defines success by its ability to meet performance goals and community expectations.	0.70	4.32	Very High
Community trust and public perception are important indicators of the LGU's success.	0.74	4.36	Very High
<b>Overall</b>	<b>0.60</b>	<b>4.27</b>	<b>Very High</b>

**Table 2.1 Level of Public Service Motivation in terms of Attraction to Policy Making**

Indicators	SD	Mean	Descriptive Level
People often emphasize public interest, but true leadership ensures that decisions benefit the greater community.	0.71	4.24	Very High
I actively participate in community matters because I believe in contributing to public welfare.	3.76	4.64	Very High
Meaningful public service is essential to achieving a well-functioning society.	0.69	4.39	Very High
I believe that public officials should prioritize the welfare of the majority, even when it conflicts with personal interests.	0.70	4.29	Very High

I would prefer to see public officials do what is best for the community, even if it harms my interests.	0.70	4.35	Very High
<b>Overall</b>	<b>0.95</b>	<b>4.38</b>	<b>Very High</b>

**Table 2.2 Level of Public Service Motivation in terms of Commitment to the Public Interest**

Indicators	SD	Mean	Descriptive Level
People often emphasize public interest, but true leadership ensures that decisions benefit the greater community.	0.67	4.29	Very High
I actively participate in community matters because I believe in contributing to public welfare.	0.70	4.15	High
Meaningful public service is essential to achieving a well-functioning society.	0.67	4.36	Very High
I believe that public officials should prioritize the welfare of the majority, even when it conflicts with personal interests.	0.72	4.36	Very High
I would prefer to see public officials do what is best for the community, even if it harms my interests.	0.71	4.34	Very High
<b>Overall</b>	<b>0.54</b>	<b>4.30</b>	<b>Very High</b>

**Table 2.3 Level of Public Service Motivation in terms of Social Justice**

Indicators	SD	Mean	Descriptive Level
I believe in advocating for causes that promote fairness and equality in society.	2.94	4.60	Very High
The government has a vital role in ensuring a just and equitable society.	0.68	4.39	Very High
When all groups have equal access to resources, society benefits.	0.68	4.32	Very High
I am willing to invest my time and effort in creating a fair and inclusive community.	0.68	4.27	Very High
I support initiatives that protect and uphold the rights of all individuals, regardless of status.	0.67	4.40	Very High
<b>Overall</b>	<b>0.78</b>	<b>4.40</b>	<b>Very High</b>

**Table 2.4 Level of Public Service Motivation in terms of Civic Duty**

Indicators	SD	Mean	Descriptive Level
Public officials take an oath to serve and are responsible for upholding the highest standards of service.	0.64	4.41	Very High

I am willing to go to great lengths to fulfill my obligations as a responsible citizen.	0.68	4.33	Very High
Engaging in public service is one of the highest forms of civic duty.	0.66	4.32	Very High
Everyone is morally responsible for participating in civic affairs, regardless of their profession.	0.71	4.30	Very High
I believe that looking after the less privileged is a shared duty among all members of society.	0.74	4.22	Very High
<b>Overall</b>	<b>0.56</b>	<b>4.32</b>	<b>Very High</b>

**Table 2.5 Level of Public Service Motivation in terms of Compassion**

Indicators	SD	Mean	Descriptive Level
I am deeply moved by the challenges faced by disadvantaged groups.	0.70	4.18	High
Social programs that support vulnerable communities are essential and should be prioritized.	3.77	4.51	Very High
I find it difficult to ignore the suffering of others and feel compelled to take action.	0.81	4.16	High
My sense of patriotism includes ensuring the welfare of those in need.	0.70	4.21	Very High
I care about the well-being of individuals, even if I do not know them personally.	0.67	4.31	Very High
<b>Overall</b>	<b>0.96</b>	<b>4.27</b>	<b>Very High</b>

**Table 2.6 Level of Public Service Motivation in terms of Self-Sacrifice**

Indicators	SD	Mean	Descriptive Level
Making a meaningful impact on society is more fulfilling than personal achievements.	0.74	4.22	Very High
I believe fulfilling one's duty to serve others is more important than personal gain.	0.69	4.32	Very High
I am willing to make financial and personal sacrifices to contribute to public service.	0.81	4.13	High
I prioritize community service because I believe in a cause greater than myself.	0.74	4.21	Very High
Serving citizens gives me a sense of fulfillment, even without monetary rewards.	0.73	4.33	Very High
<b>Overall</b>	<b>0.61</b>	<b>4.24</b>	<b>Very High</b>

**Table 3.1 Level of Political Orientation in terms of Political Ideology / Self-Placement**

Indicators	SD	Mean	Descriptive Level
I consider myself politically conservative in addressing local government issues.	0.76	4.01	High
I support candidates or political parties that uphold traditional community values.	0.84	3.96	High
I lean towards reformist or progressive ideals in public service delivery.	0.77	4.00	High
I prefer maintaining the status quo in local governance rather than pursuing rapid change.	0.84	3.85	High
My political beliefs are closely tied to my religious or cultural upbringing.	0.89	3.89	High
<b>Overall</b>	<b>0.68</b>	<b>3.95</b>	<b>High</b>

**Table 3.2 Level of Political Orientation in terms of Political Engagement**

Indicators	SD	Mean	Descriptive Level
I regularly follow news about local government activities and policies.	0.81	4.05	High
I participate in barangay or municipal consultations or forums.	0.89	3.89	High
I actively discuss political issues affecting the LGU with colleagues or community members.	0.93	3.86	High
I have participated in at least one local political activity (e.g., voting, campaign, etc.).	0.89	4.16	High
I believe it is important for employees to stay informed about the LGU's political climate.	0.81	4.13	High
<b>Overall</b>	<b>0.70</b>	<b>4.02</b>	<b>High</b>

**Table 3.3 Level of Political Orientation in terms of Political Trust / Legitimacy**

Indicators	SD	Mean	Descriptive Level
I trust the elected officials of our LGU to make fair and ethical decisions.	0.76	4.15	High
I believe our local government leaders genuinely care about community welfare.	0.74	4.16	High
Political ideology plays a role in shaping the organizational culture of LGUs.	1.67	4.27	Very High

I believe that political leaders in the LGU are transparent in their decisions.	0.71	4.06	High
I am satisfied with the current political leadership in our municipality.	2.18	4.29	Very High
<b>Overall</b>	<b>0.76</b>	<b>4.18</b>	<b>High</b>

**Table 3.4** Level of Political Orientation in terms of Political Efficacy

Indicators	SD	Mean	Descriptive Level
My opinions about LGU matters are taken into account by leaders.	0.72	4.03	High
I feel capable of contributing ideas to improve local governance.	0.73	3.98	High
I know how to access or co# communicate with our elected LGU officials.	0.78	3.98	High
I believe I can influence decisions in my local community.	0.84	3.86	High
I am confident that participating in public activities can bring change.	0.80	4.01	High
<b>Overall</b>	<b>0.64</b>	<b>3.97</b>	<b>High</b>

**Table 3.5** Level of Political Orientation

Indicators	SD	Mean	Descriptive Level
I identify with a specific political party in our municipality.	0.95	3.68	High
My beliefs align closely with those of a particular party or group in the LGU.	1.01	3.68	High
I often vote based on the political party’s platform rather than individual candidates.	2.53	3.65	High
My loyalty to a local political group affects how I view government programs.	1.07	3.58	High
I believe political parties in our municipality play an important role in governance.	1.06	3.80	High
<b>Overall</b>	<b>0.97</b>	<b>3.68</b>	<b>High</b>