Fostering Socio-Economic Development Through Values Driven Governance In Local Government Units In Central Luzon

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Abstract: This study aimed to examine the implementation of values-driven governance in accordance with Republic Act No. 6713 among public officials and employees in a Local Government Unit (LGU). It sought to investigate respondents' demographic profiles, their perceptions of the eight core values mandated by RA 6713, the challenges encountered in practicing these values, and proposed measures to enhance ethical conduct in public service. A quantitative correlational research design was employed, with a total of 385 respondents from the LGU. Data collection focused on respondents' demographic characteristics, perceptions of the eight core values (Commitment to Public Interest, Professionalism, Justness and Sincerity, Political Neutrality, Responsiveness to the Public, Nationalism and Patriotism, Commitment to Democracy, and Simple Living), problems encountered in implementing values-driven governance, and potential interventions to strengthen ethical practices. Correlation analysis was used to examine relationships between demographic factors and perceptions of core values. The study revealed that the workforce is predominantly composed of young to middle-aged adults (26–45 years), with a balanced gender distribution and mainly Roman Catholic affiliation. Most respondents were college graduates, held permanent employment, earned between ₱25,001–₱45,000 monthly, and had 1–10 years of service. Respondents generally agreed that public officials and employees uphold core values such as Commitment to Public Interest, Professionalism, Justness and Sincerity, Political Neutrality, Responsiveness to the Public, Nationalism and Patriotism, and Commitment to Democracy. The value Simple Living received a neither agree nor disagree rating. Correlation analysis indicated that certain demographic characteristics were related to specific core values, while other factors showed no significant associations. Key areas for development were identified: enhancing monitoring systems, strengthening accountability frameworks, improving resource management, reviewing compensation approaches, increasing awareness of RA 6713, expanding capacity-building initiatives, addressing contextual influences, fostering an ethical culture, promoting transparency practices. The study concluded that while public officials and employees generally demonstrate adherence to the core values of RA 6713, there are opportunities to further strengthen ethical practices. Recommended measures include establishing robust monitoring and evaluation systems, implementing continuous ethics training programs, enforcing anti-interference policies, creating recognition systems for ethical conduct, and launching public engagement campaigns. These initiatives aim to enhance accountability, reinforce ethical awareness, and cultivate a culture of integrity in public service in alignment with the principles of RA 6713.

Keywords: Values-driven governance, RA 6713, public officials, local government unit (LGU), ethical conduct, core values, public service

I. INTRODUCTION

Since 2016, the global discourse on values-driven governance has evolved alongside the 2030 Agenda for Sustainable Development. The United Nations Development Programme defines governance as "the system of values, policies, and institutions by which a society manages its economic, political, and social affairs," guided by six principles: participation, inclusion, non-discrimination, equality, rule of law, and accountability (UNDP, n.d.). Governance, therefore, is rooted in values, not merely administrative processes.

The Council of Europe's twelve principles of good democratic governance highlight maintaining high ethical standards through strategies, regulations, and codes of conduct that ensure ethical decision-making and corruption prevention (Council of Europe, 2025). Clear procedures for complaints, protection of whistle-blowers, and public awareness mechanisms reinforce accountability.

In the Philippine context, Brillantes and Fernandez (2020) analyzed employment conditions in local government units across multiple regions. Their research revealed that LGUs with higher proportions of permanent employees (above 70%) demonstrated superior continuity in program implementation, stronger institutional memory, and 29% better performance on good governance indicators. Thus, employment stability enhanced organizational capacity.

Expanding to international contexts, Rubery et al. (2016) investigated precarious employment in the public sector across European countries. Their findings showed that increased use of temporary and contractual arrangements in government eroded public service ethos, reduced knowledge retention, and compromised service continuity. Therefore, the research emphasized the importance of employment security for maintaining values-driven governance culture.

Moreover, as the Philippines strives toward the 2030 SDG targets, local governance research is essential for assessing progress and designing responsive interventions. Documenting best practices and identifying systemic barriers can guide capacity-building programs, strengthen ethical leadership, and promote institutional integrity across LGUs.

Statement of the Problems

This study aimed to examine the state of values-driven governance among Local Government Unit employees in Central Luzon by assessing their adherence to the core values mandated by Republic Act No. 6713. Specifically, this study sought to answer the following questions:

1. What is the profile of employees in Local Government Units in Central Luzon in terms of:
    1.1   Demographic
        1.1.1 Age
        1.1.2 Sex
        1.1.3 Religion

    1.2   Socio-Economic
        1.2.1 Educational Attainment
        1.2.2 Employment Status
        1.2.3 Length of Service
        1.2.4 Income

2. What is the level of values-driven governance among LGU employees in Central Luzon as measured by the core values under Republic Act No. 6713, specifically:
    2.1   Commitment to Public Interest
    2.2   Professionalism
    2.3   Justness and Sincerity
    2.4   Political Neutrality
    2.5   Responsiveness to the Public
    2.6   Nationalism and Patriotism
    2.7   Commitment to Democracy
    2.8   Simple Living

3. Is there a significant relationship between the profile and the level of values-driven governance among LGU employees?
4. What problems are encountered by LGU employees in Central Luzon in implementing values-driven governance?
5. What measures can be proposed to enhance values-driven governance in Local Government Units in Central Luzon?
6. What are the implications of this study for Public Administration?

II.   RESEARCH METHODOLOGY

Research Design

This study employed a quantitative-correlational research design. The component aimed to characterize the demographic and socio-economic profile of LGU employees and assess their level of adherence to the eight core values under RA 6713. The correlational component examined the relationships between employee characteristics and their practice of values-driven governance. This design was appropriate for addressing the research questions as it enabled systematic collection and analysis of data on governance practices across multiple LGUs in the region.

Research Locale and Participants

The study was conducted in Central Luzon, one of the administrative regions of the Philippines comprising seven provinces: Aurora, Bataan, Bulacan, Nueva Ecija, Pampanga, Tarlac, and Zambales. Central Luzon serves as an economic corridor connecting northern and southern Luzon, with diverse economic activities ranging from agriculture and fisheries to manufacturing and services. The region's strategic importance and varied governance contexts make it an ideal setting for investigating values-driven governance practices in LGUs.

The respondents consisted of LGU employees from various municipalities and cities across the seven provinces of Central Luzon. The sample included employees from different departments and functional areas, representing diverse roles and responsibilities within local government operations. Also, the residents.

Research Instruments

The primary data collection instrument was a structured questionnaire consisting of three main parts. Part I gathered demographic and socio-economic information including age, sex, religion, educational attainment, employment status, length of service, and monthly income.

Part II assessed the level of values-driven governance using Likert-scale items corresponding to each of the eight core values under RA 6713: commitment to public interest, professionalism, justness and sincerity, political neutrality, responsiveness to the public, nationalism and patriotism, commitment to democracy, and simple living.

Part III was an open-ended section that solicited information on problems encountered in implementing values-driven governance, categorized into organizational, individual, and external factors. The questionnaire was validated by experts in public administration and ethics to ensure content validity and clarity. A pilot test was conducted with a small sample of LGU employees to assess reliability and make necessary refinements before full-scale administration.

Data Analysis

Data analysis was conducted using appropriate statistical methods. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were computed to characterize the respondents' profile and assess the level of values-driven governance for each core value.

Inferential statistics were employed to examine relationships between variables. Pearson correlation coefficient was used to determine the relationships between continuous variables (age, length of service, income) and values-driven governance scores.

III. RESULTS AND DISCUSSION

3.1 Results of Demographic Profile
Table 3.1.1 presents the age distribution of the respondents of the study

Table 3.1.1
Age Distribution

Age Group	Frequency	Percentage
18-25	89	23.12%
26-35	110	28.57%
36-45	105	27.27%
46-55	56	14.55%
56+	25	6.49%
TOTAL	**385**	**100.00%**

Table 3.1.1 presents the age distribution of the respondents, revealing that the workforce in the Local Government Unit (LGU) is predominantly composed of young to middle-aged adults. The largest age group was 26–35 years, accounting for 28.57% of the respondents, followed closely by the 36–45 years group at 27.27%. The 18–25 years age group represented 23.12%, indicating a significant presence of younger employees in the workforce. Meanwhile, older age groups were less represented, with 46–55 years at 14.55% and those 56 years and above comprising only 6.49% of the respondents. Overall, the data suggest that the LGU workforce is largely composed of early to mid-career professionals, which may influence work dynamics, adaptability to policies, and engagement with governance initiatives.

Table 3.1.2 presents the sex distribution of the respondents of the study

Table 3.1.2
Sex Distribution

Sex	Frequency	Percentage
Female	198	51.43%
Male	174	45.19%
Prefer not to say	13	3.38%
TOTAL	**385**	**100.00%**

Table 3.1.2 shows the sex distribution of the respondents, indicating a slightly higher representation of females in the LGU workforce. Out of 385 respondents, 198 (51.43%) were female, while 174 (45.19%) were male. Additionally, 13 respondents (3.38%) chose not to disclose their sex. This relatively balanced distribution suggests that both males and females are actively engaged in public service within the LGU, promoting gender inclusivity in governance roles.

Table 3.1.3 presents the religion distribution of the respondents of the study

Table 3.1.3
Religion Distribution

Religion	Frequency	Percentage
Roman Catholic	289	75.06%
Protestant	42	10.91%
Iglesia ni Cristo	36	9.35%
Others	12	3.12%
Islam	4	1.04%
Buddhism	2	0.52%
TOTAL	385	100.00%

Table 3.1.3 presents the religious affiliation of the respondents, revealing that the LGU workforce is predominantly Roman Catholic, comprising 289 respondents (75.06%). Other Christian groups such as Protestants (10.91%) and Iglesia ni Cristo (9.35%) were also represented, while smaller percentages identified with other religions (3.12%), Islam (1.04%), and Buddhism (0.52%). This distribution indicates that the majority of the workforce shares a common religious background, which may influence values, cultural perspectives, and community engagement within the local government context, while still reflecting some degree of religious diversity.

3.2 Results of Socio-Economic Profile

Table 3.2.1 presents the educational attainment of the respondents of the study

Table 3.2.1
Educational Attainment

Educational Attainment	Frequency	Percentage
College Graduate	157	40.78%
College Undergraduate	52	13.51%
With Master's Units	41	10.65%
Vocational/Technical Course	38	9.87%
High School Graduate	37	9.61%
Master's Degree Holder	37	9.61%
With Doctoral Units	15	3.90%
Doctorate Degree Holder	8	2.08%
TOTAL	385	100.00%

Table 3.2.1 illustrates the educational attainment of the respondents, showing that the majority of the LGU workforce are college graduates, comprising 157 respondents (40.78%). Those who were college undergraduates represented 13.51%, while respondents with Master's units accounted for 10.65%, and vocational or technical course graduates made up 9.87%. An equal proportion of respondents were high school graduates and Master's degree holders at 9.61% each. Additionally, a smaller percentage had doctoral units (3.90%) or were doctorate degree holders (2.08%). Overall, the data indicate that the workforce possesses a strong educational background, with a significant portion having completed higher education, which may positively influence their capability to implement values-driven governance and perform their duties effectively.

Table 3.2.2 presents the employment status of the respondents of the study

Table 3.2.2
Employment Status

Employment Status	Frequency	Percentage
Permanent	185	48.05%
Job Order	64	16.62%
Casual	51	13.25%
Contractual	38	9.87%
Temporary	36	9.35%
Elective Official	11	2.86%
TOTAL	**385**	**100.00%**

Table 3.2.2 presents the employment status of the respondents, showing that nearly half of the LGU workforce are permanent employees (48.05%), indicating stability and continuity in service. Other employment categories include job order (16.62%), casual (13.25%), contractual (9.87%), temporary (9.35%), and elective officials (2.86%). This distribution suggests a workforce composed of both long-term and short-term personnel, reflecting a mix of stable employment and flexible staffing arrangements to meet the operational needs of the local government unit.

Table 3.2.3 presents the length of service of the respondents of the study

Table 3.2.3
Length of Service

Length of Service	Frequency	Percentage
1-5 years	107	27.79%
6-10 years	104	27.01%
11-15 years	57	14.81%
16-20 years	44	11.43%
<1 year	41	10.65%
21+ years	32	8.31%
TOTAL	**385**	**100.00%**

Table 3.2.3 illustrates the length of service of the respondents, indicating that the LGU workforce is largely composed of early to mid-career employees. Those with 1–5 years of service represented 27.79%, closely followed by employees with 6–10 years of service (27.01%), reflecting a significant portion of the workforce in the initial stages of their careers. Employees with 11–15 years and 16–20 years of service comprised 14.81% and 11.43%, respectively, while those with less than 1 year accounted for 10.65%. A smaller proportion of respondents (8.31%) had served for 21 years or more, indicating a smaller group of long-tenured employees. Overall, the data suggest a workforce with a blend of experience levels, which may influence organizational knowledge, adaptability, and continuity in implementing governance initiatives.

Table 3.2.4 presents the monthly income of the respondents of the study

Table 3.2.4
Monthly Income

Monthly Income	Frequency	Percentage
₱25,001-₱35,000	121	31.43%
₱35,001-₱45,000	80	20.78%
₱15,000-₱25,000	72	18.70%
₱45,001-₱55,000	46	11.95%
Below ₱15,000	39	10.13%
Above ₱55,000	27	7.01%
TOTAL	385	100.00%

Table 3.2.4 presents the monthly income distribution of the respondents, showing that the majority earn between ₱25,001–₱35,000 (31.43%), followed by those earning ₱35,001–₱45,000 (20.78%). Respondents earning ₱15,000–₱25,000 comprised 18.70%, while those in the ₱45,001–₱55,000 range accounted for 11.95%. Smaller proportions earned below ₱15,000 (10.13%) or above ₱55,000 (7.01%). This distribution suggests that the workforce predominantly falls within the middle-income bracket, which may influence job satisfaction, motivation, and engagement in public service activities.

3.3 Results of Values Driven Governance
Table 3.3.1 presents the evaluation of eight core values under RA 6713

Table 3.3.1
Overall Evaluation of Core Values

Core Values	Mean	Adjectival Rating
Commitment to Public Interest	3.94	Agree
Professionalism	3.99	Agree
Justness and Sincerity	4.00	Agree
Political Neutrality	3.93	Agree
Responsivness to the Public	3.96	Agree
Nationalism and Patriotism	3.89	Agree
Commitment to Democracy	3.91	Agree
Simple Living	3.47	Neutral
OVERALL GRANDMEAN	3.89	Agree

The findings show that respondents generally have a favorable perception of how the core values of RA 6713 are practiced in the Local Government Unit, as reflected in the overall grand mean of 3.89, interpreted as *Agree*. Among the values, Justness and Sincerity obtained the highest mean of 4.00, suggesting that employees consistently recognize fairness, honesty, and sincerity in their work environment. This is followed closely by Professionalism (3.99) and Responsiveness to the Public (3.96), indicating that public servants view professional conduct and timely service delivery as strengths of the LGU. Other values such as Commitment to Public Interest, Political Neutrality, Nationalism and Patriotism, and Commitment to Democracy also received *Agree* ratings, reflecting a generally positive outlook toward ethical governance and dedication to democratic principles.

Meanwhile, Simple Living received a mean of 3.47, classified as *Neutral*. This does not necessarily indicate a negative perception but rather suggests that employees may have varying interpretations or experiences related to this particular value. It may also highlight the need for continued awareness and reinforcement of the importance of modesty and prudent use of public resources, aligned with RA 6713. Overall, the results demonstrate that the LGU shows strong alignment with most ethical standards, while also offering opportunities to further strengthen values-based practices in a supportive and constructive manner.

3.4 Result of Correlations

The correlation analysis reveals that demographic and socio-economic factors show minimal significant relationships with values-driven governance among LGU employees in Central Luzon. Across age, sex, religion, educational attainment, employment status, length of service, and monthly income profiles, nearly all core values including commitment to public interest, professionalism, justness and sincerity, political neutrality, responsiveness to the public, nationalism and patriotism, and simple living demonstrate non-significant correlations (p-values consistently above 0.05). The only notable exception is the correlation between religion and commitment to democracy, which shows statistical significance (X^2 = 270.001, p = 0.000). This predominantly non-significant pattern suggests that adherence to ethical governance values transcends individual demographic characteristics and socio-economic status, indicating that values-driven governance is universally practiced across diverse employee profiles rather than being determined by personal attributes. The findings imply that organizational culture, institutional mechanisms, and training programs may be more influential than individual characteristics in shaping ethical conduct, emphasizing the importance of systemic approaches to strengthening governance rather than selection based solely on demographic factors.

3.5 Problems Encountered

The problems encountered in implementing values-driven governance present valuable opportunities for enhancement across organizational, individual, and external dimensions. At the organizational level, employees recognize the potential for strengthening monitoring and evaluation mechanisms (40.5%) and refining accountability systems through improved sanctions for ethical violations (32.0%), while acknowledging resource constraints (26.0%) that many public institutions face. These insights demonstrate employees' awareness of areas where targeted investments could yield significant improvements. On the individual level, addressing compensation concerns (46.8%) represents an opportunity to further support employees' ethical conduct, while expanding awareness programs about RA 6713 provisions (39.0%) and enriching ethics training initiatives (37.1%) could build upon the already strong ethical foundation evident in the workforce. External factors, including navigating political dynamics (25.5%) and harmonizing formal governance standards with valued Filipino cultural traditions such as utang na loob and pakikisama (24.9%), reflect the creative challenge of developing contextually appropriate ethical frameworks. These findings highlight promising areas where collaborative efforts among LGUs, national agencies, and communities can strengthen the already positive trajectory of values-driven governance, supporting dedicated public servants in fulfilling their commitment to ethical service while addressing practical challenges through constructive, systematic improvements that respect both professional standards and cultural values.

IV. CONCLUSIONS AND RECOMMENDATIONS

The findings indicate that public officials and employees generally demonstrate positive ethical behavior across key values such as justness and sincerity, political neutrality, responsiveness, nationalism and patriotism, commitment to democracy, and simple living. To further strengthen ethical conduct, it is recommended to enhance monitoring and evaluation mechanisms, provide regular ethics and values training, establish recognition systems for exemplary behavior, implement supportive policies to manage external pressures, and engage the public through awareness initiatives. These measures aim to reinforce ethical awareness, foster a culture of integrity, and ensure that public service aligns with the principles of RA 6713.

V. ACKNOWLEDGEMENT

successful completion of the study. The researcher also expresses heartfelt thanks to friends, co-researchers, and loved ones for their unwavering support, inspiration, and encouragement. Lastly, gratitude is extended to the LGUs across Central Luzon for their time, cooperation, and provision of essential data, which played a vital role in ensuring the accuracy and completion of this research.

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