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## MALLEABLE WORKFORCE IN PUBLIC OFFICE

**Abstract:** *The work values of people provide information about the employees' reactions to other's individuals, events or objects and may also guide behavior.*

*This study assessed the work values among the employees of the DPWH CEBU as perceived by the management staff and by the rank and file employees in order to design a human resource development program for the office. It utilized the descriptive method of research with the use of standardized instrument. The statistical treatments used were simple percentage, average, and simple linear regression.*

*There were no significant differences between the perceptions of the management staff and those of the rank-and-file employees regarding the degree of importance they attached to work values.*

*Based on the findings of the study, the researcher concluded that generally the DPWH CEBU employees evidently manifested a definite sense of direction in the performance of job assignments through the importance which they attached to work values.*

**Key words:** malleable, workforce, work values.

**Language:** English

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### INTRODUCTION

In this trend of globalization, we have no choice but to work with different people in the organization that is why it is very essential that each individual is equipped with the appropriate working values and has fully developed his attitude towards changes.

People are the most important among the resources of any organization, whether public or private. Without people, the delivery of basic services is impossible. Without them, the construction and development of infrastructure cannot take place. So important are the people in organizations that social scientists have focused on the behavior, attributes, values, and attitudes of people in organizations. In a public infrastructure department, the professionalism and work attitude of employees has an influence on how customers evaluate service quality, and it can make or break the image of an organization (Huang, 2004). Work values dictate work behavior, set the

goals for individuals, and calibrate choices over work hours (Chung et al., 2008). Huang (2005) suggested that in an organization and work environment, the alignment of the members' work values and attitude with an organization can better internalize those values and generate a higher emotional commitment to the organization. Meanwhile, the alignment of the values of individuals and the values of the organization can help individuals identify with the organization. It encourages dedication to the organization and organizational behavior (Dutton et al., 1994).

It is inevitable that members of the workforce will face many challenges in their fields. Finding and keeping jobs, and finding fulfilment in the workplace will not be easy. Competition in the world of work does not only require excellent skills, but also proper attitude and values for work. It is the researcher's aim to equip the workforce of Public Works and Highways

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not only of those which concern their fields of specialization, but also of moral principles and values that will help them become a better member of the workforce.

### MATERIALS AND METHODS

Descriptive method of research was used in this study. Questionnaires were used as instruments of data collection on the information on work values among the employees of the DPWH CEBU.

The process involved the use of a standardized instrument – Super’s Work Values Inventory for data collection. The data were tabulated, presented analysed and interpreted.

The respondents of the study included 3 district engineers, 3 assistant district engineers, 27 section chiefs, they comprise the management staff and 115 from the rank-and file employees from DPWH Cebu.

The Work Values Inventory by Donald E. Super. The instrument is composed of 45 statements representing 15 work values. The statements represent values which people often seek in their jobs or as a result of their jobs. However, to preclude bias among the respondents as they accomplish the instrument, the researcher will not identify the value represented by each statement. Each of the 45 statements corresponds to numeric scales with the following qualitative equivalents.

5 – Very Important (VI) means that the value represented by the statement is meaningful to the respondents and therefore influences their attitude toward work in all cases. 4 – Important (I) means that the value represented by the statement is meaningful to the respondents and therefore influences their attitudes toward work in the majority of cases. 3 – Moderately Important (MI) means that the value represented by the statement is meaningful to the respondents and therefore influences their attitude toward work in half of the cases.

2 – Little Importance (LI) means that the value represented by the statement is less meaningful to the respondents and therefore influences their attitude toward work in few cases. 1 – Unimportant (U) means that the value represented by the statement is meaningless to the respondents and therefore does not influence their attitude toward work.

The respondents were instructed to encircle the numeral which represents their assessment of the importance of each value.

### RESULTS AND DISCUSSIONS

This portion of the paper presents the data gathered in this research, together with its interpretation, analysis and discussions.

#### Importance Attached to Creativity

As indicated by the factor average of 3.98 based on the group average of 4.09 from the management staff and the group average of 3.87 from the rank-and-file employees, creativity was important for DPWH CEBU employees.

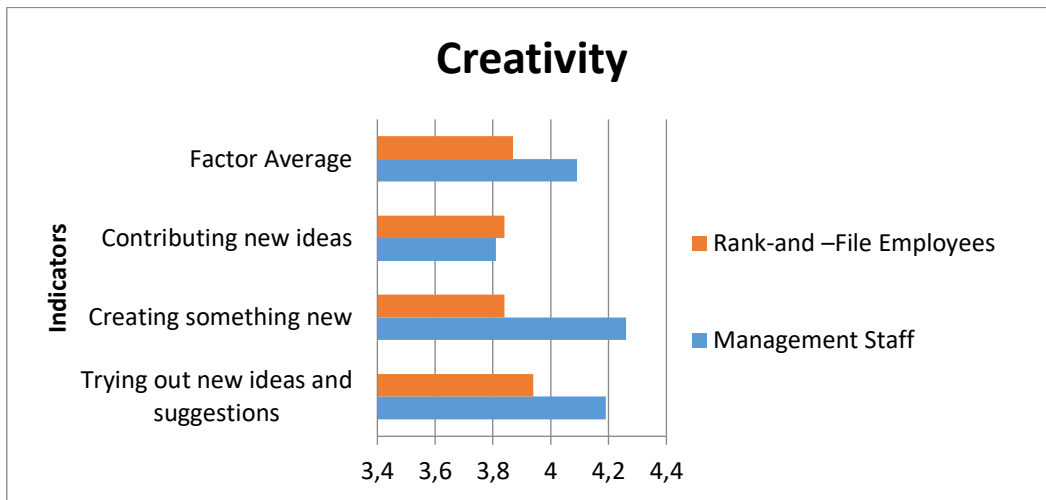
Specifically, as indicated by the item average of 4.06 based on the weighted mean of 3.94 from the rank-and-file employees, trying out new ideas and suggestions was important for the respondents. This finding reveals that innovativeness was meaningful to them and that this value influenced their attitude toward work in the majority of cases. Thus, they needed to work on innovations suggested to them by the various sectors that they served

As revealed by the item average of 4.05 creating something new was important for the DPWH employees. However, while the management regarded this value as Very Important, as revealed by the weighted mean of 4.26, the rank-and-file employees considered this value Important, as indicated by the Item average of 3.84. The difference in the responses of the two groups could be attributed to their differences in aspirations and opportunities. Knowing that their positions could facilitate the creation of new things, the management staff found this value very important and therefore influential other attitudes toward work. In the case of the rank-and-file employees, there were opportunities for creativity, but these opportunities were of a lesser degree than those which were available to the management staff.

The contribution of new ideas was important to the employees, as indicated by the item average of 3.82 based on the weighted mean of 3.81 from the management staff and the weighted mean of 3.84 from the rank-and-file employees. This finding indicates that the opportunity to introduce new concepts could influence the employees’ attitudes toward work in the majority of cases.

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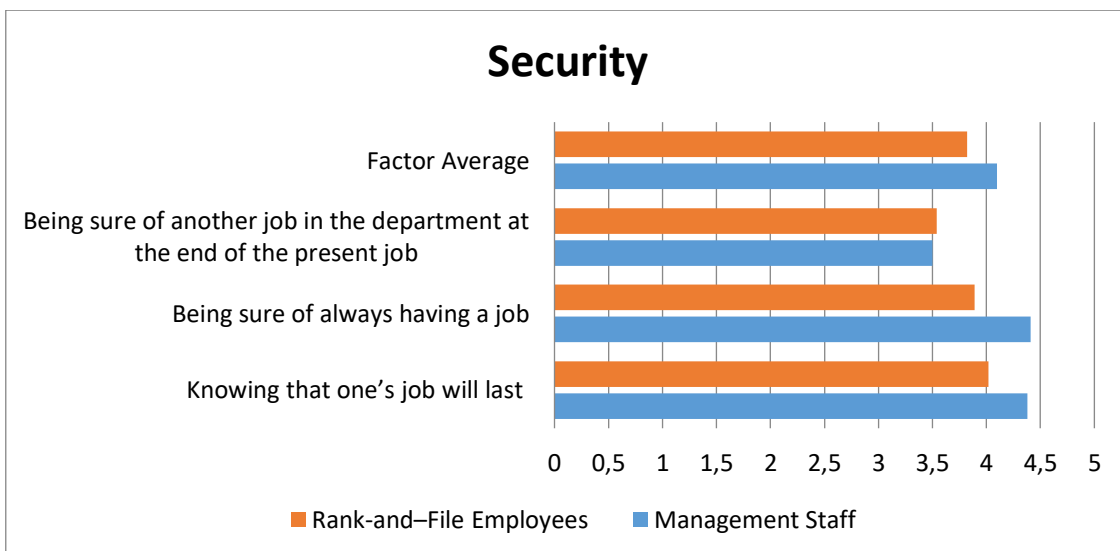
**Graph 1**

Graph 2 contains data regarding the importance attached to the value of security by the DPWH CEBU employees. As indicated by the factor average of 3.96 based on the group average 4.10 from the management staff and the group average of 4.2 from the rank-and-file employees, the DPWH CEBU employees regarded Security as an important value.

Specifically, as indicated by the item average of 4.20, knowing that one’s job would last was Important to the respondents. The weighted mean of 4.38 from the management staff denotes their perception that this value was Very Important to them, while the weighted mean of 4.02 from the rank-and-file employees indicates their perception that this value was Important. From this finding it could be inferred that in the majority of cases, the DPWH CEBU employees regarded as significant the assurance that they would be able to maintain their jobs.

As revealed by the item average of 4.15 being sure of always having a job was important to the DPWH CEBU employees. The management staff regarded this value as important as indicated by the item average of 4.41, while the rank and file employees considered this value important as revealed by the weighted mean of 3.89. The responses of the two groups could be attributed to the fact that the management staff members were holding sensitive positions and could therefore be regarded as co-terminus with the administration.

As revealed by the item average of 3.52 based on the weighted mean of 3.50 from the management staff and the weighted mean of 3.54 from the rank-and-file employees, the respondents regarded being sure of another job in the department at the end of the present job Important. Thus, in the majority of cases, DPWH CEBU employees were considered with permanence on the job and the assurance of security of tenure.



**Graph 2**

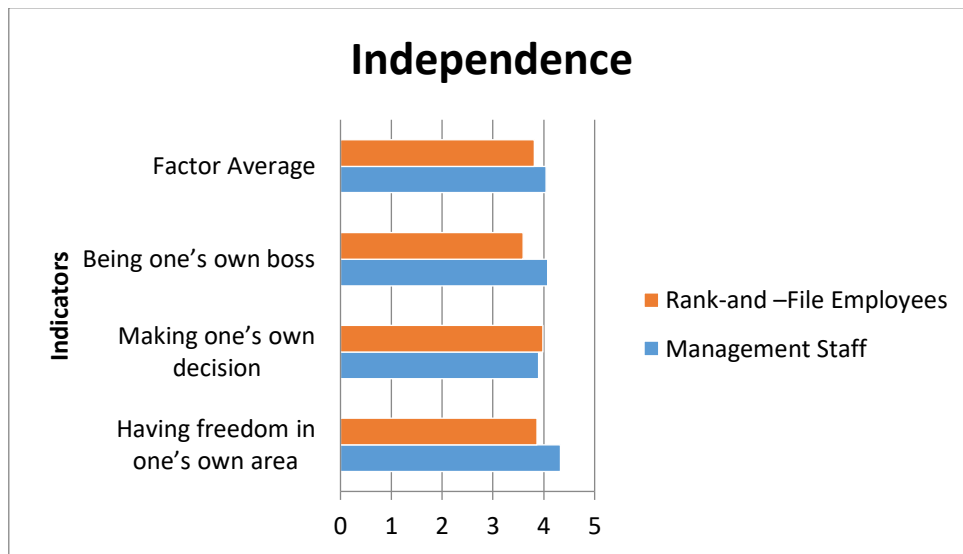
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Graph 3 presents data regarding the importance attached to independence by the DPWH CEBU employees. As revealed by group average of 4.04 from the management staff and the group average of 3.81 from the rank-and-file employees. Independence was important to the respondents. Specifically, they regarded having freedom in their own area as Important as indicated by the item average of 4.10. The weighted mean of 4.33 from the management staff denotes that they regarded this value as Very Important while the weighted mean of 3.87 from the rank-and-file employees discloses that they considered this value Important. The difference in the perceptions of the two groups could be ascribed to the fact that the management staff needed to experience autonomy in decision-making.

As revealed by the item average of 3.94 based on the weighted mean of 3.90 from the management staff and the weighted mean of 3.98 from the rank-and-file employees, making one’s own decision was Important for DPWH CEBU employees. This finding reveals that in the majority of cases, autonomy in decision-making was significant to the respondents and was influential in their formation of positive attitudes toward work.

Being one’s own boss was Important to the DPWH employees, as indicated by the item average of 3.83 based on the weighted mean of 4.08 from the management staff and the weighted mean of 3.59 from the rank-and-file employees. This finding reveals that in the majority of cases, the DPWH CEBU employees regarded autonomy as desirable and significant in their performance of assigned tasks.



**Graph 3**

Graph 4 presents data regarding the importance attached by DPWH CEBU employees to Associates on the job. As indicated by the factor average of 4.07, the response regarded Associates as Important. The group average of 4.25, from the management staff denotes that as far as they were concerned, Associates were Very Important, for the rank-and-file employees, Associates were important, as revealed by the group average of 3.90.

Specifically, being one of the gang was Important to the respondents, as indicated by the item average of 3.85. However, while the management staff regarded this value as Very Important, as indicated by the weighted mean of 4.29, the rank-and-file employees regarded this value as important, as revealed by the weighted mean of 3.42. The difference in the responses of the two groups could be ascribed

to the fact that the management staff could no longer feel a sense of belongingness with the other employees because of their position. The rank-and-file employees felt more a sense of belongingness to the group; therefore they attributed a lesser degree of importance to being one of the gang.

Forming friendships with fellow employees was Very Important to the employees, was revealed by the item average of 4.31. The weighted mean of 4.54 from the management staff reveals that this value was Very Important to them. However the weighted mean of 4.09 from the rank-and-file employees reveals that they regarded this value as important. The difference in the ratings assigned to this value by the two groups could be attributed to the fact that forming friendships with co-employees was easier in the ranks than in higher places in the organization. For this reason, the

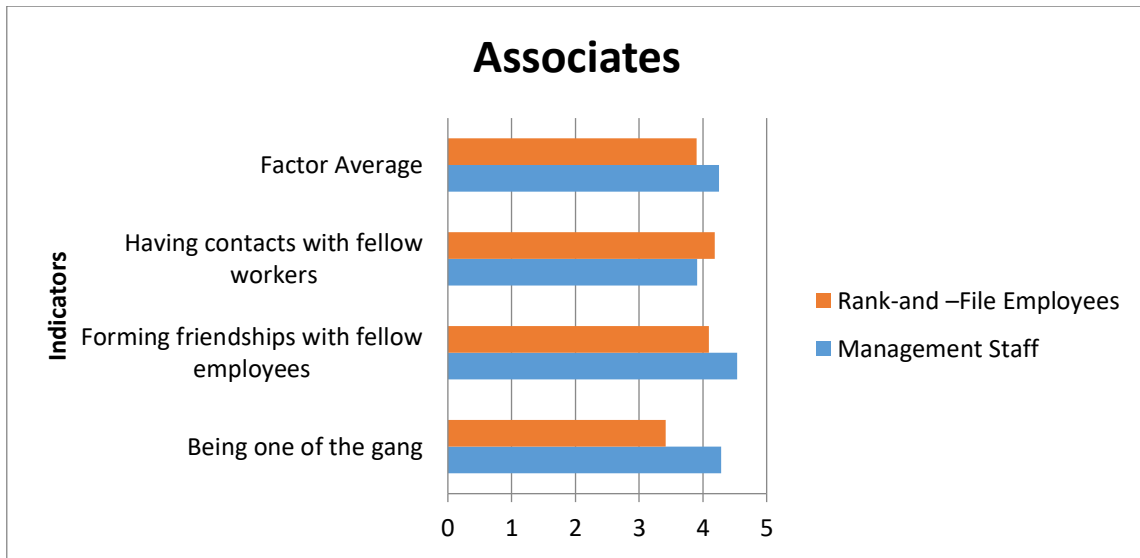
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yearning for friendship prompted the management staff to signify that this value was meaningful to them in all cases.

As indicated by the item average of 4.05 based on the weighted mean of 3.91 from the management staff and the weighted mean of 4.19 from the rank –

and-file employees, having contacts with fellow workers was Important. This finding reveals that in majority of cases, the respondents regarded as meaningful their employment of companionship with their co-workers.



**Graph 4**

**CONCLUSION**

Based on the findings of the study, the researcher concluded that generally the DPWH CEBU employees evidently manifested a definite sense of

direction in their performance of job assignments through the importance which they attached to work values like Creativity, Security, Independence and Associates in their work.

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