

PUBLIC SERVICE MOTIVATION IN LOCAL CONTEXT: AN APPRAISAL OF THE BARANGAY JUSTICE SYSTEM IMPLEMENTATION IN MANILA

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Abstract

This study assesses the implementation of the Katarungang Pambarangay (Barangay Justice System) in the City of Manila, focusing on Districts I and II (Tondo). Grounded in Public Service Motivation the research explores how the voluntary, selfless actions of local mediators influence the delivery of justice at the grassroots level. A descriptive research design was employed, utilizing a purposive sample of 91 respondents consisting of 60 Lupon (Adjudication committee) members and 31 Barangay Kagawad (Councilmen). Data was gathered through a validated survey instrument and analyzed using the Mann-Whitney U-test to account for the ordinal nature of the Likert-scale responses. The findings indicate high levels of implementation. These results highlight the presence of Public Service Motivation (PSM) among Lupon members, who commit significant personal time and labor to resolve community conflicts despite receiving only minimal honorarium. The study concludes that PSM acts as a vital mediating factor in system effectiveness, where empathy and a sense of civic duty prioritize restorative justice and community harmony over punitive legal outcomes. Despite the identified administrative challenges, the high trust-building capacity of the Lupon members remains a milestone in providing accessible judicial services.

Keywords: Local Government, Public Service Motivation, Barangay Governance, Community Justice System

Introduction

In most traditional community systems, mediators of conflict are the old members of the family, community elders, or tribe leaders who know the people's customs and eventually act as decision-makers. In addition, it is considered a formalized Filipino tradition with the same old concept of Filipino ancestors in seeking the help and advice of community elders or tribe leaders in resolving disputes between members of the same community (Agustin, et al., 2018). Elders in the community earned great respect as disputes were brought before them. The power exercised by elders in resolving conflict is considered extensive, wherein they examine the evidence, evaluate testimonies, render judgment, and define penalties for the offense to preserve or restore community relationships (Banteo-Peningeo, 2022). Thus, in the case of the Philippines, it is evident that elders served as mediators in conflict resolution.

In the political and administrative topography of the Philippines, Barangay is the foremost unit of governance (Villarin, 2004) which is the base of municipal and city level governments (Porio and Roque-Sarmiento, 2019). This institution has been the manifestation of democratic decentralization that enabled citizen participation (Atienza, 2006).

In Geographically Isolated and Disadvantaged Areas (GIDAs), the barangay is the ultimate representative of the government (Ravanilla, Haim, and Nanes, 2026). Thus, this fundamental unit of local governance is crucial in delivering services and dispensing justice. However, in some cases, competence gap might emerge in the fulfillment of the duties amongst Barangay officials (Valdez, 2024).

The institutionalization of the Barangay Justice System through Presidential Decree (PD) 1508 in 1978 marked a paradigm shift in making the Philippine legal framework more accessible and attuned to community-level needs. As noted by Tabucanon, Wall, and Yan (2008), this initiative was driven by the executive branch to formalize a local dispute resolution mechanism. The outcome was the "Katarungang Pambarangay Law" which was duly devised to honor Filipino cultural traditions by resolving interpersonal conflicts through non-adversarial methods like mediation, conciliation, and arbitration.

This system was further reinforced by the Local Government Code of 1991 (RA 7160), which maintained the *Lupong Tagapamayapa* as its core administrative body. This community-led approach not only facilitates the rapid resolution of legal disputes but also serves a broader sociological purpose by fostering local leadership, empowering citizens, and promoting social order.

Alterations to the *Katarungang Pambarangay Law* have expanded the system's jurisdiction and introduced minor procedural innovations, effectively decentralizing these judicial functions to Local Government Units (LGUs). This framework benefits participants by facilitating voluntary dispute resolution within the barangay, thereby avoiding the complexities of formal court litigation. Benter (2020) notes that while the expanded authority of the *Punong Barangay* is designed to fast-track case resolutions, this gargantuan task is also shared with *Lupong Tagapamayapa* members to ascertain well-informed outcomes.

By discouraging the indiscriminate filing of lawsuits, the system augments the quality of domestic justice and reduces the burden on the judiciary, a development Pagandian and Pasule (2019) describe as a important achievement in community-based legal services. Nevertheless, the effectiveness of these mediators is often hindered by practical obstacles. Banteo-Peningeo (2022) identified a lack of active engagement and legal awareness among some *Lupon* members, while Arada and Tamayo (2020) pointed to scheduling conflicts as a major implementation hurdle.

Furthermore, Lupao and Alejandro (2022) argued that the system's success depends on the ability of implementers to manage diverse human behaviors through innovative and persuasive approaches. Consequently, building community trust is essential. This research seeks to evaluate the implementation of these mediation and arbitration procedures within the Manila LGU, identifying compliance issues and assessing the perspectives of both the *Lupon* members and the residents they serve.

There is a gap in longitudinal data regarding the long-term effectiveness of BJS settlements. Research could investigate whether "amicable settlements" reached through mediation, conciliation, or arbitration lead to lasting peace between parties or if disputes tend to re-emerge over time.

While the current study provides significant insights into specific barangays within Districts I and II of Manila, there is a gap in understanding how the Barangay Justice System (BJS) functions in more diverse geographic settings, such as rural areas or different urban centers across the Philippines.

Research Objectives and Framework

The study was anchored on the idea of strengthening the traditional ways of settling disputes at the barangay level as an alternative mechanism to the continuing congestion of cases filed in the Philippine courts. In this sense, a strong adherence to local government initiatives is imperative to address community disputes. In view of the foregoing, the study utilized the Public Service Motivation (PSM) as its theoretical framework to bridge the concept of selflessness and care for the well-being of others and may be used to evaluate the administration of judicial systems within the local context. This setup follows the opus of Mao and Tamayo (2024) in which PSM blends with the local dynamics of governance shaping altruism and performance outcomes.

Conspicuously, the paper of Zubair, Khan & Mukaram (2021) has delineated that PSM is attributed with altruism. If coupled with political backing, motivation and altruism prompt better results and governance metrics. Thus, in this instance, this paper posits the implication of the aforementioned attribution-altruism is a manifestation of PSM. Thereby, asserting the antecedent-consequent relationship. *A fortiori*, Gans-Morse et. al.(2019) claimed that Public Service Motivation (PSM) has a robust positive association with altruism.

Piatak and Holt (2019), however, made an empirical distinction between PSM and altruism as a predictor of Prosocial values which runs in contrary to the prevailing literature. Meanwhile, Yudiatmaja (2020) validated that PSM is a potent driver of performance in the Bintan Regency, a subordinate local government of the Riau Islands Province of Indonesia. *In toto*, Public Service Motivation (PSM) is inextricably linked to altruism, functioning as a key driver that benefits both local communities and the broader social fabric. This concept serves to characterize both specific prosocial acts and an individual's general temperament. According to Perry et al. (2008), PSM is a vital metric for anticipating results that hold significant value for public institutions and society at large.

Substantially, Moynihan, Wright, and Pandey (2008) argue that this motivation represents a fundamental inclination to engage in selfless or helpful behaviors, regardless of the specific environment. Developing a deeper insight into how these motivations manifest among citizens can help clarify the way civic duties are distributed throughout a community. To effectively foster altruism, it is necessary to analyze its origins and its expression across different segments of society. This research specifically aligns with the findings of Azhar,

Bhuiyan, and Perry (2026), which suggest that governance is profoundly shaped by the intersection of local traditions and the intrinsic motivation of public servants.

Employing the perspective of security of tenure, PSM is explicitly manifesting amongst regular and permanent government employees as compared to the contractual and job order fellows (Yudiatmaja, 2017) wherein most of the respondents of this study are mere volunteers and have less monetary incentives from the National and Local Government. However, due to the proximity and nearness of the actors to their respective clients, PSM can be affirmatively enhanced (Forte, Santinha and Patrão, 2022).

Public Service Motivation (PSM) in this study is defined as the voluntary behavior of *Lupon* members intended to benefit the disputing parties and the community at large, motivated by a sense of duty and empathy rather than personal gain or legal compulsion.

Dimension	Operational Indicator
Empathy & Composure	The ability of the <i>Lupon</i> to remain patient and neutral despite "disputants' disrespectful behavior" (as noted in the findings).
Civic Duty	Willingness to serve despite "low honorarium" and "lack of protection/insurance" while performing duties.
Conflict Resolution	The extra effort exerted to reach an "amicable settlement" to decongest court dockets, prioritizing community harmony over a quick "end-of-shift" mindset.

In this paper, Public Service Motivation manifested through altruism acts, is deemed as a mediating factor for the effectiveness of the BJS. Here is how it fits into the conceptual flow:



- Input (The Actors): The insights of both *Lupon* members and the community-at-large vis-à-vis mechanisms and processes of Barangay Justice System (BJS)
- Process (The Actions): Adherence to the *Katarungang Pambarangay* procedures (Mediation, Conciliation, Arbitration) not just as a legal checklist, but as a service to restore peace.
- Output (The Results): High levels of "Very Serious" effectiveness ratings in implementation, despite the "Serious" administrative problems identified in the data.

The objective of this research is to evaluate the execution of the Barangay Justice System within specific neighborhoods of the Manila Local Government Unit (LGU) to establish a framework for a potential intervention program. In particular, the study measures the current implementation standards in these areas while documenting the specific challenges faced by both the *Lupon Tagapamayapa* (Adjudication Committee) and the local residents who participate in the system.

Methodology

There are two group of respondents, the first is comprised of *Lupon members* (60) and secondly, the Barangay government they served, as represented by the *Kagawad* or Councilmen (31). The sum total of respondents amounts to 91 participants. From the total number of samples, it is expected that reliable information can be generated from among the target respondents. Total of ten (10) barangays were chosen as the locale of the study. The barangay selection was based on the largest number of populations in First and Second Congressional Districts (Districts I and II) of the City of Manila. Both of these districts form the community of Tondo, the most populous sub-domain of Manila LGU. Next, purposive sampling was applied for the Councilmen and *Lupon* members from each barangay due to financial and time constraints. The different groups of respondents provided reliable assessments on the implementation of the Barangay Justice System, and the problems met in its compliance. The bases for selecting barangays were the following: the geographical location of the Barangays in Districts 1 and II are adjacent; they have the largest number of populations; and they employ twenty (20) members which is the maximum number of *Lupon* members (per *Barangay* or Village).

In the course of data gathering, 5 *Lupon Tagapamayapa* members (local adjudication committee) and 3 *Kagawad* refused to respond to this endeavor.

The researcher utilized a researcher-made survey questionnaire patterned and developed from the existing survey form in the Lupon Tagapamayapa Incentive Awards, Katarungang Pambarangay Law, Local Government Code, and other relevant studies. The instrument consisted of two (2) parts, to wit: Part I is the instrument was the assessments with of the implementation of the Barangay Justice System as regards to mediation, conciliation, and arbitration procedures. The responses to each item were evaluated according to the four-point scale:

Scale	Range	Verbal Interpretation
4	3.51 – 4.00	Fully Implemented (FI)
3	2.51 – 3.50	Implemented (I)
2	1.51 – 2.50	Partially Implemented (PI)
1	1.00 – 1.50	Not Implemented (NI)

Part II of the instrument discussed the problems encountered in the implementation of the Barangay Justice System. The responses to each item will be evaluated according to the four-point scale:

Scale	Range	Verbal Interpretation
4	3.51 – 4.00	Very Serious (VS)
3	2.51 – 3.50	Serious (S)
2	1.51 – 2.50	Less Serious (LS)
1	1.00 – 1.50	Not Serious (NS)

The original instrument was validated by external resource persons who specialized in Philippine local governance. This was followed by pilot testing by ten (10) selected respondents. The results yielded an internal consistency of 0.97 which prompted the conduct of actual survey.

Mann-Whitney U-test was utilized as a statistical tool for analysis since the distribution does not assume normality despite the large size of the drawn sample. The test was specifically devised for ordinal data where the "distance" between categories is not a precise numerical value but a rank, in which a 4-point Likert scale was used to measure both the level

of implementation (from "Fully Implemented" to "Not Implemented") and the severity of problems (from "Very Serious" to "Not Serious").

Though the sample size is relatively large (N=91), the same non-parametric test was deemed appropriate due to the following condition: (1) *the data generated is ordinal*: data is based on rankings or Likert scales; (2) *distribution is primarily non-normal*; Likert scores were heavily skewed and do not rely on the Central Limit Theorem; (3) *existence of outliers*: outliers would have disproportionately pull the mean when framed in a parametric test, Mann-Whitney offers more robustness because it uses ranks instead of raw values.

As part of ethical compliances, the following principles were enforced: (1) Voluntary Participation: participants were informed that their involvement is entirely voluntary and that they can withdraw at any time without any penalty to their status or future dealings with the Barangay; (2) Transparency: A written Informed Consent Form (ICF) in both English and Filipino were provided, explaining the study's purpose, the nature of the questions, and how the data will be used; (3) Consideration of Vulnerable Populations: If any respondents were deemed as victims of recent crimes or disputes, extra care were taken to ensure they do not feel re-traumatized by the questioning; (4) Anonymization: codes were implemented instead of names in the final manuscripts to ensure that specific legal cases or "amicable settlements" mentioned cannot be traced back to individuals; (5) Institutional Reputation: The results were focused on the system appraisal rather than personal attacks on specific Barangay officials, maintaining a constructive academic tone.

Results and Discussion

For the sake of differentiation and understanding, Pangkat ng Tagapagkasundo (conciliation subcommittee) is a subordinate unit within the Lupon ng Tagapamayapa (local adjudication committee) both of which are duly clothed with authority as provided for by Section 405 of Republic Act 7160 (Local Government Code of the Philippines).

Table 1. Level of Implementation of the Barangay Justice System as to Mediation

Mediation	Weighted Mean	Verbal Interpretation
1. The Punong Barangay serves as the Presiding Officer of the Adjudication Committee	3.13	Implemented
2. The Presiding Officer calls for both parties once a complaint is filed.	3.44	Implemented
3. The Presiding Officer properly notifies both parties with reference to hearing schedules after the formal filing of the complaint	3.44	Implemented
4. The Presiding Officer ascertains fairness in mediating the dispute at hand	3.39	Implemented
5. Adjudication Committee members and Barangay Officials are formally informed as to the date of hearing and relevant timetable.	3.40	Implemented
6. The Presiding Officer and the Adjudication Committee formulate rulings and decisions that are in concurrence with the mores and virtues of the public	3.42	Implemented
7. The Presiding Officer prompts for the formation of the mediation sub-committee when his efforts were deemed futile in resolving the issue at hand	3.44	Implemented
8. The Presiding Officer religiously hold monthly meetings with the members of the Adjudication Committee	3.17	Implemented
9. The Presiding Officer terminates the hearing during non-appearance of the plaintiff unjustifiably.	3.36	Implemented
10. The Presiding Officer counters the cause of the defendant during non-appearance and non-participation	3.42	Implemented
Overall Weighted Mean	3.36	Implemented

The data in Table 1 regarding Barangay mediation efforts can be directly linked to the concept of *PSM in government service*. PSM in this context is defined as the motivation to

improve the well-being of others and society, often involving personal sacrifice or uncompensated effort without the expectation of extrinsic rewards.

Under the Katarungang Pambarangay (Barangay Justice System), members of the Lupon (mediation committee) are typically volunteers who serve their community without regular salaries which necessitated *voluntary service*. Table 1 indicates high levels of implementation for tasks such as "conducting monthly meetings" (3.16) and "mediating cases" (3.39). These actions reflect altruistic behavior because leaders dedicate their personal time and resources to resolve local conflicts for the benefit of the community's peace which implies *commitment to community*. Altruistic leadership focuses on creating positive social impact rather than personal authority. The Lupon Chairman's role in "ensuring fairness" (3.39) and "promulgating decisions in conformity with community values" (3.41) prioritizes the restoration of relationships over punitive legal outcomes, imbuing *restorative justice*.

Furthermore, the presented tabulation highlights the Chairman's responsibility to "ensure fairness in mediating cases" (3.39). In public administration, this is a form of altruism where the leader suppresses self-interest to uphold the "public interest" and "justice," which equates to *impartiality*. Altruistic actions by government officials serve as a signal of good intentions, which fosters high levels of trust within the community. The successful implementation of mediation tasks (overall mean of 3.36) suggests a functional system built on this trust creating an atmosphere of *trust-building*.

Table 2. Level of Implementation of the Barangay Justice System as to Conciliation

Conciliation	Weighted Mean	Verbal Interpretation
1. The Adjudication Committee is comprised by not less than 10 members and not more than 20 members.	3.44	Implemented
2. The Adjudication Committee appoints an Adjudication Secretary.	3.46	Implemented
3. Mediation Sub-Committee comprised of at least three (3) members are appointed with the consent of both parties when the dispute at hand is not settled immediately.	3.47	Implemented
4. The Mediation Sub-Committee appoints its Chair and Scribe of its proceedings	3.48	Implemented

Table 2. Level of Implementation of the Barangay Justice System as to Conciliation (Ext.)

Conciliation	Weighted Mean	Verbal Interpretation
5. Participation of the members of the Adjudication Committee has promoted amicable settlement of cases and controversies	3.17	Implemented
6. The Mediation Sub-Committee hears both parties and the corresponding witnesses while exploring possibilities for amicable settlement of the case	3.70	Implemented
7. The Mediation Sub-Committee calls for the actual and onsite appearance of the involved parties and other participants of the case at hand	3.66	Implemented
8. The Mediation Sub-Committee promulgates its decision as a matter of action to the dispute at hand within fifteen days after its referral, subject to the extension of the hearing when meritorious grounds warrant.	3.61	Implemented
9. Participation of the members of the Adjudication Committee in their monthly gatherings provide an avenue for discourse amongst the members in ensuring speedy disposition of cases and complaints.	3.05	Implemented
10. The minutes of the conciliation proceedings are duly documented and transmitted to higher authorities for reference and safe-keeping	3.13	Implemented
Overall Weighted Mean	3.42	Implemented

The findings from Table 2 regarding conciliation efforts in the Katarungang Pambarangay (Barangay Justice System) demonstrate several dimensions of *PSM in government service*. Altruism in public administration is often defined as an unselfish concern for the welfare of others, characterized by "self-sacrifice" and the "desire to expend effort to benefit other people" without expecting material rewards.

The system relies on the Lupong Tagapamayapa, a group of 10–20 members who typically serve as volunteers. The high implementation rate for "Active participation of all Lupon members" (3.17) reflects a form of "pure altruism" where individuals donate their labor and time to ensure community peace rather than for-profit gain which is indicative of *selfless-*

labor. Because these members often receive only minimal honoraria rather than regular salaries, their commitment to "simplify issues and explore all possibilities for amicable settlement" (3.69) is a clear act of helping others at a personal cost of time prompting the condition of *uncompensated effort*. Altruism in government is a consequent of Public Service Motivation (Moynihan et.al, 2008), which includes a commitment to the public interest and compassion. The "full participation" of members in monthly meetings to exchange ideas (3.05) builds social capital, enhancing the community's overall resilience and well-being manifesting the *commitment to public interest* amongst responses. Unlike "egoistic" motives where one acts for self-benefit, the Pangkat ng Tagapagkasundo is focused on the "ultimate goal of increasing another's welfare" by resolving disputes in just 15 days (3.60). This rapid, free-for-user service prevents neighbors from facing costly and stressful legal battles posits the assertion of *peacebuilding as an end-goal*. Likewise, this is a further substantiation on the position of Zhou, Chen, & Kim (2026) integrating PSM and altruism into prosocial values and virtues.

By "hearing both parties and their witnesses" (3.69), conciliators practice perspective-taking, which allows them to move beyond personal biases to find a "common good". The focus on "amicable settlement" (3.17) instead of punitive measures shows an altruistic preference for restoring social harmony over exercising authority, a condition of *restorative justice*.

Table 3. Level of Implementation of the Barangay Justice System as to Arbitration

Arbitration	Weighted Mean	Verbal Interpretation
1. The Presiding Officer of the Adjudication Committee renders its decision in controversies involving arbitration.	3.46	Implemented
2. The arbitration award is drafted in a language understandable to both parties.	3.43	Implemented
3. The decision or arbitration award is drawn on the merit of the case, testimonies, surrounding circumstances and evidence.	3.42	Implemented

Table 3. Level of Implementation of the Barangay Justice System as to Arbitration (Ext.)

Arbitration	Weighted Mean	Verbal Interpretation
4. The arbitration protocol allow adverse parties to present their respective claims, statements and evidence impartially	3.47	Implemented
5. The arbitration procedure safeguards the privacy of other stakeholders within the dispute	3.16	Implemented
6. The Barangay Adjudication Committee and Officials render just imposition of sanctions and penalties	3.43	Implemented
7. Compliance from parties are ensured once the dispute has been settled through arbitration	3.38	Implemented
8. Zero case repudiation, or, in other words, no case has been repudiated in the arbitration process.	3.40	Implemented
9. Coordination and referral to the higher authorities are observed in instances of unsettled disputes	3.44	Implemented
10. Arbitration is conducted in a harmonious and just manner to the parties involved	3.45	Implemented
Overall Weighted Mean	3.40	Implemented

The findings from Table 3 regarding arbitration in the Katarungang Pambarangay (Barangay Justice System) further illustrate the presence of altruism in government service. PSM in this sector is characterized by actions that prioritize the collective good and the fair treatment of individuals over personal interest or administrative convenience.

Exhibiting *equal opportunity*, the high implementation of providing "both parties an equal opportunity to present themselves and their evidence" (3.47) reflects an altruistic commitment to procedural justice. This ensures that the vulnerable or less influential members of the community are heard equally. Showcasing *merit-based decisions*, arbitrators demonstrate altruism by basing awards on the "merit of the case" and "testimony of witnesses" (3.42) rather than personal bias or external pressure. This adherence to ethical standards serves the higher goal of community trust. Advocating *accessibility and inclusivity*, writing

arbitration awards in a "language known to parties" (3.43) is an act of service that reduces the barrier between the government and the people. It shows an other-oriented focus on ensuring that the citizens fully understand the legal outcomes affecting their lives. Protecting **privacy and dignity**, observing the "privacy of the case to other constituents" (3.15) demonstrates a respect for the dignity of the individuals involved. This protection of personal reputation is a form of altruistic care within a public framework.

Fostering **harmonious processes**, the goal of conducting an arbitration process that is "harmonious to both parties involved" (3.45) aligns with altruistic leadership, which seeks to heal social rifts rather than simply enforce rules. Advancing **integrity in outcomes**, the reporting of "Zero cases repudiated" (3.39) suggests that the arbitration awards are perceived as fair and acceptable by the community. This high level of compliance indicates that the altruistic motives of the officials—seeking a resolution everyone can live with—are successfully realized.

Table 4. Summary of Prevailing Ideals of PSM in the Barangay Justice System of Manila LGU

Prevailing Ideals of Altruism in Barangay Justice System (Katarungang Pambarangay)		
Mediation	Conciliation	Arbitration
Voluntary service	Selfless-labor	Equal opportunity
Commitment to community	Uncompensated effort	Merit-based decisions
Restorative justice	Commitment to public interest	Accessibility and inclusivity
Impartiality	Peacebuilding as an end-goal	Privacy and dignity
Trust-building	Restorative justice	Harmonious processes
		Integrity in outcomes

The provided data highlights the foundational altruistic ideals that govern the Katarungang Pambarangay (Barangay Justice System) within the Manila LGU, organized through the mechanisms of mediation, conciliation and arbitration. The first pillar of mediation is characterized by a deep-seated commitment to the community and voluntary service. It

emphasizes restorative justice and the importance of impartiality, aiming to foster trust-building among parties. These ideals suggest that at the local level, justice is not merely a procedural requirement but a service rooted in a genuine desire to uphold the community's welfare.

In the realm of conciliation, the ideals shift toward a model of "selfless labor" and uncompensated effort. This phase focuses heavily on the commitment to the public interest, treating peacebuilding as the ultimate end-goal rather than just a legal settlement. By prioritizing restorative justice, conciliation seeks to mend social fabrics through a process that values the collective harmony of the barangay over adversarial outcomes. This altruistic focus underscores the role of local mediators as civic actors dedicated to maintaining long-term peace without financial incentive.

The framework for arbitration focuses on the systemic integrity and inclusivity of the justice process. It champions equal opportunity, merit-based decisions, and accessibility for all community members, ensuring that the process remains inclusive. Furthermore, this model emphasizes the maintenance of privacy and dignity for all involved parties, striving for harmonious processes that lead to integrity in outcomes. Together, these three dimensions illustrate a comprehensive altruistic framework that balances personal sacrifice with institutional fairness to provide a holistic approach to local governance and justice.

Table 5. Assessments of the Two Groups of Respondents on the Implementation of the Barangay Justice System in Selected Barangay Units in Manila LGU

Variable	Type of Respondents	Mean Rank	Sum of Ranks	Mann-Whitney U	Asymp. Sig. (2-tailed)	Decision
2.1 Mediation	Lupon Member	297.91	12810.00	4390.00	.000	Significant
	Community Member	201.11	76021.00			
2.2 Conciliation	Lupon Member	280.13	12045.50	5154.50	.000	Significant
	Community Member	203.14	76785.50			
2.3 Arbitration	Lupon Member	256.35	11023.00	6177.00	.008	Significant

The Lupon Members reported a notably higher Mean Rank (297.91) compared to Community Members (201.11). With an Asymptotic Significance (p-value) of .000, which is below the standard .05 alpha level, the difference is statistically significant. This suggests that those facilitating the mediation process view its implementation much more favorably than the community members who are the recipients of the service.

The perception of conciliation shows a significant gap ($p = .000$). Lupon Members yielded a Mean Rank of 280.13, while Community Members yielded 203.14. The decision remains "Significant," indicating that the officials' assessment of their own performance or the system's efficacy in conciliation does not fully align with the experiences of the general public.

While still statistically significant ($p = .008$), the gap between the two groups is slightly narrower in the context of arbitration. Lupon Members (Mean Rank 256.35) still evaluate the implementation higher than Community Members (Mean Rank not explicitly listed but implied by the Sum of Ranks).

The consistent "Significant" decision across all variables indicates a disconnect between the internal providers (Lupon Members) and the external stakeholders (Community Members). Inferentially, this suggests that while the officials within the Manila LGU may believe the ideals of the Barangay Justice System—such as those identified in Table 4 like "selfless labor" and "merit-based decisions"—are being executed effectively, the community's lower mean ranks suggest a different lived reality. This disparity may point to a need for greater transparency or improved communication to bridge the gap between service delivery and public perception.

Table 6 Problems Encountered in the Barangay Justice System

Problems Encountered	Weighted Mean	Verbal Interpretation
1. Unavailability of the Adjudication Committee members to administer the settlement of cases.	2.37	Less Serious
2. Scheduling of both parties is inefficient.	2.75	Serious
3. Absence of capacity building for Barangay Justice System and its adjudication endeavors.	2.94	Serious
4. The rules and regulations of adjudication are not fully grasped by the committee members.	3.15	Serious
5. Non-appropriation of funds to be utilized by the Lupon members with their performance functions.	2.67	Serious

Table 6 Problems Encountered in the Barangay Justice System (Ext.)

Problems Encountered	Weighted Mean	Verbal Interpretation
6. Lack of supervision from the court and prosecution in the process initiated by the Lupon and Pangkat ng Tagapagkasundo.	2.26	Less Serious
7. Non-referral to the proper authorities on cases of felony and misdemeanor that were filed within the barangay justice system.	2.24	Less Serious
8. Non-cooperation of other barangay councils on disputes when parties involved are their constituents.	2.24	Less Serious
9. Non-cooperation of the community-members in the service of summons relatively with their respective cases.	2.60	Serious
10. Disobedience of the constituents on the mandated powers and functions of the Lupon members.	2.97	Serious
Overall Weighted Mean	2.62	Serious

The results in Table 6, capture the perceptions about various challenges faced in the Barangay Justice System in selected Barangays of Manila LGU. The metrics range from 'Very Serious' to 'Not Serious' based on mean values and verbal interpretation.

These challenges serve as attributes that counter altruism in the discharge of duties within the purview of public service. As drawn from the work of Zubair, Khan and Arshad (2021), altruism, in the form of public service motivation, is not enough to produce good outcomes. Practically, the enumerated challenges were rated in order to comprehend its gravity vis-à-vis dispensing Barangay Justice

Availability and Scheduling

On the issue of the unavailability of Lupon members to administer amicable settlements, the majority specified that it is less serious, indicated by a mean score of 2.37. This suggests that availability of *Lupon* members is generally not considered a significant issue. However, the scheduling of both parties is perceived as inefficient, with a mean score of 2.75 falling under a 'Serious' problem. This could point to logistical challenges in bringing both parties together for resolution sessions. This finding is supported by the study that the number

one problem in the compliance of *Lupon tagapamayapa* in Kumintang Ibaba, Batangas City is the scheduling of both parties.

Training, Regulation, and Funding

A lack of training and seminars for *Lupon* members also appears to be a problem, with a mean score of 2.94 indicating it as serious concern among respondents. Even more troubling is the perceived unfamiliarity of both *Lupon* members and the community with the rules and regulations governing the Barangay Justice System. This is evidenced by a mean score of 3.15, the highest on the list, falling under 'Serious'. Non-appropriation of funds for the *Lupon* members is also perceived as a challenge, with a mean score of 2.67 indicating it as a serious problem among respondents.

Oversight and Jurisdiction

Supervision of courts on dispute settlement is imperative as it is on their peculiar province as tribunals. However, lack of supervision from the court and prosecution does not seem to be a significant concern, with a mean score of 2.26 indicating as less serious among respondents. Similarly, non-referral of minor cases by the police to the Barangay Justice System is generally not considered a problem, with a mean score of 2.24 indicating as less serious. Non-cooperation from other barangay councils is also not seen as a pressing issue, with a mean score of 2.24 indicating as less serious.

Community Cooperation and Compliance

Evidence suggests a consensus that community non-compliance with the service of summons represents a significant obstacle, as shown by a mean score of 2.60. According to Lupao and Alejandro (2022), the success of amicable settlements is frequently hampered by the underlying attitudes of the parties involved and their general lack of cooperation.

Furthermore, Jumalon et al. (2018) argue that the overall efficacy of a community-based justice system is deeply intertwined with the satisfaction levels of the residents it serves. Notably, the refusal of constituents to recognize the official authority and mandated functions of *Lupon* members was identified as a "Serious" concern, reflected in a substantial mean score of 2.97.

The overall mean score is 2.62, which suggests a general agreement among respondents that there are serious problems to be addressed in the Barangay Justice System. While there are indicators on less serious concerns such as on the issues of oversight and availability of *Lupon* members, there is a consensus that inefficiencies in scheduling, lack of

training, funding issues, and problems with community cooperation are areas requiring attention.

Conclusion

The findings from the provided tables demonstrate that the Barangay Justice System in the Manila LGU is effectively implemented across its core functions of mediation, conciliation, and arbitration. Mediation processes, led by the Punong Barangay, show a high level of adherence to procedural standards, particularly in summoning respondents and ensuring fairness. Conciliation efforts are even more robust, driven by the active participation of the Pangkat ng Tagapagkasundo in exploring possibilities for amicable settlements. Arbitration follows a similar trend of successful implementation characterized by a strong commitment to merit-based decisions and the privacy of the parties involved.

At the heart of these successful operations are the prevailing ideals of altruism that guide local officials. These ideals include a deep commitment to voluntary service, selfless labor, and a focus on restorative justice rather than punitive measures. The officials prioritize peacebuilding as an ultimate end-goal, emphasizing trust-building and the maintenance of human dignity throughout the dispute resolution process. This altruistic framework transforms the Katarungang Pambarangay from a simple legal mechanism into a community-centric service that values social harmony and inclusivity.

Despite these strong foundations, a significant perceptual gap exists between the service providers and the community. Inferential analysis reveals that Lupon members consistently rate the implementation of mediation, conciliation, and arbitration significantly higher than the community members do. This statistical difference across all variables suggests that while the officials believe they are executing their duties effectively based on altruistic ideals, the community's experience of these services is notably less positive. This disconnect highlights a critical need for the Manila LGU to address the disparities between institutional performance and public satisfaction.

Furthermore, the system faces "Serious" operational challenges that could undermine its long-term efficacy. The most pressing issue is a widespread lack of knowledge regarding the system's rules and regulations among both the Lupon members and the community. Other significant hurdles include insufficient funding for Lupon functions, a lack of specialized training for officials, and occasional disobedience from constituents regarding mandated powers. To

bridge the gap in perception and improve service delivery, the Manila LGU must prioritize information dissemination, increase fiscal support, and enhance training programs to ensure that the ideals of altruism are effectively translated into consistently high-quality justice for all community members

Recommendation

Based on the comprehensive findings and operational challenges identified in the study, the following recommendations are proposed to enhance the Barangay Justice System in the Manila LGU:

To address the significant knowledge gap identified as the most serious problem, the Manila LGU should initiate a sustained and localized information, education, and communication (IEC) campaign. This campaign must target both Lupon members and the general public to ensure that the rules, regulations, and mandated powers of the Katarungang Pambarangay are widely understood. By increasing awareness of procedural standards and legal boundaries, the LGU can reduce constituent disobedience and improve the overall legitimacy of the local justice process.

Capacity-building programs must be institutionalized through regular trainings and specialized seminars for Lupon members. Since "lack of training" was noted as a serious hurdle, these sessions should focus on enhancing skills in mediation, conciliation, and arbitration while reinforcing the altruistic ideals of restorative justice and impartiality. Furthermore, establishing a stronger supervision and feedback mechanism from the courts and prosecution can provide the necessary legal guidance to ensure that all settlements and arbitration awards remain consistent with existing laws and community norms.

To bridge the significant perceptual gap between Lupon members and community residents, the LGU should implement transparency and accountability measures. This could include the creation of a community feedback system where residents can rate their experiences and provide suggestions after a case is resolved. By actively addressing the lower mean ranks provided by community members regarding mediation and conciliation, the Lupon can identify specific areas of service delivery that require refinement to better align their self-assessments with the lived experiences of the public.

Finally, the city government must address the financial and logistical constraints by ensuring the proper appropriation of funds for the Lupon's performance functions. Adequate

fiscal support is essential for maintaining the "selfless labor" and "voluntary service" models, as it allows for better administrative organization, such as more efficient scheduling of parties and the reliable service of summons. Strengthening inter-barangay cooperation and maintaining the current positive relationship with police referrals will further solidify a holistic and well-resourced framework for local peacebuilding.

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