

**THE PERCEIVED EFFECT OF THE VISION OF THE PUBLIC ATTORNEY'S
OFFICE ON THE EMPLOYEES' LEVEL OF COMMITMENT**

**A Thesis Presented to the
Faculty of the Department of Arts and Communication
University of the Philippines Manila**

**In Partial Fulfillment of the
Requirements for the Degree
Bachelor of Arts in Organizational Communication**

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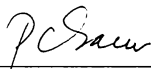
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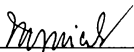
In partial fulfillment of the course requirements for the degree of Bachelor of Arts in Organizational Communication, this thesis entitled, ***The Perceived Effect of the Vision of the Public Attorney's Office on the Employees' Level of Commitment***, prepared and submitted by Resalie Aubrey D. Fensantos is approved.



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ABSTRACT

According to the Book of Proverbs, “*Those who do not have a vision shall perish*”. Whatever is true for the nations holds true for organizations as well. Vision gained popularity among US-based organizations. It has been found to have an effect on employees’ level of commitment. Thus, it is valuable to conduct a study in the Philippine setting. The study answered the question: “What is the perceived effect of the vision of the Public Attorney’s Office on the employees’ level of commitment?”

The study aimed to identify the vision of the Public Attorney’s vision of the organization in terms of core ideology and envisioned future; determine the socio-demographic characteristics employees; determine the effect of core ideology on the level of affective commitment as perceived by the employees; identify the effect of envisioned future on the level of affective commitment as perceived by the employees; identify the relationship of socio-demographic characteristics on the employees level of affective commitment; and assess the relationship between vision and commitment.

The Three-Dimensional Organizational Commitment Theory of Allen and Meyer was used as the framework of the study. A framework of vision proposed by Collins and Porter was also employed to satisfy the objectives of the study. Moreover, the study was descriptive in nature. A survey questionnaire was used to gather data among 64 employees of the Public Attorney’s Office. The statistical tools employed were frequency distribution and measures of central tendency.

With the data gathered by the researcher, it was found that the Public Attorney’s Office exists to assist the indigent people and upholds the values of commitment to the Filipino people, excellence, and accessibility. The office aspires to be A God-centered bureaucracy led by highly competent leaders. The employees of the Public Attorney’s Office have positive attitudes toward the core ideology and envisioned future of the agency. The respondents have high levels of affective commitment as an effect of the office’s vision. The socio-demographic characteristics of the employees do not have a relationship on the employees’ level of affective commitment. The results, also, showed that there is a significant relationship between vision and affective commitment.

Based on the findings of the study, the researcher concluded that the vision of the Public Attorney’s Office has a significant effect on the employees’ desire to continue working for the agency and spend their knowledge and skills to contribute to its success.

The study affirms the theory put to test that vision has an effect on the employees’ level of affective commitment. Thus, this kind of commitment, which is said to be influenced by one’s belief in the goals and values of the organization, is affected by the organization’s vision.

Chapter I

RESEARCH PROBLEM AND ITS BACKGROUND

To make a dream come true, you must first have a dream.

-- Hans Selye

According to the Book of Proverbs, "Those who do not have a vision shall perish".¹ Whatever is true for the nations holds true for organizations as well. An organization without a vision is bound to fail. It will not be able to function well and succeed.

A vision is a clear statement of what the organization aspires to become. It describes how the organization will function in relation to its stakeholders. It also provides a clear image of the organization once success is achieved. It includes the need that the organization is addressing by its existence in the society. The organization's vision, also, expresses the values that the organization upholds. It is a principle that guides employees in their organizational life as they encounter problems.²

Since 1990's, vision gained popularity among US-based organizations. It proved to have potent effects on job satisfaction, motivation, loyalty, clarity of organizational values, pride in organization and organizational productivity. Companies such as Hewlett-Packard, Walt Disney, McDonalds, 3M, and IBM

have succeeded because of their vision. These organizations have committed workforces who are inspired and motivated to stay because of their vision. The visions of these companies have an effect on the employees' commitment.³

Commitment is the individual's desire to remain working in the organization and invest his or her time and effort in achieving its goals. It includes the individual's willingness to contribute in achieving the goals of the organization. Based on studies, commitment is influenced by various factors like nature of rewards, job characteristics, existence of employment opportunities, organization's treatment of a newcomer, and personal characteristics.⁴

According to studies done by Porras and Collins among US-based corporations, vision is something that guides the employees in their organizational lives. It gives more meaning to their stay in the organization and it makes them more aware on where the organization is heading. It also guides them in what decisions to make when faced with a problem. Thus, a more committed workforce emerged in these corporations. They started to have an increased desire to continue working for the organization and take part in fulfilling its purpose and goals.⁵

With the numerous opportunities posed by the global market, employees are moving from one organization to another. Because of this,

keeping a committed workforce has been one of the pressures on organizations and at the same time, organizations have come to recognize the value of having a vision in an organization.

Various foreign literatures have been written about vision and mentioned the link between these two concepts. Thus, it is also significant to conduct a study in the Philippine setting.

Statement of the Problem

The study posed the question: **What is the perceived effect of the vision of the Public Attorney's Office on their employees' level of commitment?**

To be able to answer this question, the researcher sought answers to the following sub-problems:

- What is the vision of the organization in terms of core ideology and envisioned future?
- What is the effect of the organization's core ideology on the level of affective commitment as perceived by the employees?

- What is the effect the organization's envisioned future on the level of affective commitment as perceived by the employees?
- Is there a relationship between vision and affective commitment?

Objectives

The general objective of the study is **to determine the perceived effect of the organization's vision on their employees' level of commitment.**

The following specific objectives were used as guide in evaluating the study:

- To identify the vision of the organization in terms of:
 - a. core ideology
 - b. envisioned future
- To determine the effect of the organization's core ideology on the level of affective commitment as perceived by the employees
- To determine the effect of the organization's envisioned future on the level of affective commitment as perceived by the employees
- To determine if there is relationship between vision and the level of affective commitment of employees in the workforce

Background of the Study

The study was conducted in the Public Attorney's Office. It is an agency attached to the Department of Justice, formerly known as the Citizen's Legal Assistance Office (CLAO). "Under its enabling law, the CLAO is mandated to represent, free of charge, indigent persons. The same law provides that agrarian cases are to be handled by the Bureau of Agrarian Legal Assistance and labor cases by the Department of Labor. Subsequently, the Department of Justice entered in MOIs with the Department of Labor and the Department of Agrarian Reform whereby it was agreed that the CLAO may extend legal assistance in agrarian and labor cases.

On December 16, 1975, Atty. Reynold S. Fajardo assumed the position of Chief Citizen's Attorney and it was during his tenure (1975-1997) that the Administrative Code of 1987 was enacted. Under said legislation, CLAO was renamed PUBLIC ATTORNEY'S OFFICE - (PAO) and the title Chief Citizen's Attorney then became Chief Public Attorney. The change, being merely nominal, did not alter the mandated powers and functions of the office.

Through the years, more lawyers were recruited and additional offices were created to meet the ever-growing need for legal assistance of the marginalized sector. The office has an authorized workforce of 964 lawyers

and complement staff distributed among 16 regional offices, 252 district offices and 6 sub-district offices, strategically located nationwide.”⁶

The Public Attorney’s Office provides the following services:

- Counseling
- Documentation
- Administration of oaths
- Conciliation and mediation
- Legal representation in civil, administrative, and labor cases
- Other services such as legal assistance during custodial investigation, jail visitation, and assistance to Filipino World War II veterans

The Public Attorney’s Office is headed by the Chief Public Attorney (Figure 1). It is divided into five divisions which are Field Services and Statistics Division (FSSD), Special Appealed Cases Division (SACD), Legal Research Division (LRD), Financial Management Division (FMD), and Administrative Division (AD).

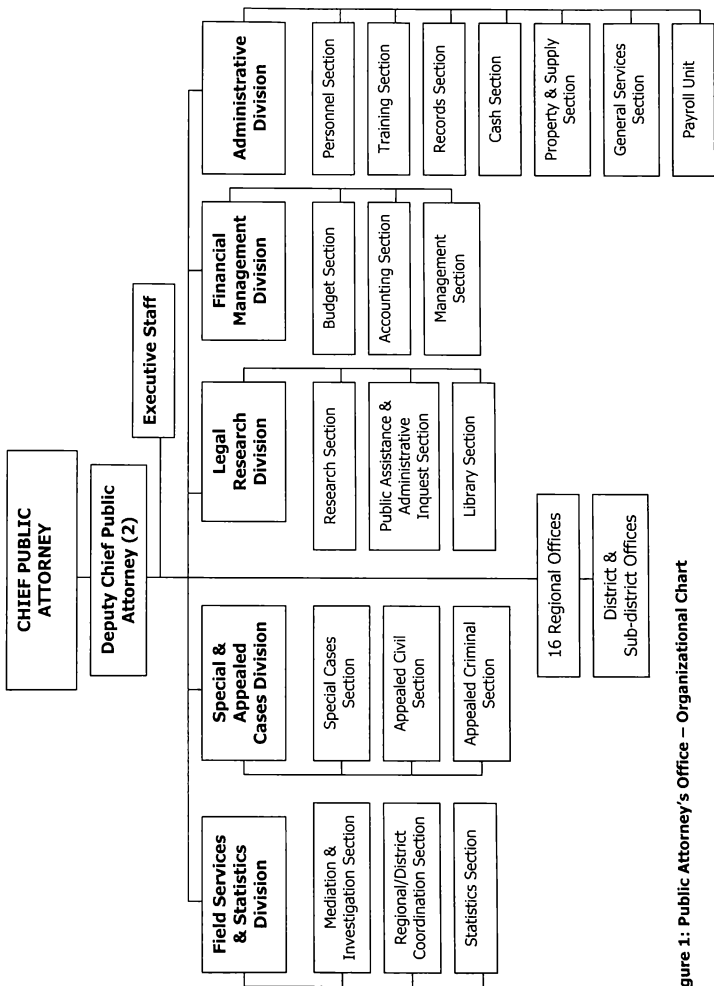


Figure 1: Public Attorney's Office – Organizational Chart

Research Framework

Theoretical Framework

The growing interest in organizational commitment led Allen and Meyer to propose a three-component model. According to them, organizational commitment has three components: continuance, affective, and normative commitment.

Continuance commitment refers to the strength of the desire of an employee to remain working in an organization because he or she cannot afford to leave. The longer an employee stays in the organization, the more that they want to stay in the organizations to keep the things that they have invested such as time and effort. He or she also fears losing benefits, friendships, and various organizational conditions that encourage commitment.⁷

Affective commitment refers to the strength of an employee's desire to continue working for the organization because he or she agrees with the goals of the organization. An employee who feels that he or she wants to remain in the organization because he or she believes what the organization stands for and is willing to help in fulfilling it. This kind of commitment is

influenced by three factors: (a) belief in the goals and values of the organization, (b) willingness to put forth effort on behalf of the organization, and (c) desire to remain a member of the organization.⁸

On the other hand, **normative commitment** refers to an employee's feelings of obligation to stay working for the organization because of pressures from others. He or she may not want to leave the organization because they are concerned with what others would think of them if they leave. He or she may also feel the obligation of staying in the organization because of instances like a family member has worked and was loyal with the organization.⁹

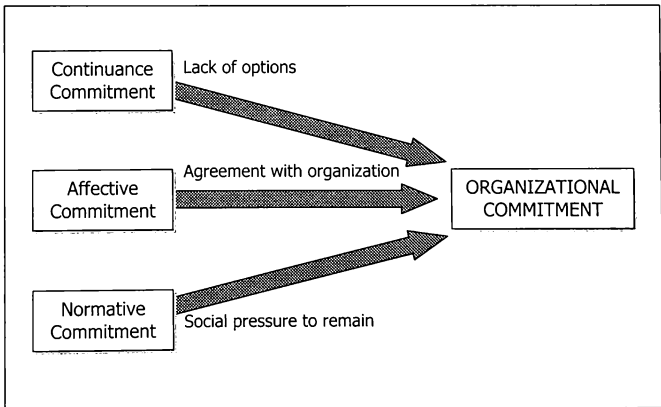


Figure 2: Allen and Meyer's Model of Three-Dimensional Organizational Commitment Theory

These three components comprise the level of organizational commitment of employees to the organization. Each component may have varying degrees of strength depending on the reason the employees strongly hold for staying in the organization.

Conceptual Framework

The framework recognizes the potent effect of vision on the employee's level of commitment. It works under the theory that employees commit to the organization because they understand and believe what the organization stands for and what it aspires to achieve.

The organization's vision states why it (organization) exists and what it stands for. It describes what the organization aspires to become in the future. It creates a feeling among employees that their efforts contribute for something worthy. The vision gives a sense of meaning and purpose on employees' stay in the organization. It also depicts what the organization would be in the future.

Organizational commitment is the degree of the employees' desire to continue working for the organization. It is an important determinant of employees' willingness to make sacrifices and perform well for the organization. Affective commitment is one of the dimensions of

organizational commitment. It defines the employees' acceptance of the values and goals that the organization holds.

This framework recognizes that vision may be a source of commitment of employees. Vision expresses what the organization stands for, why it exists, and what it wants to become in the future. Because of this, it may be the one of the employees' reason for being committed to the organization. It may affect the employees' willingness to devote their efforts to the organization. Thus, the framework proposes that vision may affect the level of commitment of employees in the organization.

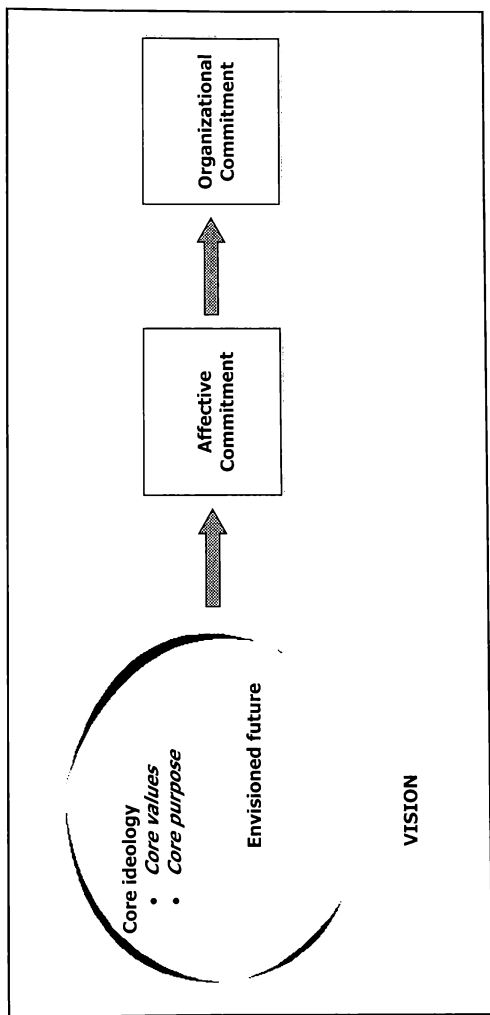


Figure 2: Conceptual Framework

Operational Framework

The concept in the previous framework has been broken down into smaller elements, but the relationship is still the same. The organization's vision is broken down into its two components: core ideology and envisioned future. Core ideology is made up of the core purpose and core values. These are the organization's reason for existence and the its guiding principles respectively. Envisioned future, on the other hand, is the aspiration of the organization. These two components of vision may affect the level of affective commitment of an employee. The employee's belief and acceptance of core ideology and envisioned future may enhance the employee's desire to remain in the organization and contribute his or her skills in the attainment of its goals. The level of affective commitment is one of the three kinds of commitment that make up organizational commitment.

Throughout this study, the concepts will operate based on the following definitions:

Affective Commitment -- It refers to the strength of the employee's desire to continue working for the organization because he believes with the goals of the organization. He agrees with what the organization stands for. It measured through the scale with values as high, moderate, low, and uncommitted.

Core Ideology -- It describes why the organization exists and what it stands for. It is made up of two elements, which are the core purpose and core values. Core purpose is the reason for the existence of the Public Attorney's Office, which is mainly grounded on providing service to the Filipino people. On the other hand, core values represent what the organization stands for. It is the principles that the agency upholds as they fulfill the mandate of the constitution.

Envisioned Future -- It is a statement of what the Public Attorney's Office aspires or wishes to become in the future.

Significance of the Study

The study strengthens the Three-Dimensional Organizational Commitment Theory of Allen and Meyer. It supports the idea that affective commitment is influenced by the acceptance of the organization's values and goals, with vision encompassing these two concepts.

Furthermore, the study imparts knowledge to organizations on the effect of vision on the employees' level of affective commitment. The study shows that the components of vision, core ideology and envisioned future, have a significant effect on the employees' desire to remain and work towards the fulfillment of the organization's goals. Hence, organizations may

give importance to their vision and maximize its effects on a workforce with an increased level of affective commitment.

In addition, the study contributes to the academe as a further reference to the field of organizational communication. It will also serve as a reference for Organizational Communication students who would be interested to conduct further studies in the same topic.

Lastly, the study provides the researcher with information on the importance of vision, not just on an individual's life, but as well as in an organization. The study proves that vision, indeed, has effects that are beneficial to organizations.

Limitations and Scope

The study focused into the perceived effect of the vision of the Public Attorney's Office on the employees' level of affective commitment. It identified the vision of the Public Attorney's Office and determined the effect of the components of vision on the level of affective commitment based on the employees' perceptions. In addition, the study assessed the relationship of socio-demographic characteristics on the perceived effect of the organization's vision on the employees' level of affective commitment.

The study was conducted in the Public Attorney's Office. The instrument was mainly distributed among employees of the five divisions of the central office in East Avenue, Quezon City. The data was gathered only through a survey questionnaire.

Due to time constraint, the study did not look into how the vision was written. The process of communicating the vision to the employees was not considered. Other indicators of the possible effect of the organization's vision on job satisfaction, job involvement, corporate identity, performance, loyalty, and organization climate was not taken into account. The influence of vision on other organizational processes such as the reward system, career advancement, decision-making, and customer relations was not studied.

Definition of Terms

The following terms were defined in the study as follows:

Commitment – It is the employee's desire to remain working and to invest time and effort for the organization.

Perception – It is "an attitude or understanding based on what is observed or thought".¹⁰

Vision – A statement describes the organization's core values, core purpose, and aspiration.

Chapter II

REVIEW OF RELATED LITERATURE AND STUDIES

"Without a vivid, valid dream, they will have no focused power, no ecstasy to share, and no celebrations, for without a goal, victory cannot be defined and achieved".

- Ken Matejka

This chapter presents the various concepts and principles regarding vision and commitment based from literatures. It also discusses some of the studies done that are related to this paper.

Related Literature

Vision

A vision is important in an organization. It is a statement of where the organization directs its resources and energy. It describes the purpose of the organization, its values, and the future that it aims to achieve. It is definite enough to give direction among employees, but at the same time, it is vague

enough to promote creativity and become applicable even to various organizational situations.¹¹

Employees may be able to see the importance of their duties and responsibilities when they understand the bigger picture through the organization's vision. They will be able to see their work as meaningful because it contributes to the achievement of the vision of an organization.¹² Employees are more attached to an organization if he or she can identify with what the company stands for. The organization's vision can replace the employees' feeling of being in a monotonous work to a challenging job.¹³

It is said that vision has limitless potential in bringing dramatic improvement in an organization. It may cause an organization to have superior performance. It is the foundation by which all decisions about the organization are made.¹⁴

Components of Vision

Researchers have studied successful companies. They found out that one of the things that are common to them is a vision. The Harvard Business Review for Change presents a framework of vision. Two major components comprise a vision. These are the core ideology and the envisioned future.¹⁵

Collins and Porras describes **core ideology** as the "glue that holds the organization together".¹⁶ It characterizes the distinct attributes of the

organization. When the great leaders within the company are can no longer be found, the core ideology remains with the organization and will surpass through time. Core ideology is consists of core values and core purpose.¹⁷

The *core values* that the organization holds reflect its personality and the people working in it. It guides the people within the organization in making the right choices and decisions that are consistent to its purpose and aspiration. The core values dictate what is right and wrong in the organization. It influences the behavior of the employees.¹⁸

The *core purpose* states the fundamental reason for the organization's existence. It includes a focus on the customers and their needs and, therefore, their reason to do business with you; the value that only you can offer in meeting customer needs; and your 'differentiators', what makes you special and, therefore, why you will win and retain the account.¹⁹ It's role is to motivate employees and to give them a greater sense of meaning in what they do.

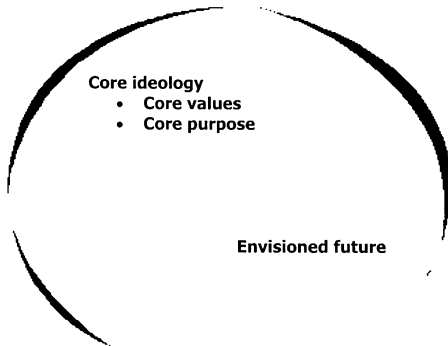


Figure 3. Clearly Articulated Vision. Collins, James C. and Jerry I. Porras. *"Building Your Company's Vision"*, Harvard Business Review on Change. USA: Harvard Business Review Publishing, 1998.

According to Pascarella and Frohman, core purpose has important benefits if organizations would utilize it. First, the core purpose provides the organization with direction. It serves as the parameters of the decisions and actions that will be made for the organization. Second, it gives focus among the employees. There is a clear understanding of what should be done and where to channel the efforts of each of them. The activities of the organization can be monitored to make sure that it adheres to its purpose.

Third, core purpose acts as a policy among employees. It guides the decision of the employees because it is something that they can refer to. They make sure that their actions and decisions all contribute to the fulfillment of the purpose. Fourth, core purpose may provide meaning to employees' work life. If employees are aware of the core purpose of the organization, they may understand that their efforts are not being wasted. They may feel that they are contributing to the fulfillment of the organization's purpose for the betterment of the society it serves. Fifth, employees who are aware of the core purpose may be challenged. They will have an urge to strive to fulfill the purpose of the organization. And lastly, the knowledge of the core purpose may stir up passion among employees. The purpose may create a desire within the employees to exert an effort in achieving it. It can build up enthusiasm among employees in working because they know that their work does not just benefit the organization, but as well as the society.¹⁰

Envisioned future is what the organization aspire to become in the future. It is a clear description of what the organization hopes to become as it fulfills its purpose in the society. It is an image that each member of the organization can keep in his or her mind.²¹

A good vision of the future should have the following characteristics: focused concept; sense of noble purpose; and achievable. It should be clear and precise. It is an exciting and invigorating statement. It is also a

statement that employees may consider to be worthy to achieve and will give them the feeling of satisfaction. It should be achievable so that employees would know that their efforts will soon be rewarding.²²

Commitment

The word *commit* is derived from the Latin word *committere*, which is defined as "to bring together, join, entrust, and do"²³. Commitment is one of the most important facets of organizational behavior. It is defined as the individual's desire to remain in the organization and invest his effort on the organization. It is the degree of the individual's willingness work for and with the organization.

Approaches of Commitment

Organizational theorists, Becker and Billings, presented two approaches in looking at commitment, which will help in understanding the bases of organizational commitment. These approaches are the side-bets orientation and the individual-organizational goal-congruence orientation.

Some individuals focus on the accumulated investments that he or she may lose by leaving the organization. This approach of commitment is the **side-bets orientation**. An employee may choose to stay in an organization because he or she does not want to lose the relationships among his or her

co-employees. He or she may also choose to continue working for the organization because he or she is afraid not to get the same incentives and rewards if he or she transfers to another organization.²⁴

On the other hand, individuals who choose to be committed to an organization because he or she can identify with the goals of the organization have a **goal-congruence orientation**. They prefer to continue working for the organization because they believe in and stand by the goals of the organization.²⁵

Related Studies

Numerous studies done in the Philippines and abroad have looked into vision, its components and its effects in the organization.

A study done by Tricia Joy Aguila, a University of the Philippines Manila student made a study on the perception of Landbank of the Philippines employees on the significance of goal setting to their job performance. It was conducted in a unit or department of the five groups of the banking sector of Landbank. It focused on the importance of goal setting, particularly looking at participation, understanding and awareness, acceptance and belief, clarity and specificity, and difficulty of goals as its factors, to the job performance of employees. The study used the descriptive method to

determine the findings. A survey questionnaire was distributed among the five employees from all the chosen units of the five banking sector groups and an interview of the four group heads. The researcher arrived at a conclusion that the employees perceive goal setting, including its factors, to be important for the employees to perform better. Also, the factors of goal setting were found to be interdependent.²⁶

Another student of the University of the Philippines Manila, Ma Antoinette Apostol, did a study on the McDonald's Training Program (Buddy System). The researcher recognized that training is very significant in enhancing and maximizing the skills and abilities of a workforce. She determined the effectiveness of the McDonald's Training Program, which is the Buddy System, as a tool to help the trainees acquire the values that the company stands for. The study was conducted in McDonald's Matalino branch. It looked into the values of professionalism and excellence. The study used a descriptive method. The data was gathered through an interview and a one-shot survey among branch manager and fifteen trainees. The survey involved three parts: awareness, past behavior, and present behavior. The study found that the Buddy system was capable of creating a positive behavioral change among employees. It was successful in shaping professionalism, specifically punctuality and setting aside personal problems while at work, and excellence through performing the job beyond the

minimum expectation from them and supporting company goals and objectives.²⁷

On the other hand, Michael McGivern and Steven J. Tvorik, a Change Management Consultant and Adjunct Professor at the University of Phoenix respectively conducted an exploratory study which focused on the qualitative and quantitative financial measures that showed the success for vision driven organizations. Qualitative measures were used in content analysis of the vision and financial indicators were gathered to represent the fifty-seven visionary organizations over a sixteen-year period. It was found that either a visionary or average visionary organizations could be predicted from the financial indicators. The study suggests that organizations can focus on the alignment of the elements of vision to further utilize the strength of vision-driven organizations.²⁸

With the acceptance of organizations to the significance of vision, Mark R. Testa probed into the effects of vision, particularly in the satisfaction and efforts of employees. An exploratory study was used to determine if stakeholder satisfaction with organizational vision was in relation to the overall job satisfaction and perceived effort. There were seven hundred nine respondents from a cruise line who answered a thirty-one-item questionnaire and a service effort scale prepared for this study. The study had positive results in support to the role of stakeholder satisfaction with organizational

vision and variables that may be useful in improving service quality. The link between vision and service efforts found in this study further supports the use of vision as a means of improving service quality.²⁹

Chapter III

METHODOLOGY

The only limits, as always, are those of vision.

- Stephen Haines & Katie McCoy

The study determined the perceived effect of vision on the level of commitment of employees in an organization. As such, this chapter discusses the research design employed in the study, sampling technique and the respondents, instrument used, data gathering procedure carried out by the researcher, and the statistical treatment used in presenting and interpreting the data.

Research Design

The study was administered using the descriptive method. The choice of the design rested primarily on the researcher's wish to describe the perceived effect of the organization's vision on the employees' level of commitment. The study used a one-shot survey.

Sampling

For the purpose of the study and due to time constraint, the researcher conducted the survey with the employees of Public Attorney's Office in East Avenue, Quezon City. The total population in that office is 178 employees. Using the Sloven formula, the researcher determined 64 employees as the sample size.

The study employed multi-stage sampling. In the first stage, the researcher stratified the respondents according to five divisions of the Public Attorney's Office. The second stage involved non-probability sampling in selecting thirteen employees on four divisions and one division with twelve employees. The respondents for the study were chosen based on accessibility.

Instrument

Data was primarily gathered through the use of survey questionnaires. It was composed of statements regarding the attitudes of the employees regarding vision and commitment. It was based on the Organizational Commitment questionnaire developed by Mowday, Steers, and Porter. Some

statements, which were relevant to the study, were copied directly from the Organizational Commitment questionnaire, while the rest were simply patterned after it. The questionnaire was divided into three parts: core ideology, envisioned future, and vision in general. The part on core ideology was composed of 10 statements that link the organization's purpose and values to commitment. The part on envisioned future, on the other hand, was made up of 10 statements about the aspiration of the organization and commitment. The last part was devoted to vision and commitment. The statements on this part mentioned the components of vision collectively.

The questionnaire used a 7-point scale in determining the attitudes of the respondents on the statements in the survey questionnaire. This scale was adopted from the scoring system used by Mowday, Steers, and Porter in their Organizational Commitment Questionnaire.

Data Gathering Procedure

In order to meet the objectives of the study, the researcher had undergone the following steps: First, the researcher created the instrument. After identifying some flaws in it, the instrument was further revised. Since it was patterned after an Organizational Commitment questionnaire, pre-test

was no longer done. Second, the researcher established contact with the Public Attorney's Office through telephone. Third, the survey questionnaires were distributed to the respective respondents. Fourth, after a week of the distribution, the survey questionnaires were collected. Fifth, the researcher encoded the results. Sixth, after the results were coded, the collected data were processed and analyzed. And lastly, the data were interpreted.

Statistical Analysis of Data

The quantitative approach was used in analyzing the data. The statistical tools employed were frequency distribution and measures of central tendency, specifically mode and mean. These statistical tools were chosen because the study aimed to determine the relationship and the degree of association between variables. The data were, then, presented into numerical summary and presented in textual and tabular form.

Chapter IV

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

*Whatever you can do, or dream you can, begin it. Boldness has genius,
power, and magic in it.*

-- Goethe

The responses based on the data gathered from the employees of Public Attorneys' Office are presented in the following tables. The tables were measured and analyzed according to the three sections of the questionnaire.

Based on the documents of the organization, the Public Attorney's Office "is specifically mandated by law to provide free legal assistance to indigent persons mentioned in Republic Act No. 6035"³⁰. Its mission is "to provide the destitute and lowly citizens free access to courts, judicial and quasi-judicial, by rendering legal assistance in consonance with the constitutional mandate that "free access to courts shall not be denied by reason of poverty".³¹ The organization, also, upholds the values of commitment to the Filipino people, especially the indigents, excellence, and accessibility. Its vision is "to be a God-centered and dynamic bureaucracy

that is responsive to the ever-growing legal needs of the indigents, led by highly competent, world-class development-oriented and nationalistic leaders.”³²

The first section of the questionnaire was presented in Table 1. It showed the frequency and percentage of the responses of the employees of Public Attorneys’ Office on the statements regarding core ideology and its link to affective commitment. Core ideology is composed of the organization’s values and its purpose of existence. According to the responses, most of the respondents agree with the statements that the organization’s purpose and values have an effect on their desire to remain and invest their efforts in the organization. It can be inferred that the employees in the agency believe in its purpose providing access to courts among the Filipino people, especially to those who could not afford to hire a lawyer. They also accept the values that the Public Attorney’s uphold. They agree in being committed in serving the people. In addition, they recognize that they should make themselves available whenever they are needed and to give the best in all that they do. Because of these values and purpose, the employees desire to continue working for the organization.

The level with the most number of answers in all the ten statements is 7 (strongly agree). Also, there were only a few respondents who answered the levels slightly agree, neither agree nor disagree, slightly disagree, moderately agree, and strongly disagree. Although, it may be noted that the ninth statement had a significant number of respondents who expressed that they are having difficulty in accepting the values of the organization.

STATEMENTS	SD		MD		SLD		NAD		SLA		MA		SA	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
1. I believe that the reason for this organization's existence is a worthy cause.	1	1.6	0	0	1	1.6	0	0	1	1.6	8	12.5	53	82.8
2. I find that my values and this organization's values are very similar.	0	0	1	1.6	1	1.6	3	4.7	9	14.1	19	29.7	31	48.4
3. I do not feel that I am able to make a contribution to society by working for this organization. (R)	3	4.7	2	3.1	1	1.6	2	3.1	2	3.1	7	10.9	47	73.4
4. I am more inspired to do my work because I feel a greater meaning in what I do.	1	1.6	1	1.6	1	1.6	3	4.7	5	7.8	15	23.4	38	59.4
5. I am not pleased to work for this organization because I do not believe in its purpose. (R)	1	1.6	1	1.6	1	1.6	1	1.6	3	4.7	6	9.34	51	79.7
6. I am not proud to tell others that I am part of this organization because I do not believe in the values it stands for. (R)	2	3.1	2	3.1	1	1.6	2	3.1	1	1.6	7	10.9	49	76.6

Table 1: Frequency Distribution of Statements on Core Ideology

7. For me, this is the best of all possible organizations to work for because I believe in the values it stands for.	0	0	0	0	0	1	1.6	5	7.8	5	7.8	26	40.6	27	42.2
8. I am extremely glad that I chose this organization to work for because its purpose gives worth to what I do.	0	0	1	1.6	0	0	0	5	7.8	8	12.5	18	28.1	32	50
9. Often, I find it difficult to agree with this organization's values. (R)	0	0	11	17.2	4	6.3	1	1.6	9	14.1	17	26.6	22	34.4	
10. I do not see myself working for this organization for a long time because I do not believe in its values. (R)	2	3.1	4	6.3	2	3.1	3	4.7	6	9.4	11	17.2	36	56.3	

Table 1: Continuation

In table 2, the mean scores from the answers of all the respondents from each of the statements on core ideology and affective commitment. It shows that the attitudes of the respondents on core ideology and its effect on their level of affective commitment range from 5.2 to 6.6 (with 7.0 representing the highest possible level of commitment). Most of the statements showed that the employees moderately agree with statements.

STATEMENT	MEAN	EQUIVALENT
1	6.6875	Strongly agree
2	6.1406	Moderately agree
3	6.1406	Moderately agree
4	6.2344	Moderately agree
5	6.5313	Strongly agree
6	6.3594	Moderately agree
7	6.1406	Moderately agree
8	6.1562	Moderately agree
9	5.2969	Slightly agree
10	5.8750	Moderately agree
OVERALL MEAN	6.15625	MODERATELY AGREE

Table 2: Mean Scores of Each Statement on Core Ideology

With the data that tables 1 and 2 presents, it can be said that the employees of Public Attorney's Office recognize that the core ideology of the organization has an effect on their level of affective commitment. Their answers show their agreement that the core values and core purpose of Public Attorney's Office has a significant effect on their desire and willingness to stay in the agency.

The statements regarding envisioned future and commitment, is presented in Table 3. The data shows that most of the respondents strongly agree with the statements regarding envisioned future and affective commitment. However, there are a number of employees who neither agreed nor disagreed with the statements.

In addition, it is noticeable in the statements that most of the respondents agree to the statements in terms of giving their best for the agency. But, in the statements that express their desire to remain working for the organization for an indefinite time, there is a significant increase in the number of respondents who disagreed.

The mode is the highest in the scale, which is 7. In most of the statements, 7 received the most number of responses. And, it can be said that the scale pertaining to the positive response on envisioned future and affective commitment has the majority of the respondents' answers.

STATEMENTS	SD		MD		SLD		NAD		SLA		MA		SA	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
1. I really care about the fate of this organization.	1	1.6	0	0	1	1.6	1	1.6	5	7.8	13	20.3	43	67.2
2. This organization's aspiration (vision) inspires the very best in me in the way of job performance.	0	0	1	1.6	2	3.1	4	6.3	4	6.3	19	29.7	34	53.1
3. I am not willing to take part in the achievement of the aspiration (vision) of this organization. (R)	1	1.6	1	1.6	1	1.6	2	3.1	3	4.7	10	15.6	46	79.1
4. I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization achieve its aspiration (vision).	1	1.6	2	3.1	0	0	1	1.6	3	4.7	17	26.6	40	62.5
5. The organization's aspiration (vision) in the future stimulates me to think creatively and work hard towards attaining it.	0	0	1	1.6	1	1.6	2	3.1	5	7.8	21	32.8	34	53.1

Table 3: Frequency Distribution of Statements on Envisioned Future

6. There's not too much to be gained by sticking w much to be gained by sticking wly with what it aspires to be in the future. (R)	4	6.3	2	3.1	4	6.3	7	10.9	4	6.3	12	18.8	31	48.4
7. I feel very little loyalty to the organization's aspiration (vision). (R)	1	1.6	0	0	2	3.1	4	6.3	5	7.8	12	18.8	40	62.5
8. I am motivated to work for this organization because I believe in the aspiration (vision) that it wills to fulfill.	1	1.6	1	1.6	1	1.6	1	1.6	7	10.9	18	28.1	35	54.7
9. Knowing the aspiration (vision) of this organization, I do not want to spend the rest of my life working here. (R)	11	17.2	3	4.7	6	9.4	2	3.1	4	6.3	14	21.9	24	37.5
10.I do want to invest my time in attaining the aspiration (vision) of this organization. (R)	5	7.8	4	6.3	4	6.3	3	4.7	7	10.9	9	14.1	32	50.0

Table 3: Continuation

In Table 4, the mean scores of the statements on envisioned future and commitment, the range is between 4.9 and 6.4. Generally, the employees recognize the role that envisioned future plays in their attitude towards remaining and working for the Public Attorney's Office. The overall mean of the ten statements is 6.01096. This indicates that in a 7-point scale, the employees moderately agree on the statements in the questionnaire.

STATEMENT	MEAN	EQUIVALENT
1	6.4375	Moderately agree
2	6.1875	Moderately agree
3	6.4219	Moderately agree
4	6.3438	Moderately agree
5	6.2813	Moderately agree
6	5.5938	Moderately agree
7	6.2500	Moderately agree
8	6.2188	Moderately agree
9	4.9062	Slightly agree
10	5.4688	Slightly agree
OVERALL MEAN	6.01096	MODERATELY AGREE

Table 4: Mean Scores of Each Statement on Envisioned Future

The data in Tables 3 and 4 shows that the respondents acknowledge the effect that the agency's aspiration has in their desire to stay for the

organization. It, also, has an effect in their willingness to spend their effort in this office.

Table 5 shows that the statements in the questionnaire pertaining to their perceptions on vision, as a whole, in its effect to commitment. It reveals that the employees have positive attitudes on the statements. The mode in this table is 7. It has the most number of responses from the employees of Public Attorney's Office. Hence, the table shows that the vision of the Public Attorney's Office influences the employees desire to continue working for the organization. One of the reasons that they have in being committed to the agency is because of their belief and acceptance of its vision.

STATEMENTS	SD		MD		SLD		NAD		SLA		MA		SA	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
1. I am willing to invest my skills and knowledge in this organization because I believe in its purpose, in what it stands for and, in its aspiration.	1	1.6	0	0	1	1.6	1	1.6	6	9.4	19	29.7	36	56.3
2. I do not care about this organization's aspiration, values, and purpose. (R)	1	1.6	0	0	1	1.6	3	4.7	2	3.1	12	18.8	45	70.3
3. Knowing the purpose, values, and aspiration of this organization, I feel that deciding to work for this organization is a definite mistake. (R)	3	4.7	0	0	1	1.6	4	6.3	3	4.7	8	12.5	45	70.3

Table 5: Frequency Distribution of Statements on Vision

4. With the aspiration, values, and purpose of this organization, I can say that this is the best of all possible organizations to work for.	2	3.1	1	1.6	2	3.1	9	14.1	4	6.3	21	32.8	25	39.1
5. I would be quite willing to spend the rest of my career with this organization because I have so much confidence in its purpose and aspiration, and I believe in the principles it stands for.	3	4.7	6	9.4	0	0	7	10.9	4	6.3	18	28.1	26	40.6

Table 5: Continuation

Aside from that, Table 6 shows the mean scores each statement. The scores reveal that employees' of the Public Attorney's Office moderately agree that the components of have an effect on their level of commitment. Using the equivalent used in Table 11, it can be said that the employees of Public Attorney's Office have a moderately agree with the statements about vision and commitment.

Statements	Mean	Interpretation
1	6.3125	Moderately agree
2	6.3541	Moderately disagree
3	6.2500	Moderately disagree
4	5.7344	Moderately agree
5	5.5156	Moderately agree
Average mean	6.03332	Moderately agree

Table 6: Mean Scores of Each Statement on Vision

Table 7, which is presented on the next three pages, presents the mean scores each of the respondents on the three parts of the questionnaire and its equivalent in the scale. The data shows the level of affective commitment of the respondents as an effect of the vision of the Public Attorney's Office.

The range used in determining the average mean scores and its corresponding equivalence is as follows:

Range:

Uncommitted	Low	Moderate	High
1.0-4.0	5.0	6.0	7.0

RESPONDENT	MEAN	LEVEL
1	6.69	High
2	3.8	Uncommitted
3	6.96	High
4	6.16	Moderate
5	6.96	High
6	5.48	Low
7	6.44	Moderate
8	7.0	High
9	6.6	High
10	6.36	Moderate
11	6.2	Moderate
12	7.0	High
13	5.72	Moderate
14	6.32	Moderate
15	6.24	Moderate
16	6.08	Moderate
17	5.36	Low

18	4.56	Low
19	6.12	Moderate
20	6.52	High
21	6.88	High
22	6.68	High
23	4.32	Uncommitted
24	6.48	Moderate
25	6.68	High
26	4.44	Uncommitted
27	4.6	Low
28	5.36	Low
29	6.68	High
30	4.8	Low
31	6.68	High
32	5.32	Low
33	6.08	Moderate
34	6.28	Moderate
35	5.64	Moderate
36	5.28	Low
37	4.76	Low
38	4.8	Low
39	6.32	Moderate
40	6.04	Moderate
41	6.04	Moderate
42	4.64	Low
43	6.68	High
44	5.44	Low

45	6.8	High
46	5.0	Low
47	6.56	High
48	6.6	High
49	7.0	High
50	5.4	Low
51	6.52	High
52	6.68	High
53	6.6	High
54	6.88	High
55	6.92	High
56	7.0	High
57	7.0	High
58	6.44	Moderate
59	6.52	High
60	6.52	High
61	6.48	Moderate
62	5.56	Moderate
63	6.52	High
64	6.52	High

Table 7: Mean scores of each respondent and their level of affective commitment

The data in Table 7 shows that there are twenty-eight respondents who have high levels of affective commitment as an effect of the agency's vision. Nineteen and Fourteen respondents have moderate and low level of commitment respectively. And, only three respondents are uncommitted to

the agency. Those who have high, moderate, and low levels of affective commitment recognize that part of the reason why they chose to stay in the organization is because of the belief and agreement with its vision.

Chapter V

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

The findings, conclusions, and recommendations of this study are based on the results of the data-gathered on the perceived effect of the Public Attorney's Office vision on its employees' level of commitment. The summative details are presented in this chapter.

SUMMARY OF FINDINGS

VISION

- √ The Public Attorney's Office purpose of existence is to provide the destitute and lowly citizens free access to courts, judicial and quasi-judicial, by rendering legal assistance in consonance with the constitutional mandate that "free access to courts shall not be denied by reason of poverty. At the same time, the agency upholds the values of commitment to the Filipino people, excellence, and accessibility.
- √ The Public Attorney's Office aspires to be a God-centered and dynamic bureaucracy that is responsive to the ever-growing legal needs of the indigents, led by highly competent, world-class development-oriented and nationalistic leaders.

CORE IDEOLOGY AND AFFECTIVE COMMITMENT

- √ Majority of the respondents agree with the statements linking core ideology and commitment.
- √ The employees of the Public Attorney's Office have positive attitudes on the agency's purpose and values.
- √ The modal level of commitment as an effect of core ideology is 7 among the employees of Public Attorney's Office.
- √ The employees have high levels of affective commitment as an effect of core ideology with an overall mean of 6.15.

ENVISIONED FUTURE AND AFFECTIVE COMMITMENT

- √ Most of the respondents are in agreement with the statements linking envisioned future and commitment.
- √ The employees showed positive outlook on the envisioned future of the Public Attorney's Office.
- √ The modal level of commitment as an effect of envisioned future is 7 among the employees of Public Attorney's Office.
- √ Based from the responses of the employees from the Public Attorney's Office, the overall mean of the part on envisioned future is 6.01.

EXISTENCE OF A RELATIONSHIP BETWEEN VISION AND AFFECTIVE COMMITMENT

- √ The positive attitudes of the employees show a relationship between vision and commitment.

CONCLUSIONS

The Public Attorney's Office exist to provide the destitute and lowly citizens free access to courts, judicial and quasi-judicial, by rendering legal assistance. The agency upholds the values of commitment to the Filipino people, excellence, and accessibility. It also aspires to be a God-centered and dynamic bureaucracy that is responsive to the ever-growing legal needs of the indigents, led by highly competent, world-class development-oriented and nationalistic leaders.

The employees of the Public Attorney's Office perceive that core ideology has a significant effect on their level of affective commitment. They believe in the values and purpose of the organization. They acknowledge that it has an effect on their desire to remain and work for the agency.

In addition, the employees' of the Public Attorney's Office recognize that the aspiration of the organization has a significant effect on their level of

affective commitment. These employees take into consideration the aspiration of the organization in their willingness to continue working for it.

It can be concluded that there is a relationship between the vision of the Public Attorney's Office and the employees' level of affective commitment. The agency's core ideology and envisioned future affects the employees desire to stay and invest their efforts on it. Thus, it may be inferred that the vision of the agency has a significant effect on the level of affective commitment of the employees.

RECOMMENDATIONS

In line with the conclusions of the study, the researcher finds it valuable to pursue further studies on the following:

- A study in a different organization where there are more financial incentives
- A study on the effect of the components of vision on organizational pride and organizational identity
- A study focusing on job opportunities and organizational culture as an intervening variable in the perceived effect of vision on the employees' level of affective commitment

A study on the relationship of vision to other work attitudes such as job satisfaction and job motivation.

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APPENDICES

APPENDIX A

THE ORGANIZATIONAL COMMITMENT QUESTIONNAIRE (MOWDAY, STEERS, AND PORTER, 1979)

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
2. I talk up this organization to my friends as a great organization to work for.
3. I feel very little loyalty to this organization. (R)
4. I would accept almost any type of job assignment in order to keep working for this organization.
5. I find that my values and the organization's values are very similar.
6. I am proud to tell others that I am part of this organization.
7. I could just as well be working for a different organization as long as the type of work was similar. (R)
8. This organization really inspires the very best in me in the way of job performance.
9. It would take very little change in my present circumstances to cause me to leave this organization. (R)
10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
11. There's not too much to be gained by sticking with this organization indefinitely. (R)
12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)
13. I really care about the fate of this organization.
14. For me this is the best of all possible organizations for which to work.
15. Deciding to work for this organization was a definite mistake on my part. (R)

Note: Responses to each item was measured on a y-point scale with scale point anchors labelled: (1) strongly disagree: (2) moderately disagree: (3) slightly disagree: (4) neither disagree nor agree: (5) slightly agree: (6) moderately agree: (7) strongly agree. An "R" denotes a negatively phrased and reverse scored item.

APPENDIX B

Dear Respondent,

I am a senior BA Organizational Communication student from the University of the Philippines Manila. I am conducting a study about the "Perceived Effect of the Organization's Vision on the Employees' Level of Commitment" in your organization.

In line with this, I would like to ask you to answer this survey questionnaire. Your answers will be of valuable help in my study. Rest assured that all information will be used for academic purposes only.

Thank you for your cooperation. God bless!

Resalie Aubrey Fensantos

Name: (optional) _____

Select the answer that best describes your attitude on the following statements. There are no right or wrong answers.

- 1 – I strongly disagree with the statement
- 2 – I moderately disagree with the statement
- 3 – I slightly disagree with the statement
- 4 – I neither agree nor disagree with the statement
- 5 – I slightly agree with the statement
- 6 – I moderately agree with the statement
- 7 – I strongly agree with the statement

A. Core Ideology

1. I believe that the reason for this organization's existence is a worthy cause.
1 2 3 4 5 6 7
2. I find that my values and this organization's values are very similar.
1 2 3 4 5 6 7
3. I do not feel that I am able to make a contribution to society by working for this organization.
1 2 3 4 5 6 7
4. I am more inspired to do my work because I feel a greater meaning in what I do.
1 2 3 4 5 6 7

5. I am not pleased to work for this organization because I do not believe in its purpose.
 1 2 3 4 5 6 7
6. I am not proud to tell others that I am part of this organization because I do not believe in the values it stands for.
 1 2 3 4 5 6 7
7. For me, this is the best of all possible organizations to work for because I believe in the values it stands for.
 1 2 3 4 5 6 7
8. I am extremely glad that I chose this organization to work for because its purpose gives worth to what I do.
 1 2 3 4 5 6 7
9. Often, I find it difficult to agree with this organization's values.
 1 2 3 4 5 6 7
10. I do not see myself working for this organization for along time because I do not agree with its values.
 1 2 3 4 5 6 7

B. Envisioned Future

1. I really care about the fate of this organization.
 1 2 3 4 5 6 7
2. This organization's aspiration (vision) inspires the very best in me in the way of job performance.
 1 2 3 4 5 6 7
3. I am not willing to take part in the achievement of the aspiration (vision) of this organization.
 1 2 3 4 5 6 7
4. I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization achieve its aspiration (vision).
 1 2 3 4 5 6 7
5. The organization's aspiration (vision) in the future stimulates me to think creatively and work hard towards attaining it.
 1 2 3 4 5 6 7

6. There's not too much to be gained by sticking with this organization indefinitely with what it aspires to be in the future.
1 2 3 4 5 6 7
7. I feel very little loyalty to the organization's aspiration (vision).
1 2 3 4 5 6 7
8. I am motivated to work for this organization because I believe in the aspiration (vision) that it wills to fulfill.
1 2 3 4 5 6 7
9. Knowing the aspiration (vision) of this organization, I do not want to spend the rest of my life working here.
1 2 3 4 5 6 7
10. I do not want to invest my time in attaining the aspiration (vision) of this organization.
1 2 3 4 5 6 7

C. Vision

1. I am willing to invest my skills and knowledge in this organization because I believe in its purpose, in what it stands for and, in its aspiration.
1 2 3 4 5 6 7
2. I do not care about this organization's aspiration, values, and purpose.
1 2 3 4 5 6 7
3. Knowing the purpose, values, and aspiration of this organization, I feel that deciding to work for this organization is a definite mistake.
1 2 3 4 5 6 7
4. With the aspiration, values, and purpose of this organization, I can say that this is the best of all possible organizations to work for.
1 2 3 4 5 6 7
5. I would be quite willing to spend the rest of my career with this organization because I have so much confidence in its purpose and aspiration, and I believe in the principles it stands for.
1 2 3 4 5 6 7