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School of Graduate Studies  
Maximina St., Villa Arca Subdivision  
Project 8, Quezon City, Philippines

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**AMA UNIVERSITY**  
School of Graduate Studies  
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Project 8, Quezon City, Philippines

**THE IMPACT OF ORGANIZATIONAL CLIMATE ON THE WORK  
ENGAGEMENT OF EMPLOYEES: INPUTS TO HUMAN  
RESOURCE DEVELOPMENT PROGRAM**

**A Dissertation Presented to the Faculty  
of the School of Graduate Studies  
AMA Computer University  
Quezon City**

**In Partial Fulfilment of the Requirements for the Degree  
Doctor of Business Administration**

**by**

**DR. MARYOLA D. ESCUETA  
DR. LEONORA T. MALIBIRAN**

**December 2021**



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## CERTIFICATION AND APPROVAL SHEET

This thesis titled, “***THE IMPACT OF ORGANIZATIONAL CLIMATE ON THE WORK ENGAGEMENT OF EMPLOYEES: INPUTS TO HUMAN RESOURCE DEVELOPMENT PROGRAM***” prepared and submitted by **Maryola D. Escueta** in partial fulfillment of the requirements for the degree of Doctor in Business Administration has been examined and recommended for acceptance and approval for Final Oral Examination.

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### CERTIFICATION OF ORIGINALITY

I hereby certify that this thesis titled, ***“THE IMPACT OF ORGANIZATIONAL CLIMATE ON THE WORK ENGAGEMENT OF EMPLOYEES: INPUTS TO HUMAN RESOURCE DEVELOPMENT PROGRAM”***, is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material to which to a substantial extent has been accepted for award of any other degree or diploma of a university or other institute of higher learning except where due acknowledgment is made in the text.

I also declare that the intellectual content of this thesis is the product of my work, although I may have received assistance from others on style, presentation and language expression.

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## ABSTRACT

Human resource management is a strategic and comprehensive approach to managing the culture and environment of people and the workplace. The employees can contribute effectively and productively to the overall direction of the company and the achievement of organizational goals and objectives. Human resource managers are partly responsible for ensuring that the organization is shared and has an overall mission, vision, and values that provide comprehensive reasons for employees to choose the organization.

This research is conducted to help researchers determine the impact of organizational culture on employee work engagement. A descriptive method was used in this study. The research equipment consists of two parts. Part 1 of the survey is about the demographic profile of the respondents. Part 2 discusses assessing the impact of the organizational climate on the work engagement of local government employees in San Antonio, Quezon, using the sub variables Mission and Objectives, Communication, and Growth Opportunities.

Statistical tools used to present, analyze, and interpret data are percent, weighted averages, Likert scales, rankings, analysis of variance (ANOVA), and t-tests using computational and tabular t-values. The subjects of this survey consist of employees of Plantilla Item and employees of work orders in the municipality of San Antonio. As to the Organizational Climate at Local Government Unit of San Antonio Quezon in terms of mission and purpose, there is a significant difference in the assessment of plantilla item and job order employee respondents.

As to the Organizational Climate at Local Government Unit of San Antonio Quezon in terms of communication, there is no significant difference in the assessment of plantilla item and job order employee respondents. As to the Organizational Climate at Local Government Unit of San Antonio Quezon in terms of opportunities for growth, there is no significant difference in the assessment of plantilla item and job order employee respondents.



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As to the Work Engagement in terms of mission and purpose of plantilla item and job order employees working in Local Government Unit of San Antonio Quezon, there is a significant difference in the assessment of the two groups of respondents.

As to the Work Engagement in terms of communication of plantilla item and job order employees working in Local Government Unit of San Antonio Quezon, there is no significant difference in the assessment of the two groups of respondents. There is a big difference in the ratings of the two groups surveyed when it comes to work involvement in terms of plantilla items and work ordering associates working in the San Antonio community in Quezon Province.



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## Chapter 1

### THE PROBLEM AND ITS BACKGROUND

#### Introduction

In a highly competitive business world where the speed of change is accelerating, organizations increasingly depend on the strengths and talents of their employees. Businesses that want to stay competitive today need employees, high energy, commitment, and open-minded people. Engaged employees have more “resources” to invest in their work. They are enthusiastic about work and always ready to face challenges and obstacles (Bakker, 2017). Human resource management is also a strategic and holistic approach to managing the culture and environment of people and the workplace. If done well, employees can effectively and efficiently contribute to the overall direction of the business and to the achievement of the organization's goals and objectives (Heathfield, 2021). HRM employees are partially responsible for ensuring that the organization shares the same mission, vision and values, and for providing a holistic reason employees want to work for the organization. These elements can inspire and make employees feel part of something bigger than themselves. HRM functions are also performed by managers, who are directly responsible for the participation, contribution, and productivity of their



subordinates. In a fully integrated talent management system, managers play an important role and are responsible for the hiring process. They are also responsible for the ongoing development and maintenance of supervisors (Heathfield, 2021). Managers play an important role in supporting and promoting the satisfaction of basic needs and thus, increasing motivation and performance. When employees feel that their boss is supportive of their basic needs such as autonomy, connection, and control They report higher motivation, loyalty, and commitment to the company. This involves acknowledging the views of subordinates, providing helpful information rather than managing feedback, and encouraging employees to be willing rather than forcing them to achieve their goals. The emphasis was placed there. Results collected by the company's human resources department show that this training is associated with better employee retention, job satisfaction, and a positive attitude towards work. Even in the financial sector, where monetary compensation is expected more than assistance in predicting employee motivation, management's need for support strongly predicts performance. and happiness. It also reduces depression, anxiety, physical symptoms and social disfunction. Given that most organizations focus on the "customer first" goal, these findings highlight the importance of motivation and culture (Rigby, et al., 2018).

Low levels of work engagement can contribute to unhappiness and poor job performance. Therefore, evaluating, promoting and maintaining engagement



at work is of interest to many organizations. However, evidence of intervention has not yet been included. A systematic meta-analysis was performed to evaluate the evidence for the effectiveness of work interventions. A systematic review of the literature identified controlled interventions in the workplace using a validated work engagement scale (Knight et al., 2016).

Human resource management plays an important role in the company, ensuring the efficiency of the organization and maintaining the quality of work in the company. Human Resource Development has become an important part of the broader business and human resource management strategy. Achieving a company's vision tends to be an important part of HRM. We need a holistic approach that fully takes into account the links between them. General interest in HRM is heightened in the context of HRD and organizational and job performance. The biggest impact of HRD comes from the organizational environment and employee engagement. Work engagement is a state of mind in which a person at work is fully focused on the activity and feels energized and enthusiastic about the work. Participation refers to a person's simultaneous joining and expression of "supportive self" in task behaviors that promote work and relationships with others (Khan, 1990).

Through real interaction, employees strengthen their personal presence, whether that is physical, cognitive, and emotional attachment, which in turn leads to more positive and fulfilling productivity. This unique concept



emphasizes that enthusiastic employees are very sympathetic to their work and therefore put in a lot of effort. In the academic literature, work engagement is most commonly defined and measured as a work-related positive, fulfilling mental state characterized by vitality, dedication and ability to meet. Physical Strength refers to a high level of energy and mental resilience at work and the ability to put a lot of effort into work. Devotion shows that you are deeply involved in your work and that you are purposeful, enthusiastic, and inspirational. Absorption means that you are completely focused on the work, happily absorbed, time goes by quickly.

Public servant means all employees of a state government, state board, government agency, public university or local government, including independent contractors, excluding members of General Assembly or officials. Civil servants, often referred to as civil servants, work for national or local government in various fields such as education, sanitation, health care, management and administration. Workers enjoy stable jobs, opportunities for advancement and education, comprehensive health insurance, pensions and other benefits not available in comparable positions in the private sector. Most civil service positions are filled from a list of candidates evaluated in descending order of passing scores in the civil service exam. These tests are written tests designed to objectively measure a person's ability to do a job. Recruitment is the



first stage of the recruitment process. That is, develop a pool of candidates according to the payroll plan. This includes identifying staffing needs, fulfilling requirements, posting jobs, screening and hiring. After the local CEO decides to fill the vacancy, the following requirements must be met: The vacancy requires qualification criteria approved by the Civil Service Commission (CSC) . Whereas, Quality Criteria (QS) is a statement of minimum standards for a job, which must include education, experience, training, civil service qualifications, and physical characteristics and individuals necessary for the job. (Section 2 Rule 4 Omnibus Rule Enforcement Overview Volume 5 of Executive Order 292).

In posting a vacancy or to be announced publicly, and whenever the proper authority decides to fill an vacancy, the vacancy notice must be posted in at least three prominent public locations. turned on for a period of at least fifteen (15) days and published once in a newspaper of general circulation in the relevant LGU (Article 167 LGC Rule XXII IRR).

Screening is a formal process performed by the Personnel Selection Board (PSB) in assessing candidates for LGU positions. The key players in selecting applicants are the Human Resources Manager (HRMO) / Human Resource Management Practitioner (HRMP) and the Personnel Selection Committee (PSB). The personnel selection committee is composed as follows. Members determined by the relevant Sanggunian resolution. Representative of Civil Services Commission (if any), and Personnel Officer of the LGU. The purpose of the PSB is to help the local Chief Executive Officer, or, where



applicable, the Chair of Sangunian, select cautious and objective personnel for recruitment and promotion (IRR LGC, Section 166, Rule 22). ). The PSB's obligations and responsibilities follow strictly the procedures for selecting staff to appoint civil servants, the minutes of all deliberations are recorded, properly archived and retained, and used by stakeholders upon written request.

About the necessary inspection and inspection by CSC. LCE makes reservations at its sole discretion. Appointments are documents that authorize selected candidates to perform the functions of their office. In the election of an institution or its representative, the appointed institution is subject to the laws and regulations governing public services. All appointments to LGU positions are determined by a competitive selection process, except those deemed by law or relevant authorities to be essentially political, primarily confidential or highly technical. It shall only be done on the basis of conformity. It is practical. "(Art. 168 (a) Rule 12 of the IRR LGC). All appointees must meet all job requirements, including proper public service qualifications. "All appointments made in accordance with relevant law shall come into effect immediately after the appointment by the appointed body and if the appointed person accepts the duties, he / she shall be appointed to him / her by the Commission. The scheduled appointments are valid until appointed by the Commission "(IRRLGC, Article 168 (h) Rule 12).



## Background of the Study

San Antonio Quezon is known as Buliran, one of the progressive and component barangays of Quezon's Tiaong. It is located in the western part of Tiaong. To the south, it is surrounded by the parish of Padre Garcia and Rosario Batangas. Its history was known through the knowledge of many inhabitants. This was formerly known as Buliran. This is a community covered with dense cogon grasses and yellowtail trees. Given its wealth and economic opportunities, the place was occupied by Batanguenos from the western part of the Barrio, to the pristine beauty of the place, and later to its virgins and pioneers and witnesses of fertile land cultivation and cultivation.

The overall purpose of human resources is to enable an organization to succeed through people. Human resource experts manage the human capital of an organization and focus on implementing policies and processes. We may specialize in searching, recruiting, training, training, and maintaining employee relationships and profits. Education and training professionals ensure that employees are trained and grow continuously. This is done through training programs, performance assessments, and rewards programs. Employee relationships address employee concerns in the event of a policy violation, such as harassment or discrimination. Managing employee benefits includes the development of compensation systems, parental leave programs, rebates, and



other employee benefits. On the other side of the field are human resources generalists or business partners. These personnel professionals can work in all areas or represent labor-management relations that work with union members. Department members provide the knowledge, necessary tools, training, management services, coaching, legal and administrative advice, and talent management. Their oversight is needed for other members of the organization to function properly.

The San Antonio Local Government contributes to its employees by providing them privileged tips, creating a healthy environment within the company, and allowing them to participate in the solution. This survey aims to assess the impact of the organizational climate on the work engagement of employees working in local governments. This has the potential to contribute to human resources development programs. As a local hygiene inspector for the San Antonio , Quezon municipality, the researcher believes that the human resources development program needs to be further improved. To do this, she must first assess employee satisfaction.

In this study, researchers determined the impact of organizational climate on the employment of employees working in local governments and, based on the results, suggested ways to improve workforce development.

### **Theoretical Framework**

The framework seeks to mitigate the impact of organizational culture and





employee work engagement by discussing various elements of workforce development program theory. The Climate and participation in labor are considered to be of paramount importance by the organization's predecessors. In its structural aspects, the organizational climate is closely related to the structural characteristics of the physical environment and the inherent objective characteristics understood as the role of work. The second level of analysis is interpersonal work, such as Interaction patterns between group members in a given context, and individual dynamics that are integrated into the organizational culture when collaborative or confrontational mechanisms are established. The third level, considered as core to climate analysis, is the interpretation of individual dimensions, individual perceptions of external conditions, and psychological processes that convey context and individual requirements. In fact, the organizational climate closely connects these three aspects.

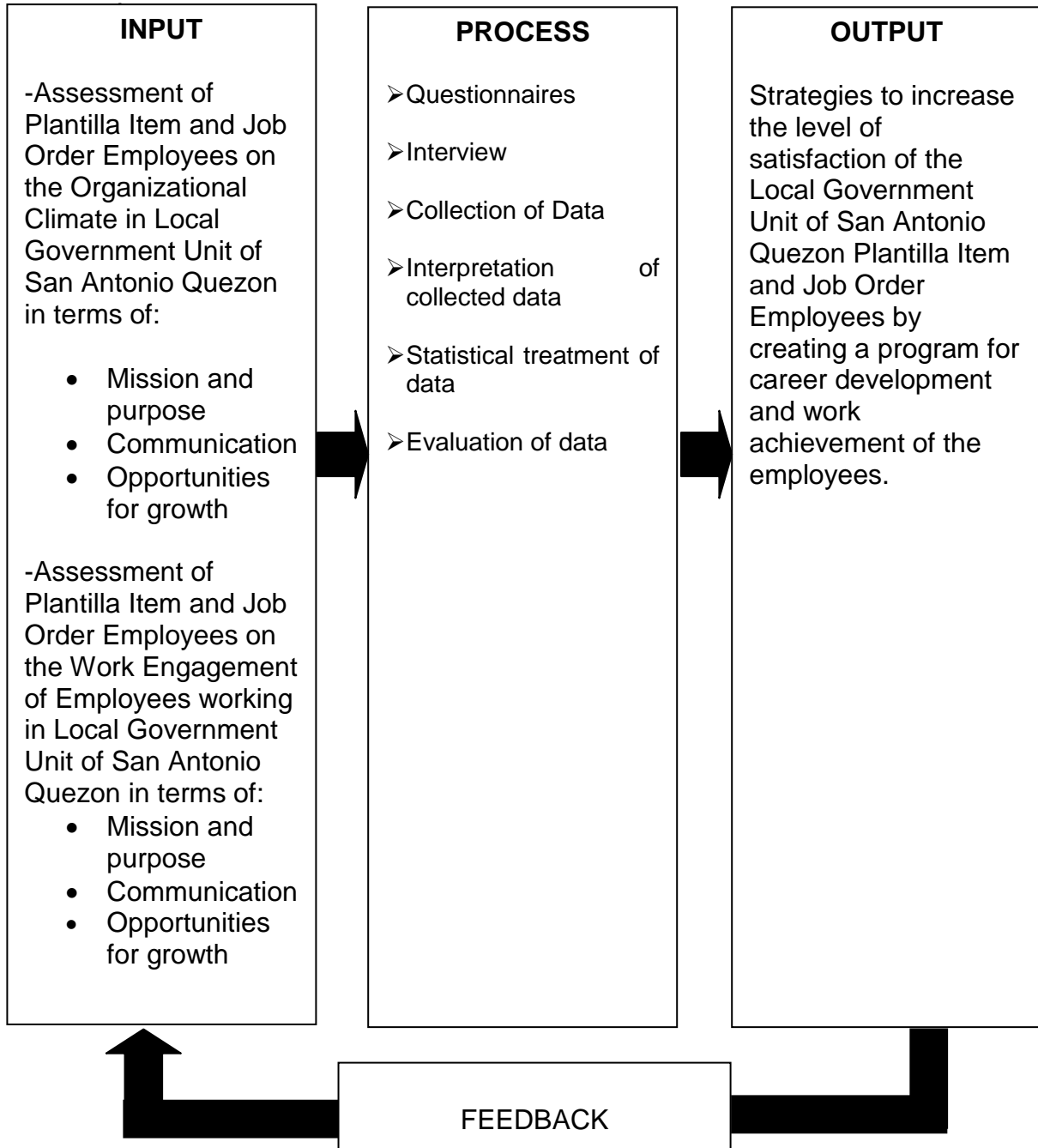
### **Conceptual Framework**

An integrated framework proposed by Yeung and Berman (1997) identifies three ways how Human Resource activities can contribute to the business achievements: (1) Organizational capacity development. (2) Improve employee satisfaction. (3) Shape the satisfaction of customers and

shareholders. Yeung and Berman (1997) advocated a dynamic change in HR policy to readjust HR feature priorities and resources. They believe that human resource development behavior should focus on the business, not the



staff. Focus on impact rather than activity. Instead of remembering, look to the future and innovate. You should also focus on the entire HR system and consider synergies between all HR practices, rather than focusing on individual HR activities. The organizational environment is the working environment of the organization that can affect employees. Employees want to work more for the company because a good environment makes them happy, happy and energetic. It is an intangible aspect of the environment because it is related to the emotional aspect of the employee. Only employees feel it. Therefore, the organizational environment refers to the employee's perception of the organizational activities reported by the people working there (Rousseau, 2003). It is the contextual characteristics associated with employee thoughts and emotions that shape the employee's overall perception as a result of organizational policies and procedures (Miller, 2003). This concept is similar to that previously claimed by Insel and Moos (1972), and includes psychological and social aspects of the environment, including human cognition. This framework seeks to demonstrate the impact of the organizational environment and employee involvement by discussing various elements of human resource development theory. Among many precedents, organizational environment and work engagement are considered more important. The San Antonio, Quezon Municipality has set standards for providing quality work.



**Figure 1. Research Paradigm**



Figure 1 illustrates the paradigm of the study using the Input-Process-Output model.

The first box is labeled Input, consisted of assessment of plantilla item and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of mission and purpose, communication and opportunities for growth, and assessment of plantilla item and job order employees on the work engagement of employees working in Local Government Unit of San Antonio Quezon in terms of mission and purpose, communication and opportunities for growth.

The second box is labeled Process, it consists of the Questionnaires, Interview, Collection of Data, Interpretation of Collected Data, Statistical Treatment of Data, and Evaluation of Data.

The third box is the labeled Output, this consist of the strategies to increase the satisfaction level of plantilla item and job order employees in Local Government Unit of San Antonio Quezon.

The small box at the bottom is the Feedback about reactions to the guide that was developed to be used as a basis for improvement.



### **Objectives of the Study**

The primary objective of this study is to determine the impact of organizational climate on work engagement of employees working in a Local Government Unit which can be an input towards human resource development.

The specific objectives of this study are:

1. To show the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of:

- 1.1 Mission and purpose;
- 1.2 Communication; and,
- 1.3 Opportunities for growth.

2. To find out the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of:

- 2.1 Mission and purpose;
- 2.2 Communication; and
- 2.3 Opportunities for growth.

3. To determine if there is a significant difference in the assessment of the plantilla item employees and job order employees on the organization climate in Local Government Unit of San Antonio Quezon in terms of:



- 3.1 Mission and purpose;
  - 3.2 Communication; and,
  - 3.3 Opportunities of growth.
4. To determine if there is a significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of:
- 4.1 Mission and purpose;
  - 4.2 Communication; and,
  - 4.3 Opportunities of growth.
5. Analyze the work engagement of the plantilla item employees and job order employees relationship with the organizational climate of Local Government Unit of San Antonio Quezon.
6. To develop strategies that can be an input to human resource development program can be proposed based on the result of the study.

### **Research Hypotheses**

**H<sub>0</sub>** There is no significant difference in the assessment of the plantilla item employees and job order employees on the organizational climate of Local Government Unit of San Antonio Quezon in terms of mission and purpose, communication and opportunities for growth.



**H<sub>o</sub>** There is no significant difference in the assessment of the plantilla item employees and job order employees on their work engagement working in Local Government Unit of San Antonio Quezon in terms of mission and purpose, communication and opportunities for growth.

**H<sub>o</sub>** There is no significant relationship between the organizational climate at Local Government Unit of San Antonio Quezon and the work engagement of their employees.

### **Scope and Limitations of the Study**

The scope of the study focuses on the contribution to human resource development through the company's organizational environment and employee engagement in the local government unit of San Antonio Quezon. All respondent groups were 44 factory division employees and 41 labor order employees of the San Antonio Quezon local government unit. The study was conducted in the last quarter of 2021. The demographic profiles of all the respondent groups did not influence the impact of the organizational environment on their work engagement therefore not considered for this study.



### Significance of the Study

This study will be of great importance to the following stakeholders:

**San Antonio Local Government.** The results of this study can be used to identify human resource development that improves the human resource management process.

**Plantilla Item Employees.** The findings of this study will direct their interest to the San Antonio Quezon Local Government Unit.

**Job Order Employees.** If the research is effective, it can be used as a valuable reference to provide input for human resource development.

**Researcher.** Due to his valuable contribution to his body of knowledge, he focuses on contributing to human resources development through the organizational environment and employee involvement.

**Future Researchers.** Potential researchers wishing to study similar imports can benefit from this study as it can be used as a reference.





### Definitions of Terms

The main terms used in this study are defined operationally as follows:

**Civil Service Commission.** It is the Central Human Resources Agency of the Philippine Government responsible for policies, plans and programs that affect all public sector workers.

**Communication.** A message from the lowest level employees to top management.

**Human Resource Management.** This is a strategic approach to effectively guide employees of a company or organization in a way that helps the company gain a competitive advantage.

**Human Resource Development.** It is the framework to help employees develop their skills, knowledge and abilities, thereby enhancing the effectiveness of an organization.

**Job Order Employees.** These are people employed to perform a specific task or project.

**Mission and Purpose.** It refers to a specific goal set by management to be achieved with the help of the entire organization.

**Opportunities for Growth.** The program is determined by the employee's career development department.

**Organizational Climate.** A system of shared assumptions, values, and beliefs that determine how people behave within an organization. It provides boundaries and guidelines to help members of the organization work properly.



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**Plantilla Item Employees.** List of government approved positions in any agency, surveying organization and government agency; both national and local; whether the position is filled or vacant.

**Work Engagement.** An engaged employee is fully engaged and enthusiastic about their job and should do better than employees with low employee engagement.

## Chapter 2

### REVIEW OF RELATED LITERATURE AND STUDIES

This chapter provides an overview of relevant literature and research results from both local and abroad. These are the result of a careful and thorough examination of books, journals, articles, dissertations, reports, and other published and unpublished work by this researcher related to this study.

#### Foreign Literature

Since the 1930s, the relationship between management and employees has received increasing attention in both the industry and the academe. Employee attitudes towards the organization as a result of the work environment are an important topic in organizational behavior theory. The behavior of employees within an organization depends both on their personal characteristics and the environment in which they work. In this regard, organizational culture is an important aspect of understanding employee work-related behavior and has been discussed in the organizational behavior literature since the late 1960s.

Simply put, organizational culture is the sum of psychological cultures, the perception of an individual's work environment. However, the culture of an organization is based on employee awareness and is not easy to define accurately. But what is certain is that climate has a significant impact on employee attitudes towards affiliation, relationships and job performance.



In addition, concepts such as job satisfaction, performance requirements, affiliation, power, overall organizational effectiveness, performance, and organizational involvement are found to be the result of a perceived organizational climate. In addition, we find that employees' organizational efforts towards the organization have important relationships with the organization and affect the overall performance of the organization. Finally, we also found that the performance of individual employees correlates with organizational involvement (Berberoglu, 2018).

Everyone's Human Resource capabilities define the company's success. A company's HR capabilities play a key role in profit growth and successful business strategy. The essence of a company is that person, and when you command a person, it's all about human resource management . HRM provides organizations with the best services and systems to promote both profits and team synergies (HRD Connect, 2019).

Human Resources Management works with dedicated HR professionals responsible for the day-to-day performance of HR-related functions. Human Resource typically covers the entire department within an organization (Chai, 2020). The behavior of employees within an organization is the result of their personal characteristics and the environment in which they work. Employee attitudes towards work are influenced by the various organizational characteristics and social relationships that make up an employee's work



environment. You can find different terms and definitions for employees' perceptions of the work environment, including organizational culture, psychological culture, group culture, organizational culture. The organizational climate is one of the most important aspects of the organizational environment that is directly related to employee behavior (Berberoglu, 2018).

Work engagement is a popular topic in many organizations these days because it is related to employee well-being and performance. Therefore, assessing, promoting, and maintaining work engagement is of great concern to many organizations, and many studies are investigating potential engagement precedents and outcomes, with researchers developing and testing work engagement interventions. We are now looking at well-developed areas to enable this study.

However, the evidence underlying the intervention is limited. Various intervention studies have emerged. To date, no studies have evaluated the effectiveness of these interventions. However, it is hoped that this will stimulate controversy and guide future research and practice (Knight, et al., 2017). Organizational behavior helps to better understand the attitudes and performance of employees and the organization as a whole.

There are various factors that can affect the behavior of an organization, these are corporate culture, policy, structure. These aspects can affect



employee productivity and organizational involvement. Organizational culture is made up of values and motivations that contribute to the environment within the organization. It affects the way people work and interact. Employees are respected and take on more responsibilities when they become an integral part of the team. Based on a survey of 20,000 employees conducted by HBR and Christine Porath, the results show that when employees are treated with respect, they are more involved in their work. They will feel more committed to their work and will align their goals with the company. Employees tend to be motivated when they have a solid compensation system. Once this effective system is in place, we need to reward high performing employees. They should be applied consistently in the company. According to a Human Resource Journal survey, there are three types of conditional salaries: performance-based salaries, success-based salaries, and stock ownership. In 1,293 UK private sector workplace interviews, performance compensation alone was positively correlated with employee job satisfaction, engagement, and loyalty. Organizational behavior proposes that incentives are an important motivating factor for employee performance. Organizational behavior changes the way people make decisions. Organizations that can drive decision-making risk in a corporate culture can foster innovation and creativity. Effective communication gives managers and employees the opportunity to understand the business context and contribute to them. It is important to focus on the type of



organizational behavior you want to change or maintain. Eliminating the negative factors that reduce employee productivity can create a more efficient and positive corporate culture (Wong, 2018).

An organization can be defined as a “social arrangement designed to achieve controlled performance in the pursuit of collective goals”. Two of the three elements of this definition, social consensus and collective goals, reflect the "co-dependency" that people exhibit in an organization. The third element of the definition, controlled performance, reflects differences between organizations as a specific functional entity, rather than as a group of closely related people. When we look at how an organization exists, develops and functions as a group of people, we are looking at the group and the behavior of those people. Thus, organizational behavior can be defined as "a study of the organizational structure, functions, activities, and behavior of groups and individuals within an organization".

Organizational complexity can reflect the interactions of people within the organization, the internal/external environment, as well as the dynamics and ongoing interactions of people outside the organization. Interactions between people can be perceived differently by different people inside and outside the organization. Therefore, an organization as a concept can be multidimensional, conveying different messages and meaning different things to different people. It



can be seen by different people at any time, rigid, flexible, static, progressive or all together (Taylor, 2018).

The success of various public or private organizations such as banks is mainly based on the performance of talent (Uma et al., 2017) to demonstrate the skills of employees (Ong et al., 2019). Human Resource Management Practices can be thought of as a set of internally consistent practices that strengthen and promote employee skills, motivation, and commitment (Elrehail et al., 2019). It also manages human talent and skills to achieve organizational goals (Ana et al., 2019).

Human Resource management practice is considered as a way to encourage employee satisfaction with their jobs (Mohammed et al., 2019). Job satisfaction can be defined as an individual's emotional orientation towards the job roles they currently occupy and it is related to that individual's behavior in the workplace (Devananda et al., 2019). HRM practice aims to improve employees' attitudes and commitment and thus their performance (Cai et al., 2019). Employee engagement and satisfaction greatly influence the organization (Elrehail et al., 2019).

Furthermore, Ana et al., (2019) verified a positive and strong relationship between HRM practice and employee satisfaction. Effective Human Resource Management methods can, on the one hand, increases employee satisfaction and engagement, while improving organizational performance (Cai et al., 2019).





Employee involvement is seen as an association or connection with the organization (Mizan, et al., 2013). Absences and absenteeism are high when employees are systematically disengaged and dissatisfied with their jobs (Murat et al., 2014). To ensure employee engagement, organizations must identify and use measures to encourage and motivate them to be more engaged (Mehwish et al., 2019). You can expect an interactive cycle between HRM practice, job satisfaction, and organizational engagement. Human Resource policies and practices improve employees' job satisfaction and thus, enable employees to be more engaged with the organization (Prakash, 2017). They are positively associated with emotional and normative commitment (Ambreen, 2016). Employee involvement in the organization can be controlled by appropriate attitudes and behaviors such as job satisfaction, emotional involvement, and retention intention (Mohammad et al., 2018). ). In the work of Abdirahman (2015), he found a positive association between HRM practice and organizational engagement. HRM practices impact organizational outcomes because they have the ability to shape employee behavior and attitudes (Norhasnina et al., 2018).

Internal verbal communication is an essential part of employee engagement and is clearly actionable. Companies spend huge amounts of money and resources on external family members and verbal communications,



but often forget about advertising, marketing, and internal communication with their employees (Lockley, 2017).

Organizational weather can encourage employees and lead to subsequent manifestation of favorable behaviors. Finally, behaviors lead to organizational effects, in which length of stay of workers is an influencing factor. The consequences of the observation also demonstrate that organizational time is certainly correlated with employee retention goals. The greater the employee's level of trust in the organization's time, the better the employee's commitment to stay. As a result, companies that are aware of organizational weather can reduce the desire for employees to quit (Lan, et al., 2019). Engagement in work refers to a country of high quality, satisfying thoughts associated with paint, characterized by vigor, dedication and absorption (Schaufeli et al., 2002). According to Schaufeli (2016), he summed up that employees are actively engaged and hard-working, they can be enthusiastic and clearly engaged, more focused and happily passionate about their work. In contrast to painting as a whole, attachment to painting was almost exclusively associated with high-quality abilities, including mental and physical health. Examples of these are excellent auto-heart function, high low depression, own initiative, less illness, enhanced positioning, extrapolation performance, innovation, dedication to the organization, reduction of accidents and injuries in the workplace, civic conduct organized and behaving much less



counterproductive. Worker participation is an approach that results in giving all workers in the workplace a rightful place. It is more important to recognize qualitative and quantitative dating between employees and their workplace (Shuck et al., 2017).

Organizational culture refers to the general awareness and importance of policies, practices, and procedures that employees know in the workplace, as well as the behaviors they observe, reward, support, and expectations (Ahmad et al., 2018).

According to Bamel et al.,(2013), he argued that the organizational environment includes organizational structure and processes, interpersonal relationships, employee behavior, performance expectations, and development opportunities. A positive organizational climate is one of the most important aspects of the organizational environment and is directly related to employee behavior. Employee behavior in an organization is influenced by the various organizational characteristics and social relationships that shape the employee`s work environment (Berberoglu, 2018). A positive organizational climate improves organizational efficiency and reduces cost of leaving among employees (Maamari et al., 2017).



### Local Literature

According to national figures, the national health worker seems to be enough. However, when broken down, less than a quarter of local governments have the ideal density recommended by the World Health Organization. The unequal distribution of health care workers can exacerbate already unequal access to health services (RDN, 2020). The ongoing temporary migration of skilled workers changes not only occupations (Iredale, 2001), but also production structures and the comparative advantage of the sending economy (Rivera, 2017). The advances in the globalization of business and the internationalization of higher education are driving labor internationalization.

Many countries are improving the quality of their human resources to the same level as other countries so that they can participate in the local labor market. As a result, favorable opportunities allow the free movement of skilled workers within the region, as well as the recovery of investment in human capital (Rivera, et al., 2019). When it comes to organizing, with the management of the program by national and regional institutions, in theory, the program will redistribute human health resources from areas with relatively high supply of health care workers to areas with low supply of health care workers. The benefits provided by the program exceed the median wages of the profession employed and correspond to the optimal wage premium calculated from the willingness to experiment (Abrigo, et al., 2021). The excellent results are the



result of substantial human resource development for our employees and close collaboration with various stakeholder groups, authorities and beneficiaries. Furthermore, this finding reveals differences in how practitioners and CSOs perceive their roles, and translates into the degree of CSO participation in programs that CSOs rate as very strong. In contrast, those who performed the assessment of CSO participation were moderate (Lorayna, 2020).

### **Foreign Studies**

According to Naldoken et al., (2017), an agency's physical, technological, social, political and financial environment constitutes OC factors that have an impact on EE. Kurt Lewin first used weather to explain the environment in the 1930s in his psychiatric research. By the 1960s, the OC four period seemed to have fully developed (Naldoken et al., 2017). The origins of OC date back to joint research done with the help of Lewin and Stringer in 1968 on organizational dynamics and environments and continued with the works of Tagiuri and Litwin.

Initially, OC became a topic that researchers studied with the aim of providing an explanation for organizational effectiveness, but its flirtation with EE and vigilance in NPOs has yet to be discovered. According to Johnson et.al., (2018) they investigated the link between the primacy of workplace aggression and worker engagement. They suggested that the level of EE in the workplace



should help provide an explanation for aggressive behavior in the workplace. They observed that the power benefit of control directives aimed at preventing the invasion of business locations in addition to additional EE support (Johnson et al., 2018).

The implication is that EE can reduce corporate activism and is critical to agency success (Johnson et al., 2018). Internationally, the value of commercial aggression to businesses is enormous, resulting in the loss of tens of thousands of greenbacks each year (Johnson et al., 2018). In the United States, workplace assaults resulted in 521 deaths and 570,000 nonfatal assaults in 2016 (Johnson et al., 2018). It is mentioned that these numbers constitute the largest number of incidents of excessive workplace violence.

Effective leadership benefits from effective communication by HR managers on cross departmental issues. Personnel managers who can empower superiors and managers in areas such as first responders on employee related issues free personnel workers from many of the day to day problems that arise in the department. HR also develops and provides leadership training. This allows managers and supervisor to use tools for success, such as conducting annual performance assessments, learning employee guidance for top performance, and assessing the strengths of emerging leaders to develop successors to the organization (Mayhew, 2017).



Organizational innovation is, first and foremost, personnel affairs. Innovation relies on effective human resource management because it is the people who generate and execute ideas. Innovation also relies on knowledge because it means the development of new knowledge as both input, for example, new ideas, concepts, prototypes, etc., and results that is generated. Therefore, both Human Resource Management and knowledge are key elements of corporate innovation. This article considers the creation of innovation in terms of human resources management and the knowledge pool it brings to the enterprise (Aino et al., 2017).

The success of an organization's environmental sustainability initiative depends on the environmentally conscious behavior of its employees. One of the main challenges facing HR professionals today is the proper integration of environmental sustainability into HR policies (Saeed et al., 2018).

According to Khan (2018), human resource development is the process of increasing knowledge, capabilities and positive work attitudes of all people working at all levels in a business undertaking. In the words of Rao (2017), Human Resource Development is a process by which the employees of an organization are helped in a continuous and planned way to acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles. It also develops their internal capabilities as individual and discover and exploit their own inner potential for their own organizational development purposes.



Moreover, it develops an organizational culture in which superior-subordinate relationship, team work and collaboration among subunits are strong and contribute to the professional wellbeing, motivation and pride of employees. Human Resource Development is the framework for helping employees develop their personal and organizational skills. This includes the opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

The focus of all aspects of HRD is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers (Heathfield, 2021). HRD is needed by any organization that wants to be dynamic and growth-oriented or to succeed in a fast-changing environment. Organizations can only become vibrant and grow through the efforts and capabilities of their talents. Human resource development policies can keep employees engaged and motivated, but these efforts are not enough to energize the organization and innovate. Employee skills must be continually learned, honed and used. To do this, a “permissive” organizational culture is essential. When employees take initiative, take risks, experiment, innovate and make things happen, an organization has a culture of empowerment.





The main function of Human Resource Development is to develop people. The concept of development includes not only individuals but also other units of the organization. In addition to the growth of the individual, attention should be paid to the development of stronger relationship. Entire departments and entire organizations must be covered by growth. Their development will involve developing an environment conducive to their performance, developing self-renewal mechanisms within organizations so that they can regulate and act, and developing business processes. Through this, related processes contribute to their effectiveness.

Retention and commitment are paramount issues for leaders. Eighty percent of companies believe their employees are overwhelmed by work, 70% of millennials want to be creative at work, and providing growth opportunities is imminent for workforce development. Workplace changes, because of profitability and competitiveness, constantly 24/7. Accessibility via email and mobile, provides a diverse workforce, and an accelerated and transparent job search and job board process. Attention should be paid to the commitment to maintain. Conducting employee engagement surveys to track culture and engagement is no longer enough. Employee engagement requires cutting-edge, actionable solutions to create growth opportunities. Focusing on commitment is part of what makes a job so appealing. Opportunities for growth are one of the five drivers of engagement today, along with meaningful work, hands-on



management, a positive work environment, and trust in leadership (Deloitte Review Issue, 2017)

Work engagement is a positive, satisfying, and emotional state associated with work. Most researchers agree that job engagement is characterized by high energy levels and a strong identification with their work. Several studies have experimentally shown that high levels of work engagement are positively related to job satisfaction and low motivation to retire. Studies have shown that job engagement is a predictor of high job performance, customer satisfaction, and loyalty. In addition, work engagement was negatively associated with burnout. Defining the corporate culture and values that are essential to a startup's performance, success, and survival is central to the concerns of various authors. One of the values that startups bring is innovation. This is reflected in the desire to innovate in product creation, working styles, selection of employee characteristics, recruitment advertising methods, new terms and new meanings.

Startups also strongly recommend flexibility, business intelligence and resilience, as they must quickly adapt to the pressures of the internal and external business environment in order to survive. Startups allow more freedom and personal happiness, and work environments are created for employees that do not emphasize the distinction between work and free time. Credibility and creativity are core values of many startups. Moreover, most startups often do not have a clear order between workers and managers (Basiz, 2017).



The startup's organizational culture represents a flexible approach to the unimpeded exchange of ideas and information, including an informal and relaxed layout with a strong focus on innovation and change. Startups take a humble approach to ideas that are rigorous, non-competitive, and based on collaboration that allows startup teams to create an atmosphere of constant change and innovation while embracing new market opportunities. (Kwaiatkowski, 2016).

### **Local Studies**

Organization circles typically consist of less than seven employees from the same workplace, including factories, services, and field services, from the same floor. They are encouraged to look around their areas of activity and discuss what improvements can be made to increase efficiency, reduce costs and improve the quality of service for the company. Due to the rapid success of the enterprise, some internal problems are inevitable. There are cases where the attribution of responsibility and the sales department have begun to blame the member department for delays in the member's policy. Sales departments are under pressure from policyholders for the commitment of the management to deliver policies quickly. Solutions to these types of internal problems do not have to come from top management decisions. Instead, the affected departments need to understand the problem and solve it together as a team.



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Strategic planning and specific HR programs need to be clarified at the management level. The entire organization, down to the lowest level, needs to understand the plans and accept them as unique. Effective communication in different ways at different levels of the organization ensures the stability of human resources and helps them successfully pursue their corporate goals. One way to communicate effectively with your employees is to use regular company newspapers and magazines. Newspapers and magazines need to be divided into two categories. Business-related corporate events and news about employees. This is an effective way to disseminate information about the performance of your business and the people in your organization. Communication in the 21st century takes on a whole new dimension. Computers make it easy for anyone to access the Internet and communicate with anyone inside or outside your organization.

The most important asset of an organization is its people. Therefore, employees need to have a full understanding of the organization's policies and directions. In many organizations, there is a significant gap between top management and lower-level organizations. Top management must develop strategic and operational plans within the organization, and everyone in the organization must be held accountable for their implementation and success. The director of human resources is the most important partner of senior management. He must understand the views of the executives so that they align with the overall plans and policies of the organization. Human Resource leaders



need to bridge the gap between senior management and those at the bottom of the organization (HRD Connect, 2019).

Having a labor union in a company is an obstacle to efficiency and profitability, it is a common belief. The success of a union-managed partnership has always been based on harmonious relationships. Unions are made up of people whose profits are most useful when the business is successful. If the business is successful, the benefits are affordable. Effective management cannot succeed without effective leadership. The effective management of an organization is aimed at objectives clearly defined by effective leadership. Field surveys of the supply and demand for national science and technology labor are rare.

The latest research on this topic was carried out by the Department of Science and Technology, Institute of Educational Sciences (DOSTSEI). Research commissioned by the University of the Philippines-Population Institute, the UP School of Statistics and the University of Asia Pacific predicted the need for Science and Technology talent in government, academia and industry from 2000 to 2010. Meanwhile, Job Organization 2022, led by the Department of Labor and Employment (DOLE), focuses on the needs of the industrial sector, especially job growth in the industry, potential investment into industries, required skills, and occupations that are difficult to recruit, whether that is .



domestic and international, new jobs and their skill requirements including layoffs.

The data used in this survey comes from several Labor Force Survey surveys conducted by the Philippine Statistics Authority. EPA only provides the highest level of fulfillment of sampled household members or different stakeholders. However, there are no data for individual courses. Meanwhile, the technique that the Technical Education and Skills Development Authority (TESDA), which acts as a vocational technical education organization in the Philippines, conducts skills supply and demand mapping and provides essential information on skill needs of branch. In addition, skills that are much needed in each state of different regions of the country are now available (Albert, et al., 2020).

Innovation as radical or gradual change. The fundamental or incremental aspect of innovation describes innovation as a minor adjustment or is essentially an interruption (Ahmed a Shepherd, 2010). This aspect also emphasizes that fundamental or incremental changes are considered necessary to achieve objectives. Phrases related to this aspect taken from the institutional statement are "change with realistic and effectively oriented policies, goals and strategies", "move to human resource development", and "actively with professional and advanced technology". It is classified as "change to promote good value". Under



this aspect from Leron and Bakongis, participants said that innovation is a shift not only to the development of techniques and services, but also to the development of quality graduates and the continuous improvement of research (Leron, et al., 2021).

A typical profile is a civil servant working in a research institute or an academic institution. These employees may or may not be members of their organization's FST and are generally non-Muslims. Article 14 of the Philippine Congress, provides that the Department of Science and Technology is required to establish and implement human resource and institutional development programs for the development of the halal industry. This cooperates with universities and public universities and the private sector. The participants' prior preferences were full-time employees, FST membership in the organization, and prioritization of Muslim identity. Unfortunately, due to the high number of technical staff working in the government, the project team was not able to hire 100% of the staff full time. In addition, since some participants work on DOST's Halal Institute staff and Academy members participate only indirectly in FST, the project team includes all TSPs members of the organizations their respective positions. Unable to recruit participants. In addition, Muslims are a minority in the Philippine population, making up only 6% of the total population of the country, so it is not possible to hire a high percentage of Muslims for training (Azanza, et al., 2020).



## Chapter 3

### RESEARCH METHODOLOGY

This chapter describes study design, population, sampling and sampling techniques, survey equipment, data collection procedures, and statistical processing of data.

#### Method of Research

In this study, the researchers used descriptive and correlational studies. A descriptive type of study design that outlines and describes the conditions of the factors involved in the study. They compare and test these factors through questionnaires and surveys. In fact, it is the most common of many types of study designs. It is used to describe the characteristics of the population or phenomenon under study. In this survey, the study answered "what" rather than "how", "when" and "why". Descriptive studies do not require intrinsic values to describe population characteristics. This type of survey is used to calculate the frequency, average, and statistics of the data. The advantages of using descriptive survey design are: This approach collects a large amount of data for the study. With the help of this study, more data can be obtained for future reference. By using search limits as a useful tool, you can develop a more targeted search. The descriptive design provides a general overview of the study. This helps to find useful clues about variables that are worth investigating.





Designing a correlation study or designing a prospective study means attempting to study the relationship between related factors. These observations are used to make predictions. Sometimes called comparative study design. This basically checks for cases where the effect is already established and cannot be changed. However, causation is a research design technique that begins with a fixed outcome and works in the opposite direction when exploring possibilities. Developmental Research design is the type of data currently being collected. They examine the growth of vertical elements.

### **Population, Sample Size and Sampling Technique**

Some studies may be small enough to be sure to include everyone in the study. However, a survey can cover a large population and not all of them may be interviewed. The portion of the population surveyed is called the sample population (Nworg, 1991). Therefore, the sample for this study is a subgroup drawn from a specific reachable population. The elements that make up this pattern have actually been tested. The sample population for this survey included employees of all Plantilla articles and employees of all orders employed in the city of San Antonio, Quezon.

### Description of Respondents

The respondents to this survey were 85 employees of the City of San Antonio, Quezon. Respondent profiles are categorized by job type, age, marital status, eligibility, and education level, and job type of respondents.

The employment type of the people surveyed were plantilla item employees and job order employees of the local government of San Antonio Quezon. The following table shows the distribution of respondents by job type.

Table 3.1

#### Employee Respondents as to Employment Type

<i>Employment Type</i>	<i>Frequency</i>	<i>%</i>	<i>Rank</i>
Plantilla Item Employee	44	52	1
Job Order Employee	41	48	2
Total	85	100	

Table 3.1 presents the frequency and percentage distribution of the respondent description as to Employment Type.

As noted on the table, rank 1 are those respondents at the platilla item level of employees with 44 respondents out of 85 or equivalent to 52%. In Rank 2 are those respondents at the job order level of employees with 41 respondents out of 85 or 48%.

This shows that majority of the employees of the Local Government Unit of San Antonio Quezon come from the Plantilla Item Employees.

**Age of the Respondents.** The age bracket of the target population of the study was the 20 and above group primarily because this group of people is the working age in the Philippines. Presented in the following tables are the breakdowns of the respondents as to Age level.

Table 3.2

**Employee Respondents as to Age Level**

<i>Age Level</i>	<i>Frequency</i>	<i>%</i>	<i>Rank</i>
21 – 30	11	13	3
31 – 40	22	25	2
41 – 50	26	31	1
Above 50 years old	26	31	1
Total	85	100	

Table 3.2 presents the frequency and percentage distribution of the respondent description as to Age level.

As noted on the table, “41 – 50” and “above 50 years old” age bracket tied at rank 1 with 26 respondents for each age level out of 85 or equivalent to 31%. In rank 2 are those in the “31 – 40” bracket with 22 respondents which is

equivalent to 25%. Completing the ranking at rank 3 are those in the “20 – 30” age bracket with 11 respondents which is equivalent to 13%.

This shows that majority of the employees of the Local Government Unit of San Antonio Quezon come from the 41 and above years old.

**Civil Status of the Respondents.** The civil status of the respondents was also taken into consideration during the conduct of the study. The target number of respondents was divided into single, married, widow/widower, and separated group.

Table 3.3

**Employee Respondents as to Civil Status**

<i>Civil Status</i>	<i>Frequency</i>	<i>%</i>	<i>Rank</i>
Single	10	12	2
Married	64	75	1
Widow/er	8	9	3
Separated	3	4	4
Total	85	100	

Table 3.3 above shows the frequency and percentage distribution of the employee respondents as to civil status.

As shown on the table, rank 1 are those respondents at the “married” level with 64 out of 85 respondents or equivalent to 75%. In Rank 2 are those in



the “single” level with 10 out of 85 respondents or equivalent to 12%. Completing the ranking at Rank 3 are those in the “widow/widower” level with 9 out of 85 respondents with is equivalent to 9%.

This shows that majority of the employees of the Local Government Unit of San Antonio Quezon are married.

Table 3.4

**Employee Respondents as to Educational Attainment**

<i>Civil Status</i>	<i>Frequency</i>	<i>%</i>	<i>Rank</i>
Others	31	37	1.5
College Level	13	15	2
College Graduate	31	37	1.5
Masteral Unit	6	7	3
Doctoral Unit	4	4	4
Total	85	100	

Table 3.4 shows the frequency and percentage distribution of the employee respondents as to educational attainment.

As shown on the table, rank 1.5 are those respondents in the “Others”, another ranking at 1.5 are those respondents in the “College Graduate” group who got 37 respondents for each level out of 85 respondents which is equivalent to 37%. Rank 2 is the “College Level” group who got 13 out of 85 respondents



and equivalent to 15%. Rank 3 is the “Masteral Unit” with 6 out of 85 respondents and equivalent to 7%.

### **Research Instrument**

Questionnaires are used when factual information is needed, as Best and Kahn (2006) explained. In particular, a rating scale questionnaire was created asking for a short verification response from respondents. The research device consists of two parts. Part 1 of the survey focused on the demographic profiles of respondents. Section 2 discusses assessing the impact of the organizational environment on local government employee engagement in San Antonio, Quezon, using the Mission and Objectives, Communication and Organization sub-variables. and opportunities for growth.

### **Data Gathering Procedure**

Data collection was performed in the city of San Antonio, Quezon. Due to restrictions facing the pandemic, the questionnaire was posted online through the local government's Facebook messenger. Plantilla Item employee and contract respondents were given sufficient time to complete and complete the questionnaire. The data is coded and statistically processed for analysis and interpretation. The ratings of Plantilla employees and contractor respondents were measured using a weighted average and the hypothesis that there is no



significant difference in ratings tested by correlation analysis and test correlation check.

### **Statistical Treatment of Data**

Using appropriate statistical tools, we answered the specific questions identified in Chapter 1, tested our hypotheses, and facilitated the analysis of the collected data. through surveys.

**Frequency and Percentage Distribution.** Frequency is the actual response to a particular survey item or question on which respondents test their choice. From now on, the demographic profiles of the respondents have been determined. Percent are defined as numbers represented by 100. It is used to represent numbers from 0 to 1 and is used to compare things. It has been used to describe some or all of the descriptive statistics. The formula for percentage calculation is:

*Formula:*

$$P = \frac{f}{N} \times 100$$

*Where:*

*P = percentage*

*f = frequency*

*N = number of respondents*

In this survey, we used percentages when analyzing answers to questions about respondents' characteristics such as age, gender, and job type. The value obtained is the frequency of occurrence of each variable, and the total value is the total frequency.

$$t = \frac{\bar{x}_1 - \bar{x}_2}{\sqrt{\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}}}$$

### **Weighted Mean.**

Weighted averages were used to assess both the frequency of respondents' encounters with different types of risk factors and their use by age, gender, and type of job. Respondents' responses were divided into five categories and weighted accordingly. The weights are multiplied by the number of answers in each category, added and divided by the total product.

*Formula:*

$$WX = \frac{f}{N} \times 100$$

*Where:*

$f$  = frequency

$N$  = number of respondents





We analyzed the Plantilla paper from the City of San Antonio, Quezon and sample work order data. The T-test and Z-test were utilized to see if there was a significant difference in the mean of the variables and if there was a significant difference in the behavior of the samples between the two time periods tested.

**Likert Scale.** To limit the responses on the rating scale, we used a 5-point Likert scale to measure the frequency of different types of risk and the frequency of usability experiences. Each statement has five answers, ranked from 5 for "Strongly agree / very good" to 1 for "disagree / very bad" depending on frequency. Respondents evaluated each perceptual item by checking one of the five possible answers or answers. Therefore, the score was the sum of the weights of the checked answers.

The computed weighted mean was interpreted using the following scales:

<u>Scale</u>	<u>Ranges</u>	<u>Interpretation</u>
5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)

To determine the relationship between the organizational climate and work engagement of employees at the Local Government Unit of San Antonio, Quezon, the Pearson r was used. The formula for Pearson r is as follows:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

The results will undergo a t-test to test the hypotheses of no significant relationship between the two variables. The formula is as follows:

$$t = r \sqrt{\frac{n-2}{1-r^2}}$$



To interpret the strength of correlation coefficient and to test its significance, the table for coefficient of correlation is presented below:

Size of Correlation	Interpretation
0.90 to 1.0 (-0.90 to -1.0)	Very high positive (negative) correlation
0.70 to 0.90 (-0.70 to -0.90)	High positive (negative) correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate positive (negative) correlation
0.30 to 0.50 (-0.30 to -0.50)	Low positive (negative) correlation
0.00 to 0.30 (-0.00 to -0.30)	Negligible correlation

## Chapter 4

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

In this chapter, employees presented results about the impact of the organizational environment on their work efforts. The two respondent groups were Plantilla and Job Order staff. The answers to the research problems that the researchers are trying to solve, the methods of investigating the data, and the results obtained with different statistical treatments.

#### **Objective 1.1a On the Assessment of Organizational Climate in terms of Mission and Purpose of Plantilla Item Employees**

Table 3.5 presents the summary of mean values and verbal interpretation on the assessment of plantilla item employees' respondents on the organizational climate in Local Government Unit in terms of Mission and Purpose.

As illustrated on the table, "I am familiar with the mission, vision and values of the company" is Rank 1.5 with weighted mean of 4.43 or equivalent to verbal interpretation "Strongly Agree / Very Good". The organizational climate of the Local Government Unit of San Antonio Quezon was able to influence the plantilla item employees in terms of mission and purpose. The plantilla item



respondents were able to familiarized themselves with the mission, vision and values of the organization.

Table 3.5

**Organizational Climate in terms of Mission and Purpose**  
**Plantilla Item Employees**

Mission and Purpose	Plantilla Item Employees		Rank
	Mean	VI	
1. I am familiar with the mission, vision and values of the company	4.43	Strongly Agree / Very Good	1.5
2. I can see the link between my work and company objectives	4.32	Strongly Agree / Very Good	3
3. Mission, vision and values show in everyday work and procedures	4.43	Strongly Agree / Very Good	1.5
<b>Average Weighted Mean</b>	<b>4.39</b>	<b>Strongly Agree / Very Good</b>	

**Legend:**

<b><u>Scale</u></b>	<b><u>Ranges</u></b>	<b><u>Verbal Interpretation</u></b>
5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)

Another Rank 1.5 is “Mission, vision and values show in everyday work and procedures” with the same weighted mean of 4.43 or equivalent to verbal interpretation “Strongly Agree / Very Good”. The plantilla item respondents were



able to apply the mission, vision and values in their everyday work and procedures.

Rank 3 is “I can see the link between my work and company objectives” with weighted mean of 4.32 or equivalent to verbal interpretation “Strongly Agree / Very Good”. The plantilla item respondents of the Local Government Unit of San Antonio Quezon understand the link between their work and the company’s objectives.

In summary, the average weighted mean is 4.39 or equivalent to verbal interpretation “Strongly Agree / Very Good”. This means that the plantilla item employees of the Local Government Unit of San Antonio Quezon strongly agree on its organizational climate in terms of mission and purpose.

**Objective 1.1b On the Assessment of Organizational Climate in terms of Mission and Purpose of Job Order Employees**

Table 3.6 presents the summary of mean values and verbal interpretation on the assessment of job order employees’ respondents on the organizational climate in Local Government Unit in terms of Mission and Purpose.

As illustrated on the table, “Mission, vision and values show in everyday work and procedures” is Rank 1 with weighted mean of 4.15 or equivalent to verbal interpretation “Agree / Good”. Job order employees of the Local



Government Unit of San Antonio Quezon believes that their everyday work and procedures are associated with the mission, vision and values of the Local Government Unit.

Table 3.6

**Organizational Climate in terms of Mission and Purpose**  
**Job Order Employees**

Mission and Purpose	Job Order Employees		Rank
	Mean	VI	
1. I am familiar with the mission, vision and values of the company	4.07	Agree / Good	2
2. I can see the link between my work and company objectives	3.76	Agree / Good	3
3. Mission, vision and values show in everyday work and procedures	4.15	Agree / Good	1
<b>Overall</b>	<b>3.99</b>	<b>Agree / Good</b>	

**Legend:**

**Scale**

**Ranges**

**Verbal Interpretation**

5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)



Rank 2 is “I am familiar with the mission, vision and values of the company” with weighted mean of 4.07 or equivalent to verbal interpretation “Agree / Good”. The job order employee

Rank 3 is “I can see the link between my work and company objectives” with weighted mean of 3.76 or equivalent to verbal interpretation “Agree / Good”. The job order employee respondents of the Local Government Unit of San Antonio Quezon understand the link between their work and the company’s objectives.

In summary, the average weighted mean is 3.99 or equivalent to verbal interpretation “Agree / Good”. This means that the job order employees of the Local Government Unit of San Antonio Quezon agree on its organizational climate in terms of mission and purpose.

**Objective 1.2a On the Assessment of Organizational Climate in terms of Communication of Plantilla Item Employees**

Table 3.7 presents the summary of mean values and verbal interpretation on the assessment of plantilla item employees’ respondents on the organizational climate in Local Government Unit in terms of Communication.

It is noted that “The organization Supports honest two-way communication” is Rank 1 with weighted mean of 4.5 or equivalent to verbal interpretation “Strongly Agree / Very Good”. The plantilla item employee





respondents believe that the current method of communication is effective. They are able to join the company conversations, freely share their thought, opinions and concerns.

Rank 2 is “My immediate supervisor is available to me whenever I have questions or need help” with weighted mean of 4.21 or equivalent to verbal interpretation “Strongly Agree / Very Good”. Based on their experiences, they were able to get answers on their questions and direction from their immediate superiors.

Table 3.7

**Organizational Climate in terms of Communication**  
**Plantilla Item Employees**

Communication	Plantilla Item Employees		Rank
	Mean	VI	
1. I generally feel informed about the changes that affect me within the organization	4.11	Agree / Good	3
2. The organization Supports honest two-way communication	4.5	Strongly Agree / Very Good	1
3. My immediate supervisor is available to me whenever I have questions or need help	4.21	Strongly Agree / Very Good	2
<b>Overall</b>	<b>4.27</b>	<b>Strongly Agree / Very Good</b>	



**Legend:**

<b><u>Scale</u></b>	<b><u>Ranges</u></b>	<b><u>Verbal Interpretation</u></b>
5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)

“I generally feel informed about the changes that affect me within the organization” is at Rank 3 with weighted mean of 4.11 or equivalent to verbal interpretation “Agree / Good”. This means that the Plantilla item respondents’ involvement with the changes in the organization is properly discussed.

Overall, the average weighted mean is 4.27 or equivalent to verbal interpretation “Strongly Agree / Very Good”. It reveals that the respondent’s involvement on the organizational climate in terms of communication is even.

**Objective 1.2b On the Assessment of Organizational Climate in terms of Communication of Job Order Employees**

Table 3.8 provides the weighted mean and the corresponding assessment of the job order employee respondents on the organizational climate in terms of communication.

As shown on the table, rank 1 is “The organization Supports honest two-way communication” with weighted mean of 4.24 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. The job order employee

respondents disclose that the organizational climate in terms of communication is uniform.

Rank 2 is “I generally feel informed about the changes that affect me within the organization” with weighted mean of 4.07 or equivalent to verbal interpretation of “Agree / Good”. The job order employee respondents feel less informed about the changes that affect the organization.

Table 3.8

**Organizational Climate in terms of Communication  
Job Order Employees**

Communication	Job Order Employees		Rank
	Mean	VI	
1. I generally feel informed about the changes that affect me within the organization	4.07	Agree / Good	2
2. The organization Supports honest two-way communication	4.24	Strongly Agree / Very Good	1
3. My immediate supervisor is available to me whenever I have questions or need help	3.95	Agree / Good	3
<b>Overall</b>	<b>4.09</b>	<b>Agree / Good</b>	



**Legend:**

<b><u>Scale</u></b>	<b><u>Ranges</u></b>	<b><u>Verbal Interpretation</u></b>
5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)

In Rank 3 is “My immediate supervisor is available to me whenever I have questions or need help” with weighted mean of 3.95 or equivalent to verbal interpretation of “Agree / Good”. The job order employee respondents responded that they received less attention from their superiors whenever they have questions or need help.

To summarize, the average weighted mean is 4.09 or equivalent to verbal interpretation “Agree / Good”. This manifests that job order employee respondents on the organizational climate in terms of communication do not really freely share their thoughts, opinions and concerns.

**Objective 1.3a On the Assessment of Organizational Climate in terms of Opportunities for Growth of Plantilla Employees**

Table 3.9 presents the weighted mean and the corresponding assessment of the plantilla item employee respondents on the organizational climate in terms of opportunities for growth.



As shown on the table, Rank 1 is “There are a variety of ways to develop my career” with a weighted mean of 4.37 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. The respondents experience this factor because of the opportunities that they received and the company presented.

Rank 2 is “Someone at work encourages my development” with a weighted mean of 4.23 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. The respondents reveal that having someone at work who inspire them will increase their opportunities for growth.

Table 3.9

**Organizational Climate in terms of Opportunities for Growth  
Plantilla Item Employees**

Opportunities for Growth	Plantilla Item		Rank
	Mean	VI	
1. There are a variety of ways to develop my career	4.37	Strongly Agree / Very Good	1
2. There is equal opportunity for advancement	4.21	Strongly Agree / Very Good	3
3. Someone at work encourages my development	4.23	Strongly Agree / Very Good	2
<b>Overall</b>	<b>4.27</b>	<b>Strongly Agree / Very Good</b>	



**Legend:**

<b><u>Scale</u></b>	<b><u>Ranges</u></b>	<b><u>Verbal Interpretation</u></b>
5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)

In Rank 3 is “There is equal opportunity for advancement” with weighted mean of 4.21 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. The respondents say that there is equal opportunity for advancement.

To summarize, the average weighted mean is 4.27 or equivalent to verbal interpretation “Strongly Agree / Very Good”. Based on the plantilla item employee responded, shows that there is a high opportunity for growth.

**Objective 1.3b On the Assessment of Organizational Climate in terms of Opportunities for Growth of Job Order Employees**

Table 3.10

**Organizational Climate in terms of Opportunities for Growth  
Job Order Employees**

Opportunities for Growth	Job Order		Rank
	Mean	VI	
1. There are a variety of ways to develop my career	4.22	Strongly Agree / Very Good	1
2. There is equal opportunity for advancement	4.15	Agree / Good	2
3. Someone at work encourages my development	3.93	Agree / Good	3
<b>Overall</b>	<b>4.10</b>	<b>Agree / Good</b>	

**Legend:**

<u>Scale</u>	<u>Ranges</u>	<u>Verbal Interpretation</u>
5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)

Table 3.10 presents the weighted mean and the corresponding assessment of the job order employee respondents on the organizational climate in terms of opportunities for growth.



As shown on the table, rank 1 is “There are a variety of ways to develop my career” with a weighted mean of 4.22 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. The respondents disclosed that this factor shows that there are a variety of ways to develop their career.

“There is equal opportunity for advancement” is at rank 2, with a weighted mean of 4.15 or equivalent to verbal interpretation of “Agree / Good”. The job order employees agreed that there is equal opportunity for advancement that the Local Government Unit of San Antonio Quezon presented.

In Rank 3 is “Someone at work encourages my development” with a weighted mean of 3.93 or equivalent to verbal interpretation of “Agree / Good”. The respondents say that there is someone at work encourages their development.

To summarize, the average weighted mean is 4.10 or equivalent to verbal interpretation “Agree / Good”. The job order employee respondents said that they agreed on the factors in the organizational climate in terms on opportunities for growth.





**Objective 2.1a On the Assessment of Work Engagement in terms of  
Mission and Purposes of Plantilla Employees**

Table 3.11

**Work Engagement in terms of Mission and Purpose  
Plantilla Item Employees**

Mission and Purpose	Plantilla Item		Rank
	Mean	VI	
1. I understand the strategic goals of the broader organization	4.43	Strongly Agree / Very Good	2.5
2. I understand the informal structures and processes of the organization	4.43	Strongly Agree / Very Good	2.5
3. My job is important in accomplishing the mission of the organization	4.66	Strongly Agree / Very Good	1
<b>Overall</b>	<b>4.51</b>	<b>Strongly Agree / Very Good</b>	

**Legend:**

**Scale**

**Ranges**

5	4.21 – 5.00
4	3.41 – 4.20
3	2.61 – 3.40
2	1.81 – 2.60
1	1.00 – 1.80

**Verbal Interpretation**

Strongly Agree (SA) / Very Good (VG)  
Agree (A) / Good (G)  
Neither Agree nor Disagree (NAD) /  
Neither Good nor Bad (NGB)  
Disagree (D) / Bad (B)  
Strongly Disagree (SD) / Very Bad (VB)



Table 3.11 presents the weighted mean and the corresponding assessment of the plantilla item employee respondents on the work engagement in terms of mission and purpose.

Rank 1 is “My job is important in accomplishing the mission of the organization” with a weighted mean of 4.66 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. This means that the respondents know the importance of their job in accomplishing the mission of the organization.

“I understand the strategic goals of the broader organization” is at rank 2.5, with weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. This shows that their work engagement in terms of mission and purpose is disseminated among the employee respondents.

Another 2.5 in the ranking is “I understand the informal structures and processes of the organization” with weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. This shows that their work engagement in terms of mission and purpose is disseminated among the employee respondents.

To summarize, the average weighted mean is 4.51 or equivalent to verbal interpretation “Strongly Agree / Very Good”. This means that the overall assessment of the plantilla item employee respondents on the work engagement in terms of mission and purpose is understood by the respondents.



**Objective 2.1b On the Assessment of Work Engagement in terms of Mission and Purposes of Job Order Employees**

Table 3.12

**Work Engagement in terms of Mission and Purpose  
Job Order Employees**

Mission and Purpose	Job Order		Rank
	Mean	VI	
1. I understand the strategic goals of the broader organization	3.98	Agree / Good	3
2. I understand the informal structures and processes of the organization	4.00	Agree / Good	2
3. My job is important in accomplishing the mission of the organization	4.46	Strongly Agree / Very Good	1
<b>Overall</b>	<b>4.15</b>	<b>Agree / Good</b>	

**Legend:**

**Scale**

**Ranges**

**Verbal Interpretation**

5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)



Table 3.12 presents the weighted mean and the corresponding assessment of the job order employee respondents on the work engagement in terms of mission and purpose.

Rank 1 is “My job is important in accomplishing the mission of the organization” with a weighted mean of 4.46 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. Respondents say the importance of their job in accomplishing the mission of the organization.

“I understand the informal structures and processes of the organization” is Rank 2, with a weighted mean of 4.00 or equivalent to verbal interpretation of “Agree / Good”. Respondents say that they understand the structures and processes of the organization, this shows that the organization was able to discuss among its employees the processes within the organization.

Rank 3 is “I understand the strategic goals of the broader organization” with a weighted mean of 3.98 or equivalent to verbal interpretation of “Agree / Good”. As presented in the table, it is important that the respondents agreed on understanding the goals of the organization.

Overall, the average weighted mean is 4.15 or equivalent to verbal interpretation of “Agree / Good”. It is a proof that the respondents understood their work engagement in terms of mission and purpose.

**Objective 2.2a On the Assessment of Work Engagement in terms of  
Communication of Plantilla Employees**

Table 3.13

**Work Engagement in terms of Communication  
Plantilla Item Employees**

Communication	Plantilla Item		Rank
	Mean	VI	
1. Communication is encouraged in this organization	4.43	Strongly Agree / Very Good	2.5
2. My supervisor gives me praise and recognition when I do a good job	4.43	Strongly Agree / Very Good	2.5
3. I am given adequate feedback about my performance	4.66	Strongly Agree / Very Good	1
<b>Overall</b>	<b>4.51</b>	<b>Strongly Agree / Very Good</b>	

**Legend:**

<b><u>Scale</u></b>	<b><u>Ranges</u></b>	<b><u>Verbal Interpretation</u></b>
5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)



Table 3.13 presents the weighted mean and the corresponding assessment of the plantilla item employee respondents on the work engagement in terms of communication.

Rank 1 is “I am given adequate feedback about my performance” with a weighted mean of 4.66 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. The respondents experience that they are being evaluated by their superiors.

“My supervisor gives me praise and recognition when I do a good job” is at rank 2.5 with a weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. The respondents answered that praise and recognition is important when an employee did a good job.

Another rank 2.5 is “Communication is encouraged in this organization” with a weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”.

Overall, the average weighted mean is 4.51 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. It reveals that the respondents are engaged in their work in terms of communication.



**Objective 2.2b On the Assessment of Work Engagement in terms of Communication of Job Order Employees**

Table 3.14

**Work Engagement in terms of Communication  
Job Order Employees**

Communication	Job Order		Rank
	Mean	VI	
1. Communication is encouraged in this organization	3.98	Agree / Good	3
2. My supervisor gives me praise and recognition when I do a good job	4.00	Agree / Good	2
3. I am given adequate feedback about my performance	4.46	Strongly Agree / Very Good	1
<b>Overall</b>	<b>4.15</b>	<b>Agree / Good</b>	

**Legend:**

**Scale**

5	4.21 – 5.00
4	3.41 – 4.20
3	2.61 – 3.40
2	1.81 – 2.60
1	1.00 – 1.80

**Ranges**

**Verbal Interpretation**

Strongly Agree (SA) / Very Good (VG)  
Agree (A) / Good (G)  
Neither Agree nor Disagree (NAD) /  
Neither Good nor Bad (NGB)  
Disagree (D) / Bad (B)  
Strongly Disagree (SD) / Very Bad (VB)



Table 3.14 presents the weighted mean and the corresponding assessment of the job order employee respondents on the work engagement in terms of communication.

“I am given adequate feedback about my performance” is rank 1 with weighted mean of 4.46 or equivalent to verbal interpretation “Strongly Agree / Very Good”. The job order respondents believe that before their renewal, they are being evaluated by their superiors.

Rank 2 is “ My supervisor gives me praise and recognition when I do a good job” with weighted mean of 4.00 or equivalent to verbal interpretation “Agree / Good”. The respondents experienced being recognized during meetings especially when a specific task is done.

Lastly is Rank 3 “Communication is encouraged in this organization” with weighted mean of 3.98 or equivalent to verbal interpretation “Agree / Good”. This shows that the respondents are encouraged to give their opinions and suggestions.

To summarize, the average weighted mean is 4.15 or equivalent to verbal interpretation “Agree / Good”. This means that the overall assessment of the job order employee respondents on the work engagement in terms of communication is practiced within the organization.





**Objective 2.3a On the Assessment of Work Engagement in terms of Opportunities for Growth of Plantilla Employees**

Table 3.15

**Work Engagement in terms of Opportunities for Growth  
Plantilla Item Employees**

Opportunities for Growth	Plantilla Item		Rank
	Mean	VI	
1. I have the appropriate amount of information to make correct decision about work	4.55	Strongly Agree / Very Good	1
2. My manager is actively interested in my professional development and advancement	4.11	Agree / Good	3
3. I am encouraged to learn from my mistakes	4.34	Strongly Agree / Very Good	2
<b>Overall</b>	<b>4.33</b>	<b>Strongly Agree / Very Good</b>	

**Legend:**

**Scale**

**Ranges**

**Verbal Interpretation**

5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)



Rank 1 is “I have the appropriate amount of information to make correct decision about work” with weighted mean of 4.55 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. This shows that the Local Government Unit of San Antonio Quezon provides information to their employees about their work which are being used by them.

“I am encouraged to learn from my mistakes” is Rank 2 with weighted mean of 4.34 or equivalent to verbal interpretation of 4.11 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. The respondents’ experiences when making mistakes and learning from it help them grow and learn from it.

Rank 3 is “My manager is actively interested in my professional development and advancement” with weighted mean of “Agree / Good”. Since working in the Government gives small amount of opportunity due to the limited positions for career advancement, the respondents believe that professional development and career advancement is very little.

Overall, the average weighted mean is 4.33 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. This means that respondents always experience opportunities for growth not only in career growth but also with their professional advancement.



**Objective 2.3b On the Assessment of Work Engagement in terms of Opportunities for Growth of Job Order Employees**

Table 3.16

**Work Engagement in terms of Opportunities for Growth  
Job Order Employees**

Opportunities for Growth	Job Order		Rank
	Mean	VI	
1. I have the appropriate amount of information to make correct decision about work	4.12	Agree / Good	2
2. My manager is actively interested in my professional development and advancement	3.66	Agree / Good	3
3. I am encouraged to learn from my mistakes	4.37	Strongly Agree / Very Good	1
<b>Overall</b>	<b>4.05</b>	<b>Agree / Good</b>	

**Legend:**

**Scale**

**Ranges**

**Verbal Interpretation**

5	4.21 – 5.00	Strongly Agree (SA) / Very Good (VG)
4	3.41 – 4.20	Agree (A) / Good (G)
3	2.61 – 3.40	Neither Agree nor Disagree (NAD) / Neither Good nor Bad (NGB)
2	1.81 – 2.60	Disagree (D) / Bad (B)
1	1.00 – 1.80	Strongly Disagree (SD) / Very Bad (VB)

Table 3.16 shows the work engagement in terms of Opportunities for Growth of Job Order Employees.



Rank 1 is “I am encouraged to learn from my mistakes” with weighted mean of 4.37 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. This means that the respondents are encouraged by their superiors to keep on learning from their mistakes and not making them again.

Rank 2 is “I have the appropriate amount of information to make correct decision about work” with weighted mean of 4.12 or equivalent to verbal interpretation of “Agree / Good”. Based on the assessment of the respondents, they receive information to be able to decide on their work.

Lastly in Rank 3 is “My manager is actively interested in my professional development and advancement” with weighted mean of 3.66 or equivalent to verbal interpretation of “Agree / Good”. This shows that the respondents’ professional development and advancement is not the priority of the organization.

Overall, the average weighted mean is 4.05 or equivalent to verbal interpretation of “Agree / Good”. This means that the opportunities for growth among the respondents is not the priority of the organization.

**Objective 3. On the Significant Difference Between Plantilla Item Employees and Job Order Employees on organizational climate**

Table 3.17

**Differences Between Plantilla Item Employees and Job Order Employees on Organizational Climate in terms of Mission and Purpose**

Group Statistics	Employment Type	N	Mean	Standard Deviation	Anova
Organizational Climate – Mission and Purpose	Plantilla Item Employee	44	4.3939	.51476	Df = 1 F=2.781 Sig=.014*
	Job Order Employee	41	3.9919	.89284	
Levene's Test			T-test for Equality of Means		
Assumptions	F	Sig	T	Df	Sig (2-tailed)
Equal variances assumed	2.781	.099	2.565	83	.012*
Equal variances not assumed			2.520	62.995	.014*
*Indicates significant difference					

Table 3.17 above shows that assessment of plantilla item employee on the organizational climate in Local Government Unit of San Antonio Quezon in

terms of mission and purpose mean is 4.3939 with standard deviation of .51476 with N=44. Job order employee mean is 3.9919 with standard deviation of .89284 with N=41. Levene's test for equality of variances has a significance = .014\*, which is interpreted that the variances in the two groups (1) plantilla item employee and (2) job order employee indicates significant difference.

Table 3.18

**Differences Between Plantilla Item Employees and Job Order Employees on Organizational Climate in terms of Communication**

Group Statistics	Employment Type	N	Mean		Standard Deviation	Anova (One-way)
Organizational Climate – Communication	Plantilla Item Employee	44	4.2727		.71265	Df = 1 F=.331 Sig=.308
	Job Order Employee	41	4.0894		.91295	
Levene's Test			T-test for Equality of Means			
Assumptions	F	Sig	T	Df	Sig (2-tailed)	
Equal variances assumed	.331	.567	1.036	83	.303	
Equal variances not assumed			1.027	75.636	.308	

Table 3.18 shows that assessment of plantilla item employee on the organizational climate in Local Government Unit of San Antonio Quezon in terms of communication mean is 4.2727 with standard deviation of .71265 with N=44. Job order employee mean is 4.0894 with standard deviation of .91295 with N=41. Levene's test for equality of variances has a significance = .308, which is interpreted that the variances in the two groups (1) plantilla item employee and (2) job order employee indicates no significant difference.

Table 3.19

**Differences Between Plantilla Item Employees and Job Order Employees on Organizational Climate in terms of Opportunities for Growth**

Group Statistics	Employment Type	N	Mean		Standard Deviation	Anova (One-way)
Organizational Climate – Opportunities for Growth	Plantilla Item Employee	44	4.2727		.63194	Df = 1 F=2.591 Sig=.327
	Job Order Employee	41	4.0976		.95813	
Levene’s Test			T-test for Equality of Means			
Assumptions	F	Sig	T	Df	Sig (2-tailed)	
Equal variances assumed	2.591	.111	1.001	83	.320	
Equal variances not assumed			.987	68.526	.327	



Table 3.19 shows that assessment of plantilla item employee on the organizational climate in Local Government Unit of San Antonio Quezon in terms of communication mean is 4.2727 with standard deviation of .63194 with N=44. Job order employee mean is 4.0976 with standard deviation of .95813 with N=41. Levene's test for equality of variances has a significance = .327, which is interpreted that the variances in the two groups (1) plantilla item employee and (2) job order employee indicates no significant difference.

**Objective 4. On the Significant Difference Between Plantilla Item Employees and Job Order Employees on Work Engagement**

The group statistics in table 3.20 below shows that assessment of plantilla item employee working in Local Government Unit of San Antonio Quezon on their work engagement in terms of mission and purpose mean is 4.5076 with standard deviation of .68005 with N=44. Job order employee mean is 4.1463 with standard deviation of 1.00014 with N=41. Levene's test for equality of variances has a significance = .057, which is interpreted that the variances in the two groups (1) plantilla item employee and (2) job order employee indicates significant difference.



Table 3.20

**Differences Between Plantilla Item Employees and Job Order Employees on Work Engagement in terms of Mission and Purpose**

Group Statistics	Employment Type	N	Mean		Standard Deviation	Anova (One-way)
Work Engagement – Mission and Purpose	Plantilla Item Employee	44	4.5076		.68005	Df = 1 F=2.289 Sig=.057
	Job Order Employee	41	4.1463		1.00014	
Levene's Test			T-test for Equality of Means			
Assumptions	F	Sig	T	Df	Sig (2-tailed)	
Equal variances assumed	2.289	.134	1.959	83	.050	
Equal variances not assumed			1.933	69.833	.057	

Table 3.21 below depicts the assessment of plantilla item employee working in Local Government Unit of San Antonio Quezon on their work engagement in terms of mission and purpose mean is 4.3333 with standard deviation of .71528 with N=44. Job order employee mean is 4.1220 with standard deviation of .91517 with N=41. Levene's test for equality of variances has a significance = .241, which is interpreted that the variances in the two

groups (1) plantilla item employee and (2) job order employee indicates no significant difference

Table 3.21

**Differences Between Plantilla Item Employees and Job Order Employees on Work Engagement in terms of Communication**

<b>Group Statistics</b>	<b>Employment Type</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Anova (One-way)</b>
Work Engagement – Communication	Plantilla Item Employee	44	4.3333	.71528	Df = 1 F=.653 Sig=.241
	Job Order Employee	41	4.1220	.91517	
<b>Levene's Test</b>		<b>T-test for Equality of Means</b>			
<b>Assumptions</b>	<b>F</b>	<b>Sig</b>	<b>T</b>	<b>Df</b>	<b>Sig (2-tailed)</b>
Equal variances assumed	.653	.421	1.191	83	.237
Equal variances not assumed			1.181	75.686	.241

. Table 3.22 below expressed that assessment of plantilla item employee working in Local Government Unit of San Antonio Quezon on their work engagement in terms of mission and purpose mean is 4.4015 with standard deviation of .62083 with N=44. Job order employee mean is 4.0488 with



standard deviation of .94740 with N=41. Levene's test for equality of variances has a significance = .048\*, which is interpreted that the variances in the two groups (1) plantilla item employee and (2) job order employee indicates significant difference.

Table 3.22

**Differences Between Plantilla Item Employees and Job Order Employees on Work Engagement in terms of Opportunities for Growth**

Group Statistics	Employment Type	N	Mean		Standard Deviation	Anova (One-way)
Work Engagement – Opportunities for Growth	Plantilla Item Employee	44	4.4015		.62083	Df = 1 F=1.898 Sig=.048*
	Job Order Employee	41	4.0488		.94740	
Levene's Test			T-test for Equality of Means			
Assumptions	F	Sig	T	Df	Sig (2-tailed)	
Equal variances assumed	1.898	.172	2.044	83	.044*	
Equal variances not assumed			2.015	68.250	.048*	
*Indicates significant difference						

**Objective 5. On analyzing the work engagement of the plantilla item employees and job order employees relationship with the organizational climate of Local Government Unit of San Antonio Quezon.**

Table 3.23

**Organizational Climate and Work Engagement Preferences Correlation**

PEARSON CORRELATION			
Model	N	Pearson r	Sig (2-tailed)
Organizational Climate	85	.937	.000**
Work Engagement	85	.937	.000**
**Highly significant			

Table 3.24

**Comparative Effect of Organizational Climate and Work Engagement**

MULTIPLE REGRESSION			
Model Summary Organizational Climate and Work Engagement	Adjusted R Square		.877
	Anova	df	1
		F	602.356
		Sig	.000
	N = 85		
Model	b	t	Sig
Constant	.051	.291	.772
Organizational Climate	1.006	24.543	.000

## Chapter 5

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings as presented in Chapter 4, the conclusions made and recommendations proposed by the researcher.

#### Summary of Findings

The study presented the impact of organizational climate on the work engagement of employees. The result of the study will serve as an input to human resource development program.

There is a total of 85 respondents: composed of 44 plantilla item employees and 41 job order employees of the Local Government Unit of San Antonio, province of Quezon.

The survey questionnaires is the primary tool used to collect the data needed to answer research questions and test hypotheses. These questionnaires were distributed to each respondent.

Specifically, the study sought answers to the following:

1. To show the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of:



- 1.1 Mission and purpose;
  - 1.2 Communication; and,
  - 1.3 Opportunities for growth.
2. To find out the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of:
- 2.1 Mission and purpose;
  - 2.2 Communication; and,
  - 2.3 Opportunities for growth.
3. On the significant difference in the assessment of the plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of:
- 3.1 Mission and purpose;
  - 3.2 Communication; and,
  - 3.3 Opportunities for growth.



4. To determine if there is a significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of:
  - 4.1 Mission and purpose;
  - 4.2 Communication; and,
  - 4.3 Opportunities for growth.
5. Analyze the work engagement of the plantilla item employees and job order employees relationship with the organizational climate of Local Government Unit of San Antonio Quezon.
6. To develop strategies that can be an input to human resource development program can be proposed based on the result of the study.

### **Summary of Findings**

This study was conducted to come up with strategies to serve as basis in improving the program to increase the satisfaction of the Local Government Unit of San Antonio Quezon's employees.



**1. On the Description of Employee Respondents as to Employment Type**

There were 85 respondents or 52% who belongs to the Plantilla Item Employee and 48% are Job Order Employee.

**2. On the Description of Employee Respondents as to Age Level**

There were 26 respondents or 31% who belongs to the age bracket 41 – 50 years old, another 26 respondents or 31% for the above 50 years old, 22 respondents or 25% are aged 31 – 40, and 11 respondents or 13% belongs to the 20 – 30 age bracket.

**3. On the Description of Employee Respondents as to Civil Status**

There were 64 respondents or 75% who were married, 10 respondents or 12% were single, 8 respondents or 9% were widow/er, and 3 respondents or 4% were separated.

**4. On the Description of Employee Respondents as to Educational Attainment**

There were 31 respondents or 37% had other educational attainment, also 31 respondents or 37% were college graduate, 13 respondents or 15% were college level, 6 respondents or 7% belong to the category masteral unit and 4 respondents or 4% had doctoral unit.





**5. On the assessment of the plantilla item employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of Mission and Purpose**

The Rankings were: **(1.5)** “I am familiar with the mission, vision and values of the company” with weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(1.5)** Mission, vision and values show in everyday work and procedures” with weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(3)** I can see the link between my work and company objectives.

**6. On the assessment of the job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of Mission and Purpose**

The Rankings were: **(1)** “Mission, vision and values show in everyday work and procedures” with weighted mean of 4.15 or equivalent to verbal interpretation of “Agree / Good”. **(2)** “I am familiar with the mission, vision and values of the company” with weighted mean of 4.07 or equivalent to verbal interpretation of “Agree / Good”. **(3)** “I can see the link between my work and company objectives” with weighted mean of 3.76 or equivalent to verbal interpretation of “Agree / Good”.



**7. On the assessment of the plantilla item employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of Communication**

The Rankings were: **(1)** “The organization Supports honest two-way communication” with weighted mean of 4.5 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2)** “My immediate supervisor is available to me whenever I have questions or need help” with weighted mean of 4.21 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(3)** “I generally feel informed about the changes that affect me within the organization” with weighted mean of 4.11 or equivalent to verbal interpretation of “Agree / Good”.

**8. On the assessment of the job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of Communication**

The Rankings were: **(1)** “The organization Supports honest two-way communication” with weighted mean of 4.24 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2)** “I generally feel informed about the changes that affect me within the organization” with weighted mean of 4.07 or equivalent to verbal interpretation of “Agree / Good”. **(3)** “My immediate



supervisor is available to me whenever I have questions or need help” with weighted mean of 3.95 or equivalent to verbal interpretation of “Agree / Good”.

**9. On the assessment of the plantilla item employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of Opportunities for Growth**

The Rankings were: **(1)** “There are a variety of ways to develop my career” with weighted mean of 4.37 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2)** “Someone at work encourages my development” with weighted mean of 4.23 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(3)** “There is equal opportunity for advancement” with weighted mean of 4.21 or equivalent to verbal interpretation of “Strongly Agree / Very Good”.

**10. On the assessment of the job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of Opportunities for Growth**

The Rankings were: **(1)** “There are a variety of ways to develop my career” with weighted mean of 4.22 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2)** “There is equal opportunity for advancement” with weighted mean of 4.15 or equivalent to verbal interpretation of “Agree /



Good”. **(3)** “Someone at work encourages my development” with weighted mean of 3.93 or equivalent to verbal interpretation of “Agree / Good”.

**11. On finding out the assessment of plantilla item employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of Mission and Purpose**

The Rankings were: **(1)** “My job is important in accomplishing the mission of the organization” with weighted mean of 4.66 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2.5)** “I understand the strategic goals of the broader organization” with weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2.5)** “I understand the informal structures and processes of the organization” with weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”.

**12. On finding out the assessment of job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of Mission and Purpose**

The Rankings were: **(1)** “My job is important in accomplishing the mission of the organization” with weighted mean of 4.46 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2)** “I understand the informal structures and processes of the organization” with weighted mean of 4.00 or



equivalent to verbal interpretation of “Agree / Good”. **(3)** “I understand the strategic goals of the broader organization” with weighted mean of 3.98 or equivalent to verbal interpretation of “Agree / Good”.

**13. On finding out the assessment of plantilla item employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of Communication**

The Rankings were: **(1)** “I am given adequate feedback about my performance” with weighted mean of 4.66 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2.5)** “Communication is encouraged in this organization” with weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2.5)** “My supervisor gives me praise and recognition when I do a good job” with weighted mean of 4.43 or equivalent to verbal interpretation of “Strongly Agree / Very Good”.

**14. On finding out the assessment of job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of Communication**

The Rankings were: **(1)** “I am given adequate feedback about my performance” with weighted mean of 4.46 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2)** “My supervisor gives me praise and recognition when I do a good job” with weighted mean of 4.00 or equivalent to verbal interpretation of “Agree / Good”. **(3)** “Communication is encouraged in this

organization” with weighted mean of 3.98 or equivalent to verbal interpretation of “Agree / Good”.

**15. On finding out the assessment of plantilla item employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of Opportunities for Growth**

The Rankings were: **(1)** “I have the appropriate amount of information to make correct decision about work” with weighted mean of 4.55 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2)** “I am encouraged to learn from my mistakes” with weighted mean of 4.34 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(3)** “My manager is actively interested in my professional development and advancement” with weighted mean of 4.11 or equivalent to verbal interpretation of “Strongly Agree / Very Good”.

**16. On finding out the assessment of job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of Opportunities for Growth**

The Rankings were: **(1)** “I am encouraged to learn from my mistakes” with weighted mean of 4.37 or equivalent to verbal interpretation of “Strongly Agree / Very Good”. **(2)** “I have the appropriate amount of information to make correct decision about work” with weighted mean of 4.12 or equivalent to verbal



interpretation of “Agree / Good”. **(3)** “My manager is actively interested in my professional development and advancement” with weighted mean of 3.66 or equivalent to verbal interpretation of “Agree / Good”.

**17. On the significant difference in the assessment of the plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of Mission and Purpose**

There was a significant difference in the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of mission and purpose.

**18. On the significant difference in the assessment of the plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of Communication**

There was no significant difference in the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of communication.



**19. On the significant difference in the assessment of the plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of Opportunities for Growth**

There was no significant difference in the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of opportunities for growth.

**20. On the significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of Mission and Purpose**

There was a significant difference in the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of mission and purpose.

**21. On the significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of Communication**





There was no significant difference in the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of communication.

**22. On the significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of Opportunities for Growth**

There was a significant difference in the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of opportunities for growth.

**Conclusions**

Based on the summary of findings from the data gathered, the following conclusions are drawn.

1. The respondents may be described as to employment type. Majority of the respondents are plantilla item employee.
2. Majority of the respondents are 41 to above 50 years old. This shows that the organization's employees came from the older generation.
3. Majority of the respondents are married.



4. Majority of the respondents belongs to “others” and “college graduate level”.
5. The plantilla item employees are familiar with the vision, mission and values of the company.
6. The work done by the job order employees is under the mission, vision and values of the company.
7. Based on the response by the plantilla item employees they experience a two-way communication within the organization.
8. Based on the response by the job order employees they experience a two-way communication within the organization.
9. Every employee is looking for career development not only for personal improvement but also for professional enhancement.
10. Every employee is looking for career development not only for personal improvement but also for professional enhancement.
11. It is important that an employee sees that his job is needed in accomplishing the mission of the organization.
12. It is important that an employee sees that his job is needed in accomplishing the mission of the organization.



13. The plantilla item employees are satisfied with the current job evaluation of the organization.
14. Prior to renewal, the job order employees are evaluated and given feedback by the department heads and the human resource administration department.
15. Rank 1 in the answer of the plantilla item respondents is they were given appropriate amount of information to make correct decision about work.
16. Rank 1 in the answer of the job order employees is they were encouraged to learn from their mistakes.
17. There is a significant difference in the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of mission and purpose.
18. There is no significant difference in the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of communication.
19. There is no significant difference in the assessment of plantilla item employees and job order employees on the organizational climate in



Local Government Unit of San Antonio Quezon in terms of opportunities for growth.

20. There is a significant difference in the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of mission and purpose.

21. There is no significant difference in the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of communication.

22. There is a significant difference on the assessment of the plantilla item and job order employees because of the employment status of the two group of respondents.

### **Recommendations**

Based on the findings and conclusions, the respondents have preference when it comes to increasing their satisfaction. In this accord, some recommendations were suggested which can be an input to human resource development program. The recommendations are as follows:



1. Majority of the respondents belongs to the plantilla item employee, the Human Resource Administration Department may include trainings that will increase the qualification of the job order respondents.
2. In preparation for future applicants, the human administration department may create a program that will invite younger generations in applying within the organization.
3. Being married is not a disadvantage in the organization, they may continue in hiring applicants regardless of their civil status.
4. Some of the job description in the organization do not need higher educational attainment, however, the human resources administration may continue to provide trainings and seminars that will improve the capabilities of the employees.
5. The Human Resource Administration Department may continue the current practice of introducing the mission, vision and values of the organization especially to the newly hired.
6. The Human Resource Administration Department may continue the current practice of introducing the mission, vision and values of the organization especially to the newly hired.



7. This is a sign that the current practice of communication within the organization is effective. The Human Resource Administration Department may continue in implementing this.
8. This is a sign that the current practice of communication within the organization is effective. The Human Resource Administration Department may continue in implementing this.
9. Since the respondents sees that there are a variety of ways in career development, the human resource department may continue in the providing training for career growth.
10. Since the respondents sees that there are a variety of ways in career development, the human resource department may continue in the providing training for career growth.
11. The Human Resource Administration Department must give recognition in the work achievement of the employees.
12. The Human Resource Administration Department must give recognition in the work achievement of the employees.
13. The Human Resource Administration Department may continue using the current feedback form to how engaged the employees are.



14. The Human Resource Administration Department may continue using the current feedback form to how engaged the employees are.
15. The Human Resource Administration Department may ensure that the programs created by each department are properly disseminated to guarantee that the information being used by the employees are correct.
16. The Human Resource Administration Department may create programs that will develop the level of confidence of the job order employees.
17. The Human Resource Administration Department may improve the current program in imparting the mission, vision and values of the company.
18. The Human Resource Administration Department may continue the current communication program and practice among its employees.
19. Training program for both of the respondents, plantilla item and job order employees, will lead to better abilities and opportunities. The Human Resource Administration may continue in improving the training programs to increase the capabilities and abilities of its employees.
20. The Human Resource Administration Department may improve the current program in imparting the mission, vision and values of the



company. And must create programs that will increase the commitment of the employees.

21. The Human Resource Administration Department may continue the current communication program and practice among its employees.

22. Training program for both of the respondents, plantilla item and job order employees, will lead to better abilities and opportunities. The Human Resource Administration may continue in improving the training programs to increase the capabilities and abilities of its employees.





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## APPENDIX A: QUESTIONNAIRE (WITH COVER LETTER)

### SURVEY QUESTIONNAIRE

**Dear Sir/Madam:**

This survey seeks to determine your evaluation on Organizational climate and Employee engagement which can be an input in human resource development.

In view thereof, the researcher would like to seek your indulgence in answering this questionnaire. Your opinion on this survey is of utmost importance in finding answers to the questions raised on this study.

Rest assured that your responses will be treated with utmost confidentiality.

Thank you very much.

**MARYOLA D. ESCUETA**

Researcher

**Part 1. Demographic Profile of the Respondents.** Please put a (✓) tick mark on the space provided for corresponding to your best choice.

1. Employment Type:

( ) Plantilla item employee

( ) Job order employee

2. Age:

( ) below 20 years old

( ) 20 – 30 years old

( ) 31 - 40 years old

( ) 41 – 50 years old

( ) Above 50 years old



3. Civil Status

- ☐ Single  
☐ Married  
☐ Widow/er  
☐ Separated  
☐ \_\_\_\_\_ Others (please specify) \_\_\_\_\_

4. Educational Attainment

- ☐ College Level  
☐ College Graduate  
☐ Masteral Unit  
☐ Masteral Graduate  
☐ Doctoral Unit  
☐ Doctoral Graduate  
☐ Others (please specify) \_\_\_\_\_

**Part 2. Evaluation on Employee engagement and Organization climate.** Please put a tick (✓) mark on the space provided for corresponding to your best choice using the scale provided herein. 5-Strongly Agree (SA); 4- Agree; 3-Neither Agree nor Disagree (NAD); 2-Disagree (DA); and 1-Strongly Disagree (SDA).

<b>Variables/Indicators</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Organizational Climate</b>					
<b>Mission and Purpose</b>					
1. I am Familiar with the mission, vision and values of the company					
2. I can see the link between my work and company objectives					
3. Mission, vision and values show in everyday work and procedures.					
<b>Communication</b>					
1. I generally feel informed about the changes that affect me within the organization					
2. The organization supports honest two way communication					



3. My immediate supervisor is available to me whenever I have questions or need help					
<b>Opportunities for growth</b>					
1. There are a variety of ways to develop my career					
2. There is equal opportunity for advancement					
3. Someone at work encourages my development					
<b>Work Engagement</b>					
<b>Mission and Purpose</b>					
1. I understand the strategic goals of the broader organization					
2. I understand the informal structures and processes of the organization					
3. My job is important in accomplishing the mission of the organization					
<b>Communication</b>					
1. Communication is encouraged in this organization.					
2. My supervisor gives me praise and recognition when I do a good job					
3. I am given adequate feedback about my performance					
<b>Opportunities for growth</b>					
1. I have the appropriate amount of information to make correct decision about work					
2. My manager is actively interested in my professional development and advancement.					
3. I am encouraged to learn from my mistakes.					



## APPENDIX B: VALIDATION OF QUESTIONNAIRES

### FOR VARIABLE GROUP: WORK ENGAGEMENT: MISSION AND PURPOSE

Cronbach's Alpha	N of items
.980	3

### FOR VARIABLE GROUP: WORK ENGAGEMENT: COMMUNICATION

Cronbach's Alpha	N of items
.881	3

### FOR VARIABLE GROUP: WORK ENGAGEMENT: OPPORTUNITIES FOR GROWTH

Cronbach's Alpha	N of items
.927	3

**Note:** the survey questionnaire has cronbach's alpha  $>0.70$  per data item group which means that it has high level of internal consistency of scales used.

Survey questionnaire pilot testing was based on 12 sets of interview data pilot tested on 12 non-respondents.



**APPENDIX C: COMPUTATION OF ANOVA FOR THE  
ORGANIZATIONAL CLIMATE IN TERMS OF  
MISSION AND PURPOSE; COMMUNICATION;  
AND, OPPORTUNITIES FOR GROWTH**

*(This is to seek answer for Objective Number 3: To determine if there is a significant difference in the assessment of the plantilla item employees and job order employees on the organization climate in Local Government Unit of San Antonio Quezon in terms of: Mission and Purpose; Communication; and, Opportunities for Growth)*

**1.State the null and alternative hypothesis.**

In terms of Mission and Purpose

$H_0: \mu_1 = \mu_2$  There is no significant difference in the assessment of the plantilla item employees and job order employees on the organizational climate of Local Government Unit of San Antonio Quezon in terms of mission and purpose.

$H_a: \mu_1 \neq \mu_2$  There is significant difference in the assessment of the plantilla item employees and job order employees on the organizational climate of Local Government Unit of San Antonio Quezon in terms of mission and purpose.



## 2. Computation of Mean.

	Employment Type	N	Mean	Standard Deviation	Standard Error Mean
Average Organizational Climate Mission and Purpose	Plantilla Item Employees	44	4.3939	.51476	.07760
	Job Order Employees	41	3.9919	.89284	.13944

## 3. Independent Samples Test.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig	T	df	Sig. (2-tail ed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Average Organizational Climate Mission and Purpose	Equal variances assumed	2.781	.099	2.565	83	.012	.40207	.15675	.09031	.71383
	Equal variances not assumed			2.520	62.995	.014	.40207	.15958	.08318	.72096





Red box indicates Significant Difference

#### **4. State the Conclusion.**

There was a significant difference in the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of mission and purpose.

#### **5.State the null and alternative hypothesis.**

In terms of Communication

$H_0: \mu_1 = \mu_2$  There is no significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of communication.

$H_a: \mu_1 \neq \mu_2$  There is significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of communication.



## 6. Computation of Mean.

	Employment Type	N	Mean	Standard Deviation	Standard Error Mean
Average Organizational Climate Communication	Plantilla Item Employees	44	4.2727	.71265	.10744
	Job Order Employees	41	4.0894	.91295	.14258

## 7. Independent Samples Test.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Average Organizational Climate Communication	Equal variances assumed	.331	.567	1.036	83	.303	.18330	.17698	-.16872	.53531
	Equal variances not assumed			1.027	75.636	.308	.18330	.17852	-.17229	.53889



Yellow box indicates No Significant Difference

### **8. State the Conclusion.**

There was no significant difference in the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of communication.

### **9.State the null and alternative hypothesis.**

In terms of Opportunities for Growth

$H_0: \mu_1 = \mu_2$  There is no significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of opportunities for growth.

$H_a: \mu_1 \neq \mu_2$  There is significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of opportunities for growth.



### 10. Computation of Mean.

	Employment Type	N	Mean	Standard Deviation	Standard Error Mean
Average Organizational Climate Opportunities for Growth	Plantilla Item Employees	44	4.2727	.63194	.09527
	Job Order Employees	41	4.0976	.95813	.14964



### 11. Independent Samples Test.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tail ed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Average Organizational Climate Opportunities for Growth	Equal variances assumed	2.591	.111	1.001	83	.320	.17517	.17491	-.17272	.52306
	Equal variances not assumed			.987	68.526	.327	.17517	.17739	-.17876	.52909

Yellow box indicates No Significant Difference

### 12. State the Conclusion.

There was no significant difference in the assessment of plantilla item employees and job order employees on the organizational climate in Local Government Unit of San Antonio Quezon in terms of opportunities for growth.



**APPENDIX D: COMPUTATION OF ANOVA FOR THE  
WORK ENGAGEMENT IN TERMS OF  
MISSION AND PURPOSE; COMMUNICATION;  
AND, OPPORTUNITIES FOR GROWTH**

*(This is to seek answer for Objective Number 4: To determine if there is a significant difference in the assessment of the plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of: Mission and Purpose; Communication; and, Opportunities for Growth)*

**1.State the null and alternative hypothesis.**

In terms of Mission and Purpose

$H_0: \mu_1 = \mu_2$  There is no significant difference in the assessment of  
plantilla item employees and job order employees working  
in Local Government Unit of San Antonio Quezon on their  
work engagement in terms of mission and purpose

$H_a: \mu_1 \neq \mu_2$  There is significant difference in the assessment of  
plantilla item employees and job order employees working  
in Local Government Unit of San Antonio Quezon on their  
work engagement in terms of mission and purpose



## 2. Computation of Mean.

	Employment Type	N	Mean	Standard Deviation	Standard Error Mean
Average Work Engagement Mission and Purpose	Plantilla Item Employees	44	4.5076	.68005	.10252
	Job Order Employees	41	4.1463	1.00014	.15619

## 3. Independent Samples Test.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Average Work Engagement Mission and Purpose	Equal variances assumed	2.289	.134	1.959	83	.050	.36123	.18440	-.00553	.72799
	Equal variances not assumed			1.933	69.833	.057	.36123	.18684	-.01141	.73388



Red box indicates Significant Difference

#### 4. State the Conclusion.

There was a significant difference in the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of mission and purpose.

#### 5. State the null and alternative hypothesis.

In terms of Communication

$H_0: \mu_1 = \mu_2$  There is no significant difference in the assessment of  
plantilla item employees and job order employees working  
in Local Government Unit of San Antonio Quezon on their  
work engagement in terms of communication

$H_a: \mu_1 \neq \mu_2$  There is significant difference in the assessment of  
plantilla item employees and job order employees working  
in Local Government Unit of San Antonio Quezon on their  
work engagement in terms of communication

#### 6. Computation of Mean.

	Employment Type	N	Mean	Standard Deviation	Standard Error Mean
Average Work Engagement Communication	Plantilla Item Employees	44	4.3333	.71528	.10783
	Job Order Employees	41	4.1220	.91517	.14293



## 7. Independent Samples Test.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig	T	df	Sig. (2-tail ed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Average Work Engagement Communication	Equal variances assumed	.653	.421	1.191	83	.237	.21138	.17750	-.14166	.56443
	Equal variances not assumed			1.181	75.686	.241	.21138	.17904	-.14523	.56800

Yellow box indicates No Significant Difference

## 8. State the Conclusion.

There was no significant difference in the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of communication.



## 9. State the null and alternative hypothesis.

In terms of Opportunities for Growth

$H_0: \mu_1 = \mu_2$  There is no significant difference in the assessment of  
plantilla item employees and job order employees working  
in Local Government Unit of San Antonio Quezon on their  
work engagement in terms of opportunities for growth

$H_a: \mu_1 \neq \mu_2$  There is significant difference in the assessment of  
plantilla item employees and job order employees working  
in Local Government Unit of San Antonio Quezon on their  
work engagement in terms of opportunities for growth

## 10. Computation of Mean.

	Employment Type	N	Mean	Standard Deviation	Standard Error Mean
Average Work Engagement Opportunities for Growth	Plantilla Item Employees	44	4.4015	.62083	.09359
	Job Order Employees	41	4.0488	.94740	.14796

### 11. Independent Samples Test.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Average Work Engagement Communication	Equal variances assumed	1.898	.172	2.044	83	.044	.35273	.17260	.00945	.69602
	Equal variances not assumed			2.015	68.250	.048	.35273	.17508	.00340	.70207

Red box indicates Significant Difference

### 12. State the Conclusion.

There was a significant difference in the assessment of plantilla item employees and job order employees working in Local Government Unit of San Antonio Quezon on their work engagement in terms of opportunities for growth.



## APPENDIX E: CERTIFICATE OF PROOFREADING


This is to certify that I have edited this Thesis Manuscript titled:

### THE IMPACT OF ORGANIZATIONAL CLIMATE ON THE WORK ENGAGEMENT OF EMPLOYEES: INPUTS TO HUMAN RESOURCE DEVELOPMENT PROGRAM

Prepared by

**MARYOLA D. ESCUETA**

And have found it complete and satisfactory with respect to grammar and composition.



**DR. EMMA C. IYO**  
Doctor in Educational Management and Leadership

\_\_\_\_\_  
Date

I hereby certify that this manuscript has been evaluated using Assignment proof originally Check System with 16% similarity index. I have analyzed the report produced by the system and based on it; I certify that the references in the manuscript are in accordance with good scientific practice.

Verified through assignment proof by:  
**Engr. Delaney C. Ofrecio**  
Research Director



**AMA UNIVERSITY**  
School of Graduate Studies  
Maximina St., Villa Arca Subdivision  
Project 8, Quezon City, Philippines

## **APPENDIX F: Curriculum Vitae**

**Maryola D. Escueta**

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**Mobile** (+63) 932 688 3553  
**Email** maryolaescueta@gmail.com



### **PERSONAL INFORMATION**

**Age:** 41  
**Date of Birth:** September 11, 1980  
**Gender:** Female  
**Civil Status:** Widow  
**Nationality:** Filipino  
**Religion:** Roman Catholic

### **WORK EXPERIENCE**

**Rural Sanitation Inspector**  
Local Government Unit of San Antonio Quezon

Rural Health Unit  
2019 – Present

**Internal Auditor**  
Internal Audit Department

Caritas Health Shield, Inc.  
2015 – 2019

**Bookkeeper**  
Accounting for Subsidiaries

Caritas Health Shield, Inc.  
2013 – 2015



**AMA UNIVERSITY**  
School of Graduate Studies  
Maximina St., Villa Arca Subdivision  
Project 8, Quezon City, Philippines

**Disbursement Assistant**

Accounting for Subsidiaries  
Caritas Health Shield, Inc.  
2012 – 2013

**EDUCATION**

**AMA University**

Doctor in Business Administration  
2019 - 2021

**Trinity University of Asia**

Master in Business Administration  
2014 – 2017

**National College of Business & Arts**

Bachelor of Science in Accountancy  
1997 – 2001

**SKILLS AND ABILITIES**

Proficient in Microsoft Office (Word, PowerPoint, Excel)