

The Intervening Effects of the Organizational Climate of the Provincial Government of Cagayan to the Employees' Job Performance

Chona Pajarillo Agustin, DPA*

Abstract--- *An organization is a system of relating resources that make possible the accomplishment of specific objectives. In public administration, objectives are statements of what an agency or office is officially expected to perform. This aim bends the organizational operation to their accomplishment thus providing the motive for organizational climate. Climate is unseen but undeniably is always present and felt by all who comprise the entire organization. The desire to be accepted and remain part of the organization is inherent in every human being. This undertaking was made to ascertain the present organizational climate of local government units (LGU) of the province of Cagayan and its implication to job performance. Regular employees and administrators of the province were used to provide the needed data. A descriptive correlational design was utilized. Utilizing the data gathered from respondents, results show that the local government units employees and administrators' performance is very satisfactory which is in consonance to the organizational climate of very much which is very equivalent to a pleasant working atmosphere. This study proves that the organizational climate was very good along the different dimensions and results further revealed that when the administrators are grouped according to personal profile, did not sufficiently relate to perception whereas for the employees' group, all the personal profile variables directly affect their perception. Such differences manifest the inconsistencies in their perception, thus it is strongly recommended that provisions which would warrant an excellent organizational climate must prevail if quality service is to be delivered to the clientele.*

Keywords--- *Job Performance, Organizational Climate, Descriptive Correlational Design, RA 7160, Local Government Units, Civil Service Eligibility, Chi-square, Clientele.*

I. INTRODUCTION

Management as an art and a process is the focal point of every dynamic structure. Any given organization is bound not just to deal with it but more so to live with it, hence apparently indispensable. It is an essential tool for the successful operation of any organization, be it large or small, the logical and social goal of which is productivity. An organization is a social system composed of people who consciously and concertedly coordinate their efforts and activities toward the accomplishment of a common objective. The people or the human resources are the essence of an organization. The organization performs only if the people decide to take actions. Human resource is tasked to perform specific functions in the organization making them the major contributors to organizational performance and effectiveness. They are living institutions that must be cared for and nurtured. The people represent the greatest asset that any organization can ever be expected to possess. Through them in concerted efforts and consolidated action, the established objectives of an organization are realized. For this reason, the need to address the concerns of

Chona Pajarillo Agustin, DPA*, Faculty Member, College of Business, Entrepreneurship and Accountancy, Cagayan State University, Andrews Campus, Caritan, Tuguegarao City, Cagayan, Philippine. E-mail: chopagus@yahoo.com

human resource in the organization can no longer be ignored most notably in these present times when people are recognized as the heart of an organization.

As an individual joins a work group, he becomes part of the organizations social system. The organization becomes the medium by which he has to deal with, and he, himself, becomes the catalyst or agent of the organization, expected to perform quality work towards the realization of the common objectives. It is two-way process with mutual responsibilities between the individual and the organization complementing each other.

Organizational climate plays a very significant part in an individual's perception of the work situation which ultimately results to job satisfaction. Organizational climate is simply known as the human environment within the organization. Climate is an important determinant of how the organization interprets and responds to the members' experience within the organization in the course of performing their tasks. Employees are better motivated to work if they perceive that their work environment is supportive of them which provide them a sense of belongingness (Oshagbemi, 2000). Similarly, if the work environment is supportive, job performance is likely placed to a higher level.

Organizational climate can be seen as a descriptive concept that reflects the common view and agreement of all members regarding the various elements of the organization such as structure, systems and practices (McMurray, 2003). One could thus say that, organizational climate essentially refers to the experience of employees in the organization. The concept of organizational climate centers on perceptions. Brown and Brooks (2002, p. 330) define climate as the "feeling in the air" and the "atmosphere that employees perceive is created in their organizations due to practices, procedures and rewards." From this definition, it is clear that the individual perceptions of employees in the organization have an impact on the climate. Even though individuals differ in the way they perceive, analyze and interpret information, the climate present in the organization is a collective view or perception (Dormeyer, 2003). Since climate is the psychological or perceptual description of individuals, the climate in an organization can be seen as the collective perception of employees (Al-Shammari, 1992). According to Neher (1996), organizational climate is similar to the moods of individuals, which are subject to change at any given time. The climate in an organization is affected by events and characteristics relevant to the organization, which in turn exert a strong influence on the behavior of the organization's members. Organizational climate and the way in which individuals respond to it continually interact. Over time, the organizational climate is said to have the capacity to convey the general psychological atmosphere of an organization, and consequently, may affect the satisfaction, motivation and behavior patterns of individuals in the workplace (Lawler, 1992).

Government employees and administrators constitute the nation's manpower; hence, government agencies as an organization and as social structure of the state are expected to be in conformity to the thrusts for national development. The local government units play a vital role in order that the mandated functions as provided under Republic Act 7160 otherwise known as the Local Government Code of 1991 will be implemented. Like any organization, the local government units of Cagayan Valley Region are composed of individuals who possess characteristics, attitudes, values and beliefs distinct and separate from the others. For local government adapting to the changes, the two critical sources of pressure to improve the organization's performance are the implementation

of the government decentralization policy and globalization and its attendant competition with the aid of information technology.

Statement of the Problem

This study attempted to ascertain the organizational climate prevailing in the Local Government Units of the province of Cagayan and its implications to job performance. Specifically, it attempted to answer the following questions:

1. What is the profile of the employees and their administrators of the Local Government Units as a province relative to:
 - 1.1 age
 - 1.2 sex
 - 1.3 civil status
 - 1.4 civil service eligibility
 - 1.5 educational attainment
 - 1.6 length of service
 - 1.7 status of employment
2. What is the perception of the employees and administrators as a province with regard to the following dimensions of the organizational climate prevailing as to:
 - 2.1 interpersonal relationship
 - 2.2 motivation pattern
 - 2.3 work environment
 - 2.4 incentives and awards
 - 2.5 evaluation system
 - 2.6 communication system
3. What is the job performance of the employees as reflected in their performance evaluation report for 2015 as a province?
4. Is there a significant relationship between the perceptions of the employees on the organizational climate prevailing in their office and their job performance when grouped as a province?
5. Is there a significant relationship between the perceptions of the administrators on the organizational climate prevailing in their office and their job performance when grouped as a province?
6. Is there is a significant difference in the perceptions of the employees and administrators as a province as to the level of organizational climate prevailing in their office when grouped according to their personal profile?

Hypotheses

This study was guided by the following hypotheses:

1. That there is no significant relationship between the perception of the employees on the organizational climate prevailing in their office and their job performance when grouped as a province.

2. That there is no significant relationship between the perception of the administrators on the organizational climate prevailing in their office and their job performance when grouped as a province.
3. That there is no significant difference in the perception of the employees and administrators as a province as to the level of organizational climate prevailing in their office when grouped according to their personal profile.

II. METHODOLOGY

Since this study has attempted to ascertain the organizational climate prevailing in the Local government units in the province of Cagayan and its implications to job performance, the descriptive correlational method of research was used (Fraenkel and Wallen 1993). The descriptive statistics was used to summarize the profile of the respondents like percentages, frequency counts and mean and in the analysis and interpretation of the perception of the employees and administrators as regards to the different dimensions of organizational climate the weighted mean was utilized. For the analysis and interpretation of the perception of the employees and administrators as regards to the different dimensions of organizational climate prevailing in their office, the chi-square was used. A questionnaire was utilized to gather information from the respondents which consisted of two parts: Part I consisted of the profile of the respondents and Part II of the questionnaire proper consisted of the respondents' perception on employee interpersonal relationship, motivation pattern, work environment, incentives and awards, evaluation system and communication system. This data gathering tool was patterned from Oranda (Unpublished thesis, 1998).

III. STATISTICAL TOOLS

The profile of the respondents was analyzed using the simple frequency count and percentage. In the analysis and interpretation of the perception of the employees and administrators as regards to the different dimensions of organizational climate, the weighted mean was used which is calculated by the equation:

$$X = \frac{WX}{N} \text{ where:}$$

X = frequency

WX = weighted mean

N = population

F = sum of the frequency

The weighted mean was interpreted using the following criterion scale:

Numerical Value	Mean Range	Descriptive Scale
5	4.20-5.00	very much
4	3.40-4.19	much
3	2.60-3.39	little
2	1.80-2.59	very little
1	1.00-1.79	not at all

To test any significant relationship of the perception of the employees and administrators on the organizational climate prevailing in their office and job performance, the chi-square was utilized. To test any significant difference in the perception of the employees and administrators as a province as to the level of organizational climate prevailing in their office when grouped according to their personal profile, the chi-square was utilized.

IV. RESULTS AND DISCUSSIONS

Table 1A: Over-all Summary of the Frequency and Percentage Distribution of the Personal Profile of the Local Government Units Employees' in the Province

<i>Profile Variables</i>	<i>Frequency</i>	<i>Percentage</i>
AGE		
21-25	501	26.03
26-30	424	22.03
31-35	270	14.03
36-40	116	6.03
41-45	154	8.03
46-50	231	12.00
51-55	139	10.03
56& above	36	1.85
TOTAL	1925	100.00
-- X		34.63
SEX		
Male	1002	54.76
Female	923	45.24
TOTAL	1925	100.00
CIVIL STATUS		
Married	1336	69.40
Single	578	30.33
Widow/er	8	0.41
Separated	3	0.16
TOTAL	1925	100.00
CIVIL SERVICE ELIGIBILITY		
Professional	770	40.00
Sub-professional	732	38.03
PRC board passer	270	14.03
1 st Grade	77	4.00
2 nd Grade	76	3.94
TOTAL	1925	100.00
EDUCATIONAL ATTAINMENT		
College	1046	54.34
With MA units	802	41.66
MA Holder	49	2.55
With Doctoral Units	21	1.09
Doctorate Degree	7	0.36
TOTAL	1925	100.00
LENGTH OF SERVICE		
0-5	847	44.00
6-10	385	20.00
11-15	154	8.00
16-20	386	20.05
21-25	77	4.00
26-30	16	0.83
31 & above	60	3.12
TOTAL	1925	100.00
STATUS OF EMPLOYMENT		
Permanent/Regular	1925	100.00
TOTAL	1925	100.00

Age

The table revealed that majority of the LGU employees in the province belong to the early adulthood stage as proven by the mean ages of 34.63.

The data imply that majority of the LGU employees are in the stage where they are most creative, enthusiastic and full of ambition.

A period of new potentials and of real beginnings into the adventures and challenges especially of connecting one's identity with one's position and of establishing independence and economic self-reliance.

Sex

Results showed that majority of the employees are females, an implication that women nowadays are no longer confined in the homes but are working women to meet the demands of the time.

Civil Status

As shown in the table, the married employees outnumbered the single, widowed and separated ones which imply that there are more married employees because of their ages are far above the marriageable ages as proven by the mean ages.

Civil Service Eligibility

In the province, the most numbered employees possess the Professional eligibility which implies that majority of the employees possess the needed eligibility in their respective positions.

Highest Educational Attainment

The data in the table showed that majority of the employees are educationally qualified to occupy their respective positions and even surpassed the requirement because some of them are on their way and even finished their graduate studies.

Length of Service

In the province, respondents are just new in the service.

As to the mean length of service, obtained a young mean of 9.41 which implies that employees in the province are newer in the service.

Status of Employment

From the table, all of the employees are regular/permanent, an implication that the employees have the security of tenure and that no hiring takes place if there's no item for permanent status.

Table 1B: Over-all Summary of the Frequency and Percentage Distribution of the Personal Profile of the Local Government Units Administrators

<i>Profile Variables</i>	<i>Frequency</i>	<i>Percentage</i>
AGE		
21-25	-	-
26-30	-	-
31-35	6	14.29
36-40	1	2.38
41-45	17	40.48
46-50	6	14.29
51-55	11	26.18
56& above	1	2.38
TOTAL	42	100.00
-- X		45.10
SEX		
Male	23	54.76
Female	19	45.24
TOTAL	42	100.00
CIVIL STATUS		
Married	31	73.81
Single	11	19.11
Widow/er	-	-
Separated	-	-
TOTAL	42	100.00
CIVIL SERVICE LIGIBILITY		
Professional	22	52.38
Sub-professional	8	19.05
PRC board passer	11	26.19
1 st Grade	1	2.38
2 nd Grade	--	-
TOTAL	42	100.00
EDUCATIONAL TTAINMENT		
College	14	33.33
With MA units	12	28.57
MA Holder	6	14.29
With Doctoral Units	6	14.29
Doctorate Degree	4	9.52
TOTAL	42	100.00
LENGTH OF SERVICE		
0-5	6	14.29
6-10	6	14.29
11-15	8	19.04
16-20	14	33.33
21-25	6	14.29
26-30	1	2.38
31 & above	1	2.38
TOTAL	42	100.00
STATUS OF EMPLOYMENT		
Permanent/Regular	42	100.00
TOTAL	42	100.00

Age

The results showed that majority of the Local Government Units administrators of the province are in their early adulthood stage, the stage where they are most energetic, enthusiastic and ambitious, the stage where they are at the peak of their career.

Sex

The data revealed that the number of females outnumbered the males and this implies that majority of the LGU administrators in the province are females because of their patience and diligence in doing their works as well as in pursuit of post graduate titles enabling them to be more educationally qualified for higher positions.

Civil Status

As seen from the table, majority of the administrators of the LGU in the province are married which implies that majority of them are already of marriageable ages as proven by their mean ages

Civil Service Eligibility

In the province, most of the administrators are holders of the Professional eligibility which implies that the administrators in the LGU in the province possess the needed eligibility in their positions.

Highest Educational Attainment

The data in the table showed that the most of the administrators in the province of Cagayan are college graduates which implies that they have just met the minimum requirement for education

Length of Service

Majority of the administrators have been in the service for a long period of time as shown by their mean length of service as 14.67 years for Cagayan which implies that the LGU administrators are already experienced enough and this might be the factor why they were promoted as such.

Status of Employment

From the table, all of the administrators have permanent status of employment which implies that the administrators have the security of tenure.

Table 2A: Summary of the Item Mean of the Employees' Perception of the Organizational Climate Prevailing as to Interpersonal Relationship

<i>Item</i>	-- <i>X</i>	<i>DS</i>
-I have a sound working relationship with superior, peers	4.36	M
-This organization is characterized by relaxed, easy-going working climate	4.32	VM
-A friendly atmosphere prevails among employees in the organization	4.30	VM
-There is a lot of warmth in the relationship between the management and workers	4.26	VM
-I admire and respect my superiors, peers and I am confident that they respect me	4.22	VM
-People in the organization don't tend to be cool aloof towards each other	4.16	M
-Employees in this organization really trust each other enough	4.06	M
Category Mean	4.24	VM

Table 2A presents the summary of the item mean distribution of the employees' perception of the organizational

climate prevailing as to interpersonal relationship. The highest mean of 4.24 or “*very much*” implies that the LGU employees perceive the organizational climate prevailing as to interpersonal relationship to be “*excellent*”.

Table 2B: Summary of the Item Mean of the Administrators’ Perception of the Organizational Climate Prevailing as to Interpersonal Relationship

<i>Item</i>	-- X	DS
-I have a sound working relationship with subordinates, peers	4.52	VM
-This organization is characterized by relaxed, easy-going working climate	4.36	VM
-A friendly atmosphere prevails among employees in the organization	4.60	VM
-There is a lot of warmth in the relationship between the management and workers	4.29	VM
I admire and respect my subordinates, peers and I am confident that they respect me	4.29	VM
-People in the organization don’t tend to be cool aloof towards each other	4.21	VM
-Employees in this organization really trust each other enough	4.21	VM
Category Mean	4.35	VM

The table reveals that the LGU administrators of the province of Cagayan rated this dimension with 4.35 which is equivalent to “*very much*” which implies that the administrators of the province perceive the organizational climate prevailing in their office along interpersonal relationship to be “*excellent*”.

Table 3A: Summary of the Item Mean of the Employees’ Perception with regard to Organizational Climate Prevailing as to Motivational Pattern

<i>Item</i>	-- X	DS
-My active participation in all of the activities of the office enhances the department’s effectiveness and efficiency in accomplishing its goals and objectives	4.20	VM
-In the performance of my job, I contribute directly to the department’s goal, the realization of my personal goals and the satisfaction of my needs	4.20	VM
-I am given the opportunity to do my best I can in the performance of my duties and responsibilities	4.20	VM
Management encourage personnel to finish their studies	4.20	VM
-My stay in this office gives me opportunity to satisfy my work interest to use my capabilities toward personal career, goal and programs	4.18	M
-I play a very important role in the office and I intend to spend my career life until my retirement	4.15	M
-The management feels proud if their personnel pursue higher education	4.13	M
-The fringe benefits given contribute to the upliftment of the standard of living and the level of my morale as an employee	4.09	M
-I feel a sense of belongingness to this agency	4.08	M
-There is enough reward and recognition given in this office for doing excellent work	4.06	M
Category Mean	4.15	M

As gleaned from table 3A, it presents the summary of the item mean distribution of the employees’ perception of the organizational climate prevailing as to motivation pattern.

As presented, all are unanimously obtained the descriptive rating of “*much*” with the numerical values of 4.15 for the province. This implies that the employees in the province perceive the organizational climate along motivation pattern as “*very satisfactory*”.

Table 3B: Summary of the Item Mean of the Administrators' Perception with regard to Organizational Climate Prevailing as to Motivational Pattern

<i>Item</i>	-- X	DS
-My active participation in all of the activities of the office enhances the department's effectiveness and efficiency in accomplishing its goals and objectives	4.21	VM
-In the performance of my job, I contribute directly to the department's goal, the realization of my personal goals and the satisfaction of my needs	4.19	M
-I am given the opportunity to do my best I can in the performance of my duties and responsibilities	3.52	M
Management encourage personnel to finish their studies	4.05	M
-My stay in this office gives me opportunity to satisfy my work interest to use my capabilities toward personal career, goal and programs	4.21	VM
-I play a very important role in the office and I intend to spend my career life until my retirement	4.07	M
-The management feels proud if their personnel pursue higher education	3.52	M
-The fringe benefits given contribute to the upliftment of the standard of living and the level of my morale as an employee	4.14	M
-I feel a sense of belongingness to this agency	4.33	VM
-There is enough reward and recognition given in this office for doing excellent work	4.07	M
Category Mean	4.03	M

The table reveals that the administrators rated the dimension "*much*" which implies that such administrators perceive the organizational climate prevailing in their office along motivational pattern to be "*satisfactory*"

Table 4A: Summary of the Item Mean of the Employees' Perception with regard to Organizational Climate Prevailing as to Work Environment

<i>ITEM</i>	--X	DS
-I am free from conflicting demand that other people make of me	4.23	VM
-Around here, there is no feeling of pressure to continually improve our personal and group performance	4.16	M
-The attitude of our management is that, conflict between divisions/sections and individuals can be very healthy	4.14	M
-There is no great deal of criticisms in this agency	4.02	M
-Office supplies, facilities and equipment are adequate and properly maintained	3.99	M
-The building is well designed, comfortable and safe to work in	3.98	M
-The building is ventilated, lighted and free from health hazard	3.94	M
-The building and its premises are clean, orderly and well maintained	3.89	M
Category Mean	4.04	M

Table 4A presents that employees of the province of Cagayan rated this category a mean of 4.04 which is equivalent to be "*much*" which implies that the employees perceive the organizational climate along work environment to be "*very satisfactory*".

Table 4B: Summary of the Item Mean of the Administrators' Perception with regard to Organizational Climate Prevailing as to Work Environment

Item	-- X	DS
-I am free from conflicting demand that other people make of me	4.43	VM
-Around here, there is no feeling of pressure to continually improve our personal and group performance	4.43	VM
-The attitude of our management is that, conflict between divisions/sections and individuals can be very healthy	4.43	VM
-There is no great deal of criticisms in this agency	4.43	VM
-Office supplies, facilities and equipment are adequate and properly maintained	4.38	VM
-The building is well designed, comfortable and safe to work in	4.36	VM
-The building is ventilated, lighted and free from health hazard	4.36	VM
-The building and its premises are clean, orderly and well maintained	4.21	VM
Category Mean	4.38	VM

In the province of Cagayan, the administrators rated this dimension with category means of 4.38 as shown in the table, as described "*very much*" and this implies that the administrators perceive the organizational climate

prevailing in their office along work environment to be “*excellent*”.

Table 5A: Summary of the Item Mean of the Employees’ Perception with regard to Organizational Climate Prevailing as to Incentives and Awards

<i>Item</i>	--X	DS
-I am given the recognition and/or award for every exceptional performance and outstanding accomplishment that I have done	4.13	M
-Supervisors acknowledge the employees for a job well done by recognizing and informing others in the organization during the flag ceremonies	4.05	M
-Employees are rewarded by promotion for excellence on their job performance	4.03	M
-Favoritism in this agency is not being practiced when it comes to training/seminars and travels	4.03	M
Category Mean	4.06	M

The table shows that the employees of Cagayan rated this with a category mean of 4.06 which is described as “*much*” and that implies that the employees perceive the organizational climate along incentives and awards to be “*very satisfactory*”.

Table 5B: Summary of the Item Mean of the Administrators’ Perception with regard to Organizational Climate Prevailing as to Incentives and Awards

<i>Item</i>	-- X	DS
-I am given the recognition and/or award for every exceptional performance and outstanding accomplishment that I have done	4.14	M
-Supervisors acknowledge the employees for a job well done by recognizing and informing others in the organization during the flag ceremonies	4.14	M
-Employees are rewarded by promotion for excellence on their job performance	4.14	M
-Favoritism in this agency is not being practiced when it comes to training/seminars and travels	4.00	M
Category Mean	4.105	M

This dimension obtained the category mean which is equivalent to “*much*” with the numerical value of 4.105, the administrators perceive the organizational climate along this dimension is only “*very satisfactory*”.

Table 6A: Summary of the Item Mean of the Employees’ Perception with regard to Organizational Climate Prevailing as to Evaluation System

<i>Item</i>	-- X	DS
-We have a promotion system that helps employees to rise to the top	4.72	VM
-Promotion evaluation instrument in this agency is fairly administered	4.04	M
-The management is not practicing favoritism	3.99	M
-Educational attainment is given more importance by the management when it comes to promotion	3.98	M
-The qualification standard is strictly followed for appointment and promotion purposes	3.95	M
-The performance appraisal system is objectively followed.	3.93	M
-Promotion is based on seniority not on the quality of work done and educational attainment	3.00	L
Category Mean	3.94	M

Table 6A shows that the employees of Cagayan rated this with category means of 3.94 which is described as “*much*” and implies that the employees perceive the organizational climate along evaluation system to be “*very satisfactory*”

Table 6B: Summary of the Item Mean of the Administrators’ Perception with regard to Organizational Climate Prevailing as to Evaluation System

<i>Item</i>	--X	DS
-We have a promotion system that helps employees to rise to the top	4.36	VM
-Promotion evaluation instrument in this agency is fairly administered	4.43	VM
-The management is not practicing favoritism	4.36	VM
-Educational attainment is given more importance by the management when it comes to promotion	4.36	VM
-The qualification standard is strictly followed for appointment and promotion purposes	4.43	VM
-The performance appraisal system is objectively followed.	4.38	VM
-Promotion is based on seniority not on the quality of work done and educational attainment	4.29	VM
Category Mean	4.37	VM

As shown in the table, this dimension obtained the category means of 4.37 described as “*very much*” which implies that the administrators perceive that the organizational climate along evaluation system to be “*excellent*”.

Table 7A: Summary of the Item Mean of the Employees’ Perception with regard to Organizational Climate Prevailing as to Communication System

<i>Item</i>	--X	DS
-Downward communication is done without delay	4.04	M
-Provides information to members of the agency in any way possible	4.02	M
-Employees are encouraged to give feedbacks using the upward communication channels	4.02	M
-Employees rely more on the grapevine or informal conversation for reliable information	4.02	M
-Study and review all communications to ensure truthfulness and reliability	4.00	M
-Personnel purely rely in black and white communication	3.99	M
-We are encouraged to speak our minds even if it means disagreeing with our superiors	3.97	M
-Lateral communication is practiced for coordination and assistance by and among various units of the organization	3.96	M
-The policies of the agency been clearly explained	3.93	M
Category Mean	3.99	M

The table shows that the employees of Cagayan rated this with a category mean of 3.99 which is described as “*much*” and that implies that the employees perceive the organizational climate along communication system to be “*very satisfactory*”.

Table 7B: Summary of the Item Mean of the Administrators’ Perception with regard to Organizational Climate Prevailing as to Communication System

<i>Item</i>	-- X	DS
-Downward communication is done without delay	4.36	VM
-Provides information to members of the agency in any way possible	4.36	VM
-Employees are encouraged to give feedbacks using the upward communication channels	4.33	VM
-Employees rely more on the grapevine or informal conversation for reliable information	4.33	VM
-Study and review all communications to ensure truthfulness and reliability	4.29	VM
-Personnel purely rely in black and white communication	4.29	VM
-We are encouraged to speak our minds even if it means disagreeing with our superiors	4.26	VM
-Lateral communication is practiced for coordination and assistance by and among various units of the organization	4.26	VM
-The policies of the agency been clearly explained	4.19	VM
Category Mean	4.30	M

In Cagayan, the table reveals that the administrators rated this dimension with category mean of 4.30 and described as “*very much*” which implies that the administrators of the province perceive that the organizational climate along communication system to be “*excellent*”.

Table 8A: Summary of Category Mean of the Employees’ Perception with regard to Organizational Climate along the Different Dimensions

<i>Item</i>	<i>Employee</i>	<i>DS</i>
-Interpersonal Relationship	4.24	M
-Motivation Pattern	4.15	M
-Work Environment	4.04	M
-Incentives and Awards	4.06	M
-Evaluation System	3.94	M
-Communication System	3.99	M
Over-all Category Mean	4.07	M

Table 8A summarizes the category mean of the employees' perception with regard to organizational climate along the different dimensions. The category means of 4.24 or "very much" implies that employees of Cagayan perceive the organizational climate with regard to interpersonal relationship as "excellent". It further implies that the very favorable interpersonal relationship in the office have greatly contributed towards the achievement of the organizational objectives.

The category mean of 4.15 or "much" implies that the employees perceive the organizational climate along motivational pattern as "very satisfactory" though there maybe yet rooms for improvement to make the organizational excellent. The category mean of 4.04 or "much" implies that the employees perceive that the organizational climate prevailing as to work environment is "very satisfactory" though such can still be further improved. The category mean of 4.06 or "much" implies that the employees perceive that the organizational climate prevailing as to incentives and awards is "very satisfactory" though still subject for improvement to make it excellent.

The category mean of 3.94 or "much" implies that the employees perceive that the organizational climate prevailing as to evaluation system in the said agencies is "very satisfactory" though still subject for improvement to make it excellent.

The category mean of 3.99 or "much" implies that the employees perceive that the organizational climate prevailing as to communication system is "very satisfactory" though still subject for improvement to make it pleasant and excellent.

Table 8B: Summary of Category Mean of the Administrators' Perception with Regard to Organizational Climate along the Different Dimensions

<i>Item</i>	<i>Administrator</i>	<i>DS</i>
-Interpersonal Relationship	4.35	VM
-Motivation Pattern	4.03	M
-Work Environment	4.38	VM
-Incentives and Awards	4.11	M
-Evaluation System	4.37	VM
-Communication System	4.30	VM
Over-all Category Mean	4.26	VM

Table 8B summarizes the category mean of the administrators' perception with regard to organizational climate along the different dimensions. The category mean of 4.35 or "very much" implies that administrators perceive the organizational climate with regard to interpersonal relationship as "excellent". It further implies that friendly and conducive environment is common in their office where love and understanding; cooperation and smooth interpersonal relationship is dominant among the administrators which contributed towards the achievement of the organizational objectives. The category mean of 4.03 or "much" implies that the administrators perceive the organizational climate along motivational pattern as "very satisfactory". The category mean of 4.38 or "very much" implies that the administrators perceive the organizational climate along work environment as "excellent".

The category mean of 4.11 or "much" implies that the administrators perceive that the organizational climate prevailing as to incentives and awards is "very satisfactory" though still subject for improvement to make it excellent. The category mean of 4.37 or "very much" implies that the administrators perceive the organizational

climate prevailing in their office as to evaluation system is “*excellent*”. The category mean of 4.30 or “*very much*” implies that the administrators perceive that the organizational climate prevailing as to communication system is “*excellent*” and pleasant.

Table 9: Summary of Category Mean Distribution of the Local Government Units Employees’ and Administrators’ Perception with Regard to Organizational Climate along the Different Dimensions

<i>DIMENSIONS</i>	<i>Emp</i>	<i>DS</i>	<i>Adm</i>	<i>DS</i>
-Interpersonal Relationship	4.24	VM	4.35	VM
-Motivational Pattern	4.15	M	4.03	M
-Work Environment	4.04	M	4.38	VM
-Incentives and Awards	4.06	M	4.11	M
-Evaluation System	3.94	M	4.37	VM
-Communication System	3.99	M	4.30	VM
Over-all Category Mean	4.07	M	4.26	VM

Table 9 summarizes the category mean distribution of the two groups of respondent’s perception with regard to the organizational climate along the different dimensions. As gleaned from the table, only the dimension on *interpersonal relationship* was rated “*very much*” by the employees while the administrators, the dimensions on *interpersonal relationship*, *work environment* and *evaluation system* were rated “*very much*” which implies that along these dimensions, the organizational climate is perceived to be “*excellent*” including that of the over-all category mean for administrators.

Table 10: Summary of the Frequency and Percentage Distribution on the Job Performance of the Local Government Units Employees for 2015

<i>Job Performance</i>	<i>NV</i>	<i>Frequency</i>	<i>Percentage</i>
Very Satisfactory	7.6-9.3	1680	87.27
Satisfactory	4.6-7.5	231	12.00
Poor	2.0-2.7	16	0.73
Total		1925	100.00
		$\bar{x} = 8.12$ (Very Satisfactory)	

Table 10 summarizes the frequency and percentage distribution on the job performance of the LGU employees for 2013. As gleaned from the table, the highest frequency belongs to “*very satisfactory*”. These imply that majority of the respondents performed very satisfactorily which implies that they are eligible for promotion since they met the minimum requirement which is a very satisfactory performance.

Table 11A: Test of Relationship between the Perception of the Employees of the Organizational Climate Prevailing in their Office and Their Job Performance

	Favorable	Unfavorable	Total
Very Satisfactory	1563	117	1680
Satisfactory	111	120	231
Poor	5	9	14
TOTAL	1579	346	1925
χ^2_c	104.31		
χ^2_t	5.991		
df	2		
LS	.05		
Decision	Reject Ho		

Table 11A presents the results of the test of relationship between the perception of the employees of the organizational climate in their office and their job performance. As presented in the table, the test employed the chi-square relationship whose values are 104.31 for Cagayan for computed and 5.991 for tabular at 0.05 level of significance. Since the computed values are very much greater than the tabular value, then the null hypothesis is rejected.

Thus, a significant relationship in the organizational climate prevailing in their office and their job performance exist which implies that the organizational climate prevailing in their office significantly affects the performance of the LGU employees and implies further that if the organizational climate is pleasant and healthy, high performance is expected.

Table 11B: Test of Relationship between the Perception of the Administrators of the Organizational Climate Prevailing in their Office and Their Job Performance

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
Very Satisfactory	28	12	40
Satisfactory	0	2	2
TOTAL	28	14	42
χ^2_c	4.20		
χ^2_t	3.3841		
df	2		
LS	.05		
Decision	Reject Ho		

Table 11B yields the results of the test of relationship between the perception of the administrators of the organizational climate in their office and their job performance. As presented in the table, the test employed the chi-square relationship whose values are 4.20 for computed and 3.3841 for tabular at 0.05 level of significance. Since the computed values are very much greater than the tabular value, then the null hypothesis is rejected.

Thus, a significant relationship in the organizational climate prevailing in their office and their job performance exist which implies that the administrators perceive that organizational climate significantly affects their performance; that a pleasant and healthy organizational climate contributes to a high performance.

Table 12A: Test of Difference in the Perception of Employees when Grouped According to Age

AGE									
Perception above :	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- &	Total
Favorable	360	400	241	100	122	200	136	20	1579
Unfavorable	141	24	29	16	32	31	57	16	346
TOTAL	501	424	270	116	154	231	193	36	1925

$\chi^2_c = 128.39$ $\chi^2_t = 14.067$ df=7 LS= .05 Decision: Reject Ho.

Table 12A shows the results of the test of difference in the perception of the employees when grouped according to age. As shown in the table, the test employed the chi-square test whose computed values are 128.39, while the tabular values are 14.067 at 0.05 level of significance. Since the former are very much greater than the latter, the hypothesis is rejected, hence, a significant difference in the perception of the employees when grouped according to

age exist. This implies that old employees have a different perception from that of the perception of the young or middle-aged group of the organizational climate prevailing in their office.

Table 12B: Test of Difference in the Perception of the Administrators when Grouped According to Age

AGE							
Perception	31-35	36-40	41-45	46-50	51-55	56- & above	Total
Favorable	4	1	13	5	5	0	28
Unfavorable	2	0	4	1	6	1	14
TOTAL	6	1	17	6	11	1	42

$\chi^2_c = 5.96$ $\chi^2_t = 7.815$ $df=3$ $LS= .05$ Decision: Accept Ho.

Table 12B shows the result of the test of difference in the perception of the administrators when grouped according to age. As shown in the tables, the test employed the chi-square test whose computed values are 5.96 while the tabular values are 7.815 at 0.05 level of significance. Since the former are lesser than the latter, the obtained values of the chi-square suggest for the acceptance of the hypothesis, hence, no significant difference in the perception of the administrators when grouped according to age exist. This implies that administrators do not differ in their perception of the organizational climate prevailing in their office.

Table 13A: Test of Difference in the Perception of Employees when grouped According to Sex

	Favorable	Unfavorable	Total
Male	800	123	923
Female	779	223	1002
TOTAL	1579	346	1925
χ^2_c	25.98		
χ^2_t	3.841		
df	1		
LS	.05		
Decision	Reject Ho		

The hypothesis was rejected as shown in table 13A as the result of the test of difference in the perception of the employees when grouped according to sex. As revealed in the results, the test used the chi-square whose computed values of 25.98 while the tabular value is 3.841 at 0.05 level of significance. Since the former is greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypothesis, hence, a significant difference in the perception of the employees when grouped according to sex exists. This implies that the male employees have a different perception from that of the perception of the female group of the organizational climate prevailing in their office.

Table 13B: Test of Difference in the Perception of the Administrators per Province and as a Whole when grouped According to Sex

	Favorable	Unfavorable	Total
Male	12	7	19
Female	16	7	23
TOTAL	28	14	42
χ^2_c	0.198		
χ^2_t	3.841		
df	1		
LS	.05		
Decision	Accept Ho		

The hypothesis was accepted as shown in table 13B in the result of the test of difference in the perception of the administrators when grouped according to sex. As revealed in the results, the test used the chi-square whose computed values of 0.192 while the tabular value is 3.841 at 0.05 level of significance.

Since the former is lesser than the latter, the obtained values of the chi-square suggest for the acceptance of the hypothesis, hence, there is no significant difference in the perception of the administrators when grouped according to sex exists. This implies that the male administrators do not differ in their perception from that of the perception of the female group of the organizational climate prevailing in their office.

Table 14A: Test of Difference in the Perception of Employees when grouped According to Civil Status

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
Married	1056	280	1336
Single	517	61	578
Widow/er	5	3	8
Separated	1	2	3
TOTAL	1579	346	1925
χ^2_c	36.56		
χ^2_t	5.991		
df	7		
LS	.05		
Decision	Reject Ho		

The hypothesis was rejected as shown in table 14A in the result of the test of difference in the perception of the employees when grouped according to civil status. As revealed in the result, the test used the chi-square whose computed values of 36.56 for Cagayan while the tabular values are 5.991 at 0.05 level of significance.

Since the former is greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypothesis, hence, a significant difference in the perception of the employees when grouped according to civil status exists. This implies that the married employees have a different perception from that of the perception of the single or widow/er/separated group of the organizational climate prevailing in their office.

Table 14B: Test of Difference in the Perception of the Administrators when grouped According to Civil Status

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
Married	23	8	31
Single	5	6	11
Widow/er	0	0	0
Separated	0	0	0
TOTAL	28	14	42
χ^2_c	3.02		
χ^2_t	3.841		
df	1		
LS	.05		
Decision	Accept Ho		

Table 14B shows the results of the test of difference in the perception of the administrators when grouped according to civil status. As shown in the table, the test employed the chi-square test whose computed values is 3.02 while the tabular value is 3.841 at 0.05 level of significance.

Since the former is lesser than the latter, the obtained values of the chi-square suggest for the acceptance of the

hypothesis, hence, no significant difference in the perception of the administrators when grouped according to civil status exist.

This implies that administrators do not differ in their perception of the organizational climate prevailing in their office.

Table 15A: Test of Difference in the Perception of Employees when Grouped According to Civil Service Eligibility

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
Professional	760	10	770
Sub-Prof	524	208	732
Board Passer	247	23	270
1 st Grade	30	47	77
2 nd Grade	18	58	76
TOTAL	1579	346	1925
χ^2_c	488.04		
χ^2_t	9.488		
df	4		
LS	.05		
Decision	Reject Ho		

Table 15A shows the results of the test of difference in the perception of employees when grouped according to civil service eligibility. As shown in the table, the test employed the chi-square test whose computed values are 488.04 while the tabular values of 9.488 at 0.05 level of significance.

Since the former is greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypothesis, hence, a significant difference in the perception of employees when grouped according to civil service eligibility exist.

This implies that employees differ in their perception of the organizational climate prevailing in their office.

Table 15B: Test of Difference in the Perception of the Administrators when grouped According to Civil Service Eligibility

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
Professional	17	5	22
Sub-Prof	5	3	8
Board Passer	6	5	11
1 st Grade	0	1	1
2 nd Grade	0	0	0
TOTAL	28	14	42
χ^2_c	3.90		
χ^2_t	5.991		
df	2		
LS	.05		
Decision	Accept Ho		

Table 15B shows the results of the test of difference in the perception of the administrators when grouped according to civil service eligibility. As shown in the table, the test employed the chi-square test whose computed values of 3.90 while the tabular values are 5.991 at 0.05 level of significance.

Since the former is lesser than the latter, the obtained values of the chi-square suggest for the acceptance of the hypothesis, hence, no significant difference in the perception of the administrators when grouped according to civil

service eligibility exist. =

This implies that administrators do not differ in their perception of the organizational climate prevailing in their office.

Table 15A: Test of Difference in the Perception of Employees when Grouped According to Highest Educational Attainment

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
College Graduate	754	292	1046
W/ Masters Units	763	39	802
Master's Degree	40	9	49
W/Doctoral Units	16	5	21
Doctorate Degree	6	7	14
TOTAL	1579	346	1925
χ^2_c	164.18		
χ^2_t	7.815		
df	3		
LS	.05		
Decision	Reject Ho		

Table 15A shows the results of the test of difference in the perception of employees when grouped according to highest educational attainment. As shown in the table, the test employed the chi-square test whose computed values are 164.18 for Cagayan, while the tabular value of 7.815 at 0.05 level of significance.

Since the former is greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypothesis, hence, a significant difference in the perception of employees when grouped according to highest educational attainment exist.

This implies that employees differ in their perception of the organizational climate prevailing in their office.

Table 16B: Test of Difference in the Perception of the Administrators when Grouped According to Highest Educational Attainment

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
College Graduate	7	7	14
W/ Masters Units	7	5	12
Master's Degree	5	1	6
W/Doctoral Units	5	1	6
Doctorate Degree	4	0	4
TOTAL	28	14	42
χ^2_c	5.625		
χ^2_t	7.815		
df	3		
LS	.05		
Decision	Accept Ho		

The hypothesis was accepted as shown in table 16B in the result of the test of difference in the perception of the administrators when grouped according to highest educational attainment. As revealed in the result, the test used the chi-square whose computed values of 5.625 where the tabular values is 7.815 at 0.05 level of significance.

Since the former is lesser than the latter, the obtained values of the chi-square suggest for the acceptance of the

hypothesis, hence, there is no significant difference in the perception of the administrators when grouped according to highest educational attainment exists. This implies that the administrators do not differ in their perception of the organizational climate prevailing in their office.

Table 17A: Test of Difference in the Perception of Employees when grouped According to Length of Service

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
0-5	680	167	847
6-10	344	41	385
11-15	104	50	154
16-20	344	42	386
21-25	60	17	77
26-30	7	9	16
31& above	40	20	60
TOTAL	1579	346	1925
χ^2_c	77.25		
χ^2_t	12.592		
df	6		
LS	.05		
Decision	Reject Ho		

Table 17A shows the results of the test of difference in the perception of employees when grouped according to length of service. As revealed in the table, the test employed the chi-square test whose computed values are 77.25 while the tabular values are 12.592 at 0.05 level of significance.

Since the former is greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypothesis, hence, a significant difference in the perception of employees when grouped according to length of service exist. This implies that employees with longer service have a different perception from the perception of the new employees of the organizational climate prevailing in their office.

Table 18B: Test of Difference in the Perception of the Administrators when grouped According to Length of Service

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
0-5	4	2	6
6-10	4	2	6
11-15	6	2	8
16-20	11	3	14
21-25	3	3	6
26-30	0	1	1
31& above	0	1	1
TOTAL	28	14	42
χ^2_c	5.89		
χ^2_t	5.991		
df	2		
LS	.05		
Decision	Accept Ho		

Table 18B shows the results of the test of difference in the perception of the administrators when grouped according to length of service. The hypothesis is accepted with the computed values of 5.89 while the tabular value of 5.991 at 0.05 level of significance.

Since the former is lesser than the latter, the obtained values of the chi-square suggest for the acceptance of the hypothesis, hence, there is no significant difference in the perception of the administrators when grouped according

to length of service exists. This implies that the administrators do not differ in their perception of the organizational climate prevailing in their office.

Table 19A: Test of Difference in the Perception of Employees when Grouped According to Status of Employment

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
Permanent	1579	346	1925
TOTAL	1579	346	1925

No point of comparison because all are permanent

Table 19A shows the results of the test of difference in the perception of employees when grouped according to status of employment. As shown in the table, all of the employees are regular/permanent; hence, there is no significant difference in the perception of the employees when grouped according to status of employment exist and this implies that employees do not differ in their perception of the organizational climate prevailing in their office.

Table 19B: Test of Difference in the Perception of the Administrators when grouped According to Status of Employment

	<i>Favorable</i>	<i>Unfavorable</i>	<i>Total</i>
Permanent	28	14	42
TOTAL	28	14	42

No point of comparison because all are permanent

Table 19B shows the results of the test of difference in the perception of administrators when grouped according to status of employment. As shown in the table, all of the administrators are regular/permanent; hence, there is no significant difference in the perception of the administrators when grouped according to the status of employment exist and this implies that administrators do not differ in their perception of the organizational climate prevailing in their office.

Table 20A: Summary of Results of the Test of Difference in the Perception of Employees of the Organizational Climate in their Office when Grouped According to Personal Profile

<i>Profile Variables</i>	\bar{x}_1	\bar{x}_2	<i>Decision</i>
AGE	128.39	14.067	Reject Ho
SEX	25.98	3.841	Reject Ho
CIVIL STATUS	36.56	5.991	Reject Ho
CIVIL SERVICE ELIGIBILITY	488.04	9.488	Reject Ho
HIGHEST EDUC'L ATTAINMENT	164.18	7.815	Reject Ho
LENGTH OF SERVICE	77.25	12.592	Reject Ho
STATUS OF EMPLOYMENT	-	-	-

Table 20A presents the summary of results of the test of difference in the perception of employees of the organizational climate prevailing in their office when grouped according to personal profile.

As gleaned from the table, when the employees were grouped according to personal profile, all the hypotheses were rejected, hence, regardless of the profile variables, the employees differ in their perception of the organizational climate prevailing in their office.

Table 20B: Summary of Results of the Test of Difference in the Perception of the Administrators of the Organizational Climate in their Office when Grouped According to Personal Profile

<i>Profile Variables</i>	χ^2	χ^2	<i>Decision</i>
AGE	5.96	7.0815	Accept Ho
SEX	0.192	3.841	Accept Ho
CIVIL STATUS	3.02	3.841	Accept Ho
CIVIL SERVICE ELIGIBILITY	3.90	5.991	Accept Ho
HIGHEST EDUC'L ATTAINMENT	5.626	7.815	Accept Ho
LENGTH OF SERVICE	5.89	5.991	Accept Ho
STATUS OF EMPLOYMENT	-	-	-

Table 20B presents the summary of results of the test of difference in the perception of administrators of the organizational climate prevailing in their office when grouped according to personal profile. As gleaned from the table, when the administrators were grouped according to personal profile, all the hypotheses were accepted, hence, regardless of profile variables, the administrators have the same perception of the organizational climate prevailing in their office.

V. CONCLUSION AND RECOMMENDATIONS

The Local government units are government agencies which are expected to deliver quality services to their clientele. To realize this, a healthy or a pleasant or even excellent organizational climate must be provided to enable the LGU employees and administrators work to optimum productivity especially so that organizational climate as proven in this study significantly relates to job performance.

This study pointed out that the LGU employees and administrators' performance is "very satisfactory" which is in consonance to the organizational climate of either "very much" or "much" which is equivalent to a very satisfactory or pleasant working atmosphere. This study further discovered that when the administrators are grouped according to personal profile results did not sufficiently relate to perception whereas for the employees' group, all the personal profile variables directly affect their perception. Such differences manifest the inconsistencies in their perception, thus, provisions which would warrant an excellent organizational climate must prevail if quality service is to be delivered to the clientele.

In the light of the findings arrived at, it is strongly recommended that the agency must include as one of its programs, the development plan of its personnel and that feed backing and suggestions from employees must be properly treated and recognized by the management. Furthermore, employees with exemplary performance must be properly recognized and appreciated by management instead of regarding the high performers to be a threat. Lastly, promotion scheme must be clear and well defined and employees must be motivated to grow professionally and personally.

REFERENCES

Books

- [1] Abasolo, Pacita A., (1991). Personnel Management (Manila, Philippines: GIC Enterprises and Company Inc.,) p.155.
- [2] Bernard, Chester. (1988). Perspective on Organizational Behavior, 2th Edition; (New York: Mc Graw-Hill, Inc.,).

- [3] Flippo, Edwin. (1989) Personnel Management. 6th Edition; (New York: Mc Graw-Hill, Inc.,).
- [4] Fraenkel, Jack R. and Norman E. Walter. (1993) How to Design and Evaluate Research in Education. (San Francisco University 2nd Edition. Mc Graw-Hill, Inc.,) p.287.
- [5] Leveriza, John B. (1992) Personnel Management in the Government. (Philippines: Reliable Publishing House. Inc.).
- [6] Leveriza, Jose P. (1981). Personnel Administration in Government. (Philippines: National Bookstore Inc.,).
- [7] Martirez, Conception R., (1987). Human Behavior in Organization. (Manila, Philippines: National Bookstore Inc.,).
- [8] Martirez, Conception R., (1987) Human Resource Development. Revised Edition (Valenzuela 24K Printing Co., Inc.,).
- [9] Miner, John B., (1983). Organizational Behavior, Performance and Productivity. 1st Edition (New York: Random House Inc.,) p.134
- [10] Miranda, Gregoria S. (1987) Human Resources Development. (Manila, Philippines: National Bookstore,) p.57.
- [11] Newston, John W. and Keith Davis. (1993) Organizational Behavior: Human Behavior at Work. 9th Edition (New York: Mc Graw-Hill, Inc.,).
- [12] Pilar, Nestor. et, al., (1987). Human Behavior in Organization Management. (Quezon City, U.P. Diliman, Philippines. 1st Edition,) p.18

Journals/Magazines

- [13] Ali, Murphy and Rocj Hallinger., (Nov/Dec 1990). Stress Reaction in Organizational Syndrome, Causes and Consequences. Journal of Behavioral Sciences. (Vol. 22., pp. 151-161)
- [14] Chonain, Ahmed Ali A. (1986.). A Study on Male Administrators and Teachers on Public Schools in Arabia. Saudi Arabia
- [15] Likert, R (1997). Organisational Climate: Relationship to Organisational Structure, Process and Performance. *Organisational Behaviour and Human Performance*. 11(4) 139-155.
- [16] Payne, I.J (2000). The Relationship between Satisfaction, Attitudes and Performance: An Organisational Level Analysis. *Journal of Applied Psychology*. 27(22) 963-984.
- [17] Pritchard, R and Karasick, B (1993). —The Effects of Organizational Climate on Managerial Job Performance and Job Satisfaction. *Organizational Behaviour and Human Performance*. 9, 110-119.
- [18] Shaw, Jim, School Culture: (May/June 1991). Organizational Value Orientation and Commitment. Journal of Educational Research (Vol. 85 No. 3.)
- [19] Schneider, I.I and Rentsch, A.B (2008). Some Relationships between Job Satisfaction and Organisational Climate. *Journal of Personnel Psychology*. 60(13) 791-807.

Unpublished Materials

- [20] Antonio, Alvin E., (1996) “The Relationship Between Job Satisfaction and Teaching Performance Among Teachers in Health-Related College Courses”, (Unpublished Master’s Thesis, Centro Escolar University, Manila, Philippines.)
- [21] Camayang, Magnifica Melvida S. (1992). “The Organizational Climate of Provincial Agrarian Reform Office of Cagayan as Perceived by its Employees: Its Implication to Job Performance”. (Unpublished Master’s Thesis, St. Louis College of Tuguegarao.).
- [22] Domingo, Jimmy P.,(1988) Organizational Climate in the Cagayan State University, Tuguegarao,Cagayan, (Research Paper Graduate School, Cagayan State University, Tuguegarao,Cagayan,)
- [23] Miguel, Marcelina S. (1986). “The Relationship of Organizational Climate, Job Performance and Job Satisfaction” (Unpublished Doctoral Dissertation. Pamantasan ng Lungsod ng Maynila.).
- [24] Soledad, Maria. (1986) “Motivational Factors Affecting Teacher’s Job Satisfaction in Selected Augustinian School”, (Unpublished Master’s Thesis, University of Sto. Tomas, Manila).
- [25] Turingan, Edith A., (1993). “Job Performance among Employees of the Provincial Government of Cagayan: Its Implication to Job Performance” (Unpublished Master’s Thesis. St. Louis College of Tuguegarao. Tuguegarao, Cagayan.)