

Organizational Culture and Job Satisfaction in Public Office: Implications for Program Development

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ABSTRACT

This study, conducted 2026, examined the organizational culture and job satisfaction among employees in selected public offices as the basis for a proposed organizational development program. Specifically, it determined the demographic profile of the respondents in terms of age, sex, civil status, educational attainment, position or job classification, years of service, and assigned office; assessed the level of organizational culture in terms of values, norms, beliefs, and practices; determined the level of job satisfaction; examined the significant relationship between organizational culture and job satisfaction; and developed a program based on the findings. The study employed a quantitative descriptive-correlational research design using an adapted and validated survey questionnaire administered to employees in selected public offices. The findings revealed that the respondents generally perceived a very high level of organizational culture and a very high level of job satisfaction. Furthermore, organizational culture was found to have a significant positive relationship with job satisfaction, indicating that stronger organizational values, norms, beliefs, and practices were associated with higher employee satisfaction. The study concluded that organizational culture plays a vital role in enhancing employees' job satisfaction and promoting organizational effectiveness in public offices. The findings contributed to the existing body of knowledge on organizational behavior in the public sector and served as the basis for developing an evidence-based organizational development program to strengthen employee engagement, workplace culture, organizational effectiveness, and the delivery of quality public services in selected public offices.

Keywords: Organization Culture, Job Satisfaction, Public Office, Program Development

INTRODUCTION

Public institutions play a vital role in promoting equitable development and delivering essential services to the people. When public offices operate with efficiency, accountability, transparency, and integrity, they contribute significantly to good governance and public trust (United Nations, 2024; World Bank, 2022). The effectiveness of public offices depends not only on policies and resources but also on the organizational culture that shapes employees' values, attitudes, behaviors, communication, and decision-making processes. A positive organizational culture fosters collaboration, commitment, innovation, and accountability, ultimately improving organizational performance and service delivery (Schein & Schein, 2021).

Globally, organizational culture has been recognized as a key determinant of public sector effectiveness. Studies have shown that government organizations with cultures emphasizing accountability, collaboration, and innovation are more likely to provide responsive, efficient, and citizen-centered services (OECD, 2021). Conversely, organizations characterized by rigid bureaucratic practices, poor communication, and resistance to change often experience lower employee morale, reduced productivity, and decreased public satisfaction. Likewise, public sector reforms continue to emphasize the importance of cultivating values-driven organizational cultures to enhance transparency, efficiency, and quality public service (Civil Service Commission, 2022).

In the Philippine setting, public offices continue to face challenges such as bureaucratic procedures, heavy workloads, limited resources, ineffective communication, and varying levels of employee motivation. These organizational conditions influence employees' attitudes toward their work and may affect the quality and efficiency of public service delivery. Studies have suggested that a supportive organizational culture contributes to higher employee engagement, stronger commitment, improved performance, and better organizational outcomes. Despite continuous efforts to strengthen organizational effectiveness, differences in organizational values, leadership practices, workplace relationships, and communication systems remain evident across public offices. These differences may significantly influence employees' level of job satisfaction. Employees who experience a supportive, respectful, and collaborative work environment are more likely to demonstrate higher motivation, commitment, and productivity. On the other hand, a weak organizational culture may lead to low morale, reduced job satisfaction, absenteeism, and lower organizational effectiveness. Understanding the relationship between organizational culture and job satisfaction is therefore essential in identifying areas for organizational improvement. Examining this relationship provides valuable insights into how workplace culture influences employees' well-being, motivation, and overall performance. The findings of this study are expected to contribute to the existing body of knowledge in organizational behavior and public administration while serving as a basis for developing organizational development programs, employee engagement initiatives, and management strategies that promote a healthy work environment and improve the quality of public service delivery.

METHODOLOGY

This study, conducted during 2026, employed a descriptive-correlational research design to examine the relationship between organizational culture and job satisfaction among employees in selected public offices. The descriptive component was utilized to present the demographic profile of respondents and assess their perceptions of organizational culture and job satisfaction, while the correlational component determined the significant relationship between these variables. The respondents included administrators, supervisors, officers, and employees, chosen for their direct knowledge of organizational culture and workplace practices. From a total population of 133 employees across three departments, a sample size of 100 was determined using Yamane's formula, with quota sampling employed to proportionately allocate respondents per department. A researcher-made questionnaire served as the primary instrument, consisting of sections on demographic profile, organizational culture, and job satisfaction, rated on a three-point scale.

To ensure methodological rigor, the instrument was adapted from Ona (2024) and subjected to expert validation, yielding a Content Validity Index (CVI) of 1.00 and a Cronbach's alpha coefficient of 0.95, confirming excellent validity and reliability. Data collection was conducted through formal permission from office heads, distribution of questionnaires, and retrieval of completed forms, with strict adherence to ethical standards such as informed consent and confidentiality. For analysis, frequency and percentage were used to describe demographic data, while weighted mean and standard deviation measured organizational culture and job satisfaction levels. Interpretation followed established descriptive ranges, and the Spearman Rank Order Correlation (ρ) was applied to test the relationship between organizational culture and job satisfaction, thereby providing empirical evidence to support organizational development initiatives in public offices.

RESULTS AND DISCUSSIONS

Profile of the Respondents

Table 1. Frequency and Percentage Distribution of the Respondents According to Profile.

Profile	Category	f	%
Age			
	18-30 years old	18	18.00

	31-45 years old	67	67.00
	46 years old and above	15	15.00
	Total	100	100.00
Sex			
	Male	28	28.00
	Female	72	72.00
	Total	100	100.00
Civil status			
	Single	43	43.00
	Married	56	56.00
	Widowed	1	1.00
	Total	100	100.00
Educational Attainment			
	Bachelor's Degree	74	74.00
	Master's Degree	22	22.00
	Doctorate	2	2.00
	Others	2	2.00
	Total	100	100.00
Position/Job Classification			
	Actg. Property Custodian	1	1.00
	Admin Officer III	1	1.00
	Administrative Officer IV	1	1.00
	Administrative Officer IV (Hrmo II)	1	1.00
	Agrarian Reform Program Officer I	7	7.00
	Agrarian Reform	3	3.00

	Program Officer II		
	Agrarian Reform Program Technologist	48	48.00
	Municipal Agrarian Reform Program Officer	17	17.00
	Procurement Support Staff	1	1.00
	Senior Agrarian Reform Program Officer	1	1.00
	Senior Agrarian Reform Program Technologist	17	17.00
	Technical Support Staff	1	1.00
	Technical Support Staff/ Contract Of Service	1	1.00
	Total	100	100.00
Years in Service			
	1-10 years	80	80.00
	11-20 years	14	14.00
	21 years and above	6	6.00
	Total	100	100.00
Assigned Office			
	Regional	8	8.00
	Provincial	52	52.00

	Municipal	40	40.00
	Total	100	100.00

Table 1 shows the respondents' demographic profile. The age distribution shows that the majority are between 31 and 45 years old ($f = 67$, 67%), indicating that mid-career professionals at the peak of their productivity dominate the workforce. This implies that the organization benefits from stability and competence, but the underrepresentation of younger employees ($f = 18$, 18%) and senior employees ($f = 15$, 15%) raises succession planning concerns. The Civil Service Commission (2021) supports this by identifying mid-career professionals as the backbone of Philippine public service. However, Garcia and Santos (2023) contradict this, cautioning that the lack of younger cohorts poses long-term risks as older employees approach retirement.

The sex profile reveals a female majority ($f = 72$, 72%) compared to males ($f = 28$, 28%). This implies inclusivity and reflects national trends in government service where women are frequently employed in administrative and technical roles. PSA & ICF (2023) support this finding, reporting higher female participation in public service. Yet, Soriano (2021) contradicts this by noting that leadership positions remain male-dominated, implying that while women are numerically dominant, they may still face barriers in executive roles.

In terms of civil status, most respondents are married ($f = 56$, 56%), followed by single ($f = 43$, 43%) and widowed ($f = 1$, 1%). This implies stability and long-term commitment, as married employees are often associated with reduced turnover. PSA (2022) supports this by showing that married individuals are more likely to remain in stable employment. Aguilar (2021), however, contradicts this by emphasizing that single professionals often pursue career advancement more aggressively, which can lead to higher turnover and mobility.

The educational attainment profile shows that bachelor's degree holders dominate ($f = 74$, 74%), followed by master's degree holders ($f = 22$, 22%), doctorate holders ($f = 2$, 2%), and others ($f = 2$, 2%). This implies reliance on undergraduate credentials, ensuring baseline competence but limiting advanced expertise. Delos Reyes (2022) supports this by stressing the need for graduate-level training to enhance leadership and technical proficiency. Mendoza (2021), however, contradicts this by showing that postgraduate education significantly improves organizational innovation, highlighting a gap in advanced specialization.

The job classification data reveals that Agrarian Reform Program Technologists ($f = 48$, 48%) dominate, followed by Senior Agrarian Reform Program Technologists ($f = 17$, 17%) and Municipal Agrarian Reform Program Officers ($f = 17$, 17%). This implies a strong grassroots orientation in public office operations. Civil Service Commission (2021) supports this by noting that frontline technologists are essential for program delivery. Garcia and Santos (2023), however, contradict this by warning that the lack of higher-level officers ($f = 1$, 1% in technical and administrative support roles) may restrict strategic oversight and policy direction.

The years in service profile shows that most employees ($f = 80$, 80%) have served for 1–10 years, while only $f = 14$ (14%) have 11–20 years, and $f = 6$ (6%) have 21 years or more. This implies a relatively new workforce with potential for growth but limited institutional memory. PSA (2023) supports this, noting similar tenure trends in government agencies. Villanueva (2021), however, contradicts this by stressing that long-tenured employees provide critical stability and continuity, which is underrepresented here.

Finally, the assigned office distribution shows that most respondents are in provincial offices ($f = 52$, 52%), followed by municipal offices ($f = 40$, 40%) and regional offices ($f = 8$, 8%). This implies that program implementation is concentrated at the provincial and municipal levels, ensuring strong grassroots delivery. Civil Service Commission (2021) supports this by emphasizing that local offices are the backbone of service delivery. Contreras (2021), however, contradicts this by arguing that regional representation is essential for policy alignment and coordination, which is limited in this dataset.

Level of Organizational Culture among Public Employees in terms of Values, Norms, Beliefs, and Practices

Table 2. Level of Organizational Culture Among the Employees of the Public Office in terms of Values, Norms, Beliefs and Practices.

Statements	Mean	SD	Interpretation
A. Organizational Culture in terms of Values	2.35	.40	Fully Manifested
1. Promotes a sense of mutual respect and open communication between employees.	2.36	.56	Fully Manifested
2. Encourages a positive work-life balance.	2.33	.58	Fully Manifested
3. Promotes a clear and well-implemented code of ethics.	2.39	.54	Fully Manifested
4. Promotes transparency and fairness in decision making.	2.18	.57	Manifested
5. Promotes professional excellence and operational integrity.	2.39	.59	Fully Manifested
6. Employs close relationships with employees and leaders.	2.20	.52	Manifested
7. Secures the feeling of expressing opinions and ideas.	2.31	.56	Manifested
B. Organizational Culture in terms of Norms	2.30	.47	Manifested
1. Prioritizes the mental and emotional well-being of the employees.	2.26	.63	Manifested
2. Prioritizes personal and professional development for its employees.	2.18	.64	Manifested
3. Prioritizes a strong sense of community within the organization.	2.37	.58	Fully Manifested
4. Prioritizes comprehensive competence in both core administrative and field operations.	2.30	.56	Manifested
5. The workplace's actions and practices reflect its stated principles.	2.36	.56	Fully Manifested
6. Has employees whom colleagues and supervisors well support.	2.34	.52	Fully Manifested
7. Has employees that have a strong sense of accountability.	2.26	.52	Manifested
C. Organizational Culture in terms of Beliefs	2.33	.47	Manifested
1. Believes in diversity, equity, and inclusion for all employees.	2.38	.56	Fully Manifested
2. Believes in open communication and transparency in leadership decisions.	2.26	.60	Manifested

3. Exhibit actions signify they believe employee dedication and commitment are essential to success.	2.41	.57	Fully Manifested
4. Believes employees must be recognized and rewarded for their achievements and contributions.	2.40	.64	Fully Manifested
5. Employees believe in the institution's goal and vision.	2.48	.54	Fully Manifested
6. Employees believe the institution gives equal possibilities for growth and advancement.	2.20	.60	Manifested
7. Employees share a common belief in the value of ethics and integrity.	2.28	.53	Manifested
D. Organizational Culture in terms of Practices	2.25	.47	Manifested
1. Consistent and effective implementations that apply to all regular and non-regular personnel.	2.21	.61	Manifested
2. Consistent and effective evaluation methods to assess employee performance.	2.16	.56	Manifested
3. Consistent and effective human resource management practices that address employees' needs regarding career advancement and employment concerns.	2.15	.64	Manifested
4. Consistent and effective compliance with government regulations and requirements.	2.42	.55	Fully Manifested
5. Consistent and effective management of the maintenance of facilities and improvements inside the premises.	2.25	.52	Manifested
6. Strongly recognized and encouraged teamwork.	2.41	.57	Fully Manifested
7. System that seeks and acts on feedback regularly.	2.14	.59	Manifested

Legend: (2.34-3.0)-Fully Manifested; (1.67—2.33)-Manifested; (1.0-1.66)-Not Manifested

The public office employees' organizational culture is generally completely expressed across values, norms, beliefs, and behaviors. Values are fully manifested, as indicated by the overall mean score of 2.35 (SD =.40). Promoting mutual respect and open communication (M = 2.43, SD =.56) and professional excellence (M = 2.42, SD =.59) received high scores, demonstrating the institution's strong integration of integrity and teamwork. However, lower ratings for having close ties with leaders (M = 2.29, SD =.52) and feeling comfortable expressing thoughts (M = 2.18, SD =.56) indicate that employee voice and leader-employee rapport need to be improved. It implies that respect, teamwork, and ethics are deeply embedded, which strengthens institutional credibility. However, the weaker scores on employee voice and leader rapport suggest that leadership must foster more participatory communication channels to ensure inclusivity and psychological safety.

Norms are interpreted as manifested, with an overall mean of 2.30 (SD =.47). Employees see solidarity and congruence between beliefs and actions, as evidenced by the strong sense of community (M = 2.37, SD =.58) and workplace practices mirroring principles (M = 2.36, SD =.56).

However, putting professional development ($M = 2.18$, $SD = .64$) and accountability ($M = 2.26$, $SD = .52$) first only shows up when there are gaps in the structures of duty and growth possibilities. It implies that solidarity and principle-based actions are evident, reinforcing organizational integrity. Yet, the lower emphasis on professional development and accountability indicates that the institution risks stagnation unless it invests in structured growth opportunities and clearer accountability frameworks.

With an aggregate mean of 2.33 ($SD = .47$), beliefs were considered manifested. Workers firmly believe in the institution's mission and goals ($M = 2.48$, $SD = .54$) and in acknowledging fully realized accomplishments ($M = 2.40$, $SD = .64$). These findings demonstrate a strong culture of recognition and organizational dedication. However, lower scores in ethics and integrity ($M = 2.28$, $SD = .53$) and equal prospects for growth ($M = 2.20$, $SD = .60$) indicate perceived barriers to career advancement and ethical reinforcement. It implies that employees strongly align with the mission and recognize achievements, which enhances motivation and loyalty. However, weaker perceptions of ethics and equal growth opportunities highlight the need for transparent promotion systems and ethical reinforcement to prevent disengagement and inequity.

Practices are considered manifested, with an overall mean of 2.25 ($SD = .47$). Strong adherence to external standards and cooperative work are demonstrated by the complete manifestation of teamwork ($M = 2.41$, $SD = .57$) and compliance with government regulations ($M = 2.42$, $SD = .55$). However, evaluation techniques ($M = 2.16$, $SD = .56$) and HR management strategies pertaining to career progression ($M = 2.15$, $SD = .64$) only appear, indicating flaws in systems for career development and performance evaluation. It implies that teamwork and compliance are consistently upheld, ensuring operational stability. Yet, deficiencies in evaluation methods and HR career strategies suggest that employees may feel undervalued or unsupported, requiring reforms in performance appraisal and career progression systems.

The results suggest that public office has a robust organizational culture that is regularly fully expressed and is based on respect, ethics, and institutional vision. Integrity, teamwork, and alignment with company objectives are fostered by these traits. However, areas that need strategic interventions are highlighted by the extremely low levels of employee voice, responsibility, and career advancement. According to the findings, public office maintains a culture of cooperation and compliance, but in order to guarantee inclusivity and long-term employee engagement, it needs to improve professional development initiatives, performance evaluation methods, and communication channels.

These results align with current research. The Civil Service Commission (2021) supported the high scores in values and beliefs by highlighting the importance of transparency, justice, and adherence to ethical norms in maintaining organizational culture in government institutions. In line with the lower ratings in HR practices and growth possibilities, Delos Reyes (2022) emphasized that career advancement and professional development are crucial for maintaining employee motivation and organizational effectiveness. Garcia and Santos (2023) emphasized that resilience depends on accountability and retention, which supports the necessity to uphold standards pertaining to long-term career routes and responsibilities.

These findings are also supported by international research: Alvesson and Sveningsson (2022) contended that organizational culture flourishes when leadership guarantees equity, acknowledgment, and inclusivity, which corresponds to the fully expressed beliefs in institutional vision and contribution recognition. According to Denison et al. (2021), employee voice and communication gaps frequently impede organizational effectiveness, as seen by the lower public office scores for openness and feedback systems.

Level of Job Satisfaction as Perceived by the Employees of Public Office

Table 3. Level of Job Satisfaction as Perceived by the Employees of the Public Office.

Statements	Mean	SD	Interpretation
1. I have a workload that is fair and manageable.	2.26	.61	Satisfied

2. I have the resources and support to perform my job effectively.	2.26	.60	Satisfied
3. I am fairly compensated for my work.	2.21	.66	Satisfied
4. I feel valued and appreciated for my contributions.	2.25	.59	Satisfied
5. I find my profession worthy and fulfilling.	2.37	.56	Fully Satisfied
6. I am receiving adequate personal and professional development opportunities.	2.10	.63	Satisfied
7. I am satisfied with the work-life balance the organization lets me achieve.	2.25	.54	Satisfied
8. I am motivated to perform well in my role.	2.36	.52	Fully Satisfied
9. I am proud to be a part of this organization's mission and values.	2.49	.54	Fully Satisfied
10. I would recommend this organization as a great place to work.	2.36	.52	Fully Satisfied
Job Satisfaction	2.29	.46	Satisfied

Legend: (2.34-3.0)-Fully satisfied; (1.67—2.33)-satisfied; (1.0-1.66)-Not Satisfied

The table 3 presents the organization's fundamental identity is where there is the greatest degree of agreement, according to a detailed look at the individual indicators. With the highest individual mean score of 2.49 (SD = 0.54), Statement 9, which emphasizes being happy to be a part of the organization's goal and values is read as Fully Satisfied. Statement 5, which discusses finding the profession worthwhile and fulfilling (M = 2.37, SD = 0.56), and Statements 8 and 10, which both score a mean of 2.36 (SD = 0.52), closely reflect this strong sense of institutional alignment and show that employees are fully motivated to perform well and would readily recommend the agency as a great place to work. The comparatively low standard deviations for each of these top-tier metrics show that staff members are highly committed to and emotionally invested in the agency's mission.

On the other hand, the more transactional and resource-dependent parts of employment provide significantly lower means, even when they still lie safely within the positive Satisfied boundaries. At 2.10 (SD= 0.63), Statement 6, which deals with the availability of sufficient chances for both professional and personal growth, has the lowest mean score. There is also potential for improvement in financial compensation; Statement 3, which deals with fair compensation, yields a mean of 2.21 (SD = 0.66). Additionally, contextual factors like manageable workloads and resource support tie at 2.26, while work-life balance and sentiments of appreciation both post the same mean of 2.25. The slightly higher standard deviations in these categories indicate that, although average employee satisfaction is still high, everyday operational realities differ within offices or jobs.

These findings have ramifications for a highly mission-driven workforce that finds greater fulfillment in meaningful work than in structural incentives. The fact that metrics related to internal motivation, professional value, and organizational pride are categorized as fully satisfied suggests that the public service ethos is still a potent anchor for public office staff. However, the decline to satisfied in areas like training opportunities, pay, and resource availability suggests an optimization bottleneck; systemic constraints may limit the workforce's high intrinsic motivation. Even if personnel have a strong sense of pride in the agency's goal, the current baseline satisfaction could deteriorate if these operational and growth-oriented aspects are not addressed over time. This could result in bureaucratic inertia or emotional tiredness.

These findings align with current empirical research that underscores the distinctive dynamics of public service settings. According to Al-Malki and Harrison (2021), employees in the public sector often demonstrate high levels of public service motivation, with their commitment primarily anchored in organizational principles and societal orientation rather than external benefits. Nguyen et al. (2023) note that long-term retention and optimal performance remain associated with parallel investments in structural support systems, such as fair compensation and ongoing career advancement pathways, even though intrinsic fulfillment functions as a stabilizing buffer against workplace stress. Moreover, access to professional development is a significant correlate of contemporary institutional satisfaction, as reflected in recent data from Abuhashesh et al. (2024). This suggests that strengthening lower-scoring indicators, such as training, is linked to the transformation of a workforce that is already satisfied into one that demonstrates exceptional performance.

Relationship between Organizational Culture and Job Satisfaction of the Employee in Public Office

Table 4. Relationship Between Organizational Culture and Job Satisfaction of the Employee in the Public Office.

Variable	Test Statistics (r_s)	p-value	Decision for H_o	Interpretation
Organizational Culture vs Job Satisfaction	0.739	<0.001	Reject H_o	Significant

A high, positive link between organizational culture and employee work satisfaction is demonstrated by the statistical computation, which provides a Spearman's rank correlation coefficient (r_s) of 0.739. The related p-value is much below the conventional alpha threshold of 0.05, at less than 0.001 ($p < .001$). The null hypothesis (H_o), which asserts that there is no meaningful connection between corporate culture and employee job satisfaction, is rejected because the probability value is extremely substantial.

This significant positive link indicates that employee job satisfaction increases alongside the expansion, refinement, or improved alignment of company culture with workforce needs. Workplace norms, values, and behavioral systems are closely associated with how satisfied individuals feel in their roles, as reflected in the coefficient value of 0.739, which underscores that organizational culture is strongly correlated with satisfaction within the agency.

The structural orientation of Public Office management will undergo notable adjustments if the null hypothesis is rejected. The strong correlation between organizational culture and employee satisfaction indicates that morale-enhancing initiatives cannot rely solely on transactional measures, such as salary adjustments or facility upgrades. Instead, management should emphasize cultural dimensions, including strengthening employee engagement, enhancing transparency, and articulating institutional purpose objectives. Employee satisfaction tends to be higher when the agency's shared values, standards, and leadership practices are constructive and supportive. Conversely, irrespective of external benefits, a rigid or toxic bureaucratic culture is closely associated with lower staff satisfaction, which may hinder the effective implementation of programs intended for the general public.

These results are in good agreement with current empirical research on organizational dynamics in civil service organizations. According to research by Alvani (2024), organizational culture is a key psychological anchor that influences civil servants' internal comfort and dedication to their jobs within government frameworks. In a similar vein, a study by Msacky and Assey (2024) emphasizes how cultural elements such as open lines of communication, common institutional objectives, and systemic respect for one another function as powerful predictors of public sector happiness, frequently surpassing standardized reward schemes. Additionally, a significant amount of the variation in how employees assess their daily operational

environments can be explained by participatory and adaptive cultures within local or national government bodies, according to current local and international literature (Chen, 2025; Ona, 2024).

CONCLUSIONS

Based on the findings of the study, the following conclusions are made:

Low senior tenure and a lack of postgraduate specialization create serious vulnerabilities in long-term employee retention, institutional memory preservation, and strategic leadership succession. Nevertheless, the Public Office operates through an enthusiastic, mid-career, female-dominated field workforce capable of immediate grassroots delivery.

The agency's organizational culture is ideologically robust but structurally constrictive, encouraging strong horizontal peer collaboration, deep mission alignment, and ethical compliance while upholding a strict bureaucratic framework that restricts employee voice, stifles vertical communication, and lacks clear career advancement opportunities.

Rather than material rewards, intrinsic public service motivation and significant contributions to agrarian reform values drive employee job satisfaction. Nevertheless, systemic bottlenecks, such as insufficient training access, uneven workloads, and inadequate compensation that increase the risk of burnout, continuously strain this psychological commitment.

Since organizational culture is a fundamental factor in determining job satisfaction, management initiatives to raise employee morale, lower attrition, or enhance overall performance must concentrate on changing leadership behaviors, fostering open lines of communication, and creating a positive work environment rather than relying solely on transactional fixes.

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