



THE ORGANIZATIONAL CLIMATE OF LOCAL GOVERNMENT UNITS OF CAGAYAN VALLEY REGION AND ITS IMPLICATION TO JOB PERFORMANCE

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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 Cagayan Valley Region and its implication to job performance. Regular employees and administrators of the four (4) provinces of the region 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.*

Key words: *Organizational climate, descriptive correlational design, RA 7160, local government units, civil service eligibility, chi-square*

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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 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 organization's 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 a 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 provides 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 Cagayan Valley Region 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 and as a whole 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 and as a whole 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 2013 as a province and as a whole?
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 and as a whole?
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 and as a whole?
6. Is there is a significant difference in the perceptions of the employees and administrators as a province and as a whole 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 and as a whole.
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 and as a whole.
3. That there is no significant difference in the perception of the employees and administrators as a province and as a whole as to the level of organizational climate prevailing in their office when grouped according to their personal profile.

METHODOLOGY

Since this study this attempted to ascertain the organizational climate prevailing in the Local government units of Cagayan Valley Region 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 1 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).

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:

$$X = \frac{WX}{N}$$

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 and as a whole as to the level of organizational climate prevailing in their office when grouped according to their personal profile, the chi-square was utilized.

RESULTS AND DISCUSSIONS

Table 1.1A: Over-all Summary of the Frequency and Percentage Distribution of the Personal Profile of the Local Government Units Employees' as a Province and as a Whole

Profile Variables	Cagayan Employee		Isabela Employee		Nueva Viscaya Employee		Quirino Employee		As a Whole	
	F	P	F	P	F	P	F	P	F	P
AGE										
21-25	501	26.03	57	3.73	63	8.92	103	12.56	724	14.54
26-30	424	22.03	198	12.96	126	17.85	331	40.37	1079	21.67
31-35	270	14.03	226	14.79	189	26.77	199	24.27	884	17.76
36-40	116	6.03	481	31.48	207	29.32	90	10.98	894	17.96
41-45	154	8.03	339	22.19	63	8.92	56	5.61	602	12.09
46-50	231	12.00	141	9.23	38	5.38	11	1.347	421	8.46
51-55	139	10.03	78	5.10	8	1.13	3	4.02	312	6.27
56& above	36	1.85	8	0.52	12	1.71	7	0.85	63	1.25
TOTAL	1925	100.00	1528	100.00	706	100.00	820	100.00	4979	100.00
- X		34.63		30.30		35.00		32.04		35.30
SEX										
Male	1002	54.76	1019	66.69	441	62.47	575	70.12	2861	57.46
Female	923	45.24	509	33.31	265	37.54	245	29.88	2118	42.54



TOTAL	1925	100.00	1528	100.00	706	100.00	820	100.00	4979	100.00
CIVIL STATUS										
Married	1336	69.40	1130	73.95	600	84.99	634	77.32	3700	74.31
Single	578	30.33	390	25.52	95	13.46	176	21.46	1239	24.89
Widow/er	8	0.41	6	0.40	8	1.13	8	0.98	24	0.48
Separated	3	0.16	2	0.13	3	0.42	2	0.24	16	0.32
TOTAL	1925	100.00	1528	100.00	706	100.00	820	100.00	4979	100.00
CIVIL SERVICE ELIGIBILITY										
Professional	770	40.00	736	48.17	517	73.23	242	29.51	2265	45.49
Sub-professional	732	38.03	311	20.34	63	8.92	336	40.58	1142	28.96
PRC board passer	270	14.03	255	16.69	126	17.85	187	22.80	838	16.83
1 st Grade	77	4.00	113	7.40	-	-	51	6.22	241	4.84
2 nd Grade	76	3.94	113	7.40	-	-	4	0.49	193	3.88
TOTAL	1925	100.00	1528	100.00	706	100.00	820	100.00	4979	100.00
EDUCATIONAL ATTAINMENT										
College	1046	54.34	906	59.29	558	79.04	452	55.12	2962	59.49
With MA units	802	41.66	170	11.13	68	9.63	148	18.05	1188	23.86
MA Holder	49	2.55	402	26.31	50	7.08	198	24.15	699	14.04
With Doctoral Units	21	1.09	38	5.38	21	2.97	22	2.68	102	2.05
Doctorate Degree	7	0.36	12	0.79	9	1.28	0	0	28	0.56
TOTAL	1925	100.00	1528	100.00	706	100.00	820	100.00	4979	100.00
LENGTH OF SERVICE										
0-5	847	44.00	142	9.29	123	17.42	137	16.71	1249	20.09
6-10	385	20.00	368	24.08	192	27.20	462	56.34	1407	28.26
11-15	154	8.00	283	18.52	258	36.54	110	13.42	805	16.17
16-20	386	20.05	42	27.81	63	8.92	22	2.68	896	18.00
21-25	77	4.00	226	14.79	32	4.54	67	8.17	402	8.07
26-30	16	0.83	80	5.24	25	3.54	16	1.95	137	2.75
31 & above	60	3.12	4	0.27	13	1.85	6	0.73	83	1.66
TOTAL	1925	100.00	1528	100.00	706	100.00	820	100.00	4979	100.00
STATUS OF EMPLOYMENT										
Permanent/Regular	1925	100.00	1528	100.00	706	100.00	820	100.00	4979	100.00
TOTAL	1925	100.00	1528	100.00	706	100.00	820	100.00	4979	100.00

AGE

The table revealed that majority of the LGU employees in the four provinces and when considered as a whole belong to the early adulthood stage as proven by the mean ages of 34.63 for Cagayan, 38,30 for Isabela, 35.00 for Nueva Vizcaya, 32,04 for Quirino and 35.38 for Cagayan Valley Region. 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 in the different localities.



CIVIL SERVICE ELIGIBILITY

In the four provinces and when considered as a whole, 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 Cagayan Valley Region as a whole are just new in the service. As to the mean length of service, Cagayan and Quirino obtained the younger mean of 9.41 and 9.80 respectively which imply that employees in the said provinces are newer in the service as compared to the mean length of service in Isabela of 14.52 thus making the employees of the province the oldest 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 1.1.B: Over-all Summary of the Frequency and Percentage Distribution of the Personal Profile of the Local Government Units Administrators' as a Province and as a Whole

Profile Variables	Cagayan Employee		Isabela Employee		Nueva Viscaya Employee		Quirino Employee		As a Whole	
	F	P	F	P	F	P	F	P	F	P
AGE										
21-25	-	-	-	-	3	14.29	-	-	3	2.44
26-30	-	-	2	5.56	2	9.52	-	-	4	3.25
31-35	6	14.29	4	11.11	5	23.81	3	12.50	18	14.63
36-40	1	2.38	4	11.11	6	28.57	6	50.00	17	13.82
41-45	17	40.48	7	19.44	3	14.29	4	16.67	31	25.20
46-50	6	14.29	4	11.11	1	4.76	4	16.67	15	12.20
51-55	11	26.18	10	27.78	1	4.76	5	20.83	27	21.95
56& above	1	2.38	5	13.89	-	-	2	8.33	8	6.51
TOTAL	42	100.00	36	100.00	21	100.00	24	100.00	123	100.00
-	45.10		45.64		32.33		44.50		43.52	
X										
SEX										
Male	23	54.76	25	69.44	16	76.19	16	66.67	80	65.04
Female	19	45.24	11	30.56	5	23.81	8	33.33	43	34.96
TOTAL	42	100.00	36	100.00	21	100.00	24	100.00	123	100.00
CIVIL STATUS										
Married	31	73.81	27	75.00	14	66.67	17	70.83	89	72.36
Single	11	19.11	7	19.44	6	28.57	5	20.83	29	23.58
Widow/er	-	-	2	5.56	1	4.76	1	4.17	4	3.25
Separated	-	-	-	-	-	-	1	4.17	1	0.81
TOTAL	42	100.00	36	100.00	21	100.00	24	100.00	123	100.00
CIVIL SERVICE ELIGIBILITY										
Professional	22	52.38	18	50.00	7	33.33	7	29.17	54	43.90
Sub-professional	8	19.05	7	19.44	9	42.86	11	45.83	25	20.32
PRC board passer	11	26.19	11	30.56	5	23.01	5	20.03	42	34.16



1 st Grade	1	2.38	-	-	-	-	1	4.17	2	1.62
2 nd Grade	--	-	-	-	-	-	-	-	-	-
TOTAL	42	100.00	36	100.00	21	100.00	24	100.00	123	100.00
EDUCATIONAL ATTAINMENT										
College	14	33.33	7	19.55	4	19.05	3	12.50	28	22.76
With MA units	12	28.57	9	25.00	3	14.29	8	33.33	32	26.02
MA Holder	6	14.29	9	25.00	6	28.57	10	41.67	31	25.20
With Doctoral Units	6	14.29	11	30.56	6	28.57	3	12.50	26	21.14
Doctorate Degree	4	9.52	-	-	2	9.52	-	-	6	4.88
TOTAL	42	100.00	36	100.00	21	100.00	24	100.00	123	100.00
LENGTH OF SERVICE										
0-5	6	14.29	2	5.56	3	14.29	5	20.83	16	13.01
6-10	6	14.29	9	25.00	3	14.29	4	16.67	22	17.89
11-15	8	19.04	7	19.44	2	9.51	4	16.67	21	17.07
16-20	14	33.33	8	22.22	7	3.33	8	33.33	37	30.08
21-25	6	14.29	7	19.44	3	14.29	2	8.33	18	14.63
26-30	1	2.38	3	8.34	3	14.29	1	4.17	8	6.50
31 & above	1	2.38	-	-	-	-	-	-	1	0.82
TOTAL	42	100.00	36	100.00	21	100.00	24	100.00	123	100.00
STATUS OF EMPLOYMENT										
Permanent/Regular	42	100.00	36	100.00	21	100.00	24	100.00	123	100.00
TOTAL	42	100.00	36	100.00	21	100.00	24	100.00	123	100.00

AGE

The results showed that only the province of Nueva Vizcaya has administrators who are aged 21-25 years old yielding to the youngest mean age of 32.33 years old which implies that majority of the Local Government Units administrators of said province are in their early adulthood stage, the stage where they are most energetic, enthusiastic and ambitious. The other provinces including the Cagayan Valley Region as a whole obtained the mean ages that belong to middle adulthood stage which implies that majority of the LGU administrators in the four localities except Nueva Vizcaya belong to the middle adulthood stage, the stage where they are at the peak of their career.

SEX

In all of the localities, the number of females outnumbered the males and this implies that majority of the LGU administrators in the four provinces and in the Cagayan Valley Region as a whole 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 four provinces and when considered as a whole, are married which implies that majority of them are already of marriageable ages as proven by their mean ages..

CIVIL SERVICE ELIGIBILITY

In Cagayan and Isabela, most of the administrators are holders of the Professional eligibility whereas in Nueva Vizcaya and Quirino, most of the administrators are Sub-Professional eligible. Whichever of the two, this implies that the administrators in the LGU in the four provinces and when considered as a whole possess the needed eligibility in their positions.



HIGHEST EDUCATIONAL ATTAINMENT

The data in the table showed that the most of the administrators in Cagayan are college graduates which implies that they have just met the minimum requirement for education whereas for the other provinces such as Isabela, the highest frequency belongs to with Master's units and Master's degree; for Nueva Vizcaya, Master's degree and with Doctorate units; for Quirino, Master's degree and as a whole, with Master's units. These imply that majority of the administrators have either finished their post-graduate studies or are on their way towards completion of such..

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, 15.47 for Isabela, 16.02 for Nueva Vizcaya, 13.10 for Quirino and 14.83 as a whole. These imply 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 2.1A: Summary of the Item Mean of the Employees' Perception of the Organizational Climate Prevailing as to Interpersonal Relationship per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS
-I have a sound working relationship with superior, peers	4.36	M	3.89	M	4.35	VM	4.25	VM	4.21	VM
-This organization is characterized by relaxed, easy-going working climate	4.32	VM	3.55	M	4.15	M	4.17	M	4.05	M
-A friendly atmosphere prevails among employees in the organization	4.30	VM	3.48	M	4.35	VM	4.50	VM	4.16	M
-There is a lot of warmth in the relationship between the management and workers	4.26	VM	3.43	M	4.13	M	4.46	VM	4.07	M
-I admire and respect my superiors, peers and I am confident that they respect me	4.22	VM	4.08	M	4.13	M	4.25	VM	4.17	M
-People in the organization don't tend to be cool aloof towards each other	4.16	M	3.05	L	4.05	M	4.08	M	3.84	M
-Employees in this organization really trust each other enough	4.06	M	3.13	L	4.20	VM	4.21	VM	3.91	M
Category Mean	4.24	VM	3.52	M	4.19	M	4.08	M	4.06	M

Table 2.1A presents the summary of the item mean distribution of the employees' perception of the organizational climate prevailing as to interpersonal relationship per province and as a whole. The highest mean of 4.24 or "very much" belongs to Cagayan which implies that the LGU employees perceive the organizational climate prevailing as to interpersonal relationship to be "excellent" while in Isabela, Nueva Vizcaya, Quirino and as whole, the category means are 3.52, 4.19, 4.08 and 4.06 respectively; all of which are described as "much" implying that the LGU employees in the three provinces and as a whole perceived the organizational climate along interpersonal relationship to be "very satisfactory."



Table 2.1B: Summary of the Item Mean of the Administrators' Perception of the Organizational Climate Prevailing as to Interpersonal Relationship per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS
-I have a sound working relationship with subordinates, peers	4.52	VM	4.44	VM	4.29	VM	4.46	VM	4.21	VM
-This organization is characterized by relaxed, easy-going working climate	4.36	VM	4.25	VM	4.14	M	4.17	M	4.05	M
-A friendly atmosphere prevails among employees in the organization	4.60	VM	4.44	VM	3.95	M	4.50	VM	4.16	M
-There is a lot of warmth in the relationship between the management and workers	4.29	VM	4.17	M	4.14	M	4.25	VM	4.07	M
-I admire and respect my subordinates, peers and I am confident that they respect me	4.29	VM	4.50	VM	4.83	VM	4.25	VM	4.36	VM
-People in the organization don't tend to be cool aloof towards each other	4.21	VM	4.50	VM	4.09	M	4.21	VM	4.25	VM
-Employees in this organization really trust each other enough	4.21	VM	4.50	VM	4.09	M	4.08	M	4.22	VM
Category Mean	4.35	VM	4.40	VM	4.15	M	4.27	VM	4.19	M

The table reveals that the LGU administrators of Cagayan, Isabela, and Quirino rated this dimension with 4.35, 4.40 and 4.27 respectively which are all equivalent to "very much" which imply that the administrators of said provinces perceive the organizational climate prevailing in their office along interpersonal relationship to be "excellent" while the administrators of Nueva Viscaya and as a whole rated the same dimension with 4.15 and 4.19 respectively, both described as "much" and this implies that the administrators of said provinces perceive the organizational climate prevailing in their office along interpersonal relationship to be "very satisfactory".

Table 2.2A: Summary of the Item Mean of the Employees' Perception with regard to Organizational Climate Prevailing as to Motivational Pattern per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{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	4.08	M	4.13	M	4.14	M	4.14	M
-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	4.04	M	4.11	M	3.90	M	4.08	M
-I am given the opportunity to do my best I can in the performance of my duties and responsibilities	4.20	VM	4.06	M	4.25	VM	4.07	M	4.15	M
Management encourage personnel to finish their studies	4.20	VM	2.76	L	4.21	VM	3.91	M	3.80	M
-My stay in this office gives me opportunity to satisfy my work interest to use my capabilities toward personal career, goal and programs	4.18	M	3.98	M	4.20	VM	4.09	M	4.11	M
-I play a very important role in the office and I intend to spend my career life until my retirement	4.15	M	4.02	M	4.02	M	4.13	M	4.06	M
-The management feels proud if their personnel pursue higher education	4.13	M	2.82	L	4.16	M	4.07	M	3.90	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	3.65	M	3.85	M	3.99	M	3.80	M
-I feel a sense of belongingness to this agency	4.08	M	3.87	M	3.95	M	4.07	M	3.99	M
-There is enough reward and recognition given in this office for doing excellent work	4.06	M	2.65	L	3.94	M	3.77	M	3.81	M
Category Mean	4.15	M	3.59	M	4.08	M	4.01	M	4.00	M

As gleaned from table 2.2A, it presents the summary of the item mean distribution of the employees' perception of the organizational climate prevailing as to motivation pattern per province and as a whole. As presented, all the four provinces and the Cagayan Valley Region



as a whole unanimously obtained the descriptive rating of “*much*” with the numerical values of 4.15 for Cagayan, 3.59 for Isabela, 4.08 for Nueva Vizcaya, 4.01 for Quirino and 4.0 as a whole. This implies that the employees in all the four provinces and as a whole perceive the organizational climate along motivation pattern as “*very satisfactory*”.

Table 2.2B: Summary of the Item Mean of the Administrators’ Perception with regard to Organizational Climate Prevailing as to Motivational Pattern per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{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	4.58	VM	4.48	VM	4.83	VM	4.53	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	4.56	VM	4.38	VM	4.25	VM	4.35	VM
-I am given the opportunity to do my best I can in the performance of my duties and responsibilities	3.52	M	4.56	VM	4.81	VM	4.29	VM	4.30	VM
Management encourage personnel to finish their studies	4.05	M	4.36	VM	4.62	VM	4.25	VM	4.32	VM
-My stay in this office gives me opportunity to satisfy my work interest to use my capabilities toward personal career, goal and programs	4.21	VM	4.50	VM	4.52	VM	4.33	VM	4.39	VM
-I play a very important role in the office and I intend to spend my career life until my retirement	4.07	M	4.50	VM	4.33	VM	4.33	VM	4.31	VM
-The management feels proud if their personnel pursue higher education	3.52	M	4.44	VM	4.52	VM	4.29	VM	4.19	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	4.50	VM	4.14	M	4.29	VM	4.27	VM
-I feel a sense of belongingness to this agency	4.33	VM	4.50	VM	4.19	M	4.33	VM	3.34	M
-There is enough reward and recognition given in this office for doing excellent work	4.07	M	3.89	M	4.19	M	4.08	M	4.06	VM
Category Mean	4.03	M	4.43	VM	4.42	VM	4.33	VM	4.31	VM

The table reveals that the administrators of almost all the LGU units except for Cagayan rated the dimension “*very much*” which implies that such administrators perceive the organizational climate prevailing in their office along motivational pattern to be “*excellent*” except for Cagayan where the category mean is 4.03 or “*much*”, an implication that the administrators of Cagayan perceive the organizational climate prevailing in their office along motivational pattern to be just “*satisfactory*”.

Table 2.3A: Summary of the Item Mean of the Employees’ Perception with regard to Organizational Climate Prevailing as to Work Environment per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS
-I am free from conflicting demand that other people make of me	4.23	VM	4.13	M	4.44	VM	3.76	M	4.14	M
-Around here, there is no feeling of pressure to continually improve our personal and group performance	4.16	M	4.07	M	4.31	VM	3.80	M	4.09	M
-The attitude of our management is that, conflict between divisions/sections and individuals can be very healthy	4.14	M	3.82	M	4.53	VM	3.83	M	4.08	M
-There is no great deal of criticisms in this agency	4.02	M	3.63	M	4.29	VM	3.81	M	3.94	M
-Office supplies, facilities and equipment are adequate and properly maintained	3.99	M	3.52	M	4.44	VM	4.11	M	4.02	M
-The building is well designed, comfortable and safe to work in	3.98	M	3.48	M	4.15	M	3.75	M	3.82	M
-The building is ventilated, lighted and free from health hazard	3.94	M	3.37	M	4.22	VM	3.77	M	3.82	M
-The building and its premises are clean, orderly and well maintained	3.89	M	3.09	M	4.45	VM	3.75	M	3.79	M
Category Mean	4.04	M	3.64	M	4.35	VM	3.82	M	3.96	M



Table 2.3A presents that employees of Cagayan, Isabela, Quirino and as whole rated this category with means of 4.04, 3.64, 3.82 and 3.96 respectively, all of which are equivalent to be “*much*” which implies that the employees of said places perceive the organizational climate along work environment to be “*verysatisfactory*” whereas in Nueva Vizcaya whose category mean in “*very much*” which implies that employees of the said place perceive that the organizational climate along work environment as “*excellent*”.

Table 2.3B: Summary of the Item Mean of the Administrators’ Perception with regard to Organizational Climate Prevailing as to Work Environment per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS
-I am free from conflicting demand that other people make of me	4.43	VM	3.48	M	4.38	VM	4.17	M	4.12	M
-Around here, there is no feeling of pressure to continually improve our personal and group performance	4.43	VM	3.37	L	4.33	VM	4.29	VM	4.11	M
-The attitude of our management is that, conflict between divisions/sections and individuals can be very healthy	4.43	VM	3.09	L	4.48	VM	4.17	M	4.04	M
-There is no great deal of criticisms in this agency	4.43	VM	3.52	M	4.33	VM	4.08	M	4.09	M
-Office supplies, facilities and equipment are adequate and properly maintained	4.38	VM	4.13	M	4.48	VM	4.12	M	4.28	VM
-The building is well designed, comfortable and safe to work in	4.36	VM	3.82	M	4.14	M	4.29	VM	4.15	M
-The building is ventilated, lighted and free from health hazard	4.36	VM	3.63	M	4.29	VM	4.25	VM	4.13	M
-The building and its premises are clean, orderly and well maintained	4.21	VM	4.07	M	4.48	VM	4.08	M	4.21	VM
Category Mean	4.38	VM	3.64	M	4.36	VM	4.18	M	4.14	M

In Cagayan and Nueva Vizcaya, the administrators rated this dimension with category means of 4.38 and 4.36 respectively as shown in the table, both are described as “*very much*” and these imply that the administrators of the above-mentioned provinces perceive the organizational climate prevailing in their office along work environment to be “*excellent*” whereas in Isabela, Quirino and as a whole whose category means are all equivalent to “*much*” with numerical values of 3.64, 4.18, and 4.14, respectively implies that the administrators of these provinces/places perceive the organizational climate prevailing in their office along work environment to be just “*very satisfactory*”.

Table 2.4A: Summary of the Item Mean of the Employees’ Perception with regard to Organizational Climate Prevailing as to Incentives and Awards per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS	\bar{X}	DS
-I am given the recognition and/or award for every exceptional performance and outstanding accomplishment that I have done	4.13	M	3.05	L	4.01	M	3.73	M	3.73	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	2.61	L	4.20	VM	3.7	M	3.54	M
-Employees are rewarded by promotion for excellence on their job performance	4.03	M	2.17	VL	3.77	M	3.73	M	3.54	M
-Favoritism in this agency is not being practiced when it comes to training/seminars and travels	4.03	M	1.74	VL	3.66	M	3.82	M	3.31	L
Category Mean	4.06	M	2.39	VL	3.91	M	3.76	M	3.53	M

The table shows that the employees of Cagayan, Nueva Vizcaya, Quirino and as a whole rated this with a category means of 4.06, 3.91, 3.76 and 3.53 respectively, all of which are



described as “*much*” and that implies that the employees perceive the organizational climate along incentives and awards in the above-mentioned places to be “*very satisfactory*” whereas in Isabela, where the category mean is 2.39 or “*little*” implies that the employees perceive that the organizational climate along incentives and awards is just “*satisfactory*”.

Table 2.4B: Summary of the Item Mean of the Administrators’ Perception with regard to Organizational Climate Prevailing as to Incentives and Awards per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	X	DS	X	DS	X	DS	X	DS	X	DS
-I am given the recognition and/or award for every exceptional performance and outstanding accomplishment that I have done	4.14	M	4.50	VM	4.10	M	4.08	M	4.21	VM
-Supervisors acknowledge the employees for a job well done by recognizing and informing others in the organization during the flag ceremonies	4.14	M	4.44	VM	4.29	VM	4.08	M	4.24	VM
-Employees are rewarded by promotion for excellence on their job performance	4.14	M	4.44	VM	4.52	VM	4.08	M	4.30	VM
-Favoritism in this agency is not being practiced when it comes to training/seminars and travels	4.00	M	4.50	VM	3.95	M	4.08	M	4.13	M
Category Mean	4.105	M	4.47	VM	4.22	VM	4.08	M	4.22	VM

This dimension obtained the category means of 4.47, 4.22 and 4.22 all described as “*very much*” as revealed in the table for Isabela, Nueva Vizcaya and as a whole respectively which implies that in these three places the administrators perceive the organizational climate prevailing in their office along incentives and awards to be “*excellent*” while in Cagayan and Quirino whose category means are equivalent to “*much*” with the numerical value of 4.105 and 4.08 respectively, the administrators perceive the organizational climate along this dimension is only “*very satisfactory*”.

Table 2.5A: Summary of the Item Mean of the Employees’ Perception with regard to Organizational Climate Prevailing as to Evaluation System per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	X	DS	X	DS	X	DS	X	DS	X	DS
-We have a promotion system that helps employees to rise to the top	4.72	VM	2.83	L	3.84	M	3.69	M	3.77	M
-Promotion evaluation instrument in this agency is fairly administered	4.04	M	3.72	M	3.76	M	3.73	M	3.57	M
-The management is not practicing favoritism	3.99	M	3.06	L	3.54	M	3.73	M	3.58	M
-Educational attainment is given more importance by the management when it comes to promotion	3.98	M	3.11	L	3.97	M	3.75	M	3.70	M
-The qualification standard is strictly followed for appointment and promotion purposes	3.95	M	3.24	L	4.22	VM	3.81	M	3.81	M
-The performance appraisal system is objectively followed.	3.93	M	3.32	L	4.06	M	3.76	M	3.77	M
-Promotion is based on seniority not on the quality of work done and educational attainment	3.00	L	2.74	L	3.60	M	3.78	M	3.53	M
Category Mean	3.94	M	3.15	L	3.86	M	3.75	M	3.68	M

Table 2.5A shows that the employees of Cagayan, Nueva Vizcaya, Quirino and as a whole rated this with category means of 3.94, 3.86, 3.75 and 3.68 respectively, all of which are described “*much*” and those implies that the employees perceive the organizational climate along evaluation system in the above-mentioned places to be “*very satisfactory*” whereas in Isabela, where the category mean is 2.15 or “*little*” implies that the employees perceive that the organizational climate along evaluation system is just “*satisfactory*”.



Table 2.5B: Summary of the Item Mean of the Administrators' Perception with regard to Organizational Climate Prevailing as to Evaluation System per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	X	DS	X	DS	X	DS	X	DS	X̄	DS
-We have a promotion system that helps employees to rise to the top	4.36	VM	4.44	VM	3.43	M	4.25	VM	4.12	M
-Promotion evaluation instrument in this agency is fairly administered	4.43	VM	4.22	VM	4.10	M	4.25	VM	4.22	VM
-The management is not practicing favoritism	4.36	VM	4.00	VM	4.10	M	4.04	M	4.13	M
-Educational attainment is given more importance by the management when it comes to promotion	4.36	VM	4.14	M	4.19	M	4.21	VM	4.23	VM
-The qualification standard is strictly followed for appointment and promotion purposes	4.43	VM	4.44	VM	4.33	VM	4.25	VM	4.23	VM
-The performance appraisal system is objectively followed.	4.38	VM	4.44	VM	4.10	M	4.17	M	4.27	VM
-Promotion is based on seniority not on the quality of work done and educational attainment	4.29	VM	4.14	M	4.14	M	4.12	M	4.21	VM
Category Mean	4.37	VM	4.26	VM	4.06	M	4.185	M	4.22	VM

As shown in the table, this dimension obtained the category means of 4.37, 4.26, and 4.22, all described as "very much" in Cagayan, Isabela and as a whole respectively which implies that in these three places the administrators perceive that the organizational climate along evaluation system to be "excellent" while in Nueva Vizcaya and Quirino whose category means are equivalent to "much" with the numerical value of 4.06 and 4.18 respectively, the administrators perceive that the organizational climate along evaluation system is only "very satisfactory".

Table 2.6A: Summary of the Item Mean of the Employees' Perception with regard to Organizational Climate Prevailing as to Communication System per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	X	DS	X	DS	X	DS	X	DS	X̄	DS
-Downward communication is done without delay	4.04	M	3.58	M	3.54	M	3.75	M	3.73	M
-Provides information to members of the agency in any way possible	4.02	M	3.65	M	3.53	M	3.66	M	3.72	M
-Employees are encouraged to give feedbacks using the upward communication channels	4.02	M	2.95	L	3.62	M	3.60	M	3.58	M
-Employees rely more on the grapevine or informal conversation for reliable information	4.02	M	3.00	L	3.48	M	3.83	M	3.55	M
-Study and review all communications to ensure truthfulness and reliability	4.00	M	3.67	M	3.93	M	3.69	M	3.82	M
-Personnel purely rely in black and white communication	3.99	M	3.55	M	3.90	M	3.80	M	3.81	M
-We are encouraged to speak our minds even if it means disagreeing with our superiors	3.97	M	3.15	L	3.73	M	3.73	M	3.65	M
-Lateral communication is practiced for coordination and assistance by and among various units of the organization	3.96	M	3.30	L	3.78	M	3.63	M	3.67	M
-The policies of the agency been clearly explained	3.93	M	3.32	L	3.88	M	3.63	M	3.70	M
Category Mean	3.99	M	3.35	L	3.71	M	3.71	M	3.69	M

The table shows that the employees of Cagayan, Nueva Vizcaya, Quirino and as a whole rated this with a category means of 3.99, 3.71, 3.71 and 3.69 respectively, all of which are described as "much" and that implies that the employees perceive the organizational climate along communication system in the above-mentioned places to be "very satisfactory" whereas in Isabela, where the category mean is 3.35 or "little" implies that the



employees perceive that the organizational climate along communication system is just “satisfactory”.

Table 2.6B: Summary of the Item Mean of the Administrators’ Perception with regard to Organizational Climate Prevailing as to Communication System per Province and as a Whole

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	X	DS	X	DS	X	DS	X	DS	X	DS
-Downward communication is done without delay	4.36	VM	4.22	VM	4.33	VM	4.33	VM	4.32	VM
-Provides information to members of the agency in any way possible	4.36	VM	4.17	M	4.48	VM	4.25	VM	4.31	VM
-Employees are encouraged to give feedbacks using the upward communication channels	4.33	VM	4.06	M	4.29	VM	4.17	M	4.21	VM
-Employees rely more on the grapevine or informal conversation for reliable information	4.33	VM	4.44	VM	4.00	M	3.92	M	4.17	M
-Study and review all communications to ensure truthfulness and reliability	4.29	VM	4.08	M	4.43	VM	4.29	VM	4.27	VM
-Personnel purely rely in black and white communication	4.29	VM	4.06	M	4.24	VM	4.12	M	4.18	M
-We are encouraged to speak our minds even if it means disagreeing with our superiors	4.26	VM	4.14	M	4.29	VM	4.25	VM	4.24	VM
-Lateral communication is practiced for coordination and assistance by and among various units of the organization	4.26	VM	3.97	M	4.05	M	4.25	VM	4.13	M
-The policies of the agency been clearly explained	4.19	VM	4.06	M	4.33	VM	4.25	VM	4.21	VM
Category Mean	4.30	M	4.13	M	4.27	VM	4.20	VM	4.23	VM

In Cagayan and as a whole, the table reveals that the administrators rated this dimension with category means of 4.30 and 4.23 respectively, both are described as “very much” and these imply that the administrators of the said provinces perceive that the organizational climate along communication system to be “excellent” whereas in Isabela, Quirino and Nueva Vizcaya, the category means are all equivalent to “much” with the numerical values of 4.13, 4.18 and 4.14 respectively implying that the administrators of these provinces perceive organizational climate along communication system to be just “very satisfactory”.

Table 2.7A: Summary of Category Mean of the Employees’ Perception with regard to Organizational Climate Along the Different Dimensions

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	Employee	DS	Employee	DS	Employee	DS	Employee	DS	Employee	DS
-Interpersonal Relationship	4.24	M	3.52	M	4.19	M	4.08	M	4.06	M
-Motivation Pattern	4.15	M	3.59	M	4.08	M	4.01	M	4.00	M
-Work Environment	4.04	M	3.64	M	4.35	VM	3.82	M	3.96	M
-Incentives and Awards	4.06	M	2.39	L	3.91	M	3.76	M	3.53	M
-Evaluation System	3.94	M	3.15	L	3.86	M	3.75	M	3.68	M
-Communication System	3.99	M	3.35	L	3.71	M	3.71	M	3.6	M
Over-all Category Mean	4.07	M	3.27	L	4.04	M	3.86	M	3.82	M

Table 2.7A summarizes the category mean of the employees’ perception with regard to organizational climate along the different dimensions. The category mean 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 4.19, 4.08 and 4.08 or “much” for Nueva Vizcaya, Quirino and Cagayan Valley region as a whole respectively perceive the



organizational climate with regard to interpersonal relationship as “*very satisfactory*” which implies that the friendly atmosphere shared in the office motivate and encourage people to effectively work together for the realization of office goals.

The category mean of 4.15, 3.59, 4.08, 4.01 and 4.00 or “*much*” for the four provinces and as a whole respectively 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.

Except for the province of Nueva Vizcaya with a category mean of 4.35 or “*very much*”, the category mean of 4.04, 3.64, 3.82 and 3.96 or “*much*” for the provinces of Cagayan, Isabela, Quirino and as a whole respectively implies that the employees of these provinces and as a whole perceive that the organizational climate prevailing as to work environment is “*very satisfactory*” though such can still be further improved.

Except for the province of Isabela with a category mean of 2.39 or “*very little*”, the category mean of 4.06, 3.91, 3.76 and 3.53 or “*much*” for the provinces of Cagayan, Nueva Vizcaya, Quirino and as a whole respectively implies that the employees of these provinces and as a whole perceive that the organizational climate prevailing as to incentives and awards is “*very satisfactory*” though still subject for improvement to make it excellent.

Except for the province of Isabela with a category mean of 3.15 or “*little*”, the category mean of 3.94, 3.86, 3.75 and 3.68 or “*much*” for the provinces of Cagayan, Nueva Vizcaya, Quirino and as a whole respectively implies that the employees of these provinces and as a whole 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.

Except for the province of Isabela with a category mean of 3.35 or “*little*”, the category mean of 3.99, 3.71, 3.71 and 3.69 or “*much*” for the provinces of Cagayan, Nueva Vizcaya, Quirino and as a whole respectively implies that the employees of these provinces and as a whole perceive that the organizational climate prevailing as to communication system in the said agencies is “*very satisfactory*” though still subject for improvement to make it pleasant and excellent.

Table 2.7B: Summary of Category Mean of the Administrators’ Perception with regard to Organizational Climate Along the Different Dimensions

Item	Cagayan		Isabela		Nueva Viscaya		Quirino		As a Whole	
	Administrator	DS	Administrator	DS	Administrator	DS	Administrator	DS	Administrator	DS
-Interpersonal Relationship	4.35	VM	4.40	VM	4.15	M	4.27	VM	4.19	M
-Motivation Pattern	4.03	M	4.43	VM	4.42	VM	4.33	VM	4.31	VM
-Work Environment	4.38	VM	3.64	M	4.36	VM	4.18	M	4.14	M
-Incentives and Awards	4.11	M	4.47	VM	4.22	VM	4.08	M	4.22	VM
-Evaluation System	4.37	VM	4.26	VM	4.06	M	4.18	M	4.22	VM
-Communication System	4.30	VM	4.13	M	4.27	VM	4.20	VM	4.23	VM
Over-all Category Mean	4.26	VM	4.22	VM	4.25	VM	4.21	VM	4.22	VM



Table 2.7B summarizes the category mean of the administrators' perception with regard to organizational climate along the different dimensions. The category mean of 4.35, 4.40, and 4.27 or "very much" for the provinces of Cagayan, Isabela and Quirino respectively implies that administrators of the said agencies except for Nueva Vizcaya and as a whole perceive the organizational climate with regard to interpersonal relationship as "excellent". It further imply that friendly and conducive environment are common in their offices 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 4.43, 4.42, 4.33, and 4.31 or "very much" for the three provinces of Isabela, Nueva Vizcaya, Quirino and as a whole respectively implies that the administrators perceive the organizational climate along motivational pattern as "excellent".

The category mean of 4.38 and 4.36, or "very much" for the provinces of Cagayan and Nueva Vizcaya respectively implies that the administrators perceive the organizational climate along work environment as "excellent". For the provinces of Isabela, Quirino and as a whole with the category mean of 3.64, 4.18 and 4.14 or "much" respectively, implies that the administrators of these provinces and as a whole perceive that the organizational climate prevailing as to work environment as "very satisfactory", thus provisions can still be further improved.

For the provinces of Isabela, Nueva Vizcaya and as a whole with a category mean of 4.47, 4.22 and 4.22 or "very much" respectively, implies that the administrators perceive the organizational climate along incentives and awards to be "excellent" while the category mean of 4.105 and 4.08 or "much" for the provinces of Cagayan and Quirino respectively implies that the administrators of these provinces 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, 4.26 and 4.22 or "very much" for the provinces of Cagayan, Isabela and as a whole respectively implies that the administrators perceive the organizational climate prevailing in their as to evaluation system is "excellent" while in the provinces of Nueva Vizcaya and Quirino with a category mean of 4.06 and 4.18 or "much" respectively implies that the administrators in the said agencies perceive the organizational climate prevailing along evaluation system is "very satisfactory" though it can be further improved to make it excellent.

Except for the province of Isabela with a category mean of 4.13 or "much", the category mean of 4.30, 4.27, 4.20 and 4.23 or "very much" for the provinces of Cagayan, Nueva Vizcaya, Quirino and as a whole respectively implies that the administrators of these provinces and as a whole perceive that the organizational climate prevailing as to communication system is "excellent" and pleasant.



Table 2.8: Summary of Category Mean Distribution of the Local Government Units Employees' and Administrators' Perception with regard to Organizational Climate along the Different Dimensions

DIMENSIONS	Cagayan				Isabela				Nueva Vizcaya				Quirino				As a Whole			
	Emp	DS	Adm	DS	Emp	DS	Adm	DS	Emp	DS	Adm	DS	Emp	DS	Adm	DS	Emp	DS	Adm	DS
-Interpersonal Relationship	4.24	VM	4.35	VM	3.52	M	4.40	VM	4.19	M	4.15	M	4.08	M	4.27	VM	4.06	M	4.19	M
-Motivational Pattern	4.15	M	4.03	M	3.59	M	4.43	VM	4.08	M	4.42	VM	4.01	M	4.33	VM	4.00	M	4.31	VM
-Work Environment	4.04	M	4.38	VM	3.64	M	3.64	M	4.35	VM	4.36	VM	3.82	M	4.18	M	3.96	M	4.14	M
-Incentives and Awards	4.06	M	4.11	M	2.39	L	4.47	VM	3.91	M	4.22	VM	3.76	M	4.08	M	3.53	M	4.22	VM
-Evaluation System	3.94	M	4.37	VM	3.15	L	4.26	VM	3.86	M	4.06	M	3.75	M	4.18	M	3.68	M	4.22	VM
-Communication System	3.99	M	4.30	VM	3.35	L	4.13	M	3.71	M	4.27	VM	3.71	M	4.20	VM	3.69	M	4.23	VM
Over-all Category Mean	4.07	M	4.26	VM	3.27	L	4.22	VM	4.02	M	4.25	VM	3.86	M	4.21	VM	3.82	M	4.22	VM

Table 2.8 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, in the province of Cagayan, 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. In Isabela, the employees' rating consists of "much" for the items *interpersonal relationship*, *motivation pattern* and *work environment* which implies that along such dimensions, the organizational climate is "very satisfactory" while the rest which were rated "little", the employees perceive to organizational to be "satisfactory". For the administrators' group, they perceive the organizational along the different dimensions except *communication system* to be "excellent" and along the latter to be "satisfactory". In Nueva Vizcaya, Quirino, and the Cagayan Valley Region as a whole, the employees perceive the organizational climate to be "very satisfactory" whereas the administrators perceive it to be "excellent".

Table 3: Summary of the Frequency and Percentage Distribution on the Job Performance of the Local Government Units Employees for 2013 as a province and as a Whole

Job Performance	Cagayan			Isabela			Nueva Vizcaya			Quirino			As a Whole		
	NV	F	P	NV	F	P	NV	F	P	NV	F	P	NV	F	P
Very Satisfactory	7.6-9.3	1680	87.27	7.6-9.3	1321	86.45	7.6-9.3	671	95.04	7.6-9.3	809	98.66	7.6-9.3	4481	90.00
Satisfactory	4.6-7.5	231	12.00	4.6-7.5	192	12.57	4.6-7.5	29	4.11	4.6-7.5	9	1.10	4.6-7.5	461	9.26
Poor	2.0-2.7	16	0.73	2.0-2.7	15	0.98	2.0-2.7	6	0.85	2.0-2.7	2	0.24	2.0-2.7	37	0.74
Total		1925	100.00		1528	100.00		706	100.00		820	100.00		4979	100.00
	$\bar{x} =$	8.12	(Very Satisfactory)	$\bar{x} =$	8.09	(Very Satisfactory)	$\bar{x} =$	8.30	(Very Satisfactory)	$\bar{x} =$	8.41	(Very Satisfactory)	$\bar{x} =$	8.18	(Very Satisfactory)

Table 3 summarizes the frequency and percentage distribution on the job performance of the LGU employees for 2013 per province and as a whole. As gleaned from the table, in all the provinces and when considered as a whole, the highest frequencies belong to "very satisfactory" and all of the mean performance yielded also to "very satisfactory" in the four provinces and when considered as a whole. 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 4A: Test of Relationship between the Perception of the Employees of the Organizational Climate Prevailing in their Office and Their Job Performance per Province and as a Whole

JOB PERFORMANCE:	PERCEPTION														
	CAGAYAN			ISABELA			NUEVA VIZCAYA			QUIRINO			AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Very Satisfactory	1563	117	1680	884	437	1321	618	53	671	593	216	809	3469	1012	4481
Satisfactory	111	120	231	73	119	192	23	6	29	1	8	9	302	159	461
Poor	5	9	14	5	10	15	2	4	6	0	2	2	7	30	37
TOTAL	1579	346	1925	962	566	1528	643	63	706	594	226	820	3778	1201	4979
X_c^2	104.31			65.7298			30.4228			104.3102			98.4509		
X_t^2	5.991			5.991			5.991			5.991			5.991		
df	2			2			2			2			2		
LS	.05			.05			.05			.05			.05		
Decision	Reject Ho			Reject Ho			Reject Ho			Reject Ho			Reject Ho		

Table 4A 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 in the four provinces and as a whole. As presented in the tables, the test employed the chi-square relationship whose values are 103.31 for Cagayan, 65.7298 for Isabela, 30.4228 for Nueva Vizcaya, 104.3102 for Quirino and 98.4509 as a whole 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 in the four provinces and as a whole exist which implies that the organizational climate prevailing in their office significantly affects the performance of the LGU employees in the four provinces and as whole and implies further that if the organizational climate is pleasant and healthy, high performance is expected.

Table 4B: Test of Relationship between the Perception of the Administrators of the Organizational Climate Prevailing in their Office and Their Job Performance per Province and as a Whole

JOB PERFORMANCE:	PERCEPTION														
	CAGAYAN			ISABELA			NUEVA VIZCAYA			QUIRINO			AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Very Satisfactory	28	12	40	23	0	23	18	1	19	18	5	23	87	18	93
Satisfactory	0	2	2	6	7	13	0	2	2	0	1	1	6	12	30
TOTAL	28	14	42	29	7	36	18	3	21	18	6	24	93	40	123
X_c^2	4.20			15.374			12.7833			3.1304			20.4357		
X_t^2	3.3841			3.3841			3.3841			3.3841			3.3841		
df	2			2			2			2			2		
LS	.05			.05			.05			.05			.05		
Decision	Reject Ho			Reject Ho			Reject Ho			Reject Ho			Reject Ho		

Table 4B 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 in the four provinces and as a whole. As presented in the tables, the test employed the chi-square relationship whose values are 4.20 for Cagayan, 15.37 for Isabela, 12.78 for Nueva Vizcaya,



and 20.4357 as a whole 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, except for the province of Quirino, whose values are 3.13 for computed, then the null hypothesis is rejected. Thus, a significant relationship in the organizational climate prevailing in their office and their job performance in the provinces of Cagayan, Isabela, Nueva Viscaya and as a whole 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 5.1.1A: Test of Difference in the Perception of Employees in the province of Cagayan when Grouped According to Age

Perception	AGE								Total
	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- & above	
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

$$X_c^2 = 128.39 X_t^2 = 14.067 df=7 \quad LS= .05 \quad \text{Decision: Reject Ho.}$$

Table 5.1.2A: Test of Difference in the Perception of Employees in the province of Isabela when Grouped According to Age

Perception	AGE								Total
	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- & above	
Favorable	42	117	100	239	255	87	28	4	962
Unfavorable	15	81	126	152	84	54	50	4	566
TOTAL	57	198	226	481	339	141	78	8	1528

$$X_c^2 = 83.13 X_t^2 = 12.592 df=7 \quad LS= .05 \quad \text{Decision: Reject Ho.}$$

Table 5.1.3A: Test of Difference in the Perception of Employees in the province of Nueva Vizcaya when Grouped According to Age

Perception	AGE								Total
	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- & above	
Favorable	50	113	178	200	255	57	33	5	643
Unfavorable	13	13	11	7	84	6	5	3	63
TOTAL	63	126	189	207	339	63	38	8	706

$$X_c^2 = 45.73 X_t^2 = 14.067 df=7 \quad LS= .05 \quad \text{Decision: Reject Ho.}$$

Table 5.1.4A: Test of Difference in the Perception of Employees in the province of Quirino when Grouped According to Age

Perception	AGE								Total
	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- & above	
Favorable	55	300	108	70	30	6	23	2	594
Unfavorable	48	31	91	20	16	5	10	5	226
TOTAL	103	331	199	90	46	11	33	7	820

$$X_c^2 = 116.61 X_t^2 = 12.592 df=7 \quad LS= .05 \quad \text{Decision: Reject Ho.}$$



Table 5.1.5A: Test of Difference in the Perception of Employees in the Cagayan Valley Region as a whole when Grouped According to Age

Perception	AGE								Total
	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- & above	
Favorable	507	930	627	699	464	326	192	33	3778
Unfavorable	217	149	257	195	138	95	120	30	1201
TOTAL	724	1079	884	894	602	421	312	63	4979

$$X_c^2 = 145.77 X_t^2 = 14.067 df=7 \quad LS= .05 \quad \text{Decision: Reject Ho.}$$

Tables 5.1.1A to table 5.1.5A show the results of the test of difference in the perception of the employees in the four provinces and as a whole when grouped according to age. As shown in the tables, the test employed the chi-square test whose computed values are 128.39 for Cagayan, 83.13 for Isabela, 45.73 for Nueva Vizcaya, 116.61 for Quirino, and 145.77 for Cagayan Valley region as a whole while the tabular values are 14.067 for Cagayan, 12.592 for Isabela, 14.067 for Nueva Vizcaya, 12.592 for Quirino, and 14.067 for Cagayan Valley region as a whole at 0.05 level of significance. Since the former are very much greater than the latter, the hypotheses are rejected, hence, a significant difference in the perception of the employees in the four provinces and as a whole when grouped according to ages 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 5.1.1B: Test of Difference in the Perception of the Administrators in the province of Cagayan when Grouped According to Age

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

$$X_c^2 = 5.96 X_t^2 = 7.815 df=3 \quad LS= .05 \quad \text{Decision: Accept Ho.}$$

Table 5.1.2B: Test of Difference in the Perception of the Administrators in the province of Isabela when Grouped According to Age

Perception	AGE								Total
	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- & above	
Favorable	0	2	4	4	7	4	5	3	29
Unfavorable	0	01	0	0	0	0	5	2	7
TOTAL	0	2	6	4	7	4	10	5	36

$$X_c^2 = 12.38 X_t^2 = 5.991 df=3 \quad LS= .05 \quad \text{Decision: Reject Ho.}$$

Table 5.1.3B: Test of Difference in the Perception of the Administrators in the province of Nueva Vizcaya when Grouped According to Age

Perception	AGE								Total
	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- & above	
Favorable	2	2	5	6	3	0	0	0	18
Unfavorable	1	0	0	0	0	1	1	0	3
TOTAL	3	2	5	6	3	1	1	0	21

$$X_c^2 = 15.56 X_t^2 = 5.991 df=2 \quad LS= .05 \quad \text{Decision: Reject Ho.}$$



Table 5.1.4B: Test of Difference in the Perception of the Administrators in the province of Quirino when Grouped According to Age

Perception	AGE								Total
	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- & above	
Favorable	0	0	3	6	4	3	2	0	18
Unfavorable	0	0	0	0	0	1	3	2	6
TOTAL	0	0	3	6	4	4	5	2	24

$$X_c^2 = 18.097 X_t^2 = 5.991 df=2 \quad LS= .05 \quad \text{Decision: Reject Ho.}$$

Table 5.1.5B: Test of Difference in the Perception of the Administrators in the Cagayan Valley Region as a whole when grouped According to Age

Perception	AGE								Total
	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-- & above	
Favorable	2	4	14	17	28	13	12	3	93
Unfavorable	1	0	4	0	3	2	15	5	30
TOTAL	3	4	18	17	31	15	27	8	123

$$X_c^2 = 32.104 X_t^2 = 11.07 df=5 \quad LS= .05 \quad \text{Decision: Reject Ho.}$$

Tables 5.1.1B to table 5.1.5BA show the results of the test of difference in the perception of the employees in the four provinces and as a whole when grouped according to age. As shown in the tables, the test employed the chi-square test whose computed values are 12.38 for Isabela, 15.56 for Nueva Vizcaya, 18.097 for Quirino, and 32.104 for Cagayan Valley region as a whole while the tabular values are 5.991 for Isabela, 5.991 for Nueva Vizcaya, 5.991 for Quirino, and 11.07 for Cagayan Valley region as a whole at 0.05 level of significance. Since the former are greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypotheses, except for the province of Cagayan, hence, a significant difference in the perception of the administrators in the provinces of Isabela, Nueva Vizcaya, Quirino and the Cagayan Valley region as a whole when grouped according to ages exist. This implies that administrators differ in their perception of the organizational climate prevailing in their office.

Table 5.2A: Test of Difference in the Perception of Employees per Province and as a Whole when grouped According to Sex

PROFILE	PERCEPTION														
	CAGAYAN			ISABELA			NUEVA VIZCAYA			QUIRINO			AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Male	800	123	923	595	424	1019	224	41	265	383	192	575	1981	880	2861
Female	779	223	1002	367	142	509	419	22	441	211	34	245	1797	231	2118
TOTAL	1579	346	1925	962	566	1528	643	63	706	594	226	820	3778	1201	4979
X_c^2	25.98			27.37			22.38			32.76			161.88		
X_t^2	3.841			3.841			3.841			3.841			3.841		
df	1			1			1			1			1		
LS	.05			.05			.05			.05			.05		
Decision	Reject Ho			Reject Ho			Reject Ho			Reject Ho			Reject Ho		

In the four provinces and as a whole, the hypotheses were rejected as shown in table 5.2.A in the results 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 for Cagayan, 27.37 for Isabela, 22.38 for Nueva Vizcaya, 32.76 for Quirino



and 161.88 for Cagayan Valley region as a whole while the tabular value is 3.841 at 0.05 level of significance. Since the former are greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypotheses, 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 5.2B: Test of Difference in the Perception of the Administrators per Province and as a Whole when grouped According to Sex

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Male	12	7	19	9	2	11	4	1	5	7	1	8	32	11	43
Female	16	7	23	20	5	25	14	2	16	11	5	16	61	19	80
TOTAL	28	14	42	29	7	36	18	3	21	18	6	24	93	30	123
X_c^2	0.198			0.016			0.175			1.00			0.05		
X_t^2	3.841			3.841			3.841			3.841			3.841		
df	1			1			1			1			1		
LS	.05			.05			.05			.05			.05		
Decision	Accept Ho			Accept Ho			Accept Ho			Accept Ho			Accept Ho		

In the four provinces and as a whole, the hypotheses were accepted as shown in table 5.2B in the results 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 for Cagayan, 0.016 for Isabela, 0.175 for Nueva Vizcaya, 1.00 for Quirino and 0.05 for Cagayan Valley region as a whole while the tabular value is 3.841 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 hypotheses, 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 5.3A: Test of Difference in the Perception of Employees per Province and as a Whole when grouped According to Civil Status

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Married	1056	280	1336	656	474	1130	564	36	600	484	150	634	2760	940	3700
Single	517	61	578	304	86	390	75	20	95	107	69	176	1003	236	1239
Widow/er	5	3	8	2	4	6	3	5	8	3	5	8	13	11	24
Separated	1	2	3	0	2	2	0	2	2	0	2	2	2	14	16
TOTAL	1579	346	1925	962	566	1528	643	63	706	594	226	820	3778	1201	4979
X_c^2	36.56			54.9			64.06			26.93			62.004		
X_t^2	5.991			3.841			3.841			3.841			5.991		
df	7			1			1			1			2		
LS	.05			.05			.05			.05			.05		
Decision	Reject Ho			Reject Ho			Reject Ho			Reject Ho			Reject Ho		



In the four provinces and as a whole, the hypotheses were rejected as shown in table 5.3A in the results of the test of difference in the perception of the employees when grouped according to civil status. As revealed in the results, the test used the chi-square whose computed values of 36.56 for Cagayan, 54.90 for Isabela, 64.06 for Nueva Vizcaya, 26.93 for Quirino and 62.044 for Cagayan Valley region as a whole while the tabular values are 5.991 for Cagayan and Cagayan Valley region as a whole, 3.841 for Isabela, Nueva Vizcaya, and Quirino at 0.05 level of significance. Since the former are greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypotheses, 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 5.3B: Test of Difference in the Perception of the Administrators per Province and as a Whole when grouped According to Civil Status

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Married	23	8	31	24	3	27	14	0	14	14	3	17	75	14	89
Single	5	6	11	5	2	7	4	2	6	4	1	5	18	11	29
Widow/er	0	0	0	0	0	0	0	1	1	0	1	1	0	2	2
Separated	0	0	0	0	2	2	0	0	0	0	1	1	0	3	3
TOTAL	28	14	42	29	7	35	18	3	21	18	6	24	93	30	123
X_c^2		3.02			9.86			10.11			6.56			13.37	
X_t^2		3.841			3.841			3.841			3.841			5.991	
df		1			1			1			1			2	
LS		.05			.05			.05			.05			.05	
Decision	Accept Ho			Reject Ho			Reject Ho			Reject Ho			Reject Ho		

Table 5.3B shows the results of the test of difference in the perception of the administrators in the four provinces and as a whole when grouped according to civil status. As shown in the table, the test employed the chi-square test whose computed values are 9.86 for Isabela, 10.11 for Nueva Vizcaya, 6.56 for Quirino, and 13.37 for Cagayan Valley region as a whole while the tabular value is 3.841 at 0.05 level of significance. Since the former are greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypotheses, except for the province of Cagayan, hence, a significant difference in the perception of the administrators in the provinces of Isabela, Nueva Vizcaya, Quirino and the Cagayan Valley region as a whole when grouped according to civil status exist. This implies that administrators differ in their perception of the organizational climate prevailing in their office.



Table 5.4A: Test of Difference in the Perception of Employees per Province and as a Whole when grouped According to Civil Service Eligibility

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Professional	760	10	770	591	145	736	486	31	517	193	143	336	2058	207	2265
Sub-Prof	524	208	732	260	51	311	55	8	63	221	21	242	843	599	1142
Board Passer	247	23	270	71	184	255	102	24	126	168	19	187	777	61	838
1 st Grade	30	47	77	27	86	113	-	--	-	12	39	51	69	172	241
2 nd Grade	18	58	76	13	103	113	-	-	-	0	4	4	31	162	193
TOTAL	1579	346	1925	962	566	1528	643	63	706	594	226	820	3778	1201	4979
X_c^2	488.04			452.59			22.46			181.05			131.79		
X_t^2	9.488			9.488			5.991			7.815			9.448		
df	4			4			2			3			4		
LS	.05			.05			.05			.05			.05		
Decision	Reject Ho			Reject Ho			Reject Ho			Reject Ho			Reject Ho		

Table 5.4A shows the results of the test of difference in the perception of employees in the four provinces and as a whole 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 for Cagayan, 452.59 for Isabela, 22.46 for Nueva Vizcaya, 181.05 for Quirino, and 131.79 for Cagayan Valley region as a whole while the tabular values are 9.488 for Cagayan, Isabela and Cagayan Valley region as a whole, 5.991 for Nueva Vizcaya, 7.815 for Quirino at 0.05 level of significance. Since the former are greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypotheses, 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 5.4B: Test of Difference in the Perception of the Administrators per Province and as a Whole when grouped According to Civil Service Eligibility

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Professional	17	5	22	17	1	18	7	0	7	7	0	7	48	6	54
Sub-Prof	5	3	8	2	5	7	3	2	5	2	3	5	12	13	25
Board Passer	6	5	11	10	1	11	8	1	9	9	2	11	33	9	42
1 st Grade	0	1	1	0	0	0	0	0	0	0	1	1	0	2	2
2 nd Grade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	28	14	42	29	7	36	18	3	21	18	6	24	93	30	123
X_c^2	3.90			15.045			3.94			8.87			21.90		
X_t^2	5.991			5.991			5.991			3.841			5.991		
df	2			2			2			1			2		
LS	.05			.05			.05			.05			.05		
Decision	Accept Ho			Reject Ho			Accept Ho			Reject Ho			Reject Ho		

Table 5.4B shows the results of the test of difference in the perception of the administrators in the four provinces and as a whole when grouped according to civil service eligibility. As shown in the table, the test employed the chi-square test whose computed values are



15.045for Isabela, 8.87for Quirino, and 21.90for Cagayan Valley region as a whole while the tabular values are 5.991 for Isabela and Cagayan Valley region as a whole and 3.841for Quirino at 0.05 level of significance. Since the former are greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypotheses, except for the province of Cagayan and Nueva Vizcaya, hence, a significant difference in the perception of the administrators in the provinces of Isabela, Quirino and the Cagayan Valley region as a whole when grouped according to civil service eligibility exist. This implies that administrators differ in their perception of the organizational climate prevailing in their office.

Table 5.5A: Test of Difference in the Perception of Employees per Province and as a Whole when grouped According to Highest Educational Attainment

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
College Graduate	754	292	1046	509	397	906	522	36	558	288	164	452	2073	889	2962
W/ Masters Units	763	39	802	100	70	170	53	15	68	100	48	148	1016	172	1188
Master's Degree	40	9	49	310	92	402	44	6	50	186	12	198	580	119	102
W/Doctoral Units	16	5	21	33	5	38	15	6	21	20	2	22	84	18	102
Doctorate Degree	6	7	14	10	2	12	9	0	9	0	0	0	25	3	28
TOTAL	1579	346	1925	962	566	1528	643	63	706	598	226	820	3778	1201	4979
χ^2_c		164.18			69.90			30.07			68.60			140.86	
χ^2_t		7.815			7.815			7.815			7.815			9.488	
df		3			3			3			3			4	
LS		.05			.05			.05			.05			.05	
Decision		Reject Ho			Reject Ho			Reject Ho			Reject Ho			Reject Ho	

Table 5.5A shows the results of the test of difference in the perception of employees in the four provinces and as a whole 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, 69.90for Isabela, 30.07for Nueva Vizcaya, 68.60for Quirino, and 140.86for Cagayan Valley region as a whole while the tabular values are 7.815 for Cagayan, Isabela, Nueva Vizcaya, and Quirino and 9.488 for Cagayan Valley region as a whole, at 0.05 level of significance. Since the former are greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypotheses, 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 5.5B: Test of Difference in the Perception of the Administrators per Province and as a Whole when grouped According to Highest Educational Attainment

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
College Graduate	7	7	14	4	3	7	2	2	4	1	2	3	14	14	28
W/ Masters Units	7	5	12	7	2	9	2	1	3	6	2	8	22	10	32
Master's Degree	5	1	6	8	1	9	6	0	6	8	2	10	27	4	31
W/Doctoral Units	5	1	6	10	1	11	6	0	6	3	0	3	24	2	26



Doctorate Degree	4	0	4	0	0	0	2	0	2	0	0	0	6	0	6
TOTAL	28	14	42	29	7	36	18	3	21	18	6	24	93	30	123
X_c^2	5.625			3.625			7.11			1.86			18.86		
X_f^2	7.815			7.815			5.991			5.991			9.488		
df	3			3			2			2			4		
LS	.05			.05			.05			.05			.05		
Decision	Accept Ho			Accept Ho			Reject Ho			Accept Ho			Reject Ho		

In the provinces of Cagayan, Isabela and Quirino, the hypotheses were accepted as shown in table 5.5B in the results of the test of difference in the perception of the administrators when grouped according to highest educational attainment. As revealed in the results, the test used the chi-square whose computed values of 5.625 for Cagayan, 3.625 for Isabela, 1.86 for Quirino, except for Nueva Vizcaya and Cagayan Valley region as a whole where the hypotheses are rejected while the tabular values are is 7.815 for Cagayan and Isabela, and 5.991 for Quirino 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 hypotheses, 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 5.6A: Test of Difference in the Perception of Employees per Province and as a Whole when grouped According to Length of Service

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
0-5	680	167	847	103	39	142	115	8	123	68	69	137	966	283	1249
6-10	344	41	385	240	128	368	187	5	192	337	25	462	1108	299	1407
11-15	104	50	154	243	40	283	253	5	258	100	10	110	700	105	805
16-20	344	42	386	169	256	425	50	13	63	16	6	22	579	317	896
21-25	60	17	77	160	66	226	23	9	32	60	7	67	303	99	402
26-30	7	9	16	47	33	80	10	15	25	11	5	16	75	62	137
31 & above	40	20	60	0	4	4	5	8	13	2	4	6	47	36	83
TOTAL	1579	346	1925	962	566	1528	643	63	706	594	226	820	3778	1201	4979
X_c^2	77.25			211.80			175.49			151.27			148.76		
X_f^2	12.592			11.07			12.592			11.07			12.592		
df	6			5			6			5			6		
LS	.05			.05			.05			.05			.05		
Decision	Reject Ho			Reject Ho			Reject Ho			Reject Ho			Reject Ho		

Table 5.6A shows the results of the test of difference in the perception of employees in the four provinces and as a whole 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 for Cagayan, 211.80 for Isabela, 175.49 for Nueva Vizcaya, 151.27 for Quirino, and 148.76 for Cagayan Valley region as a whole while the tabular values are 12.592 for Cagayan, Nueva Vizcaya, and Cagayan Valley region as a whole and 11.07 for Isabela and Quirino at 0.05 level of significance. Since the former are greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypotheses, 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 5.6B: Test of Difference in the Perception of the Administrators per Province and as a Whole when grouped According to Length of Service

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
0-5	4	2	6	1	2	3	2	1	3	3	2	5	10	6	16
6-10	4	2	6	7	2	9	2	1	3	3	1	4	16	6	22
11-15	6	2	8	7	0	7	2	0	2	4	0	4	19	2	21
16-20	11	3	14	7	1	8	7	0	7	7	1	8	32	5	37
21-25	3	3	6	6	1	7	3	0	3	1	1	2	13	5	18
26-30	0	1	1	1	2	3	2	1	3	0	1	1	3	5	8
31 & above	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1
TOTAL	28	14	42	29	7	36	18	3	21	18	6	24	93	30	123
X_c^2		5.89			11.004			4.69			6.27			15.38	
X_t^2		5.991			7.815			5.991			5.991			9.488	
df		2			3			2			2			4	
LS		.05			.05			.05			.05			.05	
Decision		Accept Ho			Reject Ho			Accept Ho			Reject Ho			Reject Ho	

Table 5.6B shows the results of the test of difference in the perception of the administrators when grouped according to length of service. The provinces of Isabela, Quirino and Cagayan Valley region as a whole, the hypotheses were rejected as revealed in the results, the test used the chi-square whose computed values of 11.004 for Isabela, 6.27 for Quirino and 15.38 for Cagayan Valley region as a whole, except for Cagayan and Nueva Vizcaya where the hypotheses are accepted while the tabular values are 7.815 for Isabela, 5.991 for Quirino and 9.488 for Cagayan Valley region as a whole at 0.05 level of significance. Since the former are greater than the latter, the obtained values of the chi-square suggest for the rejection of the hypotheses, hence, there is significant difference in the perception of the administrators when grouped according to length of service exists. This implies that the administrators differ in their perception of the organizational climate prevailing in their office.

Table 5.6A: Test of Difference in the Perception of Employees per Province and as a Whole when grouped According to Status of Employment

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Permanent	1579	346	1925	962	566	1528	643	63	706	594	226	820	3778	1201	4979
TOTAL	1579	346	1925	962	566	1528	643	63	706	594	226	820	3778	1201	4979

. . . no point of comparison because all are permanent

Table 5.6A shows the results of the test of difference in the perception of employees in the four provinces and as a whole 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 5.6B: Test of Difference in the Perception of the Administrators per Province and as a Whole when grouped According to Status of Employment

PROFILE	PERCEPTION														
	: CAGAYAN			: ISABELA			: NUEVA VIZCAYA			: QUIRINO			: AS A WHOLE		
	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total	Favorable	Unfavorable	Total
Permanent	28	14	42	29	7	36	18	3	21	18	6	24	93	30	123
TOTAL	28	14	42	29	7	36	18	3	21	18	6	24	93	30	123

. . . no point of comparison because all are permanent

Table 5.6B shows the results of the test of difference in the perception of administrators in the four provinces and as a whole 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 status of employment exist and this implies that administrators do not differ in their perception of the organizational climate prevailing in their office.

Table 5.7A: 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

Profile Variables	Cagayan			Isabela			Nueva Vizcaya			Quirino			As a Whole		
	χ^2_c	χ^2_f	Decision	χ^2_c	χ^2_f	Decision	χ^2_c	χ^2_f	Decision	χ^2_c	χ^2_f	Decision	χ^2_c	χ^2_f	Decision
AGE	128.39	14.067	Reject Ho	83.13	12.92	Reject Ho	45.73	14.067	Reject Ho	116.61	12.592	Reject Ho	145.77	14.067	Reject Ho
SEX	25.98	3.841	Reject Ho	27.37	3.841	Reject Ho	22.38	3.841	Reject Ho	32.76	3.841	Reject Ho	161.88	3.841	Reject Ho
CIVIL STATUS	36.56	5.991	Reject Ho	54.09	3.841	Reject Ho	64.06	3.841	Reject Ho	26.93	3.841	Reject Ho	62.044	5.991	Reject Ho
CIVIL SERVICE ELIGIBILITY	488.04	9.488	Reject Ho	452.59	8.488	Reject Ho	22.46	5.991	Reject Ho	181.05	7.815	Reject Ho	131.79	9.488	Reject Ho
HIGHEST EDUC'L ATTAINMENT	164.18	7.815	Reject Ho	69.90	7.815	Reject Ho	30.07	7.815	Reject Ho	68.60	7.815	Reject Ho	140.86	9.488	Reject Ho
LENGTH OF SERVICE	77.25	12.592	Reject Ho	211.80	11.07	Reject Ho	175.49	12.592	Reject Ho	151.27	11.07	Reject Ho	148.76	12.592	Reject Ho
STATUS OF EMPLOYMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 5.7A 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, in the four provinces and in Cagayan Valley region as a whole, 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 5.7B: Summary of Results of the Test of Difference in the Perception of the Administratorsof the Organizational Climate in their Office when Grouped According to Personal Profile

Profile Variables	Cagayan			Isabela			Nueva Vizcaya			Quirino			As a Whole		
	χ^2_c	χ^2_f	Decision	χ^2_c	χ^2_f	Decision	χ^2_c	χ^2_f	Decision	χ^2_c	χ^2_f	Decision	χ^2_c	χ^2_f	Decision
AGE	5.96	7.0815	Accept Ho	12.38	5.991	Reject Ho	15.56	5.991	Reject Ho	18.097	5.991	Reject Ho	32.104	11.07	Reject Ho
SEX	0.192	3.841	Accept Ho	0.016	3.841	Accept Ho	0.175	3.841	Accept Ho	1.0	3.841	Accept Ho	.05	3.841	Accept Ho
CIVIL STATUS	3.02	3.841	Accept Ho	9.86	3.841	Reject Ho	10.11	3.841	Reject Ho	6.50	3.841	Reject Ho	13.37	3.841	Reject Ho



CIVIL SERVICE ELIGIBILITY	3.90	5.991	Accept Ho	15.045	5.991	Reject Ho	3.94	5.991	Accept Ho	8.87	3.841	Reject Ho	21.90	5.991	Reject Ho
HIGHEST EDUC'L ATTAINMENT	5.626	7.815	Accept Ho	3.625	7.815	Accept Ho	7.11	5.991	Reject Ho	1.87	5.991	Accept Ho	18.86	9.488	Reject Ho
LENGTH OF SERVICE	5.89	5.991	Accept Ho	11.004	7.815	Reject Ho	4.69	5.991	Accept Ho	6.25	5.991	Reject Ho	15.38	9.488	Reject Ho
STATUS OF EMPLOYMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table 5.7B 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, in Cagayan, when the administrators were grouped according to personal profile, all the hypotheses were accepted, hence, regardless of profile variables, the administrators of Cagayan have the same perception of the organizational climate prevailing in their office.

In Isabela, it is only the variables of sex and highest educational attainment where the hypotheses were accepted, hence, when the administrators were grouped according to such variables, their perceptions are the same whereas when grouped according to the other variables, the administrators' perception differ.

In Nueva Vizcaya, when the administrators were grouped according to age, civil status, highest educational attainment, the hypotheses were rejected. Therefore, the administrators differ in their perception when grouped according to such variables and when grouped according to the rest of the variables, the hypotheses were accepted, hence, the administrators' perception are similar.

In Quirino, the hypotheses were rejected, when the administrators were grouped according to the different variables except when grouped according to sex and highest educational attainment, which implies that the administrators of Quirino differ in their perception of the organizational climate except along the above-mentioned variables.

As a whole, when the administrators were grouped according to the different variables except sex, the hypotheses were rejected which implies that the LGU administrators of Cagayan Valley region as a whole when grouped according to personal profile variables differ in their perception regarding the organizational climate in their office except along sex.

CONCLUSIONS 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 feedback 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.

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