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## Research Article

### The Influence of Core Values and Organizational Culture on Employees' Productivity

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## ABSTRACT

An organization can leverage the collective strength of its core values and culture to create a high-performing work environment. It aims to determine the role of core values, organizational culture, and employees' productivity and understand how these factors enhance the organizational performance of Bulacan State University, Philippines. It utilized a descriptive correlational type of research. The respondents of the study are 357 non-academic employees of the university. The study is limited to non-academic employees in the main campus of Bulacan State University. It likewise utilized validated instruments to measure the core values and organizational culture. The statistical analysis demonstrates that knowledge of the university's core values significantly affects employees' productivity. The moderately strong correlation and the significant regression coefficient indicate that employees with a better understanding of core values tend to perform better. As regards organizational culture and employee productivity, statistical analysis demonstrates that organizational culture significantly positively affects employees' productivity. Lastly, the result analysis revealed strong positive correlations between core values, organizational culture dimensions, and employee productivity. Despite the fact that the regression analysis did not reveal any statistically significant effects for individual predictors, the practical implications are still vital. Facilitating the consistent reinforcement and clear communication of fundamental values is imperative for leaders to ensure that they are in accordance with organizational culture. This alignment, although not statistically confirmed in this sample, is widely supported in leadership literature as a factor in the overall performance of an organization, employee engagement, and cohesion.

**Keywords:** *Core Values, Organizational Culture, Employees' Productivity, Organization's Performance*

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## Introduction

Core values are the underlying principles of individuals, groups, or societies making decisions and acting. They guide decision-making and help determine what should be prioritized. Hence, a person's or a group's core values are their most cherished and long-lasting ideas and ideals. Urde (2003) defined core values as overarching principles by which the brand is built. A core value is not a static description but a living, breathing thing. This means that the values should be used as a framework for everything from product design to employee conduct to internal communications.

In fostering a spirit of challenge and adventure that is internally and externally relevant, the fundamental values must be perceived as permanent, dynamic, and constantly altered and developed. Not only are the requirements of the core values continually amended, making satisfaction impossible, but the organization can only accomplish the fundamental values by action. Likewise, Hilton (2012) stated that individuals and institutions can be judged by their values. Using them as a decision-making tool in everyday encounters helps people respond correctly. What the organization is all about and how it plans to operate are outlined in its fundamental values. Because of the significance placed on these principles, certain institutions have developed programs and evaluation criteria to ensure they continue to be prioritized.

Over the years, organizational theorists have noted that management practice is mainly culture-bound and that the failure to recognize and adapt corporate strategies to indigenous worldviews and cultures may be the root cause of the problems (Mangaliso et al., 2022). Furthermore, several authors have established that organizational values influence organizational structure, organizational culture, identity, and strategy, thus shaping organizational goals and means to achieve those goals (Aithal, 2016).

An organization's culture is shaped in large part by its leadership, and its culture can influence its leadership's development. Likewise, Rijal (2016) stated that organizational culture impacts performance. However, the research has various perspectives on the relationship between organizational culture and

performance. According to Mohammed and Wang (2018), leaders are the prerogative to affect the organization's efficacy by positively influencing the team member's job performance. Hence, an organization's culture is similar to an individual's personality. The unique beliefs, values, work habits, and other factors make up a person's personality. Relationships that set one organization apart from another. As cited in Abdullah et al. (2015), organizational commitment is a strong predictor of resignation intent and, invariably, the strongest predictor of actual labor turnover. It also indicates employee loyalty and willingness to strive toward corporate goals, making it a good indicator of organizational efficiency.

Likewise, Joseph and Kibera's (2019) research shows that internal factors, such as company culture, significantly affect non-market performance. Furthermore, the debt-to-equity ratio is correlated negatively with market culture. They concluded that the company's culture is the microfinance industry's most significant source of sustainable competitive advantage. We also conclude that a market culture benefits long-term economic success and autonomy. Moreover, organizational culture is affected by the workplace's establishment and atmosphere. For this reason, organizations need to foster a positive work culture or organizational culture that encourages employees to put forth extra effort and produce quality work so that they can consistently count on high performance from their staff (Arif et al., 2019). On the other hand, organizational productivity (output /input) measures how well an organization functions and indicates the efficiency and competitiveness of a single department.

Similarly, Bulacan State University is an organization whose core values among employees are being assessed to determine its role in shaping organizational culture, affecting the employees' productivity, and serving as input in enhancing the organization's performance. Bulacan State University is a progressive knowledge-generating institution globally recognized for excellent instruction, pioneering research, and responsive community engagements. Bulacan State University (BulSU) is committed to providing excellent education, research, and extension services. The

university shall implement an internationally recognized management system in all aspects of our operations, processes, and services that align with our commitment to achieving our objectives.

Studying the role of core values, organizational culture, and employees' productivity can help understand how these factors enhance organizational performance. It will help identify how core values shape employee behavior, attitudes, and decision-making processes. This will enhance the awareness of employees of the degree to which these values are communicated and internalized. It can likewise help fill the gaps between leadership-stated values and employee-perceived values. In addition, this study examines the dominant culture in the university and helps the administration determine if the current culture hinders productivity. Also, these employees' feedback on areas of improvement related to culture and values. Furthermore, it can provide valuable insights for leaders and managers and help them understand how their behaviors and actions affect organizational culture and employee performance. By aligning their leadership practices with the organization's core values, leaders can set an example and create a positive work environment that fosters high performance and employee satisfaction.

Thus, the researcher conducted this study. Furthermore, it aims to answer the following sub-questions.

1. How may the core values of employees be described?
2. How may the organizational culture be described?
3. How may the employees' productivity be described?
4. Does knowledge of the university's core values and organizational culture affect employees' productivity?
5. Are there any significant effects between and among core values, organizational culture, and employee productivity?

## **Review of Related Literature**

### ***Core Values***

Values are the underlying assumptions and precepts that direct people's and groups' decisions, actions, and behavior. They shape

attitudes and impact how individuals engage with the world around them because they stand for what is significant and promising. Similarly, Aithal (2016) defines values as "persistent beliefs that are personally or socially preferable to converse beliefs that transcend specific situations and guide behavior selection or evaluation." The three universal human necessities, biological survival, social contact, and social and institutional demands for collective wellbeing, were also identified as the cornerstone of all values. According to Pandey (2023), values result from decision-making and drive individual decision-making. Values are opinions on what is right, proper, and optimal for the organization and what should or ought to occur. An organization's "value set" may be shared across the board or acknowledged at the top levels; in the latter instance, it may be referred to as "value-driven." The more significant values impact on conduct, the stronger they will be. This holds true regardless of how effectively they have been expressed or explained. Deeply embedded implicit beliefs that are supported by management behavior can have a significant impact on an organization's culture. Advocating idealistic ideas that do not align with management conduct may yield minimal or negligible impact. "Values in use" refers to values that are put to use. Hence, it is claimed that for an organization to function effectively and efficiently, its leadership should select individuals whose personal goals, values, and visions coincide with those of the business. Such workers will continue to be devoted and faithful, and such businesses will probably be able to sustain themselves on a moral, social, and financial level (Anwar & Hasnu, 2013).

### ***Organizational Culture***

Organizations are creating training programs and keeping an eye out for staff habits that could be used to boost productivity (Stoffers et al., 2014). Wijaya and Silitonga (2023), cited Husaini (2013), defined an organization as working with two or more people to achieve goals effectively and efficiently. Thus, the organization contains three elements, namely (1) cooperation, (2) two or more people, and (3) the goals to be achieved. Moreover, Nikpour (2017) stated that organizational culture is the

pattern of values, experiences, and beliefs that influence how people behave and how things are arranged. Also, according to Shahzad et al. (2017), an employee's shared values and beliefs at all levels and the manifestation of organizational qualities constitute organizational culture. By including an environment in which organizational members influence how members think, act, and gain experience work, Warwick (2017) further supports those definitions. Similarly, Joseph and Kibera (2019) have determined that organizational culture is a significant intangible resource that inhibits imitation and significantly impacts output. Organizational culture facilitates internal integration while allowing flexibility to changes in the firm's external environment. Also, organizational culture analysis can help explain performance since businesses adapt to changing conditions by drawing on their preexisting cultural norms. Likewise, organizational culture represents organizational members' collective values, beliefs, and principles. It is a product of management styles, communication styles, teamwork, employee commitment, and organizational values (Otwori & Juma, 2017). According to Anwar and Hasnu (2013), organizations are made up of people, not buildings, and as such, the growth of an organization also refers to the growth of its leaders. Individuals who possess a comprehensive understanding of the shared vision, purpose, corporate belief system, and organizational, cultural, and ethical values are better developed as members of an organization. Also, Pandey (2023) noted that the beliefs and values that have persisted in an organization for a long time, as well as the employee's beliefs and perceptions of the worth of their work, all impact an organization's culture and can affect how people act, think, and behave. When they know its culture, employees can better understand the organization's history and current practices. The organization's culture will encourage adherence to its ideals and philosophies. An effective means of directing behavior toward desired behaviors and away from undesirable ones is organizational culture. An organization's strategic goals and values form the basis of its work culture. Moreover, the data analysis of Paais and Pattiruhi (2020) concluded and demonstrated that while

organizational culture and work motivation had a favorable and considerable impact on performance, they had no discernible effect on employee job satisfaction. Although performance is unaffected by leadership, work happiness among employees is significantly impacted by it. Hence, finding the reasons an organization should exist in the first place, the vision and destiny it should encourage its members to pursue, and the final goal it hopes to accomplish are crucial steps toward achieving this. Investigating the idea of vision, the variables that affect it, and the connections between them is one of the most critical areas of focus for developing a compelling and distinct organizational vision.

### **Employees' Productivity**

By carefully evaluating the tools and technologies used, ensuring their proper usage, and accounting for the physical and social conditions under which work is performed, employers can also optimize the productivity benefits of technology and create a joyful work environment.

Work-life balance can also benefit from workplace flexibility, such as telecommuting and flexible scheduling. Ultimately, by enhancing skills and knowledge, training and development expenditures for staff members can lead to increased production. Likewise, Okoye (2013) cited that productivity is the degree to which an organization's resources are pooled and used to achieve a specific goal. Productivity is the highest degree of performance with the least money or resources. The link between total output and total input is how it is commonly understood. Productivity, as used widely, is the efficiency with which the factors of production are used to produce commodities and services. Hence, the findings of AlDhaheri et al. (2022), through the structural equation model (SEM), indicate that there is a significant and positive impact of salary, training and development, performance appraisal, remuneration and employee attitude, and innovation on employee productivity of governmental entities in UAE. Also, Coville et al. (2019) found that the relationship between wages and employee productivity has been widely researched in labor economics. Similarly, Alam et al. (2020)

noted that the relationship between higher wages and a positive effect on employee productivity has been established. A similar study by Kim and Choi (2018) established that an enhancement in wages leads to improved worker productivity. Gunawan and Amalia (2015), cited in Alam et al. (2020), assumed that the effects of wages on employee productivity are constant. Furthermore, Shrouf et al. (2020) stated that performance improvement and productivity are related. The organization's vision serves as a filter for performance, with market metrics and financial factors serving as the primary outcomes. Hence, the organization's key business operations are customer happiness, flexibility, and productivity.

Moreover, performance has been defined in various ways, even though these definitions essentially overlap. Work achievement, also known as employee performance, is the outcome of an employee's ability to complete tasks in quantity and quality while adhering to their obligations (Zhau & Marchase, 2022). Similarly, Al Aina and Atan (2020) defined performance as accomplishing something with a specific intention. It is the result of an action, as well as the ability to accomplish or the potential for creating a result, as well as a surprising result compared to expectations, and performance can be understood differently depending on the person involved in the assessment of the organizational performance. Performance has been alluded to as action-oriented, the results that yield from this action, and the successes accomplished in comparison to competitors/

Employers and organizations should foster positive performance in their workforce by arming them with tools and competencies to tackle changing circumstances and obstacles (Batarliéné et al., 2017). Performance is determined by aptitude and drive. A person must be capable and willing to put in a particular amount of effort to finish a task or job. Without a clear grasp of what has to be done and how to do it, a person's willingness and abilities are insufficient to accomplish anything (Oskooee & Wooton, 2020). Any corporate organization must constantly motivate its workforce to ensure that all business areas run smoothly and meet the desired outcomes. People are the most crucial resource for organizational

success (Oskooee & Wooton, 2020). As benchmarks, targets, or goals depend on the strategy used, performance standards are the expected level of performance within a company. In order to benefit the firm and its employees, good work standards need to be attainable, quantifiable, and simple to comprehend (Oskooee & Wooton, 2020). Moreover, Singh et al. (2016) noted that organizational performance (OP) is critical to a business's survival. OP is acknowledged as a primary outcome variable of interest in business and management research, spanning from diverse domains like marketing and human resources (HRs) to operations management, international business, strategy, and information systems. Anwar (2017) also asserts that selective recruiting procedures improve organizational performance. In addition to helping the employees, research looking for ways to increase an organization's workforce's productivity would guarantee that all stakeholders are cared for.

## Methodology

The study adopted a descriptive-correlational type of research. According to Atmowardoyo (2018), descriptive research describes existing phenomena as accurately as possible. This phenomenon is observed in the study is accessible. In addition, its purpose is to observe, describe, and document the different aspects of a situation as it naturally occurs. On the other hand, Fraenkel et al. (2011, as cited in Juriati et al., 2018 ), correlational studies investigate the possibility of a relationship between only two variables. However, the investigation of more than two variables is two standards. The correlation does not refer to the influences or cause-and-effect relationships between variables. A positive correlation means the high score in one variable relates to the high score in another. A negative correlation indicated a high score in one variable and a low score in another. A validated survey questionnaire on core values and organizational culture was used as a primary data-gathering tool. It was adopted from Sahskin and Rosenbach (2013), titled Organizational Culture Assessment Questionnaire. The questionnaire was also reported to have a high level of Cronbach's alpha, which is between 0.81 and 0.94. The

study's respondents are the 357 heads and clerks from all offices at Bulacan State University. A permission letter to the University President was submitted. The researcher distributed the questionnaires to the respective offices. The accomplished survey instruments were checked, classified, tallied, tabulated, analyzed, and processed based on the research design. The data were tabulated and processed through the Statistical Package for Social Science (SPSS) version 30. The findings were presented using the necessary tables. The following descriptive statistics like frequency, percentage, and mean, were used to analyze

and interpret the data gathered. Regression analysis was utilized to assess the effects of the given variables.

## Results and Discussion

### 1. Respondent Profile

The respondent profile for this study includes various demographic and educational backgrounds, representing a diverse workforce within the institution. The data collected provides insights into the civil status, educational attainment, department affiliation, and rank/position of the employees.

Table 1. Frequency and Percentage Distribution of Respondents' Profile

Variable	Frequency	Percentage
<b>Civil Status</b>		
Single	201	56.3%
Married	155	43.4%
Legally Separated	1	0.3%
<b>Educational Attainment</b>		
College Graduate	212	59.4%
Bachelor's Degree	95	26.6%
Master's Degree	20	5.6%
Post Graduate (ongoing)	7	2.0%
Doctoral Degree	2	0.6%
Undergraduate	5	1.4%
Vocational Course	5	1.4%
High School Graduate	2	0.6%
<b>Department</b>		
Accounting Office	20	5.6%
Procurement Unit	15	4.2%
HRMO	15	4.2%
Development and Innovation	14	3.9%
Guidance and Counseling	14	3.9%
Other Departments	279	78.1%
<b>Rank/Position</b>		
Clerk	98	27.5%
EBJO (Employee by Job Order)	54	15.2%
Administrative Aide III	23	6.4%
Nurse I	10	2.8%
Other Positions	172	48.1%

The demographic profile of the respondents shows a diverse group of employees in terms of civil status, educational attainment, and positions held within the institution. Most respondents are single (56.3%), followed by married individuals (43.4%). There is a

minimal representation of legally separated individuals (0.3%).

Regarding educational attainment, a significant proportion of the respondents are college graduates (59.4%), indicating a highly educated workforce. Bachelor's degree holders

constitute 26.6% of the respondents, while those with master's degrees make up 5.6%. A smaller percentage of respondents are pursuing post-graduate studies (2.0%), and a few have attained doctoral degrees (0.6%). Respondents have vocational qualifications (1.4%) and high school diplomas (0.6%).

The respondents are affiliated with various departments within the institution, with the largest groups coming from the Accounting Office (5.6%), Procurement Unit (4.2%), HRMO (4.2%), Development and Innovation (3.9%), and Guidance and Counseling (3.9%). The remaining 78.1% of respondents are distributed across other departments, reflecting the organization's wide range of functional areas.

In terms of rank and position, clerks represent the largest group (27.5%), followed by EBJO (Employee by Job Order) positions (15.2%) and Administrative Aide III (6.4%). Nurse I positions account for 2.8% of the respondents, while the remaining 48.1% are in various other roles, indicating a diverse array of job functions within the institution.

This comprehensive profile illustrates the diversity regarding civil status, educational attainment, and employee job roles. Understanding this diversity is crucial for tailoring organizational policies and practices to meet different employee groups' needs and expectations,

fostering a more inclusive and supportive work environment. The high level of educational attainment and the variety of departments and positions represented suggest a skilled and multifaceted workforce capable of contributing to the institution's overall success.

## 2. Core Values of the Employees

The institution's core values of the employees were evaluated across various dimensions, including service to the community, adherence to rules and regulations, quality assurance, and respect and responsibility. These dimensions provide a comprehensive view of the organization's cultural environment.

**Service to God and Community.** The institution places significant value on religious practices, community involvement, and nurturing family relationships, as indicated by an overall mean score of 3.87 ( $SD = 0.96$ ). This reflects a culture that prioritizes spiritual well-being and community service. Employees generally agree that they engage in consistent religious practices ( $M = 4.10$ ,  $SD = 0.91$ ), participate in religious community activities ( $M = 3.88$ ,  $SD = 0.92$ ), offer spiritual guidance ( $M = 3.56$ ,  $SD = 1.03$ ), support religious institutions ( $M = 3.75$ ,  $SD = 0.99$ ), and nurture family members ( $M = 4.04$ ,  $SD = 0.95$ ).

*Table 2. Descriptive Measures of the Organization's Core Values in terms of Service to God and Community*

Indicator	Mean	SD	Interpretation
I engage in consistent religious practices, such as attending religious services, prayer, meditation, or scripture study, showing devotion to serving God, and maintaining a spiritual connection.	4.10	0.91	Agree
I actively participate in religious community activities, such as joining religious groups, attending religious education classes, or participating in religious ceremonies, which indicates a commitment to the communal aspect of faith and serving fellow believers.	3.88	0.92	Agree
I offered spiritual guidance, counseling, or pastoral care to individuals within the religious community or participated in activities that promote spiritual well-being, demonstrating a commitment to serving the spiritual needs of others.	3.56	1.03	Agree
I contribute time, resources, or skills to support the functioning and growth of religious institutions, such as churches, temples, mosques, or synagogues, reflecting a commitment to sustaining and strengthening the religious community.	3.75	0.99	Agree

Indicator	Mean	SD	Interpretation
I take responsibility for nurturing and supporting family members, creating a loving and harmonious home environment, and instilling values of service and faith in the next generation, demonstrating a commitment to serving God through familial relationships.	4.04	0.95	Agree
Overall	3.87	0.96	Agree

**Order and Peace.** With an overall mean score of 4.21 (SD = 0.90), employees demonstrate a strong adherence to rules and regulations, promotion of nonviolent conflict resolution, and active participation in peacebuilding. This commitment underscores the importance of maintaining a peaceful and orderly work environment. Employees generally agree that

they adhere to established rules and laws (M = 4.28, SD = 0.89), advocate for nonviolent approaches to conflict resolution (M = 4.29, SD = 0.91), engage in peacebuilding initiatives (M = 4.01, SD = 0.91), celebrate diversity and promote understanding (M = 4.21, SD = 0.88), and advocate for fairness, equality, and social justice (M = 4.27, SD = 0.89).

*Table 3. Descriptive Measures of the Organization's Core Values in terms of Order and Peace*

Indicator	Mean	SD	Interpretation
I adhere to established rules, laws, and regulations in personal and public life indicates a commitment to maintaining order and contributing to a peaceful society.	4.28	0.89	Agree
I advocate for nonviolent approaches to conflict resolution, rejecting aggression or harm and actively promoting peaceful alternatives to demonstrate a commitment to peace as a core value.	4.29	0.91	Agree
I engage in mediation processes, peacebuilding initiatives, or conflict resolution programs within communities or organizations, demonstrating a commitment to actively working toward peaceful resolutions.	4.01	0.91	Agree
I embrace and celebrate diversity, including different cultures, religions, and perspectives, and promote understanding, tolerance, and peaceful coexistence.	4.21	0.88	Agree
Advocating for fairness, equality, and social justice by supporting initiatives that address systemic inequalities or promoting equal rights for all individuals contributes to establishing and maintaining peace within society.	4.27	0.89	Agree
Overall	4.21	0.90	Agree

**Assurance of Quality and Accountability.** The high mean score of 4.09 (SD = 0.90) indicates a culture that values adherence to quality standards, continuous improvement, and accountability. Employees actively seek feedback, conduct audits, and pursue external certifications to ensure high-quality outcomes.

Employees agree that they ensure adherence to quality standards (M = 4.28, SD = 0.88), seek feedback and continuously improve (M = 4.17, SD = 0.89), conduct internal audits (M = 3.87, SD = 0.93), pursue external certifications (M = 3.92, SD = 0.89), and prioritize customer satisfaction (M = 4.23, SD = 0.91).

*Table 4. Descriptive Measures of the Organization's Core Values in terms of Assurance of Quality and Accountability*

Indicator	Mean	SD	Interpretation
I ensure adherence to established quality standards, guidelines, and best practices relevant to the field or industry, demonstrating a commitment to maintaining high levels of quality and accountability.	4.28	0.88	Agree
I actively seek feedback, analyze data, and implement improvements based on lessons learned and customer feedback, reflecting my commitment to continuously enhancing quality and being accountable for delivering the best possible outcomes.	4.17	0.89	Agree
I conduct internal audits and reviews to assess organizational performance, identify areas for improvement, and ensure compliance with policies and procedures. Illustrate a commitment to accountability and maintaining quality within the organization.	3.87	0.93	Agree
I seek external certifications or accreditations relevant to the field or industry, which demonstrate adherence to recognized quality standards, showcase a commitment to accountability, and maintain a high level of quality that is validated by external bodies.	3.92	0.89	Agree
I prioritize customer satisfaction by actively seeking feedback, addressing customer concerns, striving to exceed customer expectations showcasing a commitment to delivering quality products or services, and being accountable to customer needs.	4.23	0.91	Agree
Overall	4.09	0.90	Agree

**Respect and Responsibility.** Employees engage in respectful communication, demonstrate empathy, and take responsibility for their actions, as reflected by an overall mean score of 4.33 (SD = 0.93). This suggests a collaborative and respectful work environment that values diversity and teamwork. Employees agree that they engage in respectful communication ( $M = 4.35$ ,  $SD = 0.93$ ), demonstrate empathy and kindness ( $M = 4.32$ ,  $SD = 0.93$ ), take responsibility for their actions ( $M = 4.36$ ,  $SD = 0.92$ ), practice environmental responsibility ( $M = 4.29$ ,  $SD = 0.91$ ), and value teamwork ( $M = 4.35$ ,  $SD = 0.96$ ).

*Table 5. Descriptive Measures of the Organization's Core Values in terms of Respect and Responsibility*

Indicator	Mean	SD	Interpretation
I engage in open, honest, and respectful communication, listening attentively and valuing diverse perspectives, promoting respect and responsibility in interpersonal interactions.	4.35	0.93	Agree
I demonstrate empathy, kindness, consideration, and needs, reflecting a commitment to treating others respectfully and taking responsibility for their well-being.	4.32	0.93	Agree
I take responsibility for my actions, acknowledge mistakes, and take steps to make amends or rectify any harm done, exemplifying accountability and respect for the consequences of my actions.	4.36	0.92	Agree

Indicator	Mean	SD	Interpretation
I take responsibility for protecting and preserving the environment, practicing sustainable behaviors, and promoting environmentally friendly practices, reflecting respect for the natural world and a sense of responsibility for future generations.	4.29	0.91	Agree
I value teamwork, seeking consensus, and actively collaborating to achieve common goals, demonstrating respect for others' contributions and a sense of responsibility towards collective success.	4.35	0.96	Agree
Overall	4.33	0.93	Agree

In summary, the institution's core values reflect a commitment to service, quality, respect, and responsibility. These cultural dimensions contribute to a positive and effective work environment, promoting employee satisfaction and organizational success. The strong agreement across these dimensions indicates that employees internalize and practice these values, which are integral to the organizational culture.

Similarly, the data analysis of Paais and Patitiruhu (2020) concluded and demonstrated that while organizational culture and work motivation had a favorable and considerable impact on performance, they had no discernible effect on employee job satisfaction. Although performance is unaffected by leadership, work happiness among employees is significantly impacted by it.

### 3. Organizational Culture

Employees' organizational culture was assessed across various dimensions, such as managing change, achieving goals, coordinating teamwork, building a solid culture, and customer orientation. The data provided insights into how employees embody these values professionally.

**Managing Change.** The employees' culture reflects a solid commitment to adaptability and continuous improvement. The overall mean score for managing change is 4.02 (SD = 0.80), indicating that employees are generally flexible and proactive in embracing change. However, there are concerns about change being perceived as imposed by higher-ups in the organization, with a mean score of 3.82 (SD = 0.84).

Table 6. Descriptive Measures of the Organizational Culture in terms of Managing Change

Indicator	Mean	SD	Interpretation
People are flexible and adaptable when changes are necessary	4.04	0.73	Agree
People feel that most change results from pressure from higher-ups in the organization.	3.82	0.84	Agree
People are always looking for new ways to serve clients and customers better	4.31	0.73	Agree
People have access to timely and accurate information about why.	4.06	0.82	Agree
People believe that their concerns and anxieties during periods of change are heard and taken into consideration	3.88	0.86	Agree
Overall	4.02	0.80	Agree

**Achieving Goals.** The dimension of achieving goals, with an overall mean score of 3.93 (SD = 0.83), highlights that while employees understand and align their goals with the

organizational mission, there are challenges related to attaining these goals and compatibility among different teams' objectives.

*Table 7. Descriptive Measures of the Organizational Culture in terms of Achieving Goals*

Indicator	Mean	SD	Interpretation
Individuals and teams have clearly defined goals that relate to the business's goals and mission.	4.16	0.72	Agree
People and teams are often expected to reach goals which they believe are unattainable.	3.93	0.85	Agree
Everyone knows and understands our business objectives and priorities.	4.01	0.79	Agree
Individuals and teams are measured and rewarded according to how healthy goals are achieved.	3.91	0.81	Agree
Individuals, teams, and functional areas often have incompatible goals.	3.62	0.98	Agree
Overall	3.93	0.83	Agree

**Coordinating Teamwork.** Teamwork is highly valued, as indicated by an overall mean score of 3.89 (SD = 0.86). Employees generally believe in collaboration and using each other's

strengths. However, there is room for improvement in granting teams the authority needed to effectively accomplish their tasks, as reflected by the neutral score of 3.34 (SD = 1.12).

*Table 8. Descriptive Measures of the Organizational Culture in terms of Coordinating Teamwork*

Indicator	Mean	SD	Interpretation
Teams often lack the authority needed to get the job done effectively.	3.34	1.12	Neutral
People value and use one another's unique strengths and abilities.	4.07	0.80	Agree
People believe in teamwork, the "what is in it for us" approach rather than "what's in it for me."	4.06	0.79	Agree
People have a clear idea of why and how to proceed throughout the process of change	3.98	0.79	Agree
People lack the interpersonal and technical skills they need to work effectively in teams	3.31	1.11	Neutral
Individuals and teams participate in defining specific goals	4.01	0.79	Agree
People believe they can influence and affect their workplace through their ideas and involvement.	4.01	0.74	Agree
People believe in working together collaboratively, preferring cooperation over competition.	4.16	0.75	Agree
Managers at all levels work together as a team to achieve results for the organization.	4.11	0.81	Agree
Overall	3.89	0.86	Agree

**Building a Strong Culture.** Building a strong organizational culture is also emphasized, with an overall mean score of 3.91 (SD = 0.84). Employees agree on the importance of

shared values and fact-based decision-making, although there are occasional compromises on company policies to meet operational goals.

Table 9. Descriptive Measures of the Organizational Culture in terms of Building a Strong Culture

Indicator	Mean	SD	Interpretation
People sometimes compromise company policies or principles to reach operational goals.	3.53	1.06	Agree
People believe that change happens too quickly and causes too much disruption	3.55	1.00	Agree
People know what's expected of them and understand their impact on other people, teams and functions.	3.89	0.75	Agree
Business decisions are most often made on the basis of facts, not just perceptions or assumptions.	3.99	0.79	Agree
We constantly stretch our goals, to continuously improve.	4.17	0.72	Agree
Everyone strongly believes in a set of shared values about	4.10	0.76	Agree
Everyone strongly believes in shared values about how people should work together to solve common problems and reach mutual objectives.	4.11	0.78	Agree
Overall	3.91	0.84	Agree

**Customer Orientation.** Customer orientation is a significant aspect of the organizational culture, with an overall mean score of 4.06 (SD = 0.85). Employees prioritize meeting clients'

needs and resolving their issues satisfactorily, although there is a perception that customer problems are sometimes seen as someone else's responsibility.

Table 10. Descriptive Measures of the Organizational Culture in terms of Customer Satisfaction

Indicator	Mean	SD	Interpretation
We give the highest priority and support to meeting clients and customers' needs and solving their problems.	4.42	0.71	Agree
Our policies and procedures help us to provide the service our customers want and need	4.36	0.73	Agree
People often see customer and client problems as someone else's responsibility.	3.52	1.19	Agree
Employees who do the best job of serving customers are more likely than other employees to be recognized or rewarded.	3.91	0.86	Agree
When customers have problems with the products or service they receive, those problems are almost always resolved to their satisfaction.	4.12	0.75	Agree
Overall	4.06	0.85	Agree

Overall, the institution's organizational culture reflects a commitment to adaptability, goal alignment, teamwork, strong organizational culture, and customer orientation, contributing to a positive and effective work environment.

#### 4. Employees Productivity

The analysis of employees' productivity across various departments from July 2023 to

December 2023 shows a consistently high level of effectiveness and satisfaction within the organization. The performance ratings, predominantly classified as "Very Satisfactory," indicate that employees meet and often exceed expectations in their roles. Notably, the Vice Chancellor Instruction Research and Extension Main Campus received the highest performance score (M = 4.90, SD = 0.30), highlighting exceptional

performance in research and extension activities. Similarly, the VCAF External Campus and the Office of the Vice Chancellor Instruction Research and Extension (External Campus) both scored 4.89 (SD = 0.31), reflecting highly effective management and operations at the external campuses.

In the context of administrative offices, the Office of the President scored 4.81 (SD = 0.40), reflecting strong leadership and management. Moreover, the Office of Vice President for Research, Development and Extension and the Office of the Vice President for Administration and Finance both achieved scores of 4.80 (SD = 0.40), indicating effective administrative and financial oversight. The Office of the Faculty and Staff Development also performed notably well with a score of 4.86 (SD = 0.35), underscoring successful faculty and staff development initiatives.

Transitioning to research and innovation, the Research Management Office and the Research and Innovation Office (External Campus) scored 4.14 (SD = 0.64) and 4.07 (SD = 0.67), respectively, indicating effective research management despite slightly lower scores compared to other departments. Fur-

thermore, operational and support services departments, such as the Procurement Office ( $M = 4.22$ ,  $SD = 0.59$ ), Placement and Public Employment and Services Office ( $M = 4.60$ ,  $SD = 0.49$ ), and the PMO ( $M = 4.50$ ,  $SD = 0.50$ ), demonstrated very satisfactory performance, indicating efficient operational support and public employment services.

The high scores across various departments suggest a well-performing organization with high levels of employee effectiveness and satisfaction. The consistently high ratings reflect positively on the organization's culture, leadership, and management practices, which foster an environment of accountability, quality, and continuous improvement. Addressing areas with slightly lower scores can further enhance overall organizational performance and employee satisfaction.

In summary, the data indicates that the employee's productivity is very good across all departments. This widespread excellence reflects positively on the organizational culture, leadership, and management practices. The organization can maintain and further improve its high-performance standards by fostering a supportive and effective work environment.

*Table 11. Descriptive Measures of the Employees Productivity*

Department	Mean	SD	Interpretation
VPAA	4.5	0.5	Very Satisfactory
VPSA	4.6	0.49	Very Satisfactory
Vice Chancellor Instruction Research and Extension Main Campus	4.9	0.3	Very Satisfactory
Vice Chancellor Admin and Finance Main Campus	4.61	0.48	Very Satisfactory
VCAF External Campus	4.89	0.31	Very Satisfactory
System Accounting Office	4	0.5	Very Satisfactory
Student Publication Office	4.5	0.5	Very Satisfactory
Student Publication Office External Office	4.5	0.5	Very Satisfactory
Strategic Management and Development Office	4.8	0.4	Very Satisfactory
Research Management Office	4.14	0.64	Very Satisfactory
Research and Innovation Office (External Campus)	4.07	0.67	Very Satisfactory
Registrar's Office	4.67	0.47	Very Satisfactory
Procurement Office	4.22	0.59	Very Satisfactory
Placement and Public Employment and Services Office	4.6	0.49	Very Satisfactory
PMO	4.5	0.5	Very Satisfactory
Office of Vice President for Research, Development and Extension	4.8	0.4	Very Satisfactory
Office of the Vice President for Administration and Finance	4.75	0.44	Very Satisfactory

Department	Mean	SD	Interpretation
Office of the Vice Chancellor Instruction Research and Extension (External Campus)	4.89	0.31	Very Satisfactory
Office of the Student Welfare and Development (Main Campus)	4.6	0.49	Very Satisfactory
Office of the Student Welfare and Development (External Campus)	4.4	0.5	Very Satisfactory
Office of Safety, Security and Disaster Risk and Management	4.66	0.47	Very Satisfactory
Office of the Student Organization and Activities	4	0.5	Very Satisfactory
Office of the President	4.81	0.4	Very Satisfactory
Office of the Faculty and Staff Development	4.86	0.35	Very Satisfactory
Administrative and Management Services Division	4.69	0.47	Very Satisfactory
Chancellor for External Campuses	4.57	0.5	Very Satisfactory
Media Relation Office	4.36	0.57	Very Satisfactory
Information Office	4.63	0.49	Very Satisfactory
Monitoring and Evaluation Office	4	0.5	Very Satisfactory
Internal Quality Assurance Office	4	0.5	Very Satisfactory
Internal Audit Services	4.38	0.5	Very Satisfactory
Human Resource Management Office	4.6	0.49	Very Satisfactory
Human Resource Management Office (EC)	4.8	0.4	Very Satisfactory
Guidance Counseling and Services Office	4.58	0.5	Very Satisfactory
Guidance Counseling and Services Office (External Campus)	4.78	0.42	Very Satisfactory
Faculty Management Office	4.19	0.5	Very Satisfactory
Campus Director for Extension Services Main Campus	4.1	0.53	Very Satisfactory
Director for Extension Services Office	4.75	0.44	Very Satisfactory
External Relations and Linkages	4.19	0.5	Very Satisfactory
External Relations and Internationalization	4.8	0.4	Very Satisfactory
Development of Innovation Office	4.57	0.5	Very Satisfactory
Central, HRMO	4.53	0.5	Very Satisfactory
Chancellor for Main Campus	4.67	0.47	Very Satisfactory
Center for Bulacan Studies	4.3	0.53	Very Satisfactory
Career Development and Student Internship Services	4.2	0.5	Very Satisfactory
System Budget Office	4.04	0.5	Very Satisfactory
Office of the Board Secretary	4.16	0.53	Very Satisfactory
Asst. Director Asset Management Office	4.57	0.5	Very Satisfactory
Alumni Relations Office	4.17	0.53	Very Satisfactory
University Admissions and Orientation Services	4.89	0.31	Very Satisfactory
Accounting Office Main Campus	4.04	0.5	Very Satisfactory

### 5.1 Effect of Core Values towards Employees' Productivity

To determine whether the university's core values affect employee productivity, the study

conducted a statistical analysis using the available performance ratings and assessments of employees' understanding of core values.

Variable	Mean	SD	Correlation (r)	Coefficient ( $\beta$ )	Standard Error	t-value	p-value
Organization's Core Values	4.20	0.45	0.65	0.60	0.18	3.33	0.01
Productivity	4.30	0.42					

The Pearson correlation coefficient between institution's core values and productivity is  $r=0.65$ , indicating a moderately strong positive relationship. This suggests that as employees' understanding of core values increases, their performance also improves.

The regression results show that institution's core values significantly predicts employee performance ( $\beta_1=0.60$ ,  $p < 0.01$ ). The positive coefficient ( $\beta_1$ ) suggests that for each unit increase in the understanding of core values, the performance score increases by 0.60 units. The  $R^2$  value of 0.42 implies that their knowledge of the university's core values can explain approximately 42% of the variance in employees' productivity.

The statistical analysis demonstrates that the university's core values significantly affect employees' productivity. The moderately strong correlation and the significant regression coefficient indicate that employees with a

better understanding of core values tend to perform better. This relationship highlights the importance of fostering an environment where all employees communicate and understand core values. Enhancing awareness and understanding of these values can be an effective strategy for improving overall employees' productivity.

Similar to the study of AlDaheri et al. (2023), their result pointed out great support to the HR managers, policymakers, and other stakeholders to make some strategic decisions to improve the productivity of the employees.

## 5.2 Effect of Organizational Culture on Employees' Productivity

To analyze whether organizational culture affects employees' productivity, the study performed a statistical analysis using the available ratings and assessments of various dimensions of organizational culture.

Variable	Mean	SD	Correlation (r)	Coefficient ( $\beta$ )	Standard Error	t-value	p-value
Managing Change	4.28	0.88	0.99	0.60	0.18	3.33	0.01
Achieving Goals	4.33	0.93	0.99	0.45	0.16	2.81	0.03
Coordinating Teamwork	4.02	0.80	0.92	-0.08	0.18	-0.44	0.67
Building Strong Culture	3.89	0.86	0.91	-0.19	0.20	-0.95	0.37
Customer Orientation	4.06	0.85	0.96	0.24	0.20	1.20	0.30
Productivity	4.30	0.42					

The correlation coefficients between dimensions of organizational culture and productivity range from 0.91 to 0.99, indicating strong positive relationships. The highest correlation is observed with Managing Change ( $r = 0.99$ ) and Achieving Goals ( $r = 0.99$ ), suggesting that these dimensions are closely related to performance.

The regression results indicate that Managing Change ( $\beta_1=0.60$ ,  $\beta_1=0.60$ ,  $p = 0.01$ ) and Achieving Goals ( $\beta_2=0.45$ ,  $p = 0.03$ ) significantly predict employee performance. The positive coefficients ( $\beta_1$  and  $\beta_2$ ) suggest that improvements in these dimensions of organizational culture are associated with higher performance scores. The  $R^2$  value of 0.997 implies that these dimensions of organizational culture can explain 99.7% of the variance in employee productivity.

The statistical analysis demonstrates that organizational culture has a significant positive effect on employees' productivity. The strong positive correlations and significant regression coefficients for Quality and Respect indicate that these dimensions of organizational culture are closely linked to better productivity. Specifically:

- **Managing Change.** The significant positive effect of managing change on productivity ( $\beta_1=0.60$ ,  $p = 0.01$ ) suggests that adherence to managing change for continuous improvement is crucial for enhancing employee performance. Organizations that emphasize these aspects of culture are likely to see better performance outcomes.
- **Achieving Goals.** The significant positive effect of achieving goals on productivity ( $\beta_2 =0.45$ ,  $p = 0.03$ ) highlights the importance

of understanding and clearly defining the organization's aims. A culture that fosters achieving goals increases employee productivity.

- **Coordinating Teamwork.** Although coordinating teamwork strongly correlates with productivity ( $r = 0.92$ ), its effect was not statistically significant in the regression analysis ( $\beta_3 = -0.08$ ,  $p = 0.67$ ). This indicates that while coordinating teamwork is important, other factors may also significantly affect productivity.
- **Building Strong Culture.** The correlation between building a strong culture and productivity is strong ( $r = 0.91$ ), but the regression coefficient was not significant ( $\beta_4 = -0.19$ ,  $p = 0.37$ ). This suggests that while building a strong culture positively relates to productivity, its direct impact may be less significant when controlling for other cultural dimensions.
- **Customer Orientation.** The positive correlation with productivity ( $r = 0.96$ ) and the regression coefficient ( $\beta_5 = 0.24$ ,  $p = 0.30$ ) indicate that customer orientation is important for productivity. However, its effect was not statistically significant in the regression model.

Hence, the findings suggest that organizational culture significantly affects employee productivity, particularly the dimensions of managing change and achieving goals. This highlights the critical role of organizational culture in shaping effective and high-performing work environments.

Likewise, Pandey (2023) stated that the success of any organization depends on its employees and the work culture. Happy and committed employees are essential assets of any organization, and the economic management of human resources in innovative work cultures can ultimately increase the organization's productivity as it maintains higher job satisfaction levels for the employees.

### 5.3 Core Values, Organizational Culture, and Employees' Productivity

The study conducted a comprehensive statistical analysis using correlation and regression techniques to determine whether there are significant effects between and among core values, organizational culture, and employees' productivity.

Variable	Mean	SD	Correlation (r)	Coefficient ( $\beta$ )	Standard Error	t-value	p-value
Core Values	4.20	0.45	0.86	0.28	0.18	1.56	0.18
Managing Change	4.28	0.88	0.99	0.40	0.27	1.47	0.20
Achieving Goals	4.33	0.93	0.99	0.33	0.20	1.69	0.17
Coordinating Teamwork	4.02	0.80	0.92	-0.03	0.16	-0.21	0.83
Building Strong Culture	3.89	0.86	0.91	-0.05	0.15	-0.32	0.76
Customer Orientation	4.06	0.85	0.96	0.19	0.18	1.04	0.37
Productivity	4.30	0.42					

The correlation coefficients between core values, organizational culture dimensions, and productivity range from 0.86 to 0.99, indicating strong positive relationships. The highest correlations are observed with managing change ( $r = 0.99$ ) and achieving goals ( $r = 0.99$ ), suggesting that these dimensions are closely related to productivity.

The regression results indicate that while there are strong positive relationships between core values, organizational culture dimensions,

and productivity, the effects of these variables on the productivity of employees were not statistically significant in the current sample.

Specifically,

- The regression coefficient for core values ( $\beta_1 = 0.28$ ,  $p = 0.18$ ) suggests a positive impact on productivity, but this effect was not statistically significant.
- Managing Change ( $\beta_2 = 0.40$ ,  $p = 0.20$ ) and Achieving Goals ( $\beta_3 = 0.33$ ,  $p = 0.17$ ) have

strong positive relationships with productivity, but their effects were not statistically significant in this analysis.

- Coordinating Teamwork ( $\beta_4 = -0.03$ ,  $p = 0.83$ ) and Building Strong Culture ( $\beta_5 = -0.05$ ,  $p = 0.76$ ) showed negative coefficients, indicating no significant direct impact on productivity when controlling for other factors. Customer Orientation ( $\beta_6 = 0.19$ ,  $p = 0.37$ ) also showed a positive but non-significant effect.

The results of the study indicate that there are substantial positive correlations between employee productivity, organizational culture, and fundamental values, and that these components are intricately linked. In spite of this, the regression analysis's failure to demonstrate statistically significant effects on individual predictors necessitates a more thorough investigation than merely reporting the results. Multicollinearity is one conceivable explanation for this result. When predictors, such as organizational culture and fundamental values, are highly correlated, they may share overlapping variance that obscures their individual contributions in a regression model. The resulting inflated standard errors can make it challenging to identify distinct effects, even if they are present. In addition, the statistical efficacy of the analysis may have been diminished by the relatively small sample size, which would have restricted the identification of significant predictors. Low internal consistency or imprecise conceptual definitions, which are measurement issues, may have also contributed to the weaker individual effects. The high  $R^2$  value reinforces the notion that fundamental values and organizational culture operate synergistically rather than independently, as it suggests that they together account for a significant portion of the variance in productivity, despite these limitations. The findings partially correspond with organizational behavior theories, including Schein's model of organizational culture, which assumes that employee actions are collectively influenced by shared beliefs and values. The present study may be indicative of contextual differences, such as organizational type, sector, or employee demographics, in contrast to previous research that identified

more robust individual effects. The nuanced mechanisms through which fundamental values and culture influence productivity should be unpacked through the use of more advanced analytical techniques such as structural equation modeling (SEM), larger and more diverse samples, and theory-driven constructs in future research.

## Conclusions and Recommendations

The results suggest that the collective impact of individual fundamental values and specific dimensions of organizational culture on employee productivity is substantial, despite the fact that they may not be statistically significant by themselves. This discovery emphasizes the significance of a strategic and integrated approach to the development of a positive organizational culture and the promotion of fundamental values. This necessitates that university leadership not only articulate values but also actively integrate them into institutional practices, communication, and daily operations. For instance, the alignment of core values with performance evaluation criteria, professional development programs, and faculty induction processes can help prevent inconsistency and reinforce them. In order to foster adoption across all levels and establish credibility, leaders should also embody these values in their interactions and decision-making. Likewise, the implementation of feedback mechanisms, such as consistent engagement and culture surveys, can assist in the monitoring of alignment and the facilitation of continuous improvement. Additionally, the fostering of shared comprehension and ownership can be achieved by incorporating cultural and values-based discussions into faculty and staff meetings or workshops. Ultimately, these targeted measures can contribute to the establishment of a cohesive academic environment in which employees feel supported, motivated, and valued, resulting in improved institutional performance and productivity. In order to gain a more comprehensive understanding of the role of culture and values as performance levers, future research should further investigate these strategies and evaluate their efficacy in a variety of educational environments.

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