Civil engineers' acuity on the organizational climate of the Department of Public Works and Highways-Cagayan 2nd Engineering District Office: Its correlation to their organizational commitment

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Abstract

The main purpose of this study is the determination of the existing organizational climate of the Department of Public Works and Highways in the 2nd Engineering District Office of Cagayan as perceived by the civil engineers employed in the department and its correlation to the organizational commitment of the respondents. Utilizing a quantitative research design and descriptive method of research, data were gathered using the Organizational Climate Questionnaire along the dimensions of providing structure, clarifying norms, building cohesiveness, and promoting standards of excellence. The respondents' organizational commitment was also measured along affective, continuance, and normative commitments. Using appropriate statistical tools like mean and Pearson Product Moment Correlation or Pearson r, findings of the study revealed that the respondents perceived to have a very good organizational climate and excellent organizational commitment. It is highly noted that they perceived to have an excellent organizational climate along the dimensions of promoting standards of excellence and building cohesiveness and very good along clarifying norms, and providing structure. At 0.05 level of confidence, their organizational climate is correlated significantly with their organizational commitment.

Keywords: Cagayan engineering district office, civil engineers' acuity, department of public works and highways, organizational climate, organizational commitment

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1. Introduction

The main purpose why organization are formed is to achieve certain goals and objectives by bringing individuals and groups together on a common platform and motivate them to deliver and contribute to overall organizational performance to their best capacity. It is essential for both managers and employees to enjoy at the workplace for them to develop a sense of loyalty towards the vision and mission of the organization. Organizational climate plays an important role in extracting the best out of the organization members and making them stick to the organization for a longer duration. The organization must offer a positive ambience to the members for them to concentrate on their work rather than interfering in each other's work. It is also noted that the climate of an organization can contribute in various ways to increase the productivity and effectiveness of an organization specially the organizational commitment of its members.

In order to have a healthy organizational climate it is very important that the goals and objectives of the organization must be clearly defined. The organization members must be aware of their duties and functions in the organization and must be aware of what is expected out of them at the workplace. In the creation of a healthy climate, it is essential to divide the work among the individuals as per their interests, field of specialization, experience and educational preparations. Any mismatch should be avoided because it will always lead to demotivated employees. One of the most salient consideration is the cordial relationships of employees with each other. It is always believed that conflicts and unnecessary misunderstandings lead to a negative climate at the workplace. There should be coordination between various departments for better results. Transparency is a must at all levels. Individuals must discuss matters among themselves before reaching to final conclusions. The departments must support each other in their work.

It is a common scenario among healthy organizations that managers are of more of a mentor and coach providing sense of direction to all employees. They should bind the employees together and extract the best out of them. The managers of every organization must be the source of inspiration for the members or employees to achieve the goals and objectives of the organization. It is also important for managers to appreciate the ones who perform well. Those who do well must be admired in front of all to motivate them and expect the same from them every time. In this sense, a climate of harmony and modelling is manifested.

According to Purwanti and Nurhayati (2016), organizational climate is one of the factors that affect work motivation and have an impact on employee commitment, in order to all tasks achieved properly. If employees feel the conducive organizational climate in the organization, it means that the organizational climate is in accordance with the needs of employees in general which makes employees feel comfortable to work, a good organizational climate in the organization is developed according to the needs of employees, will lead confidence in the organization and motivate them to make a positive contribution in achieving organizational goals. The climate in the organization will determine how employees carry out their duties and responsibilities according to procedures or not.

Moreover, McShane and Glinow(2010) as cited by Harmius and associates (2022), states that organizational commitment is the assurance of one's behavior towards the organization in the form of loyalty and achievement of the organization's vision and mission as well as the values and goals of the organization. Organizational commitment relates to the level of employee loyalty and emotional attachment to the organization. With a high commitment to the organization, the feeling of love for the organization will be greater and a sense of responsibility for organization achievement will become a priority for employees. Therefore, the organization

will grow in accordance with the vision and mission of the organization. This is in line with the opinion that organizational commitment is the most powerful influence, where people are highly motivated to carry it out, even when the source of motivation is no longer in the organization.

It is the assumption of this study that organizational climate has something to do with the manifestation of organizational commitment of employees in an organization. Organization members who have a strong commitment to the goals and objectives of the organization will have the prospective to improve performance both individually and in groups. If these organization members possessed a high organizational commitment, they will volunteer their maximum efforts for the progress of the organization, such as trying to achieve organizational goals, maintaining organizational values and participating actively in advancing the organization.

1.1 Objectives

The main purpose of this research investigation is to evaluate the existing organizational climate of the Department of Public Works and Highways of Cagayan 2nd Engineering Office for calendar year 2022 and its correlation to organizational commitment. Specifically, it answered the following specific research problems:

➢ What is the perception of the civil engineer respondents on the organizational climate of the Department of Public Works and Highways of Cagayan 2nd Engineering Office along providing structure, clarifying norms, building cohesiveness, and promoting standards of excellence?

➢ What is the perception of the respondents of their organizational commitment along affective, continuance, and normative?

➢ Are there significant correlations between the perceived organizational climate and organizational commitment of the respondents?

2. Review of Literature

The pandemic induced by COVID-19 also known as Corona Virus for the last two years has basically changed the way organizations around the world operate. However, the counter measures taken then were simply firefighting and knee jerk reactions by organizations to a curveball thrown their way due to the disruption of normal working conditions. After two years, what are organizations looking at in terms of large picture once the emerging normal returns with brand new definition is most important.

The COVID-19 pandemic turned out to be a massive humanitarian and health crisis as shown where organizations and their functions or business could and still cannot afford to be a part of societal and economic dynamics from the old equation of supply, demand, and the logistics in between. Organizations both public and private did not stand aloof but participated in taking the force of this crisis like everybody else. However, the resources that organizations have had traditionally to counter large scale crises renders them also responsible in mitigating the impact of tragedy for other members of the global community (MSG: 2022).

On a lighter side, many organizations rose to the occasion and displayed exemplary leadership in handling the humanitarian crisis by resisting lay-offs and redeploying employees and thus saving jobs and lives. These scenarios brought lessons to every organization manager on how to maintain a healthy organization climate suited to the challenges of the new normal. Therefore, it becomes pertinent that the organizations redefine, reevaluate, and reposition themselves in the new world to maintain an organizational climate that will established a set of measurable properties of the perceived work environment, directly or indirectly, created by individuals who live and work in this environment and that influences the motivation and behavior of these people or organization members.

According to Prabhu (2011), organizational climate refers to conditions that encourage or hampers employees' creative efforts. Climate may be broadly defined as the shared perception among employees of the

organizational environment which they deal with every day. There is a rich interplay between organizational climate forces (structures, procedures, rules, and policies) and personal psychological forces (thoughts, fears; desires). To nurture creativity, the organizational climate needs to allow room for these forces to have a positive effect on employees since it is a concept perceived by employees that affects their productivity, motivation and overall behavior.

Moreover, organizational climate refers to the features that distinguish an organization from other organizations, the factors affecting the behavior of employees within the organization, and in short, the general atmosphere of the organization (Hoy & Miskel, 2010). It is also considered as the psychological environment of the organization to include environmental factors, motivations, and expectations perceived directly or indirectly by the people of the organization that affect their behavior. According to Memduhoglu and Seker (2011), organizational climate reflects the properties that encompass the overall structure and functioning of the schools, the dispositions of administrators, teachers, students, and other employees in schools, the planning and implementation of the training program. The effect of organizational climate on employees was first studied by Hawthorne research. As a result of the study, positive organizational climate perceptions of employees were found to positively affect job performance (Tutar & Altınöz, 2010).

The feelings, thoughts, and attitudes of employees toward the organization are the most important factors for organizations to achieve their goals. Such negative feelings, thoughts, and attitudes of employees reduce their work productivity in the organization. For this reason, organizations have to struggle with situations that adversely affect employees to include their organizational climate and their manifestation of organizational commitment.

Amidst the increasing globalization and international competition, it is imperative for organizations to properly manage their human resources to increase their competitiveness (Nadiri & Tanova, 2010). In government organizations, employees as human resources play a crucial role in achieving the organization's mission, vision, and goals. Previous studies found that employees who have high organizational commitment make additional efforts in fulfilling their duties, establish positive relationships, have the desire to maintain their membership within the organization (Kim & Beehr, 2019), and work in accordance with the organizational goals even if these goals are not in line with the employees' priorities (Nordin, 2012).

Çokluk and Yılmaz (2010) underscore that organizational commitment is considered a person's level of power in terms of their association and participation in an organization's myriad goals. This is also supported by Cerit (2010) that an employee who possessed organizational commitment has found to be more satisfied and productive with their job in the organization. It is to be noted that organizational commitment involves the dimensions of affective, continuance, and normative commitment.

According to Choong and associates (2012), affective commitment relates to employees' voluntary work that exhibits utmost dedication, which indicates that when they agree with the organization's goals and happy, they will stay to work for the organization Continuance commitment relates to employees' recognition and awareness of the benefits of staying in the organization, which transpires when the individual weighs between the cost of leaving and the benefits of staying in the organization. Normative commitment relates to employees' feeling the sense of obligation to remain in the organization. Individuals with higher normative commitment are more likely to stay in the organization despite being under much pressure. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization's goal.

In a study conducted by Dinibutun and associates (2020) supported the hypotheses mostly and indicated that all dimensions of organizational climate negatively influenced faculty members' emotional exhaustion. While the balanced workload, clarity of task, cohesion, and the ethical dimensions within the organizational climate produced a negative effect on the depersonalization of faculty members, the lack of clarity of task and ethical dimensions contributed negatively to the diminished personal accomplishment. In addition, the study

demonstrated that state university faculty members having cohesion dimension of organizational climate were less likely to be exhausted emotionally, whereas cohesion among private university faculty members negatively influenced the depersonalization.

According to the findings of the study of Murat (2021), it has been observed that the affective commitment of the participants was high, whereas other organizational commitment perceptions were moderate. Participants' perceptions of organizational commitment differ according to gender, age, professional seniority, position and working duration. In the light of these data, it is proposed that the institutions provide the necessary support and training in order to increase the organizational commitment of the employees.

In a research investigation by Khan (2019), he determines the relationship between organizational climate and commitment and the impact of key dimensions of climate, which are collegial leadership, academic achievement, teachers' professionalism and institutional vulnerability on teachers' commitment. The results indicated a relationship between organizational climate and teacher's commitment. The results of the regression analysis revealed that the collegial leadership and institutional vulnerability are the predictors of teachers' commitment. The findings of the study can contribute to develop insights for administrators to make necessary interventions to develop a positive organizational climate.

3. Methodology

This research investigation made use of the quantitative research design which is a research strategy that focuses on quantifying the collection and analysis of data. It is formed from a deductive approach where emphasis is placed on the testing of theory, shaped by empiricist and positivist philosophies. According to Mesly (2015), this research strategy promotes the objective empirical investigation of observable phenomena to test and understand relationships. This is done through a range of quantifying methods and techniques, reflecting on its broad utilization as a research strategy across differing academic disciplines.

Creswell (2012) stressed that descriptive research method involves the collection of important data in order to develop and test hypothesis and to answer research problems based on the responses of research participants that are carefully chosen by the researcher. The main instrument used to obtain the data and information needed includes the Organizational Climate Questionnaire by Northouse (2020) consisting of 20 items divided equally among the dimensions of providing structure, clarifying norms, building cohesiveness, and promoting standards of excellence. This study also utilized the Organizational Commitment Questionnaire which was developed by Allen and Meyer (1990). The questionnaire is composed, in its full length, of 24 item anchored with a 5-point Likert format, eight items in each of the following claimed dimension: affective commitment scale (ACS), continuance commitment scale (CCS) and normative commitment scale (NCS).

The instruments were scaled and respondents were offered five options to select from. The following verbal/qualitative description of each grand mean score of every dimensions was followed:

Scale	Qualitative Description
4.20-5.00	Excellent
3.40-4.19	Very Good
2.60-3.39	Good
1.80-2.59	Poor
1.00-1.79	Very Poor

Data collected from the respondents' responses to the research instruments were tabulated and analyzed using mean to establish the respondents' perception of their organizational climate, and organizational commitment; and Pearson Product-Moment Correlation Coefficient or Pearson r to determine significant correlations between organizational climate and organizational commitment.

4. Results and Discussions

What is the perception of the civil engineer respondents on the organizational climate of the Department of Public Works and Highways of Cagayan 2nd Engineering Office along providing structure, clarifying norms, building cohesiveness, and promoting standards of excellence?

In order to illustrate the respondents' perception of their organizational climate, the mean was computed. Results are reflected in table 1.

Table 1

Mean and qualitative description of the respondents' perception of their organizational climate

Organizational Climate Dimensions	Mean	Qualitative Description
Providing structure	4.36	Excellent
Clarifying norms	3.35	Good
Building cohesiveness	4.18	Very Good
Promoting standards of excellence	4.78	Excellent
Grand Mean	4.41	Excellent

Providing Structure. It can be gleaned in table 1 that the respondents have an excellent organizational climate along the dimension of providing structure as shown by 4.36 computed mean score. The above results could be interpreted to mean that the respondents always help group members understand their purpose for being in the group, emphasize**s** the overall purpose of the group assignment to group members, and always help group members understand their roles in the group. Furthermore, the same group of respondents perceived that they often give clear assignments to group members, and often make the goals of the group clear to everyone. Clarifying Norms. Data in Table 1 show that the respondents have a good organizational climate along the dimension of clarifying norms as shown by 3.35 computed mean score. The above findings could be interpreted to mean that they always demonstrate effective communication to group members, models group norms for group members, and encourages group members to agree on the rules for the group. Moreover, the same group of respondents perceived that they often emphasize starting and ending group meetings on time, and expects group members to listen when another group member is talking.

Building Cohesiveness. It can be seen in the above table that the respondents have a very good organizational climate along the dimension of building cohesiveness as reflected by 4.18 computed mean score. The above results could be interpreted to mean that they encourage group members to appreciate the value of the overall group, help group members build camaraderie with each other, and encourages group members to accept each other as unique individuals. Moreover, the same group of respondents often perceived that they encourage group members to listen to and respect each other, and respect each other's differences. Promoting Standards of Excellence. It is reflected in Table 1 that the respondents have an excellent organizational climate along the dimension of promoting standards of excellence as shown by 4.78 computed mean score. These findings could be interpreted to mean that the always promote standards of excellence, show group members who are not performing well and mentors how to improve the quality of their work, and encourages group members to work to the best of their abilities. The same group of respondents perceived that they often give group members honest feedback about their work, and make a point of recognizing people when they do a good job.

What is the perception of the respondents of their organizational commitment along affective, continuance, and normative?

In order to illustrate the respondents' perception of their organizational commitment, the mean was computed. Results are reflected in table 2. Data in table 2 show that the respondents under study have a very good organizational commitment as shown by 3.82 computed grand mean. They manifest a very good affective commitment with 4.05 computed mean score and continuance commitment with 3.30 computed mean, and good along normative commitment with 4.10 computed mean score.

Table 2

Mean and qualitative description of the respondents' perception of their organizational commitment

Organizational Commitment Dimensions	Mean	Qualitative Description
Affective	4.05	Very Good
Continuance	3.30	Good
Normative	4.10	Very Good
Grand Mean	3.82	Very Good

Affective Commitment. Data in table 2 reveal that the respondents have a very good affective commitment as shown by 4.05 computed area mean score. The above results could be interpreted to mean that the respondents always perceived to be very happy to spend the rest of their career in their organization and that their organization has a great deal of personal meaning for them since they always really feel as if their organization's problems are their own. The same group of respondents perceived that they often felt a strong sense of belonging and emotional attachment, and often feel like "part of my family" at their organization.

Continuance Commitment. Data in table 4 shows that the respondents have a very good continuance commitment as shown by 3.35 computed area mean. The above findings could be interpreted to mean that one of the major reasons they continue to work for this organization is that leaving would require considerable personal sacrifice. The respondents always perceived that they have too few options to consider leaving their organization, and one of the few negative consequences of leaving their job at this organization would be the scarcity of available alternatives elsewhere. The same group of respondents often perceived that too much of their life would be disrupted if they leave their organization even if they wanted to because at the moment staying with their job at this organization is a matter of necessity as much as desire.

Normative Commitment. It is reflected in table 2 that the respondents have a very good normative commitment as shown by 4.10 computed area mean. The above findings could be interpreted to mean that the respondents always perceived that they would not leave their organization right now because of their sense of obligation to it, because their organization deserves their loyalty because they owe a great deal to it. Moreover, the same group of respondents often perceived that even if it were to their advantage, they do not feel it would be right to leave because they would feel guilty if they leave their organization at the moment. Moreover, they never perceived that they do not feel any obligation to remain with the organization.

Are there significant correlations between the perceived organizational climate and organizational commitment of the respondents?

The following table reflects the correlation coefficient between the perceived organizational climate and organizational commitment of the respondents.

Table 3

Correlation coefficient between the perceived organizational climate and organizational commitment

Compared Variables	Correlation Coefficient	Critical r-value	Coefficient of Determination	Statistical Inference
Organizational Climate				
vs	0.58 *(substantial correlation)*	0.19	33.64%	Very Significant
Organizational Commitment				

Degrees of Freedom: 74   Level of Significance: 0.05

It can be seen in table 3 that the computed r-value or correlation coefficient of 0.58 is higher than the critical r-value of 0.19 for 74 degrees of freedom at 0.05 level of confidence. Hence, the null hypothesis is rejected. There is a significant correlation between the perceived organizational climate and organizational commitment of the respondents.

The very significant and substantial relationship could be interpreted to mean that the perceived organizational climate of the respondents can predict their organizational commitment at about 33.64 percent. The rest of the characteristics of organizational commitment as perceived by the respondents can only be predicted by factors other than their perceived organizational climate. In other words, 33.64 percent of the variance of organizational commitment can be explained by the variance of organizational climate as perceived by the respondents. Furthermore, 66.36 percent of the variance of organizational commitment can be explained by the variance of other variables. This is known as the coefficient of alienation.

The above findings are supported by Khan (2019) in his study wherein the relationship between school climate and teachers' commitment and the impact of key dimensions of school climate, which are collegial leadership, academic achievement, teachers' professionalism and institutional vulnerability on teachers' commitment was established. Specifically, the results indicated a relationship between school climate and teacher's commitment. The results of the regression analysis revealed that the collegial leadership and institutional vulnerability are the predictors of teachers' commitment.

5. Conclusions

Based on the salient findings of the study, the following conclusions were drawn:

➢ The respondents have an excellent organizational climate

➢ The respondents organizational commitment is very good

➢ There is a very significant correlation between the perceived organizational climate and organizational commitment of the respondents.

5.1 Recommendations

The following are henceforth recommended:

➢ There is a need to sustain the organizational climate of the respondents particularly along the dimensions of providing structure and promoting standards of excellence; and the enhancement of clarifying norms and building cohesiveness dimensions.

➢ The level of organizational commitment differs from time to time, hence, a provision of continuous improvement, motivation, good working relations and loyalty to the organization must be given utmost attention.

➢ The significant correlation between the main variables considered in this study can contribute to develop insights for managers and immediate supervisors to make necessary interventions for the development of a healthy organization where employee commitment can be further nurtured.

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