

Organizational integrity as a driver of organizational loyalty and holistic job fulfillment among environment and natural resources employees of Nueva Vizcaya

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Abstract

This research examined organizational dynamics in the Department of Environment and Natural Resources (DENR) in Nueva Vizcaya, focusing on organizational integrity, loyalty, and holistic job fulfillment. Using a quantitative, descriptive-correlational approach, data were collected from 105 respondents, representing 73.43% of the workforce, determined through the Slovin Formula. Validated research tools and statistical analysis were used to assess relationships among these variables. Findings indicated that DENR-Nueva Vizcaya achieved satisfactory organizational integrity, particularly in ethical leadership and community engagement, but highlighted areas for improvement in transparency and accountability. Organizational loyalty was rated as "Good," reflecting strong cultural and leadership loyalty, though ethical loyalty and mission commitment needed enhancement. Holistic job fulfillment was positively rated, with strengths in job motivation and satisfaction; however, greater focus on employee engagement and job enrichment was recommended. The study revealed a strong positive correlation between perceived organizational integrity and loyalty, indicating that higher integrity enhances employee loyalty. A moderate but significant relationship was found between organizational integrity and holistic job fulfillment, suggesting that improved integrity boosts job satisfaction. Notably, organizational loyalty exhibited a very strong positive correlation with holistic job fulfillment, underscoring that greater loyalty significantly enhances overall job satisfaction. To address identified gaps, the research proposed targeted training programs aimed at improving transparency, accountability, ethical loyalty, and employee engagement. Recommendations included fostering a culture of continuous improvement through regular policy reviews and encouraging employee participation in decision-making processes to promote organizational excellence. These strategies aim to strengthen integrity, loyalty, and job fulfillment, contributing to a more effective and cohesive organization.

Keywords: organizational integrity, organizational loyalty, holistic job fulfillment

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1. Introduction

The environment serves as the essential foundation of human existence, supporting survival and enabling sustainable progress. Consequently, environmental protection has emerged as a globally recognized priority and a strategic imperative for nations. In the post-industrial era, there is a heightened commitment to harmonizing development with ecological sustainability. Each country must fulfill its responsibility in environmental stewardship, engaging in collaborative efforts that align economic growth, social progress, and environmental conservation. Such cooperation aims to yield mutual benefits and promote the sustainable advancement of a shared global community where humanity and nature coexist in balance. Across the globe, various organizations are committed to environmental protection and natural resource conservation. These institutions are instrumental in addressing global ecological challenges and driving sustainable development. For example, the United Nations Environment Programme (UNEP) coordinates international efforts to tackle climate change, pollution, and ecosystem degradation. The World Wildlife Fund (WWF) focuses on biodiversity preservation and responsible resource use, while Greenpeace employs direct advocacy and action to demand more sustainable practices from governments and industries (UNEP, 2024). Collectively, these organizations provide frameworks for global cooperation, shaping policies and initiatives that seek harmony between economic and environmental goals. Their work underscores the essential role of public engagement and advocacy in sustaining environmental health and global well-being.

The increasing awareness of global threats such as climate change and environmental degradation emphasizes their far-reaching impacts on human societies. Kulin and Seva (2019) argue that effective, albeit resource-intensive, environmental policies are essential and require robust public support. The degree of this support is significantly influenced by citizens' perceptions of governmental responsibility and institutional quality. In nations where government institutions are perceived as fair, effective, and trustworthy, citizens are more likely to endorse increased public spending on environmental protection. Conversely, perceptions of corruption and inefficiency diminish public trust and erode support for environmental policies. In the Philippine context, the Department of Environment and Natural Resources (DENR) plays a pivotal role in promoting environmental care and protection. It is tasked with mobilizing public participation and ensuring the sustainable management of the country's natural resources. Guided by Executive Order No. 192, the DENR oversees forests, mineral resources, and public lands while ensuring equitable resource access and the protection of natural heritage. Its vision of a clean, healthy, and sustainable environment is anchored on its mandate to serve both present and future generations.

Central to DENR's effectiveness is its organizational integrity. Thornton (2016) defines this concept as the consistent alignment of organizational actions and values with ethical standards. For DENR, this means maintaining transparency, accountability, and ethical conduct across all levels to foster public trust. Integrity in resource management, policy enforcement, and stakeholder engagement is essential to achieving the department's mission. Assistant Secretary Lagunda (2023) underscores DENR's core values: Discipline, Excellence, Nobility, and Responsibility. These values serve as guiding principles that reflect the agency's commitment to ethical leadership and responsible stewardship. Discipline fosters adherence to standards; excellence and nobility reflect a higher calling to service, and responsibility promotes accountability to both the public and the environment. Moreover, the researcher posits that strengthening organizational loyalty among DENR employees is critical to the agency's success. Ocampo et al. (2024) describe organizational loyalty as a profound commitment and alignment with the institution's mission and values. Employees with high organizational loyalty contribute to a cohesive, motivated, and purpose-driven work culture, which in turn

enhances the agency's operational performance.

Equally important is the holistic job fulfillment experienced by DENR personnel. Smith (2023) defines this concept as the integration of job satisfaction, personal growth, motivation, and workplace engagement. A deeply fulfilling work environment not only improves employee morale but also supports the agency's long-term success in meeting its ecological objectives. However, challenges persist. Employees report experiencing pressure from influential stakeholders seeking preferential treatment, and concerns about inconsistency in policy enforcement create perceptions of double standards. Such issues undermine the agency's integrity and credibility. Audit Observation Memoranda (AOMs) from the Commission on Audit (COA) highlight recurring administrative and financial issues—ranging from delayed project implementation and poor liquidation of cash advances to procurement irregularities and non-compliance with financial regulations. These concerns reflect systemic weaknesses that must be addressed to restore full public confidence.

This study, conducted within the Department of Environment and Natural Resources in Nueva Vizcaya, seeks to examine the relationship between organizational integrity and two critical employee outcomes: organizational loyalty and holistic job fulfillment. By focusing on this regional context, the research aims to generate insights that can inform strategies for enhancing institutional effectiveness in environmental governance. The findings are expected to contribute to the broader discourse on the interplay between organizational culture and employee well-being in the public sector.

2. Related Studies

This research explores the interconnections between organizational integrity, organizational loyalty, and holistic job fulfillment within the Department of Environment and Natural Resources (DENR) in Nueva Vizcaya. The study is grounded in Freeman's Stakeholder Theory (1984) and Carter's Integrity Theory (1996)—both offering frameworks that emphasize ethical leadership, stakeholder engagement, and value-based governance. Stakeholder Theory underpins the discussion on organizational loyalty and holistic job fulfillment. Freeman asserts that managers must consider the needs of all stakeholders—not just shareholders—when making decisions. By aligning organizational goals with stakeholder expectations, organizations can foster long-term value creation, enhance employee loyalty, and cultivate a sense of fulfillment. Scholars such as Jones (1995) and Fuerst et al. (2023) support this by highlighting the competitive advantage gained through trust-based stakeholder relationships.

Organizational loyalty, as defined by Fielder (1992), reflects employees' deep emotional commitment to their organization. Ocampo et al. (2024) describe its dimensions, including mission, ethical, service, leadership, cultural, and resilient loyalty. Mishra (2023) adds that loyal employees are more engaged, productive, and resilient, promoting organizational success and stability. Holistic job fulfillment integrates job engagement, satisfaction, motivation, and enrichment—going beyond financial compensation to encompass purpose and well-being. Mannaberg (2023) and Smith (2023) emphasize its role in enhancing individual wellness and organizational performance, noting that fulfilled employees exhibit higher productivity, creativity, and retention. Organizational integrity, viewed through Carter's Integrity Theory, is defined as moral consistency—aligning beliefs, words, and actions with ethical principles. Carter (1996) describes it as the courage to act on convictions despite challenges. Paine (2024) extends this idea, framing integrity as self-governance based on core values, not just legal compliance. Thornton (2016) underscores the need for alignment between organizational values, communication, leadership, and rewards. Fuerst and Luetge (2021) describe organizational integrity as the organization's intrinsic ability to remain faithful to self-imposed norms and legal standards. It encompasses ethical leadership, transparency, accountability, and community trust, making it foundational to long-term success and risk mitigation.

Applying these theories to the DENR Nueva Vizcaya, the study assumes that organizational integrity significantly influences both organizational loyalty and holistic job fulfillment. Ethical leadership and

integrity-based practices within the DENR are expected to foster a culture of respect, fairness, and purpose—ultimately enhancing employee engagement and satisfaction. This integrity-centered culture not only benefits employees but also supports DENR's mission of sustainable environmental management. Scholars like Palazzo (2017), Perry (2022), and Arjoon (2017) affirm that promoting integrity in public agencies helps reduce systemic ethical issues, decrease turnover, and ensure long-term organizational success.

The researcher reviewed various studies highlighting the significance of organizational integrity, loyalty, and holistic job fulfillment, particularly in government settings. Ghoshal (2021), Horne (2024), Watts (2024), Lawrence (2024), and Foster (2020) emphasized that a culture of integrity—supported by transparent systems and ethical leadership—fosters trust and a healthy work environment. These insights laid the foundation for exploring integrity within DENR. Several related studies support this investigation. Abun (2021) analyzed administrators' integrity and employee satisfaction in Philippine colleges, aligning with the present study's focus though differing in institutional context and respondent type. Adekanmbi and Ukpere (2023) explored leadership integrity and employee voice in South Africa and Nigeria, while Perez (2022) studied ethical leadership and job satisfaction in Batangas colleges—both sharing themes with the current study but set in different sectors. Alonto (2023), Reyes (2024), and Lopez (2024) investigated integrity in various government agencies, from local to national levels, offering contextually relevant parallels. Santos (2024) and Alawi (2024) also linked integrity to organizational loyalty and job satisfaction, though their demographics and locales differ from DENR's.

On organizational loyalty, scholars like Mishra (2023), Fan et al. (2021), Fielder (1992), Zhang et al. (2022), and Huangfu et al. (2013) described it as emotional commitment fostered by transparent leadership. Studies by Guillon & Cezanne (2014), Issa et al. (2022), and Osho (2023) covered loyalty in various sectors, revealing how its impact varies depending on context. Rub (2022), Syanevets & Sudakova (2019), and Khahande Karnama & Farahmand (2015) offered cross-sectoral perspectives that contrast with the government setting of the present study. Regarding holistic job fulfillment, the researcher drew insights from Tan (2023), Yusim (2024), De Los Santos & Labrague (2021), and Smith (2023), who emphasized work-life balance, wellness, and engagement as pillars of fulfillment. Supporting works by QuestionPro (2024), Pelago (2024), Swofford (2023), and Ryan & Deci (2020) stressed job satisfaction's impact on productivity, morale, and retention. Job enrichment and motivation were addressed by Van Vulpen (2023), Indeed Editorial Team (2023), and Aspire Training Team (2023), who highlighted the need for autonomy, recognition, and supportive environments. Studies such as Kurez & Anderson (2024), Donohoe (2013), Inayat & Khan (2021), and Kiram (2022) emphasized a holistic lens on job fulfillment, aligning with the present study's approach. Conducted across varied sectors and locations—from Oman to Sulu—these works inform the unique focus on DENR employees in Nueva Vizcaya, underscoring the relevance of context in assessing employee experience and performance.

3. Methodology

Research Design. This study on organizational integrity, organizational loyalty, and holistic job fulfillment among employees of the Department of Environment and Natural Resources-Nueva Vizcaya primarily utilized quantitative research methodologies to thoroughly investigate the research queries outlined in the initial chapter. Quantitative research involves the use of computational, statistical, and mathematical tools to quantify the prevalence of a particular issue within a specific population (Gay et al., 2009). Furthermore, the study employed the descriptive-correlational method, utilizing a structured questionnaire supplemented with open-ended questions as the primary data-gathering instrument. The selection of this method was based on the aim to describe specific phenomena and gather factual information with analytical interpretation (Creswell, 2012). Employing a quantitative research design for this study on organizational integrity, organizational loyalty, and holistic job fulfillment among employees of the Department of Environment and Natural Resources-Nueva Vizcaya is crucial for several reasons. Quantitative research relies on numerical data and statistical analysis, offering a structured and objective approach to explore complex issues within organizations. The descriptive-correlational method is essential in this study on organizational integrity, organizational loyalty, and holistic job fulfillment among employees of the Department of Environment and Natural Resources-Nueva

Vizcaya. This method helps explore relationships among variables without manipulating them, providing insights into how different aspects of the organizational environment are related. By using this approach, the study gains a comprehensive understanding of existing conditions within the organization.

Research Environment. This study was conducted within the Department of Environment and Natural Resources (DENR) in Nueva Vizcaya, officially referred to as the Provincial Environment and Natural Resources Office (PENRO). The DENR-Nueva Vizcaya plays a pivotal role in promoting sustainable development and managing the province's natural resources, in line with its mandate under Executive Order 192. This mandate emphasizes the equitable, efficient, and sustainable use of natural resources to benefit current and future generations. Strategically located within the Nueva Vizcaya Provincial Capitol Compound, the PENRO office provides ease of coordination with other government agencies, enhancing inter-agency collaboration on environmental programs and initiatives. The central location also allows for accessibility and streamlined communication in the implementation of environmental policies. To further extend its reach and operational efficiency, the DENR-Nueva Vizcaya maintains a sub-office at the Bangan Hill Natural Park in Barangay Magsaysay, Bayombong. This park serves not only as a functional site but also as a symbol of the agency's commitment to conservation and the protection of the province's natural heritage. Additionally, DENR-Nueva Vizcaya administers two Community Environment and Natural Resources Offices (CENROs). These are located in the municipalities of Dupax del Norte and Aritao, respectively. The CENROs are responsible for providing localized environmental governance, ensuring that policies and programs are effectively executed at the community level. Through this decentralized structure, DENR-Nueva Vizcaya is able to address the diverse environmental needs of various localities across the province, promoting a more inclusive and responsive approach to natural resource management.

Respondents of the Study. The respondents of the study consisted of 105 employees from the Department of Environment and Natural Resources (DENR) in Nueva Vizcaya, representing 73.43% of the total workforce of 143 employees. This sample size was calculated using the Slovin Formula, which is a common statistical method for determining the appropriate sample size from a given population while maintaining a specific margin of error. These respondents were drawn from various DENR-Nueva Vizcaya offices, ensuring a comprehensive representation of the organization's workforce. Employees will be selected from the Provincial Environment and Natural Resources Office (PENR) Main Office in Bayombong, the Community Environment and Natural Resources (CENR) Office in Aritao, and the CENR Office in Dupax. By drawing from multiple offices and departments, the study aims to capture a diverse range of insights and experiences, thereby enhancing the validity and reliability of its conclusions. This balanced approach to respondent selection contributes to a more thorough and accurate analysis of the study's research questions.

Table 1

Frequency and Percentage Distribution of Respondents according to Office

Office	Population	Respondents	Percentage
CENRO Aritao	58	43	74.14
CENRO Dupax	45	33	73.33
PENR Office	40	29	72.50
Total	143	105	73.43

Sampling Procedure. The study employed a stratified sampling method, dividing the DENR offices in Nueva Vizcaya into distinct strata to ensure proportional representation. Approximately 72% to 74% of the total population was targeted, and within each stratum, simple random sampling was used to give every individual an equal chance of selection. This approach ensured a diverse and representative sample across the different offices. Ethical considerations were strictly observed. Informed consent was obtained by clearly explaining the study's purpose, procedures, potential risks, and benefits. Participation was voluntary, allowing respondents to decide freely. The researcher protected participants' privacy and confidentiality, reporting data anonymously to foster trust and encourage honest responses.

Research Instrument. In order to gather the salient data needed in this study, the following research

instrument was utilized:

Organizational Integrity Survey Questionnaire. The 24-item questionnaire developed and validated by Castriciones et al. (2024) is a research tool designed to assess multiple dimensions of organizational loyalty. With a high internal consistency of 0.827, this instrument demonstrates strong reliability, indicating that its items cohesively measure the intended constructs. The questionnaire evaluates four key dimensions of organizational integrity like ethical leadership, transparency and accountability, compliance with laws and regulations, and community engagement and trust-building.

Organizational Loyalty Descriptive Questionnaire. This is a comprehensive 36-item instrument designed and validated by Ocampo et al. (2024) to measure various facets of organizational loyalty. With an internal consistency (Cronbach's alpha) of 0.78, this questionnaire has demonstrated reliability and robustness in assessing loyalty within an organizational context. This instrument explores six distinct dimensions of loyalty, providing a holistic understanding of how employees align with their organization. The dimensions are as follows: mission commitment, ethical loyalty, service loyalty, leadership loyalty, cultural loyalty, and resilient loyalty.

Holistic Job Fulfillment Questionnaire. This is a meticulously designed 24-item instrument, developed and validated by Apostol et al. (2024), that aims to provide a comprehensive measure of job fulfillment. This tool examines the construct through four critical dimensions: job engagement, job satisfaction, job motivation, and job enrichment, offering a broad yet detailed perspective on employee well-being in the workplace. The instrument's internal consistency, with a Cronbach's alpha of 0.803, underscores its reliability in capturing these dimensions. This level of consistency suggests that the questionnaire items are cohesive and interconnected, indicating that they collectively measure the intended concept effectively.

Data Gathering Procedure. To initiate the study, the researcher sought permission from DENR officials at the regional office by presenting a recommendation letter from the Dean of the College of Arts and Sciences. This ensured that all institutional protocols were properly observed. Upon receiving official authorization, the researcher coordinated with various departments within DENR–Nueva Vizcaya to enable the smooth distribution and collection of research instruments. Before distributing the questionnaires, participants were briefed on the study's purpose, objectives, and significance to the organization. The researcher encouraged them to respond truthfully to uphold the reliability and validity of the results. After the questionnaires were completed and gathered, the data were compiled and tabulated. This was followed by statistical analysis to interpret the findings and address the specific research questions outlined in Chapter 1. This structured process ensured that the results were both accurate and credible.

Statistical Treatment of Data. The data gathered through the questionnaire were analyzed using the following statistical tools.

Mean. This was utilized to determine the perceived organizational integrity, organizational loyalty, and holistic job fulfillment of the respondents.

Pearson-r. This was used to determine the significant correlation between the respondents' perceived organizational integrity, organizational loyalty, and holistic job fulfillment.

4. Results and Discussion

Problem 1. How do the employees of the Department of Environment and Natural Resources in Nueva Vizcaya perceive their organizational integrity along the dimension of ethical leadership, transparency and accountability, compliance with laws and regulations, and community engagement and trust building?

Table 2 below shows the respondents' perception of their organizational integrity along the different dimensions or components.

Table 2*Mean and Qualitative Description of the Respondents' Perception of their Organizational Integrity (n=105)*

Organizational Integrity	Mean	Qualitative Description
Ethical Leadership	3.56	Very Good
Transparency and Accountability	2.97	Good
Compliance with Rules and Regulations	3.19	Good
Community Engagement and Trust Building	3.53	Very Good
Grand Mean	3.25	Good Organizational Integrity

The data on Organizational Integrity reveals a grand mean of 3.25, which corresponds to a "Good" qualitative description. This indicates that the organization maintains a satisfactory level of integrity, though there are areas that require improvement. Among the dimensions, Ethical Leadership stands out with the highest mean of 3.56, rated as "Very Good." This suggests that the leadership is perceived as upholding strong ethical standards, setting a positive example for the organization in terms of moral conduct and integrity. Similarly, Community Engagement and Trust Building scored a mean of 3.53, also rated "Very Good," reflecting the organization's effectiveness in engaging with the community and fostering trust. This implies strong efforts in building positive relationships with external stakeholders, which strengthens the organization's reputation.

Compliance with Rules and Regulations garnered a mean of 3.19, rated as "Good," indicating that while the organization generally adheres to established rules, there may be inconsistencies that need to be addressed to further strengthen compliance. The lowest-rated dimension is Transparency and Accountability, with a mean of 2.97, still classified as "Good." However, this score suggests that transparency in decision-making and accountability mechanisms within the organization could be improved to enhance overall integrity. However, while the organization demonstrates positive integrity, particularly in leadership and community relations, there is a need to focus on improving transparency and accountability.

Problem 2. How do the respondents perceive their organizational loyalty along the dimensions of mission commitment, ethical loyalty, service loyalty, leadership loyalty, cultural loyalty, and resilient loyalty?

The data on Table 3 below on Organizational Loyalty indicates an overall "Good" manifestation by the respondents, with a grand mean of 3.34. This suggests that, on average, employees demonstrate a solid commitment to organizational loyalty, though there are areas with varying levels of strength. The highest-rated dimension is Cultural Loyalty, with a mean of 3.57, described as "Very Good". This indicates that employees feel a strong connection to the organizational culture, reflecting a deep sense of belonging and alignment with the values and norms of the organization. Leadership Loyalty follows closely with a mean of 3.53, also rated "Very Good". This score highlights a significant level of trust and loyalty towards the organization's leadership, suggesting that employees respect and support their leaders' vision and decisions.

Table 3*Mean and Qualitative Description of the Respondents' Perception of their Organizational Loyalty (n=105)*

Organizational Loyalty	Mean	Qualitative Description
Mission Commitment	3.12	Good
Ethical Loyalty	3.04	Good
Service Loyalty	3.31	Good
Leadership Loyalty	3.53	Very Good
Cultural Loyalty	3.57	Very Good
Grand Mean	3.34	Good Organizational Loyalty

Resilient Loyalty, with a mean of 3.44 and rated "Good", reflects employees' ability to remain committed and loyal even during challenging times. This dimension shows that employees are generally resilient in maintaining their loyalty to the organization despite difficulties. Service Loyalty has a mean of 3.31, categorized as "Good", indicating that employees are committed to serving the organization's goals and delivering quality service. While positive, there is still room for improvement to elevate this dimension further. Mission

Commitment scores a 3.12, also described as "Good", showing that employees generally align with and support the organization's mission, but this dimension could be further strengthened to ensure deeper commitment. Lastly, Ethical Loyalty has a mean of 3.04, rated "Good", indicating that employees maintain loyalty based on ethical considerations, though this area has the lowest score and may benefit from additional focus to enhance ethical commitment within the organization.

Problem 3. How do the respondents perceive their holistic job fulfillment along the dimension of job engagement, job satisfaction, job motivation, and job enrichment?

Table 4

Mean and Qualitative Description of the Respondents' Perception of their Holistic Job Fulfillment (n=105)

Holistic Job Fulfillment	Mean	Qualitative Description
Job Engagement	3.23	Good
Job Satisfaction	3.37	Good
Job Motivation	3.62	Very Good
Job Enrichment	3.18	Good
Grand Mean	3.35	Good
Holistic Job Fulfillment		

The data in Table 4 on holistic job fulfillment presents a comprehensive view of employee experiences within the organization. The grand mean of 3.35 is categorized as "Good," indicating a generally positive level of job fulfillment among employees. Among the dimensions, job motivation stands out with a mean of 3.62, rated as "Very Good." This suggests that employees feel highly motivated in their roles, which is a critical factor for overall job fulfillment and productivity. Following this, job satisfaction has a mean of 3.37, also rated as "Good," indicating that employees are generally content with their jobs, though there may still be areas for improvement.

Job engagement (3.23) and job enrichment (3.18), both categorized as "Good," reveal that while employees are engaged in their work and find some enrichment in their roles, there is potential for further development in these areas to enhance their overall job fulfillment. The findings revealed that while employees exhibit good levels of job fulfillment, particularly in motivation, attention to engagement and enrichment can further enhance their overall experience within the organization.

Problem 4. Is there a significant relationship between the perceived organizational integrity and organizational loyalty of the respondents?

In order to determine the significant correlation between the perceived organizational integrity and organizational loyalty of the respondents, the Pearson correlation coefficient (r) was employed by the researcher. Results of correlation is presented in Table 5 below.

Table 5

Correlation Coefficient Between Organizational Integrity and Organizational Loyalty as Perceived by the Respondents (n=105)

Respondents (N = 103)				
Compared Variables	Correlation Coefficient	Critical r-value	Coefficient of Determination	Statistical Inference
Organizational Integrity	0.725 (high positive correlation)	0.192	53.00%	Very Significant
VS				
Organizational Loyalty				
Degrees of Freedom: 103		Level of Significance: 0.05		

Table 5 reveals a strong, highly significant positive relationship between perceived organizational integrity and organizational loyalty among the respondents. This is evidenced by the computed r-value of 0.725, which exceeds the critical r-value of 0.192 at 103 degrees of freedom and a 0.05 level of significance. The high r-value

indicates that as organizational integrity improves, so does employee loyalty, suggesting that ethical leadership and integrity play a crucial role in fostering employee commitment. This significant correlation underscores the importance of maintaining integrity within the organization to promote loyalty and a positive work environment.

Santos's (2024) qualitative research supports the findings of the current study, revealing a significant correlation between organizational integrity and organizational loyalty among women executives in selected national government agencies in the Philippines. Participants consistently highlighted the importance of organizational values, ethical conduct, and transparent communication in fostering loyalty and commitment to their agencies. This evidence aligns with the current study's findings among DENR employees, suggesting that perceptions of integrity similarly influence their loyalty. Furthermore, Santos identified specific organizational practices and initiatives that enhance perceptions of integrity and loyalty, reinforcing the idea that cultivating these elements is essential for promoting a committed workforce within the Philippine public sector, including the DENR.

Moreover, the same table shows that the 53% coefficient of determination (R^2) between organizational loyalty and organizational integrity among DENR employees indicates that 53% of the variation in organizational loyalty can be explained by the level of perceived organizational integrity. This means that over half of employees' loyalty to the organization is influenced by their perception of the organization's ethical standards, fairness, and honesty. The remaining 47% is likely affected by other factors, such as job satisfaction, career development opportunities, or work environment. The result emphasizes the critical role of organizational integrity in shaping employee loyalty and trust within the DENR as an organization.

Alonto's (2023) investigation into organizational integrity within local government agencies in Southern Mindanao supports the findings of the current study on the significant relationship between organizational integrity and loyalty. Alonto's quantitative analysis revealed disparities in transparency and accountability across agencies, with some demonstrating strong integrity practices and others needing improvement. These variations highlight how inconsistencies in organizational integrity can affect employee perceptions and, consequently, their loyalty. The study also identified challenges such as bureaucratic red tape and resistance to change, as well as facilitators like strong leadership and stakeholder engagement, reinforcing the importance of integrity in fostering organizational loyalty.

Problem 5. Is there a significant relationship between the perceived organizational integrity and holistic job fulfillment of the respondents?

In order to determine the significant correlation between the perceived organizational integrity and holistic job fulfillment of the respondents, the Pearson correlation coefficient (r) was employed by the researcher. Results of correlation is presented in Table 6 below. Table 6 reveals a very significant and moderate relationship between perceived organizational integrity and holistic job fulfillment among the respondents. This is supported by a computed r -value of 0.693, which exceeds the critical r -value of 0.192 for 103 degrees of freedom at the 0.05 level of significance. This strong correlation suggests that as employees perceive greater organizational integrity, their overall job fulfillment increases, highlighting the importance of integrity in fostering a satisfying work environment. The findings underscore the need for organizations to prioritize integrity to enhance employee satisfaction and engagement.

The 48% coefficient of determination (R^2) indicates that nearly half of the variation in holistic job fulfillment among DENR employees can be explained by their perceptions of organizational integrity. This substantial percentage suggests a strong connection between how employees perceive the integrity of their organization and their overall job satisfaction. In practical terms, it means that factors such as ethical leadership, transparent communication, and a commitment to values significantly influence employees' feelings of fulfillment in their roles. Conversely, the remaining 52% of the variation may be attributed to other variables, such as personal motivations, work environment, or external factors affecting job satisfaction. This finding underscores the critical role of fostering organizational integrity as a strategic focus for enhancing employee

fulfillment, which can ultimately lead to increased productivity and commitment within the DENR. Organizations should prioritize initiatives that reinforce integrity to improve overall employee morale and job satisfaction.

Table 6

Correlation Coefficient Between Organizational Integrity and Holistic Job Fulfillment as Perceived by the Respondents (n=105)

Compared Variables	Correlation Coefficient	Critical r-value	Coefficient of Determination	Statistical Inference
Organizational Integrity				
VS	0.693 (moderate positive correlation)	0.192	48.00%	Very Significant
Holistic Job Fulfillment				

Degrees of Freedom: 103

Level of Significance: 0.05

Alawi's (2024) correlational research supports the current study's results by exploring the relationship between organizational integrity and holistic job fulfillment among employees in municipal local government units (MLGUs) in Sulu, Southern Philippines. Utilizing structured interviews, focus group discussions, and brainstorming sessions, Alawi gathered insights into employees' perceptions of organizational integrity and its influence on job satisfaction and fulfillment. The findings revealed a significant positive correlation: employees who perceived higher levels of organizational integrity reported greater job satisfaction and fulfillment. This aligns with the current study's conclusion that organizational integrity is significantly related to the holistic job fulfillment of DENR employees. The implications of Alawi's research highlight the essential role of organizational integrity in fostering positive work experiences and employee well-being. By maintaining and promoting integrity, organizations can enhance job satisfaction and fulfillment, a vital consideration for leaders and policymakers in the public sector.

Problem 6. Is there a significant relationship between the perceived organizational loyalty and holistic job fulfillment of the respondents?

In order to determine the significant correlation between the perceived organizational loyalty and holistic job fulfillment of the respondents, the Pearson correlation coefficient (r) was employed by the researcher. Results of correlation is presented in Table 7 below.

Table 7

Correlation Coefficient Between Organizational Loyalty and Holistic Job Fulfillment as Perceived by the Respondents (n=105)

Compared Variables	Correlation Coefficient	Critical r-value	Coefficient of Determination	Statistical Inference
Organizational Loyalty				
VS	0.782 (high positive correlation)	0.192	61.11%	Very Significant
Holistic Job Fulfillment				

Degrees of Freedom: 103

Level of Significance: 0.05

Table 7 indicates a very significant and strong positive relationship between organizational loyalty and holistic job fulfillment among the respondents. This is evidenced by a computed r-value of 0.782, which exceeds the critical r-value of 0.192 for 103 degrees of freedom at the 0.05 level of significance. This strong correlation suggests that higher levels of organizational loyalty are associated with increased holistic job fulfillment, underscoring the importance of fostering loyalty within organizations. Enhancing organizational loyalty can lead to improved job satisfaction and overall employee well-being, highlighting a critical area for strategic focus in

workforce development.

The coefficient of determination (R^2) of 61.11% indicates that organizational loyalty accounts for approximately 61.11% of the variation in holistic job fulfillment among DENR employees. This significant percentage reflects a robust relationship, suggesting that employees who exhibit higher levels of loyalty to their organization experience greater fulfillment in their roles. Essentially, as organizational loyalty increases, employees are likely to feel more satisfied and engaged in their work, underscoring the critical role loyalty plays in enhancing overall job fulfillment. However, it is important to note that 38.89% of the variation remains unexplained, pointing to other factors that may influence job fulfillment, such as individual motivations, workplace culture, or external conditions. This finding highlights the necessity for DENR to prioritize initiatives that strengthen organizational loyalty, as doing so can lead to improved employee satisfaction and well-being. Ultimately, fostering loyalty within the organization is essential for creating a more committed and fulfilled workforce.

Rub (2022) highlights the critical importance of organizational loyalty in enhancing organizational effectiveness, reinforcing the findings of the current study that a significant relationship exists between organizational loyalty and holistic job fulfillment among DENR employees. The research emphasizes that employee loyalty fosters affective commitment, positively influencing engagement and advocacy within the organization. Key indicators of loyalty—including attachment, sense of belonging, willingness to work overtime, and commitment level—play a crucial role in shaping employee experiences. These factors contribute to the overall loyalty landscape and, in turn, affect performance and success. Rub's study provides a comprehensive examination of the multifaceted nature of organizational loyalty, illustrating how it impacts employee behavior and organizational dynamics. This aligns with the current study's conclusion that enhancing organizational loyalty is essential for improving job fulfillment, thereby fostering a more committed and engaged workforce within the DENR.

5. Conclusions

- The Department of Environment and Natural Resources (DENR)-Nueva Vizcaya has a satisfactory level of organizational integrity, particularly in ethical leadership and community engagement, there are notable areas, especially in transparency and accountability, that require improvement.
- Overall, organizational loyalty among employees is rated as "Good," with strong cultural and leadership loyalty, but areas such as ethical loyalty and mission commitment indicate potential for further enhancement.
- Holistic job fulfillment is generally positive, particularly in job motivation and satisfaction, yet there remains a need for improvement in employee engagement and enrichment to enhance overall fulfillment.
- A strong positive relationship exists between perceived organizational integrity and organizational loyalty, suggesting that increases in integrity lead to higher levels of loyalty among employees.
- There is a moderate yet significant relationship between perceived organizational integrity and holistic job fulfillment, indicating that enhanced perceptions of integrity are associated with increased job fulfillment.
- A very strong positive relationship between organizational loyalty and holistic job fulfillment indicates that greater loyalty correlates with higher levels of overall job satisfaction among employees.
- In response to the findings, the researcher developed targeted training topics aimed at addressing areas of low performance, which will enhance organizational integrity, loyalty, and job fulfillment.

Recommendations

- Implement transparency initiatives by developing clear policies and procedures that improve openness in decision-making processes, while regularly communicating these to all employees. Strengthen accountability mechanisms through robust frameworks, including regular audits and feedback loops, to ensure adherence to ethical standards. Continuous leadership training focused on ethical decision-making will reinforce leaders' roles in modeling integrity and positively influencing organizational culture.
- Initiate programs that reinforce the organization's values and norms, fostering a deeper cultural connection among employees through team-building activities and recognition programs. Encourage leadership to actively engage with employees via regular town hall meetings or one-on-one check-ins to promote trust and responsiveness to employee concerns. Develop training on ethical practices to enhance employees' commitment to the organization's ethical standards.
- Introduce initiatives that promote active engagement, such as participative decision-making, allowing employees to influence projects and policies. Create job enrichment opportunities—like new responsibilities, cross-functional team participation, or professional development—to increase employees' sense of fulfillment. Regular satisfaction surveys can provide insights into employee engagement levels, enabling necessary adjustments in workplace practices.
- Create training programs based on the study's identified low-scoring areas, particularly focusing on transparency, accountability, and ethical loyalty. Implement mentorship and coaching programs to guide employees in their professional development, fostering a stronger sense of belonging. Evaluate training effectiveness through follow-up surveys and assessments to ensure they meet intended objectives.
- Establish a recognition program that acknowledges employee contributions, reinforcing loyalty and motivation. Promote work-life balance through flexible working hours and mental health resources to contribute significantly to overall job satisfaction and fulfillment.
- Implement regular assessments of organizational integrity, loyalty, and job fulfillment to monitor progress and identify areas for continuous improvement. Use feedback from employees to refine strategies and interventions, ensuring they align with the evolving needs of the workforce.
- Encourage a culture of continuous improvement by regularly reviewing policies and practices related to integrity, loyalty, and job fulfillment. Provide platforms for employees to share insights and suggestions, fostering a collaborative environment focused on organizational excellence. By implementing these comprehensive recommendations, the Department of Environment and Natural Resources can enhance its organizational integrity, loyalty, and holistic job fulfillment, ultimately leading to a more engaged and productive workforce.
- Future researchers in organization development and planning are encouraged to undertake a comprehensive exploration of the subject using triangulation and immersion methods. By examining constructs that significantly influence the variables studied in this research, scholars can enrich the data and insights obtained. This multifaceted approach not only enhances the depth and breadth of the findings but also fosters a clearer understanding of complex organizational dynamics. Such rigorous investigation will contribute meaningfully to the advancement of knowledge in the field of organization development and planning, ultimately guiding effective practices and strategies for organizational improvement.

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