

Organization development practices and human resource management of the Nueva Vizcaya Electric Cooperative (NUVELCO): Their relationship with organizational integrity

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Abstract

This study examined the organization development (OD) practices and human resource management (HRM) systems of Nueva Vizcaya Electric Cooperative and their relationship with organizational integrity. Specifically, it assessed the extent of implementation of OD practices across the dimensions of personnel, structure, strategy, change management, technology, empowerment, work ethics, goal setting, products and services, and quality of work life; evaluated HRM practices in terms of staffing, performance appraisal, career development, incentives and rewards, human resource development, compensation and benefits, and employee-management relations; and determined their correlation with organizational integrity, particularly in ethical leadership, transparency and accountability, compliance with laws and regulations, and community engagement. Employing a descriptive-correlational research design, data were collected from regular and permanent employees selected through multi-stage sampling using stratified and simple random sampling techniques. A validated and reliable survey instrument was utilized, and data were analyzed using weighted mean and Pearson product-moment correlation at a 0.05 level of significance. Findings revealed that NUVELCO's OD practices ($M = 4.49$), HRM practices ($M = 4.42$), and organizational integrity ($M = 3.60$) were all rated Very Good, indicating strong organizational systems and generally favorable ethical standards. Correlation analysis further showed significant positive relationships between OD practices and organizational integrity ($r = 0.628$), HRM practices and organizational integrity ($r = 0.712$), and OD practices and HRM ($r = 0.694$), suggesting that strengthened organizational systems contribute substantially to ethical behavior, transparency, accountability, and organizational credibility. Based on these findings, a holistic OD intervention framework was developed to strategically align OD and HRM practices toward reinforcing organizational integrity, improving workforce engagement, and sustaining long-term organizational effectiveness.

Keywords: human resource management, organization development practices, organizational integrity

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1. Introduction

The 21st century has placed new demands on organizations: rapid technological change, heightened stakeholder expectations, and increasingly stringent regulatory and ethical standards require firms to be both adaptive and morally coherent. Organization development (OD) practices—strategic interventions designed to align structure, processes, and people—must therefore operate hand-in-hand with contemporary human resource management (HRM) strategies to sustain performance, trust, and legitimacy. When OD initiatives and HRM reinforce one another, they create a resilient organizational architecture capable of delivering reliable services while safeguarding core values. Conversely, fragmented OD or weak HRM practices can leave organizations vulnerable to ethical lapses, poor morale, and reputational harm.

For service utilities such as electric cooperatives—whose mandate blends technical delivery with public accountability—the coupling of developmental practices and people management is especially consequential. Electric cooperatives operate at the intersection of public expectation and operational complexity: they must maintain reliable energy distribution while also demonstrating transparency, fairness, and stewardship of stakeholder resources. Organizational integrity—understood as the consistent enactment of moral and legal norms across policy, process, and behavior—becomes a vital lens through which cooperative sustainability is judged. This study therefore investigates how organization development practices together with HRM shape organizational integrity within the Nueva Vizcaya Electric Cooperative, offering evidence-based insight for practitioners and policy makers in similar public-service settings.

Recent scholarship conceptualizes organizational integrity as a multidimensional construct that links stated commitments to institutionalized processes and enacted behavior; measurement models have been proposed to help organizations assess integrity systematically (Fuerst et al., 2023). Understanding integrity as a triad—commitments, institutionalization, implementation—helps situate OD and HRM as both prerequisites and mechanisms for ethical organizational performance. Human resource practices that integrate social responsibility and ethical signals—often called socially responsible HRM (SRHRM)—have been shown to promote employee moral voice and pro-social behavior, largely by satisfying basic psychological needs and fostering autonomous motivation (Zhao, Chen, & Liu, 2022). Such HRM approaches can therefore be instrumental in translating organizational commitments into employee actions that preserve integrity.

Empirical reviews of modern HRM and OD point to consistent positive links between HRM practices (training, career development, performance systems) and organizational outcomes including performance, commitment, and ethical culture; contemporary studies emphasize that HRM must be intentionally designed to support developmental goals and ethical leadership if integrity is to follow (Arokiasamy et al., 2024; Hosen et al., 2024). This research highlights the mediating role of leadership and perceived organizational justice in the HRM–integrity relationship: ethical leadership and fair HR processes strengthen employees’ perceptions of justice and enhance integrity-consistent behavior (Grobler & Grobler, 2024). For a public cooperative like Nueva Vizcaya Electric Cooperative, combining OD interventions, SRHRM practices, and ethical leadership offers a pragmatic pathway to institutionalize integrity while improving service delivery and public trust.

Although the literature on organization development (OD), human resource management (HRM), and organizational integrity has grown, several gaps remain that justify the conduct of this study. First, existing frameworks on organizational integrity emphasize its multidimensional nature—linking commitments, institutionalization, and implementation—but empirical applications are still limited, especially within public

utilities and community-based cooperatives (Fuerst et al., 2023). Much of the current evidence comes from private or corporate settings, leaving a gap in understanding how integrity develops in organizations that operate under cooperative principles, public accountability, and community ownership.

Similarly, while studies demonstrate that HRM practices can cultivate ethical behavior and moral voice among employees (Zhao et al., 2022), there is little examination of how these practices interact with OD interventions in non-profit or semi-government service institutions, such as electric cooperatives. Most HRM–integrity research focuses on commercial organizations, despite the fact that service utilities face unique challenges—such as resource constraints, political pressures, and high public scrutiny—that may influence how integrity is strengthened or compromised. Another gap concerns the need for localized, context-specific research in developing countries. Scholars have noted that HRM models and OD frameworks developed in Western contexts may not fully capture how organizations in Asia operationalize integrity, manage employees, or implement developmental change (Arokiasamy et al., 2024). Electric cooperatives in the Philippines, in particular, operate within a hybrid governance structure involving member-consumers, government regulators, and local stakeholders—yet empirical studies linking OD, HRM, and integrity in this environment remain scarce.

Leadership and organizational justice have also emerged as critical mediators in ensuring ethical organizational behavior (Grobler & Grobler, 2024). However, the combined influence of OD strategies, HRM systems, and justice perceptions on integrity has not been systematically explored. This leaves a conceptual and empirical gap on how these elements jointly reinforce or weaken organizational integrity. Given these gaps, the present study focuses on the Nueva Vizcaya Electric Cooperative to generate evidence on how OD practices and HRM collectively relate to organizational integrity within a public service context. This contributes not only to theoretical advancement but also to practical insights that can strengthen governance and accountability in electric cooperatives.

This study is strongly aligned with global, national, and institutional research priorities, beginning with the Sustainable Development Goals (SDGs). Specifically, it advances SDG 16: Peace, Justice, and Strong Institutions, which calls for the promotion of effective, accountable, and transparent institutions. By examining organizational development practices, human resource management, and organizational integrity, the study directly supports efforts to strengthen governance mechanisms within public service institutions such as electric cooperatives. Integrity in organizational processes reflects not only ethical leadership but also fair and efficient service delivery—key indicators in achieving SDG 16. Additionally, the study complements SDG 8: Decent Work and Economic Growth, as effective HRM contributes to improved employee well-being, productivity, and sustainable organizational operations.

At the national level, the study aligns with the National Higher Education Research Agenda (NHERA), which prioritizes research on governance, institutional performance, human development, and organizational capacity-building. NHERA emphasizes the significance of evidence-based management practices to strengthen public institutions and improve service delivery. This research supports that directive by generating empirical insights on how OD and HRM practices influence organizational integrity in a utility sector vital to local socioeconomic development. The study is also anchored in the Nueva Vizcaya State University (NVSU) Research Agenda, particularly under the themes of *Good Governance*, *Public Service Innovation*, and *Socioeconomic Development*. NVSU encourages research that uplifts local institutions and enhances community welfare. By focusing on an essential service provider—Nueva Vizcaya Electric Cooperative—the study contributes to improving governance structures, strengthening transparency, and elevating public trust. The findings may serve as a basis for policy recommendations and capacity-building initiatives both within NVEC and other cooperatives in the region.

Lastly, the research reflects the priorities of the College of Arts and Sciences (CAS) Research Agenda, which include organizational studies, ethical governance, leadership development, and community-engaged research. The interdisciplinary nature of the study—integrating organizational behavior, human resource management, ethics, and public administration—makes it directly relevant to the CAS thrust of promoting socially responsive

and contextually grounded research. Through its focus on organizational integrity, the study aligns with CAS's commitment to advancing ethical leadership and institutional accountability within local organizations.

It has been the observation of the researcher that employees of the Nueva Vizcaya Electric Cooperative (NUVELCO) operate within a complex service environment characterized by growing consumer expectations, increasing regulatory demands, and continuous organizational changes. These conditions have surfaced several concerns and challenges that directly affect employee performance, workplace relationships, and the overall integrity of the organization. One of the prevailing concerns is the inconsistency in organizational development practices, particularly in areas such as communication flow, change implementation, and strategic alignment. Employees report variations in how policies are executed across departments, creating uncertainty and confusion that hinder both efficiency and accountability.

Human resource management processes also present notable challenges. Issues related to performance appraisal, limited training opportunities, unclear career progression, and perceived inequities in workload distribution have been observed. Such inconsistencies affect employee morale and may weaken trust in management decisions. Additionally, the cooperative structure of NUVELCO—defined by shared ownership and public accountability—requires transparent and ethical practices, yet employees have raised concerns about lapses in communication, delayed resolutions of internal issues, and insufficient engagement in decision-making processes. These elements contribute to difficulties in sustaining organizational integrity, especially when frontline employees feel inadequately supported or disconnected from institutional goals.

External pressures intensify these challenges. NUVELCO employees often face demanding situations such as complaints from member-consumers, urgent service restoration during power interruptions, and the need to comply with evolving national energy policies. High-stress operational conditions may expose weaknesses in teamwork, coordination, and leadership responsiveness. These concerns collectively highlight the need to investigate how organizational development practices and human resource management influence the integrity of the cooperative.

The study assumes that employees are capable of providing honest and accurate responses regarding organizational development practices, HRM systems, and integrity-related behaviors within NUVELCO. It presumes that organizational development and HRM significantly influence institutional integrity and that these relationships can be measured through validated research instruments. It further assumes that employees across departments share comparable experiences with organizational systems, even though the degree of exposure to management processes may differ. Lastly, the study assumes that strengthening OD and HRM will result in improved integrity, employee satisfaction, and more ethical and accountable service delivery within the cooperative. Hence, this study.

2. Related Literature

The study on the organization development practices and human resource management of the Nueva Vizcaya Electric Cooperative (NUVELCO) and their relationship with organizational integrity is anchored on a combination of established management theories that provide a robust conceptual lens. Organization development practices (ODP) are grounded in Lewin's Change Theory (1947) and complemented by Systems Theory, which together conceptualize the organization as a dynamic, interrelated system undergoing planned interventions. Lewin's model—comprising unfreezing, change, and refreezing—provides a framework to understand how strategic interventions in people, processes, and structures can produce sustainable organizational transformation. Contemporary studies emphasize that change-oriented interventions enhance employees' readiness to adapt and improve overall organizational effectiveness (Metwally, Ruiz-Palomino, Metwally, & Gartzia, 2019). Systems Theory further underscores that modifications in one component, such as strategy or technology, reverberate across the organizational system, influencing both individual and collective outcomes.

Human resource management (HRM), as the second variable, is theoretically anchored in the Resource-Based View (RBV) Theory by Barney (1991). HRM systems, including staffing, performance appraisal, career

development, compensation, and employee relations, are viewed as strategic resources that can produce sustainable competitive advantage if effectively developed and deployed. Recent research demonstrates that HRM practices that invest in employee capabilities and satisfaction contribute to higher commitment, ethical behavior, and organizational performance (Zheng et al., 2022; Aktar & Pangil, 2018). Additionally, motivational frameworks, such as Herzberg's Two-Factor Theory, complement RBV by explaining how well-designed HRM practices enhance engagement and work-related satisfaction, supporting employees as both productive and morally committed members of the organization.

Organizational integrity, the third variable, is anchored in Ethical Leadership Theory and Stakeholder Theory. Ethical Leadership Theory posits that leaders who model moral behavior and prioritize transparency and accountability influence employee behavior and organizational culture (Guo, 2022). Stakeholder Theory emphasizes the responsibility of organizations to multiple constituencies, including employees, members, regulators, and the community, which reinforces the need for integrity-based practices in decision-making, policy implementation, and service delivery (Zheng et al., 2022). Organizational integrity thus emerges from the interplay of ethical leadership, stakeholder engagement, and systemically reinforced OD and HRM practices.

Conceptually, the study posits that OD practices and HRM interventions act as critical inputs in shaping organizational capabilities and human capital. When guided by ethical leadership and stakeholder accountability, these inputs influence the cultivation and maintenance of organizational integrity. OD practices provide the structural and cultural interventions necessary for transformation, HRM ensures the development and motivation of employees as strategic resources, and ethical leadership ensures that both processes align with moral and societal expectations. Together, these theoretical anchors provide a coherent framework for examining how organizational development and human resource practices influence ethical and accountable organizational behavior in a public cooperative setting.

Organization development (OD) practices represent intentional, systematic interventions aimed at improving an organization's effectiveness, adaptability, and health. At their core, these practices emphasize not only structural change but also human capacity building, engagement, and sustainable performance. According to recent literature, OD is increasingly framed as a bundle of practices that address multiple dimensions — from empowerment and technology to work-life quality and ethical behavior — which are critical to ensuring that change is not just implemented but internalized by employees (Organization Development Journal, 2025). One essential dimension of OD is people — how employees are developed, engaged, and empowered. Modern OD emphasizes investing in human capital, building trust, and enabling individuals to contribute strategically rather than merely carrying out transactional tasks (Journal of Informatics Education & Research, 2024). Another dimension is structure and strategy, which refers to aligning organizational architecture — roles, reporting lines, and strategy — with long-term development ambitions. As organizations contend with increasingly rapid change, OD must ensure that structural redesign supports both innovation and stability.

Change management is another critical field of OD: interventions such as diagnosing cultural resistance, facilitating unfreezing of old patterns, and reinforcing new norms are central to lasting transformation. This dimension often intersects with technology, since digitalization and new ways of working require social adoption as well as technical deployment. Literature on “new ways of working” highlights how technological practices (e.g., flexible work, digital tools) must be complemented by people-oriented change efforts to realize both performance and well-being benefits. Another important dimension is empowerment, which involves giving employees greater autonomy, participation in decision-making, and ownership over their work. Empowerment supports OD because it helps build a culture of trust and continuous improvement, rather than top-down change. Linked to that is work ethics and goal setting, where ethical norms, performance expectations, and shared objectives are embedded into OD interventions to cultivate both efficacy and moral alignment.

Quality of work life (QWL) stands out prominently in contemporary OD frameworks. Research shows that improving QWL — such as work-life balance, job satisfaction, and the work environment — not only sustains

engagement, but also contributes to higher productivity and organizational commitment (Leitão, Pereira, & Gonçalves, 2019). Moreover, a study conducted in educational settings found that QWL is significantly associated with employee engagement, suggesting that OD must explicitly target the work-life dimension to foster long-term human and organizational flourishing (Acta Colombiana de Psicología, 2020). It is noted by the researcher that organization development practices today are multidimensional: they address structural alignment, human empowerment, technological change, ethical goal setting, and quality of work life. Scholars increasingly agree that sustainable and meaningful OD requires not just superficial interventions but a holistic, human-centered approach — one that integrates the technical and the social, the individual and the institutional.

On the other hand, human resource management (HRM) as a variable encompasses a set of strategic practices aimed at managing the workforce to achieve organizational objectives while promoting employee growth, motivation, and satisfaction. HRM has evolved beyond administrative functions to a comprehensive approach that aligns human capital with organizational goals, fostering performance and engagement (Van de Voorde, Paauwe, & Van Veldhoven, 2022). In contemporary organizations, HRM is operationalized across multiple dimensions, each contributing to employee effectiveness and organizational success. The staffing process refers to the systematic recruitment, selection, and placement of employees. Effective staffing ensures that individuals possess the right skills, attitudes, and potential to meet organizational needs. Research has shown that structured and merit-based staffing processes enhance job performance, organizational commitment, and employee satisfaction (MDPI, 2023).

Performance appraisal is a key HRM practice designed to evaluate employee contributions, provide constructive feedback, and identify development needs. Contemporary appraisal systems emphasize continuous feedback and alignment with organizational objectives, which improves accountability, motivation, and professional growth (Shiferaw, 2022). Career development focuses on offering pathways for professional growth through promotions, skill enhancement, and succession planning. Organizations that invest in career development foster employee engagement, loyalty, and retention, as individuals perceive opportunities for long-term progression (Van de Voorde et al., 2022). Incentives and awards constitute formal recognition for performance and contributions. Well-designed reward systems, including bonuses, merit pay, and recognition programs, are positively correlated with motivation, job satisfaction, and organizational commitment (Hina & Siraj, 2025).

Human resource development (HRD) involves training, coaching, and learning initiatives that build competencies and improve performance. HRD is integral to organizational adaptability and resilience, particularly in dynamic and technology-driven environments (Bohlouli et al., 2020). Compensation and benefits include monetary and non-monetary rewards provided to employees. Equitable and competitive compensation enhances retention, satisfaction, and engagement, signaling that the organization values its workforce (MDPI, 2023). Finally, employee-management relations refer to the interactions, communication, and collaboration between employees and supervisors. Positive relations foster trust, reduce conflicts, and promote a cooperative organizational culture, which supports overall performance and organizational integrity (Van de Voorde et al., 2022).

It is also noted by the researcher that HRM practices across these dimensions work synergistically to develop competent, motivated, and committed employees. When effectively implemented, they not only enhance individual performance but also strengthen organizational capability, culture, and long-term sustainability. Furthermore, organizational integrity refers to the consistent alignment between an organization's values, principles, and actions, ensuring ethical behavior, compliance, and trustworthiness across all levels. It is a critical determinant of sustainable performance, reputation, and stakeholder confidence. In contemporary research, organizational integrity is viewed not merely as an ethical requirement but as a strategic resource that fosters employee commitment, stakeholder trust, and long-term organizational resilience (Guo, 2022).

Ethical leadership forms the foundation of organizational integrity. Leaders who demonstrate honesty, fairness, and moral decision-making influence the behavior of employees, create a culture of ethical accountability, and encourage ethical conduct in daily operations (Metwally, Ruiz-Palomino, Metwally, & Gartzia, 2019). Studies

indicate that ethical leadership enhances employees' ethical awareness, reduces unethical practices, and strengthens overall organizational performance. Transparency and accountability are closely intertwined dimensions that reinforce integrity. Transparency involves the clear, open communication of decisions, policies, and performance outcomes, while accountability ensures that individuals and units are held responsible for their actions. Research shows that organizations practicing transparency and accountability experience higher levels of employee trust, engagement, and compliance with organizational goals (Sharif et al., 2020). These practices also mitigate risks associated with corruption and mismanagement.

Compliance with laws and regulations is another essential aspect of integrity. Organizations must ensure that their operations adhere to legal standards, regulatory requirements, and ethical norms. Effective compliance mechanisms, such as internal audits, risk management systems, and legal training programs, not only prevent legal violations but also enhance organizational legitimacy and stakeholder confidence (Zheng et al., 2022). Finally, community engagement and trust-building extend organizational integrity beyond internal operations to external stakeholders. Active participation in social initiatives, environmental sustainability, and community development fosters public trust and enhances the organization's social license to operate. Studies emphasize that organizations committed to meaningful engagement with communities build stronger reputations, stakeholder loyalty, and cooperative relationships, which are crucial for long-term success (Frontiers in Psychology, 2022).

Organizational integrity is multidimensional, encompassing ethical leadership, transparency and accountability, legal compliance, and community engagement. Together, these dimensions create a culture of trust, responsibility, and moral consistency that underpins sustainable organizational performance and strengthens stakeholder relationships. By embedding integrity into policies, practices, and leadership behaviors, organizations can navigate complex social and regulatory environments while maintaining ethical and operational excellence. The current study operates under the fundamental assumption that organization development practices (ODP), human resource management (HRM), and organizational integrity are interrelated constructs that collectively shape organizational performance, sustainability, and ethical culture. Organization development practices, which encompass systematic interventions in areas such as people, structure, strategy, technology, change management, and work culture, are designed to enhance organizational effectiveness, adaptability, and resilience in dynamic environments. It is assumed that when OD practices are strategically implemented, they provide a solid foundation for human resource management by aligning employee roles, competencies, and responsibilities with organizational goals, thereby facilitating seamless execution of strategies and fostering an adaptable workforce (Metwally, Ruiz-Palomino, Metwally, & Gartzia, 2019).

In a complementary manner, human resource management practices—including staffing, training, performance appraisal, career development, compensation and benefits, incentives and awards, and employee-management relations—are presumed to reinforce OD initiatives by ensuring that employees possess the requisite skills, motivation, and commitment to respond positively to organizational changes. Effective HRM practices also promote employee engagement, loyalty, and professional growth, which are critical for sustaining organizational transformation and achieving strategic objectives (Van de Voorde, Paauwe, & Van Veldhoven, 2022). Organizational integrity, reflected in ethical leadership, transparency, accountability, compliance with laws and regulations, and community engagement, is assumed to be strongly influenced by both OD and HRM practices. Structured OD interventions coupled with ethically grounded HRM systems are expected to cultivate a culture where employees consistently act in accordance with organizational values, demonstrating honesty, responsibility, and social accountability. Therefore, the study assumes positive correlations among these three variables, suggesting that enhancements in OD and HRM practices are likely to result in higher levels of organizational integrity, thereby promoting trust, credibility, and sustainable organizational performance (Guo, 2022; Zheng et al., 2022).

3. Methodology

Research Design - This study employed a quantitative research design using a descriptive-correlational

approach to examine the relationships among organizational development (OD) practices, human resource management (HRM) practices, and organizational integrity within the Nueva Vizcaya Electric Cooperative (NUVELCO). A quantitative approach was deemed most appropriate because it facilitates the systematic collection and statistical analysis of numerical data from a substantial population, enabling the identification of patterns, trends, and relationships among variables (Creswell & Creswell, 2018).

The descriptive component of the study provided a comprehensive profile of the existing organizational systems within NUVELCO. Specifically, it described the extent of implementation of OD practices such as leadership support, communication systems, knowledge sharing, employee empowerment, change management, goal setting, technology utilization, and quality of work life. It also examined HRM functions, including recruitment and selection, training and development, performance appraisal, compensation and benefits, career advancement, incentive systems, and employee relations. In addition, the study assessed the level of organizational integrity, focusing on ethical leadership, transparency, accountability, compliance with policies and regulations, and community engagement. These descriptions were essential in establishing a clear understanding of the organization's internal environment and operational dynamics.

The correlational component of the study determined whether significant relationships existed among OD practices, HRM practices, and organizational integrity. This design was particularly suitable for natural organizational settings where variables cannot be manipulated but are observed as they occur (Gay et al., 2012). Through correlational analysis, the study assessed the degree to which OD and HRM practices influenced or were associated with organizational integrity outcomes, thereby providing empirical evidence on how managerial systems contribute to ethical governance and organizational effectiveness. Organizational integrity, defined as the consistent alignment between organizational values, ethical behavior, transparency, fairness, and accountability, is a critical determinant of trust, legitimacy, and institutional sustainability. In service-oriented institutions such as electric cooperatives, integrity is essential for maintaining stakeholder confidence and ensuring effective service delivery. By quantitatively examining these variables, the study generated evidence-based insights that may enhance organizational governance, strengthen HR systems, and improve overall institutional performance.

The selected research design aligns with the objectives of the study, as it allows for both descriptive mapping and inferential analysis of key organizational constructs (Leedy & Ormrod, 2021). Ultimately, the findings contribute to the growing body of literature on organizational development, human resource management, and organizational ethics, while offering practical implications for improving leadership practices and institutional integrity within electric cooperatives.

Research Environment - The study was conducted at the Nueva Vizcaya Electric Cooperative, Inc. (NUVELCO), located at its main office in Barangay Gabut, Dupax del Sur, Nueva Vizcaya, including six strategically located branch offices across the province. These offices collectively form the cooperative's operational and administrative network responsible for power distribution, customer service, and rural electrification. NUVELCO operates under the mission of providing reliable, efficient, quality, and reasonably priced electric service, serving as a guiding framework for evaluating organizational development and HRM practices. Its vision of becoming a diamond-awardee electric cooperative with empowered and satisfied member-consumer-owners underscores its commitment to excellence, innovation, and stakeholder satisfaction. These institutional goals emphasize the importance of effective organizational systems, ethical leadership, and employee engagement.

The cooperative's organizational culture is anchored on the core values of nobility, unity, volunteerism, excellence, loyalty, commitment, and optimism, which shape workplace behavior, leadership practices, and employee interactions. These values provide a strong foundation for examining how organizational systems influence employee behavior and institutional integrity. Under the leadership of General Manager Fredel L. Salvador, PhD (appointed in 2023), NUVELCO has undergone significant modernization initiatives, including ISO 9001:2015 certification, automated billing systems, and advanced inventory management systems. These

reforms have introduced organizational changes requiring adaptive leadership, strengthened HR systems, and increased emphasis on ethical governance and employee competence. With its coverage of 15 municipalities, multiple substations, and an expanding consumer base, NUVELCO presents a complex organizational environment where leadership practices and HR systems directly influence employee behavior and organizational outcomes. Conducting the study across both main and branch offices provided a comprehensive and holistic understanding of the cooperative's structure, culture, and operational processes.

Respondents of the Study - The respondents of the study consisted of 98 permanent employees of NUVELCO, representing 77.16% of the total population of 127 employees. These respondents were drawn from the main office and six branch offices located in the northern and southern areas of Nueva Vizcaya. The sample size was determined using Slovin's formula at a 0.05 level of significance, ensuring statistical adequacy and representativeness.

Table 1
Frequency and Percentage Distribution of Respondents by Office/Branch

Office/Branch	Total Employees	Respondents	Percentage
Main Office (Gabut)	43	32	32.65
North Area – Branch 1 (Solano, Villaverde, Quezon)	14	11	11.22
North Area – Branch 2 (Bayombong, Ambaguio)	14	11	11.22
North Area – Branch 3 (Bagabag, Diadi)	14	11	11.22
South Area – Branch 1 (Bambang, Kayapa, Kasibu)	14	11	11.22
South Area – Branch 2 (Aritao, Sta. Fe, Alfonso Castañeda)	14	11	11.22
South Area – Branch 3 (Dupax del Norte and Dupax del Sur)	14	11	11.22
Total	127	98	100.00

Sampling Procedure - The study employed a multi-stage stratified random sampling technique. The main office and six branch offices of NUVELCO served as distinct strata to ensure proportional representation of employees across all organizational units. Within each stratum, simple random sampling was used to select respondents, ensuring equal opportunity for participation and minimizing sampling bias. Ethical considerations were strictly observed throughout the research process. Participation was entirely voluntary, and informed consent was obtained after respondents were fully informed of the study's objectives, procedures, and significance. Confidentiality and anonymity were strictly maintained, and no identifying information was disclosed. Data collected were used solely for academic purposes and securely stored. Respondents were also informed of their right to withdraw from the study at any time without penalty, ensuring respect for autonomy and ethical research conduct.

Research Instruments

Organizational Development Practices Questionnaire - The study utilized a 60-item standardized questionnaire developed by Seligson (2000) and validated by Badongen (2021), with a reliability coefficient of 0.917, indicating high internal consistency. The instrument measures ten dimensions: people, structure, strategy, change management, technology, empowerment, work ethics, goal setting, products and services, and quality of work life. Responses were measured using a five-point Likert scale ranging from 5 (Always) to 1 (Never). The interpretation scale is as follows: 4.50–5.00 = Excellent OD Practices, 3.50–4.49 = Very Good OD Practices, 2.50–3.49 = Good OD Practices, 1.50–2.49 = Poor OD Practices, and 1.00–1.49 = Very Poor OD Practices.

Human Resource Management Practices Questionnaire - The HRM instrument is a 35-item checklist validated by Castriciones and Vadil (2021), with a Cronbach's alpha of 0.917, indicating strong reliability. It covers recruitment, compensation, training, performance appraisal, career development, incentives, and employee relations. It uses a five-point Likert scale: 5 = Always, 4 = Often, 3 = Sometimes, 2 = Seldom, and 1 = Never with interpretation: 4.21–5.00 = Outstanding, 3.50–4.49 = Very Satisfactory, 2.50–3.49 = Satisfactory, 1.50–2.49 = Poor,

and 1.00–1.49 = Very Poor. **Organizational Integrity Questionnaire** - Organizational integrity was measured using a 24-item validated instrument developed by Castriciones et al. (2024), with a reliability coefficient of 0.827. It assesses ethical leadership, transparency, accountability, compliance, and community engagement. Responses were measured using a four-point Likert scale: 4 = Always, 3 = Often, 2 = Sometimes, and 1 = Seldom; with Interpretation 3.50–4.00 = Very Good, 2.50–3.49 = Good, 1.50–2.49 = Fair, and 1.00–1.49 = Poor.

Data Gathering Procedure - The researcher secured formal permission from the NUVELCO General Manager through an endorsed communication from the Dean of the College of Arts and Sciences. Upon approval, coordination with department heads across all offices was conducted to facilitate data collection. Respondents were oriented regarding the purpose, significance, and procedures of the study. Participation was voluntary, and confidentiality and anonymity were strictly ensured. After administering the questionnaires, responses were collected, checked for completeness, coded, and tabulated for analysis. The data were then statistically analyzed to determine relationships among OD practices, HRM practices, and organizational integrity. This structured process ensured data validity, reliability, and suitability for inferential analysis.

Statistical Treatment of Data - Data were analyzed using appropriate statistical tools: **Mean**. The weighted mean was used to determine the levels of organizational development practices, HRM practices, and organizational integrity. **Pearson Product-Moment Correlation Coefficient (Pearson r)**. Pearson r was used to determine the relationships among OD practices, HRM practices, and organizational integrity, including the direction and strength of associations among variables.

4. Results and Discussion

The comprehensive evaluation of Organization Development (OD) practices within the Nueva Vizcaya Electric Cooperative (NUVELCO) revealed an overall grand mean of 4.49, interpreted as Very Good, indicating that the cooperative demonstrates a generally strong, systematic, and well-functioning organizational development framework. This result suggests that NUVELCO has successfully institutionalized key OD mechanisms that support operational efficiency, organizational learning, and strategic alignment. The findings further indicate that while the organization has achieved a high level of maturity in OD implementation, there remain strategic areas that require refinement and enhancement to achieve excellence in all dimensions. Specifically, the dimensions of Technology, Strategy, Products and Services, Work Ethics, Structure, and Goal Setting were all rated as Excellent, signifying that NUVELCO has established strong foundations in innovation adoption, strategic direction, service delivery, ethical compliance, organizational structuring, and performance alignment. These strengths reflect a progressive organizational environment that is capable of responding to technological advancements, market demands, and institutional goals with clarity and effectiveness.

In particular, the excellent rating in technology indicates that NUVELCO has successfully integrated modern systems and tools that enhance operational efficiency, data management, and service delivery. Likewise, the high rating in strategy suggests that the organization demonstrates clear planning mechanisms and goal-oriented leadership practices that guide institutional direction. The excellence in products and services reflects strong service quality and responsiveness to consumer needs, while work ethics highlights a deeply embedded culture of professionalism, accountability, and integrity among employees. Furthermore, the strong performance in organizational structure indicates clarity in roles, responsibilities, and workflow systems, which contributes to operational stability and coordination. The excellence in goal setting demonstrates that NUVELCO maintains well-defined performance targets that align with its institutional mission and vision.

Despite these strengths, certain dimensions such as Change Management, People, Quality of Work Life, and Empowerment received ratings of Very Good, indicating areas that, while satisfactory, still present opportunities for improvement. The findings suggest that while NUVELCO is generally effective in managing organizational processes, there is a need to strengthen adaptive capacity, particularly in managing transitions, innovations, and organizational restructuring. The People dimension, although positively rated, indicates that employee-related

systems such as engagement, motivation, and participation can still be enhanced to foster deeper organizational commitment and satisfaction. Similarly, the Quality of Work Life dimension suggests that while employees experience acceptable working conditions, further improvements in workplace well-being, stress management, and work-life balance initiatives are necessary to sustain long-term productivity and satisfaction. The Empowerment dimension, also rated Very Good, indicates that while employees are involved in organizational processes, there is still room to expand participative decision-making and increase autonomy at various organizational levels. Overall, these findings suggest that NUVELCO possesses strong OD systems but would benefit from further strengthening its human-centered and adaptive organizational practices.

The evaluation of Human Resource Management (HRM) practices yielded a grand mean of 4.42, interpreted as Very Good, indicating that NUVELCO maintains efficient, structured, and relatively advanced HR systems that effectively support both organizational goals and employee needs. This result demonstrates that the cooperative has established sound HRM mechanisms that promote employee performance, organizational discipline, and workforce development. Notably, the dimensions of Incentives, Awards, and Performance Appraisal received an Outstanding rating, reflecting highly effective recognition systems and performance evaluation mechanisms that promote motivation, accountability, and productivity. These findings suggest that NUVELCO places strong emphasis on performance-based recognition, which contributes to a culture of excellence and meritocracy within the organization.

Similarly, employee-management relations were also rated as Excellent, indicating a strong foundation of trust, collaboration, and open communication between employees and management. This positive relational dynamic is essential in fostering a healthy organizational climate and reducing workplace conflict while enhancing engagement and cooperation. However, other HRM dimensions such as Staffing Processes, Career Development, and Human Resource Development were rated as Very Good, indicating that although these systems are functional and effective, they require further strengthening to fully optimize talent acquisition, employee growth, and professional development opportunities. These findings suggest the need for more structured career progression pathways, enhanced training programs, and improved talent management strategies to support long-term organizational sustainability.

Among all HRM dimensions, Compensation and Benefits received the lowest rating, albeit still classified as Very Good. This indicates that while compensation systems are generally satisfactory, they may not fully meet employee expectations in terms of competitiveness, equity, or motivational impact. This finding highlights a critical area for policy review and improvement, as compensation plays a significant role in employee satisfaction, retention, and performance. Enhancing this dimension could significantly improve overall HRM effectiveness and employee morale. The assessment of Organizational Integrity produced a grand mean of 3.60, interpreted as Very Good, indicating that NUVELCO demonstrates a generally positive ethical climate characterized by compliance, accountability, transparency, and stakeholder engagement. However, this result also suggests that while integrity systems are in place, they are not yet fully optimized and require strengthening in certain areas to achieve higher standards of ethical excellence. Among the dimensions, Compliance with Laws and Regulations received the highest rating, indicating strong adherence to legal frameworks, organizational policies, and regulatory requirements. This reflects NUVELCO's commitment to lawful operations and institutional accountability, which is essential in public service organizations such as electric cooperatives.

Additionally, Community Engagement and Trust Building was rated as Very Good, suggesting that NUVELCO actively participates in community development initiatives and maintains a positive relationship with its stakeholders. This engagement strengthens institutional credibility and reinforces public trust, which is critical for service-oriented organizations. However, the dimensions of Ethical Leadership, Transparency, and Accountability received only a Good rating, indicating that these core governance areas require significant improvement. The findings suggest that leadership practices must further emphasize openness in decision-making, consistent accountability mechanisms, and stronger ethical modeling to enhance organizational integrity. Strengthening these areas is essential for reinforcing stakeholder trust and ensuring long-term institutional

sustainability.

The correlation analysis revealed a strong positive relationship between Organization Development (OD) practices and Organizational Integrity ($r = 0.628$), indicating that improvements in OD practices are significantly associated with higher levels of organizational integrity. This suggests that well-implemented OD initiatives—such as effective leadership systems, structured organizational processes, and employee empowerment programs—contribute meaningfully to the development of ethical behavior, transparency, and accountability within the organization. This finding underscores the critical role of OD as a foundational mechanism in shaping organizational culture and ethical standards. Similarly, Human Resource Management (HRM) practices demonstrated a strong positive relationship with Organizational Integrity ($r = 0.712$), indicating that effective HR systems play a more substantial role in promoting integrity within the organization. This suggests that HRM functions such as recruitment, performance appraisal, training, compensation, and employee relations significantly influence ethical behavior and institutional accountability. The stronger correlation of HRM with organizational integrity highlights the central role of people management systems in shaping organizational ethics and governance structures.

Furthermore, the correlation analysis also revealed a strong positive relationship between OD practices and HRM practices ($r = 0.694$), indicating that effective organizational development practices are closely linked with well-functioning human resource systems. The computed p-value of 0.001, which is lower than the 0.05 significance level, confirms that this relationship is statistically significant and not due to random variation. With 96 degrees of freedom, the result is statistically reliable and generalizable within the context of the study. Moreover, the coefficient of determination ($r^2 = 0.4816$) indicates that 48.16% of the variation in HRM practices is explained by OD practices, highlighting a substantial degree of interdependence between the two organizational systems. This finding reinforces the idea that OD and HRM are mutually reinforcing mechanisms that collectively enhance organizational effectiveness and sustainability. Based on the integrated findings of the study, a comprehensive and holistic Organizational Development (OD) intervention framework was developed. This intervention was designed in response to the observed results, which consistently indicated Very Good ratings for OD practices (4.49), HRM practices (4.42), and Organizational Integrity (3.60), as well as significant relationships among the three constructs. The findings suggest that while NUVELCO has already established strong organizational systems, there is a critical need to further integrate OD and HRM practices to maximize their impact on organizational integrity and overall performance.

The proposed intervention framework focuses on the alignment and integration of OD and HRM systems to ensure coherence in organizational processes, strengthen ethical governance, and enhance institutional effectiveness. By synchronizing leadership development, human resource systems, and organizational culture initiatives, the intervention aims to reinforce organizational values, improve employee engagement, and enhance transparency and accountability mechanisms. Ultimately, this integrated approach is designed to strengthen NUVELCO's capacity to deliver efficient services while sustaining a culture of integrity, professionalism, and continuous organizational improvement.

5. Conclusions

Based on the significant findings of the study, the following conclusions were derived:

- The respondents perceived a very good level of Organization Development (OD) practices, indicating that the organization effectively implements development strategies that support efficiency, adaptability, and overall organizational performance, while still allowing room for continuous improvement.
- The Human Resource Management (HRM) practices of NUVELCO were also perceived as very good, suggesting that HR systems are well-structured, functional, and supportive of employee development, motivation, and organizational goals.

- Organizational integrity of NUVELCO was perceived as very good, indicating that the organization generally upholds ethical standards, transparency, and accountability, although certain areas may still require strengthening.
- Organization Development practices and Human Resource Management were found to have a significant relationship with Organizational Integrity, implying that improvements in OD and HRM contribute to stronger ethical practices and organizational credibility.
- There is a significant relationship between Organization Development practices and Human Resource Management, indicating that both systems are interrelated and mutually reinforcing in achieving organizational effectiveness.
- Based on these findings, the researcher developed five (5) holistic and comprehensive Organization Development interventions aimed at strengthening HRM practices and enhancing organizational integrity.

Recommendations - Based on the conclusions of the study, the following six (6) doable and comprehensive recommendations are proposed:

- NUVELCO may sustain and further enhance its Organization Development (OD) practices by institutionalizing regular organizational assessments, employee feedback mechanisms, and benchmarking activities with high-performing cooperatives and similar service-oriented organizations. These strategies will enable the cooperative to continuously evaluate its strengths, identify areas for improvement, and remain adaptive to evolving operational, technological, and organizational challenges. Through continuous review and strategic development initiatives, NUVELCO can strengthen organizational resilience, improve internal systems, and foster a culture of innovation and growth.
- NUVELCO may undertake a comprehensive review and refinement of its Human Resource Management (HRM) policies, particularly in the areas of compensation and benefits, career advancement opportunities, professional development, and employee training programs. Ensuring that HRM policies remain competitive, equitable, and responsive to the changing needs of employees can contribute significantly to improved job satisfaction, stronger organizational commitment, enhanced employee morale, and greater workforce productivity.
- The cooperative may further strengthen organizational integrity by cultivating a culture grounded in ethical leadership, accountability, and transparency. This may be achieved through regular ethics training, reinforcement of organizational codes of conduct, and the establishment of clear systems for reporting, monitoring, and addressing ethical concerns. Strengthening integrity systems will promote trust, reinforce organizational credibility, and align employee behavior with NUVELCO's mission, vision, and core values.
- Management may adopt a more integrated organizational framework that strategically aligns Organization Development initiatives, Human Resource Management practices, and integrity-building mechanisms. A coordinated approach ensures consistency in leadership practices, policy implementation, and organizational values, thereby creating a more cohesive, effective, and purpose-driven work environment that supports both employee development and organizational excellence.
- NUVELCO may encourage stronger employee involvement in organizational decision-making through participative leadership, collaborative governance, delegation of authority, and empowerment programs. Increasing employee participation in planning, problem-solving, and policy discussions can strengthen ownership, improve engagement, stimulate innovation, and foster greater accountability across all levels of the organization.

- The organization may establish a strong monitoring and evaluation system to regularly assess the effectiveness of Organization Development and Human Resource Management interventions. By utilizing measurable performance indicators, employee feedback, and evidence-based assessment tools, NUVELCO can ensure that organizational programs remain goal-oriented, data-driven, responsive to employee needs, and continuously improved based on measurable outcomes.
- It is recommended that future studies replicate this research in different organizational settings while incorporating additional variables not examined in the present study, such as organizational culture and organizational health. Future researchers may also employ a mixed-method research design to provide deeper and more comprehensive insights into the complex relationships among organization development, human resource management, and organizational integrity, thereby enriching the existing body of knowledge in organizational and management research.

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