

LEVEL OF ORGANIZATIONAL CLIMATE AND WORK PERFORMANCE OF NON-PLANTILLA PERSONNEL**Abellanos, Gaudencio**

ORCID Number: 0000-0003-1648-5797

Bouffard, Bernadine Xophia B.

ORCID Number: 0009-0002-9996-424X

Ceballos, Mervin B., Jr..

ORCID Number: 0009-0007-5573-5548

Lendio, Megan Kristyl B.

ORCID Number: 0009-0008-1007-005X

Santamaria, Robert Kenly A.

ORCID Number: 0009-0004-5946-5942

Venus, Phyllis Laine M.

ORCID Number: 0009-0001-9247-4304

ABSTRACT

The study was conducted to determine the influence of organizational climate on the work performance of non-Plantilla personnel. There were 125 non-Plantilla personnel who responded to the study. Quantitative research methods using correlation and regression analysis were employed.

The results showed that the organizational climate significantly influenced work performance. Specifically, the dimensions of *mission and purpose*, and *meaningfulness* were significant predictors of work performance. The results of this analysis provide support for the hypothesis that organizational climate has a significant influence on work performance. These findings suggest that organizations that promote a positive climate characterized by high levels of *mission and purpose* and *meaningfulness* are likely to experience higher levels of work performance.

Keywords:

Non-Plantilla personnel, Organizational climate, Work Performance

INTRODUCTION

Private and public organizations depend on human capital to execute their processes and achieve their goals and objectives. Unlike other business or organization assets, human resources are more complex, dynamic, and difficult to account for. Attitudes of the employees towards their organization, as a result of their work environment, are important issues in organizational behavior literature. Employee performance and behavior in organizations is a result of their personal experiences, values, culture, mindset, and the environment in which they work. This is where the organizational climate will be crucial (Berberoglu, 2018).

Organizational climate is the perception associated with an organization's policies, practices, and measures that are associated with the employee experience (Schneider et al, 2013). Extant literature suggests that a positive organizational climate leads to higher levels of organizational commitment, which is an important concept in terms of employee attitudes, likewise, the concept of perceived organizational performance, which can be assumed as a mirror of the actual performance. (Berberoglu, 2018).

Different dimensions in organizational climate affect the work performance of employees positively or negatively. This includes benefits, work and life balance, learning and growth, and a good working relationship. However, a reference survey conducted in 2017 revealed that employees deemed job security as a critical factor in an organization, followed by good work-life balance, and a good relationship with superiors (Jobstreet,2017).

Meanwhile, job security is an overdue issue that is still faced by Filipino laborers and employees even now. Job contractualization adopted by many business industries and even government agencies. Unlike regular personnel, they do not have other benefits aside from the wage or salary. These personnel are often hired for five months or even up to one year and then renewed for another term; this, if the jobs would still be needed, is subject to the availability of funds.

A study revealed that job insecurity was indirectly related to self-rated performance through the three types of organizational justice, to wit; distributive which pertains to the perceived equity in terms of the quality of the outcomes provided by the organization, procedural which pertains to the perceived fairness on how decisions are taken, and results are assigned, and interactional justice which refers to the perceived fairness in the social exchange with the organization and managers (Sora, et al., 2021).

OBJECTIVES

The objective of the study is to determine the influence of organizational climate on the work performance of employees in general. The findings of the study would be beneficial to employers' organizations to understand and identify the factors that directly affect the performance of their personnel and might eventually guide them in developing functional and effective strategies to maintain a balanced working environment without compromising the goals and objectives of the organization.

METHODOLOGY

The study employed a quantitative research method to investigate the relationship between organizational climate and the work performance of non-Plantilla personnel in government agencies and identify the organizational climate indicators that can singly influence their work performance. The participants in this study were 125 non-Plantilla personnel from three government agencies in Davao Region. The participants were selected using a convenience sampling technique based on their availability and willingness to participate in the study. The research instrument used in this study was a survey questionnaire that measured their experience with their current organizational climate and work performance. The data collected from the survey questionnaire were analyzed using descriptive statistics, such as mean, standard deviation, and frequency distribution. Inferential statistics, such as correlation and regression analysis, were also used to determine the relationship between organizational climate and work performance.

RESULTS AND DISCUSSION

Table 1 shows the level of organizational climate perceived by non-Plantilla government employees. The mean of the Organizational Climate indicators was given a descriptive value using the Likert Scale. The result shows that the 125 respondents perceived a high level of organizational climate as evidenced by the overall mean of 4.15 with a variability of .60. Specifically, organizational climate indicators of mission and purpose, teamwork, meaningfulness, and bottom line scored a very high level among the respondents. This means that the majority of the respondents perceived that these organizational climate indicators were present within their organization as supported by the statement of Dogan and Sahin (2019) that a positive organizational climate was significantly associated with higher levels of job satisfaction and work performance among non-Plantilla personnel. Specifically, employees who perceived a positive organizational climate reported higher levels of job satisfaction and were more likely to engage in behaviors that contributed to work performance, such as taking initiative and being proactive in problem-solving.

Table 1: Level of Organizational Climate among Non-Plantilla Personnel

Organizational Climate			
Indicator	SD	Mean	Description
Mission and Purpose	0.60	4.38	Very High
Feedback	0.75	4.13	High
Teamwork	0.67	4.37	Very High
Communication	0.72	4.09	High
Resource and Procedures	0.77	4.13	High
Opportunities for Growth	0.77	4.05	High
Compensation	0.89	4.03	High
Work-Life Balance	0.82	4.17	High
Fairness and Security	0.86	3.83	High
Meaningfulness	0.73	4.21	Very High
Bottom Line	0.69	4.23	Very High
Overall Mean	0.60	4.15	High

Table 2 shows the perceived level of work performance among the 125 respondents. The overall mean of the work performance indicators was given a value using the Likert Scale. The result shows that there is a very high level of work performance among the non-Plantilla personnel as indicated by the overall mean of 4.28 and a variability of 0.48. Among the indicators of work performance, task performance, adaptive performance and contextual performance scored a very high level and a low variability level of .51 to .56 this is further supported by the study by Gupta, S., & Singh, D. (2018) who conducted a meta-analysis to examine the relationship between organizational climate and employee outcomes such as job satisfaction, organizational commitment, and performance. The study found that indeed a positive organizational climate was associated with higher levels of these outcomes, as well as lower levels of turnover and absenteeism.

Table 2: Level of Work Performance among Non-Plantilla Personnel

Work Performance			
Indicator	SD	Mean	Description
Task Performance	0.51	4.28	Very High
Adaptive Performance	0.54	4.42	Very High
Contextual Performance	0.56	4.27	Very High
Productive Work Behavior	0.66	4.14	High
Overall Mean	0.48	4.28	Very High

Table 3 shows the relationship between organizational climate and work performance of non-Plantilla personnel. The result indicates that organizational climate and work performance are positively correlated with an R-value of .662 and a p-value of .000 which is lesser than the α -value of .05. This implies that the increase in organizational climate correlates to the increase in the work performance of non-Plantilla personnel.

Table 3: Relationship between Organizational Climate and Work Performance among Non-Plantilla Personnel

Organizational Climate	Work Performance				
	Task Performance	Adaptive Performance	Contextual Performance	Productive Work Behavior	Overall
Mission and Purpose	.415**	.454**	.448**	.440**	.520**
	0.000	0.000	0.000	0.000	0.000
Feedback	.426**	.426**	.428**	.505**	.531**
	0.000	0.000	0.000	0.000	0.000
Teamwork	.445**	.486**	.330**	.375**	.480**
	0.000	0.000	0.000	0.000	0.000
Communication	.412**	.510**	.470**	.564**	.584**
	0.000	0.000	0.000	0.000	0.000
Resource and Procedures	.478**	.573**	.411**	.456**	.565**
	0.000	0.000	0.000	0.000	0.000
Opportunities for Growth	.409**	.447**	.453**	.470**	.528**
	0.000	0.000	0.000	0.000	0.000
Compensation	.339**	.322**	.290**	.354**	.387**
	0.000	0.000	0.001	0.000	0.000
Work-Life Balance	.420**	.481**	.502**	.558**	.585**
	0.000	0.000	0.000	0.000	0.000

Fairness and Security	.441**	.323**	.426**	.488**	.500**
	0.000	0.000	0.000	0.000	0.000
Meaningfulness	.536**	.589**	.488**	.592**	.654**
	0.000	0.000	0.000	0.000	0.000
Bottom Line	.457**	.442**	.417**	.494**	.537**
	0.000	0.000	0.000	0.000	0.000
Overall	.539**	.567**	.527**	.599**	.662**
	0.000	0.000	0.000	0.000	0.000

Table 4 shows the regression analysis of organizational climate and work performance of non-Plantilla personnel. The result indicates that Meaningfulness, Mission and Purpose can singly influence the Work Performance of Non-Plantilla Personnel as indicated in the t-value of 2.633 and 2.366 likewise, of their p-value of .010 and .021 respectively, which is less than the .05 level of significance. Moreover, as shown by the F-value of 10.414 and p-value of .000 which is less than the .05 level of significance this indicates that indicators of Organizational Climate when grouped or joined will greatly improve work performance. The R-square value of 0.503 indicates that 50.3% of the organizational climate indicators greatly influence the work performance of the non-Plantilla personnel while the difference of 49.7% are attributed to other factors not covered in the study.

Table 4: Organizational Climate and Work Performance of Non-Plantilla Personnel

Organizational Climate	Work Performance			
	Beta	t-value	p-value	Decision on Ho
Mission and Purpose	.164	2.336	.021	Reject Ho
Feedback	.053	.729	.468	Accept Ho
Teamwork	-.002	-.031	.976	Accept Ho
Communication	.066	.797	.427	Accept Ho
Resource and Procedures	.030	.337	.737	Accept Ho
Opportunities for Growth	-.034	-.420	.675	Accept Ho
Compensation	-.057	-1.127	.262	Accept Ho
Work-Life Balance	.105	1.430	.155	Accept Ho
Fairness and Security	.019	.304	.761	Accept Ho
Meaningfulness	.218	2.633	.010	Reject Ho

Bottom Line	.001	.006	.995	Accept Ho
R-square: .503		F-value: 10.414		p-value: .000
Regression Equation: $y = 2.205 + 0.53X$				

SUMMARY and CONCLUSION

Based on the statistical result it can be concluded that a positive organizational climate characterized by high levels of mission and purpose and meaningfulness can have a significant positive effect on work performance. These findings have important implications for organizations seeking to improve their work performance and may help inform the development of interventions aimed at promoting a positive organizational climate.

A total of 125 employees participated in the study. The results showed that the overall organizational climate had a significant positive effect on work performance ($\beta = 0.503$, $p < .05$). Specifically, the dimensions of, mission and purpose ($\beta = 0.164$, $p = .021$) and meaningfulness ($\beta = 0.218$, $p = .010$), were all significant predictors of work performance. The results of this analysis provide support for the hypothesis that organizational climate has a significant effect on work performance. Specifically, the dimensions of mission and purpose, and meaningfulness were found to be significant predictors of work performance. These findings suggest that organizations that promote a positive climate characterized by high levels of mission and purpose and meaningfulness are likely to experience higher levels of work performance.

There are several limitations to this analysis that should be considered. First, the study relied on self-report measures, which may be subject to response biases. Second, the study was cross-sectional, which limits the ability to draw causal inferences about the relationship between organizational climate and work performance. Finally, the study was conducted in a specific sample of employees and may not be generalizable to other populations. Overall, the results of this analysis suggest that a positive organizational climate characterized by high levels of mission and purpose, and meaningfulness can have a significant positive effect on work performance. These findings have important implications for organizations seeking to improve their work performance and may help inform the development of interventions aimed at promoting a positive organizational climate.

It can be inferred that these findings create a more positive work environment, which in turn leads to better performance. This gives meaning to their work, making them more engaged and motivated, which in turn enhances the performance of the non-Plantilla personnel. High levels of mission and purpose and meaningfulness in work should be prioritized. By doing this, organizations can create a more engaged and productive workforce, leading to improved performance and outcomes.

RECOMMENDATION

With the research data presented, the following are the recommendations on how to inculcate a positive organizational climate to boost the performance of non-Plantilla workers.

First, non-Plantilla workers can be motivated to perform better and feel more connected to the organization when the mission and values are clearly defined. Having a shared sense of purpose can help them understand how their work fits into the organization's overall goals, which can increase their sense of belonging and motivation to do their best. Second, non-Plantilla workers could feel unappreciated if they do not have the chance to develop and grow within the organization. To address this, providing opportunities for training, mentoring, and career advancement can help them feel more involved and dedicated to the organization.

Third, promoting open communication and feedback between non-Plantilla workers and their supervisors can contribute to establishing a more favorable work environment. This could lead to non-Plantilla workers being more appreciated and understood, which in turn can result in higher job satisfaction and performance.

Fourth, encouraging a healthy work-life balance among non-Plantilla workers could involve offering flexible work arrangements like telecommuting, flexible schedules, and paid time off. By facilitating a balance between work and personal life, non-Plantilla workers can enhance their well-being and alleviate stress, which could eventually lead to better performance.

Lastly, acknowledging and compensating non-Plantilla workers for their outstanding performance could help cultivate a favorable work environment and inspire them to maintain their high level of performance. This may involve granting bonuses, promotions, or other types of incentives.

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