

## Exploring the Influence of Organizational Culture and Demographic Profile on Employee Attitude: A Correlation Study of Eastern Samar State University Guiuan Employees

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### ABSTRACT

This study aims to explore the influence of organizational culture and demographic profiles on employee attitudes at Eastern Samar State University (ESSU) Guiuan Campus. Using a quantitative research method with a correlational design, the study examines relationships among variables such as age, gender, educational attainment, employment status, and organizational culture, which encompasses the values of excellence, accountability, and service. Data were collected through questionnaires utilizing a Likert scale to measure organizational culture and employee attitudes. The findings indicate that ESSU Guiuan's organizational culture strongly emphasizes excellence, accountability, and service, with high levels of job satisfaction and employee commitment. While demographic profiles were not found to significantly affect most aspects of organizational culture and employee attitudes, employment status was significantly related to service quality, and job designation influenced employee engagement. The study recommends enhancing professional development programs, fostering innovation through employee engagement, and strengthening effective leadership to promote a more inclusive and dynamic organizational culture. These findings provide valuable insights for strategic interventions to improve organizational culture and employee well-being in higher education institutions.

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## **INTRODUCTION**

Employee attitudes toward their work environment are crucial for organizational effectiveness and individual job satisfaction. Understanding the factors that influence these attitudes is essential for creating a positive workplace and improving overall performance. Key factors include organizational culture and demographic profiles, both of which significantly shape employee perceptions and behaviors. Organizational culture consists of the shared values, beliefs, norms, and practices that define an institution's work environment. A strong and supportive culture can enhance employee motivation, job satisfaction, and well-being. Additionally, demographic factors such as age, gender, education, and tenure influence employees' attitudes toward their work, as different groups may have varying expectations and responses to organizational practices. At Eastern Samar State University (ESSU) Guiuan Campus, it is important to explore how organizational culture and demographic profiles intersect to shape employee attitudes. This correlation study aims to examine the relationships between these factors among ESSU Guiuan employees. By identifying these relationships, the study seeks to provide insights for strategic interventions that can improve organizational culture, enhance employee satisfaction, and foster a more productive work environment. Indeed, not only do organizational culture affect the environment of the workplace but as well as the entire workplace attitude. It is with these reasons that this study was conducted.

The study on Eastern Samar State University - Guiuan Campus provides valuable insights into the relationships between organizational culture, demographic profiles, and employee attitudes. The findings will help enhance campus culture and guide the creation of a positive work environment that fosters employee satisfaction and productivity. For the administration, the results will identify areas for organizational improvement, enabling strategic interventions that align culture with institutional goals and enhance employee engagement and retention. Faculty members will gain an understanding of how organizational culture influences their attitudes and job satisfaction, potentially leading to improved teaching effectiveness and morale. Administrative and support staff will benefit from insights into how organizational culture affects their attitudes and job satisfaction, allowing for targeted efforts to improve working conditions and well-being. For students, a positive organizational culture and favorable employee attitudes can enhance the overall learning experience by fostering a supportive environment that promotes academic success and builds confidence in the institution's commitment to quality education. Alumni will gain insights into the organizational culture during their tenure, which may influence their engagement and support for the institution. Parents will find assurance in the institution's commitment to creating a positive educational environment for their children, while stakeholders will benefit from increased transparency and accountability regarding organizational culture and its impact on employee attitudes. Finally, future researchers will find foundational insights in this study that can guide further research in similar

educational or organizational contexts, contributing to the broader field of organizational psychology and management.

This study was focused on the relationship of organizational culture, demographic profile and the job performance of employees, specifically the teaching and administrative and support staff from Eastern Samar State University Guiuan Campus, on the academic year 2023 - 2024.

## **LITERATURE REVIEW**

### ***Related Studies***

Khan et al. (2021) investigate how demographic factors such as gender, qualification, designation, age, and marital status influence the organizational commitment of employees in public sector universities in Pakistan. Their research emphasizes the critical role of academic institutions in enhancing educational standards and workforce quality, particularly in developing countries. By establishing a theoretical framework, the authors aim to guide future research and highlight that demographic characteristics significantly affect organizational commitment, which is essential for effective teaching and research outcomes.

Amegayibor (2021) examines the influence of demographic factors on employee performance in a manufacturing firm in Cape Coast, Ghana. Employing a quantitative approach with a sample of 400 employees, the study finds that age and education significantly impact performance; older employees and those with higher educational attainment demonstrate better outcomes. Additionally, age and departmental affiliation affect absenteeism, while some demographic factors show no relationship with performance metrics.

Finally, Tyagi (2021) examines how aligning organizational culture can enhance employee engagement and retention through improved managerial effectiveness in higher education institutions. Utilizing Social Exchange Theory as a framework, the study finds that a positive organizational culture significantly impacts managerial effectiveness, which in turn influences employee engagement and retention. The findings highlight the importance of focusing on organizational culture to create a productive workplace.

### ***Related Literature***

Demographic factors are elements that provide context for a business and its personnel depending on their nomenclature. Demographic factors, according to Mazilu and Mitroi (2010), are a descriptive segmentation strategy in which socio-demographic factors are directly involved. Experts frequently use socio-demographic factors such as age, gender, family life cycle, education, income, and nationality (Mkwizu, 2018). Employee behavior patterns are thought to be accurately defined by these variables (Weaver & Oppermann, 2000). Demographic factors, as defined by Fletchl (2010), are biographical factors such as race and personal career goals. Bell (2008) defines demographic characteristics as personal statistics such as gender, age, sex, education level, income level, marital status, occupation, religion, birth rate, death rate, average family size, and the average age at marriage. Greenberg (2004) defines demographic factors as distinctions between individuals in an organization, such as race, gender, ethnic

group, age, personality, cognitive style, tenure, organizational role, and educational background. Demographic characteristics, as defined by George (2010), are personal traits that include information such as ethnicity, race, and family size. Morrison (1992) defines the management of demography as "leveraging and using cultural differences in people's skills, ideas, and creativity to contribute to a common goal in a way that gives the organization a competitive edge." Hassan and Ogunkoya (2014), identified education, gender, marital status, and years of service as demographic variables. Personal factors such as age, gender, educational level, tenure or working experience, job level, and monthly salary are considered demographic variables by Oyewole and Popoola (2015). The most well-known factors are age, gender, education, and department. People's performance is supposed to rise with their maturity within the organization until they reach a certain age when their energy levels drop and performance slows, which is why a retirement age has been established (Adio, 2010).

Another article written by Ramona Gligorea in April 5, 2018 on Performance Magazine, she stated that, in today's challenging working environment, successful companies are striving to gain a competitive edge by attracting and retaining the most talented employees, as it is well-known that employees can be a company's greatest asset. However, nowadays, HR specialists and many other came to the conclusion that alongside skills and competencies, attitude plays a major role in the workplace. Attitude represents the beliefs, assessed feelings and behavioral intentions toward people, events or different objects. It refers to judgements and involves conscious logical reasoning. Attitudes create a chain reaction and it starts from managers and leaders. Moreover, while a leader's attitude affects his or her team, employees' attitude affects the organization's customers and this can potentially have a negative fallout on the business' success. A research study conducted by Mark Murphy, the author of Hiring for Attitude, tracked 20.000 new employments and revealed that 46% of them failed within 18 months. What was more surprising was the fact that 89% of them failed for attitudinal reasons (e.g. lack of coachability, low levels of emotional intelligence, bad temper) and only 11% for a lack of skills. Therefore, in order to maintain a healthy working environment and the kind of culture that will ensure high levels of engagement, managers should look at prospective candidates beyond their skills and experience. They should look for those who demonstrate a positive attitude and afterwards identify their shortcomings and provide job-related training sessions to help enthusiastic employees excel at their work.

### *Theoretical Framework*

Understanding human behavior in the workplace is crucial for enhancing productivity and employee satisfaction. Several theories provide valuable insights into these dynamics. Human Capital Theory emphasizes the importance of individual knowledge, skills, and characteristics in improving job performance and organizational productivity, highlighting the role of demographic factors in shaping employee outcomes, particularly in small and medium-sized enterprises

(SMEs). Social Identity Theory explores how group affiliations affect self-concept, motivation, and intergroup relations, thereby influencing workplace interactions. Person-Environment Fit focuses on aligning individual traits with workplace environments to optimize performance and reduce negative reactions to personality differences, such as introversion. Finally, Self-Determination Theory examines the intrinsic and extrinsic motivations that drive behavior, stressing the need to satisfy basic human needs for autonomy, competence, and relatedness to enhance well-being and performance. Together, these frameworks offer a comprehensive understanding of the factors affecting employee performance and organizational effectiveness in diverse work environments.

### ***Conceptual Framework***

Figure 1 shows the framework of the study. The study determined the relationships between the demographic profile, work culture and employee attitudes of Eastern Samar State University – Guiuan Campus. The qualifying variables for demographic profile are age, gender, civil status, and length of service from current workplace, status of employment, position and designation.

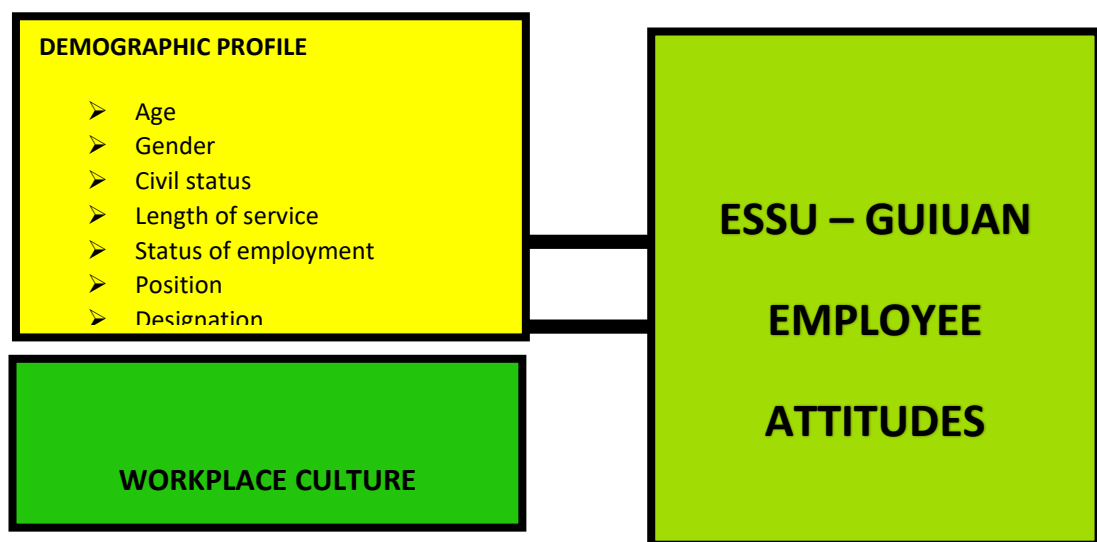


Figure 1: Framework of the Study

## **METHODOLOGY**

### ***Research Design***

This study utilized a quantitative research method with a correlational design to explore the relationships among organizational culture, employee attitudes, and job performance at Eastern Samar State University – Guiuan Campus. Quantitative research is effective for systematically investigating phenomena by collecting measurable data and applying statistical techniques, making it suitable for identifying relationships among variables without manipulation by the researcher. The correlational research design allows for a natural examination of how these factors interact, reflecting both the strength and direction of relationships, which can be positive or negative. This approach will clarify the connections between organizational culture, demographic profiles, and employee attitudes, providing valuable insights for improving workplace

dynamics and performance at the university. Overall, the study aims to enhance understanding of how these elements influence each other in an educational context.

**Respondents of the Study**

This study covered the administrative and support staff of Eastern Samar State University - Guiuan Campus as well as the teaching staff of all of the colleges within the campus, namely; Non - Teaching staff (Security Service personnel, Repair / maintenance / janitorial personnel, office personnel, and the teaching staff from the College of Engineering and Technology, College of Arts and Sciences, College of Education, College of Industrial Technology, College of Computer Sciences, College of Business Management, College of Hospitality Management, College of Nursing and College of Criminal Justice Education.

**Sampling Technique**

The respondents of the study were all the teaching and non - teaching staff of Eastern Samar State University - Guiuan Campus and this will cover employees with regular and temporary status as well as those with contractual / Job Order or Lecturer (both Full - time and part - time) status.

The following table shows the distribution of respondents;

CLASSIFICATION	STATUS			TOTAL
	TEMPORARY REGULAR	PERMANENT REGULAR	JOB ORDER/ LECTURER/ CONTRACTUAL	
NON – TEACHING STAFF				86
- Security Service Personnel	5	2		
- Repair/Maintenance, and Janitorial staff		11	3	
-Office Staff (Planning, HRMO, Accounting, Cashier, Budget, Supply, Library, etc.)		31	2	
TEACHING STAFF				164
- College of Education	22	5	7	
- College of Engineering and Technology	10	2	5	
- College of Criminal Justice Education	4	2	5	
- College of Nursing				
- College of Arts and Sciences	3	1	3	
- College of Industrial Technology	21	4	8	
- College of Computer Studies	7	4	2	
- College of Business Management	12	4	4	
- College of Hospitality Management	12	2	10	
<b>TOTAL NUMBER OF RESPONDENTS:</b>				250

Table 1: Distribution of Respondents

**Research Instruments**

To assess the demographic profile of the respondents, a questionnaire was administered to collect information on age, gender, civil status, length of service, employment status, and position. The second part of the instrument used a Likert Scale, developed by the researchers, to measure organizational culture and employee attitudes, allowing respondents to select options that best reflected their views. The Likert Scale, as defined by SurveyMonkey (2024), is an ordinal

rating scale designed to gauge participants' opinions and attitudes, providing a range of responses from one extreme to another, including a neutral option; however, it is important to note that the intervals between response options are not equal and should not be treated as true quantitative intervals. This scoring method enables a nuanced evaluation of respondents' attitudes based on their perceptions.

### ***Data Gathering Procedure***

To facilitate data collection for the study, an initial communication letter was sent to the Campus Administrator of Eastern Samar State University – Guiuan Campus to obtain approval for the survey. Following authorization, a follow-up letter and the survey questionnaire were distributed to potential respondents. The researchers conducted two dry runs with faculty and staff from ESSU Borongan and Salcedo campuses to enhance the study's credibility, ensuring comprehensive representation of the target population. After collecting the completed questionnaires, the data were tabulated and analyzed using statistical methods such as mean, frequency, and percentage calculations, with findings presented in tables and interpreted by the researchers.

### ***Measurement of Variables***

The study titled "Exploring the Influence of Organizational Culture and Demographic Profile on Employee Attitude: A Correlation Study of ESSU Guiuan Employees" utilized Spearman's correlation method to analyze the relationships between organizational culture, demographic variables, and employee attitudes. Given the potential for ordinal or non-normally distributed data, separate analyses were conducted using Spearman's rank correlation coefficient ( $\rho$ ), which is effective for assessing monotonic relationships based on ranks rather than actual values. The study aims to identify how aspects of organizational culture, such as values and leadership styles, and demographic factors like age and gender influence employee attitudes, highlighting the need for further research to explore causal relationships beyond correlation.

$$\rho = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)} \quad \text{where } d_i = \text{difference in paired ranks and } n = \text{number of cases.}$$

The formula to use when there are tied ranks is:

$$\rho = \frac{\sum_i (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_i (x_i - \bar{x})^2 \sum_i (y_i - \bar{y})^2}} \quad \text{where } i = \text{paired score. (statistics.laerd.com,2018)}$$

The first part of the questionnaire is answerable by ticking or putting a check mark on items that best represent the respondent. The second and third parts however, is answerable by checking the box number 1 – 5 which represents the scales, with the second part having descriptions such as Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree.

For organizational culture, the result of the survey was interpreted based on the following numerical values:

Scale	Range	Description	Interpretation
5	4.21 - 5.00	Strongly Agree	Highly Evident
4	3.41 - 4.20	Agree	Evident
3	2.61 - 3.40	neither Agree nor Disagree	Sometimes Evident
2	1.81 - 2.60	Disagree	Not Evident
1	1.00 - 1.80	Strongly Disagree	Highly Not Evident

For employee attitude, the result of the survey was interpreted based on the following numerical values:

Scale	Range	Description	Interpretation
5	4.21 - 5.00	Strongly Agree	Always
4	3.41 - 4.20	Agree	Often
3	2.61 - 3.40	neither Agree nor Disagree	Sometimes
2	1.81 - 2.60	Disagree	Rarely
1	1.00 - 1.80	Strongly Disagree	Never

## RESEARCH RESULT AND DISCUSSION

The collected data, the findings of the statistical analysis, and the interpretation of the findings are all presented in this chapter.

Before distributing the survey questionnaire, a dry run was conducted with 10 faculty members and staff from ESSU - Borongan/Main Campus and 20 from ESSU - Salcedo Campus. Feedback from this process helped refine the questionnaire and data collection methods, enhancing the study's validity and reliability. Suggestions included expanding the age range in the Demographic Profile section to include fresh graduates, adding Educational Attainment, improving question organization in Google Forms, defining questionnaire sections, removing the email requirement for accessibility, and enabling a "submit another response" option. These improvements facilitated data collection through Google Forms. The total number of employees at Eastern Samar State University Guiuan Campus is 250, with 70% (169 participants) responding to the study. The demographic profile of respondents shows that 22.4% (37 respondents) are aged 25-29, making it the largest age group, while only 2.4% (4 respondents) are 24 years old or younger. Among the 165 respondents, 55.2% (91) were female and 44.8% (74) were male. In terms of length of service, 38.2% (63 respondents) had worked for 2 to 5 years, while only 1.2% (2 respondents) had been employed for 21 to 25 years or more than 31 years. Most respondents were regular permanent employees (60%, or 99 respondents), while only 9.2% (15 respondents) held Temporary Regular status. The majority of respondents were Instructors (33.9%, or 56 respondents), with no responses from Security Personnel and no Professors at the campus. Additionally, a significant portion (49.1%, or 81 individuals) did not have specific designations, while "Other" designations accounted for just 1.8% (3 respondents).



Table 2 Organizational Culture of Eastern Samar State University Guiuan Campus

Excellence	Mean	Description	Interpretation
1 The organization consistently delivers high - quality services and programs.	4.90	Strongly Agree	Highly Evident
2 Employees are encouraged to pursue innovative approaches to problem - solving and service delivery.	4.48	Strongly Agree	Highly Evident
3 The organization demonstrates a commitment to continuous improvement in all aspects of its operations.	4.50	Strongly Agree	Highly Evident
4 Professional development opportunities are readily available to enhance employees' skills and knowledge.	4.4	Strongly Agree	Highly Evident
5 The organization recognizes and rewards excellence among its employees.	4.48	Strongly Agree	Highly Evident
<b>Overall Mean:</b>	<b>4.55</b>	<b>Strongly Agree</b>	<b>Highly Evident</b>

Table 2 shows that the organizational culture at Eastern Samar State University Guiuan Campus strongly emphasizes excellence, with an overall mean score of 4.55. Employees perceive the delivery of high-quality services, encouragement of innovation, commitment to continuous improvement, availability of professional development opportunities, and recognition of excellence as highly evident aspects of the institution. This suggests a culture that promotes both individual and organizational growth, consistently striving for improvement and rewarding exceptional performance. "The organization consistently delivers high - quality services and programs" got the highest mean of 4.90, meanwhile, "Professional development opportunities are readily available to enhance employees' skills and knowledge" had a mean score of 4.4; this got the lowest mean.

Table 3 Organizational Culture of Eastern Samar State University Guiuan Campus

	<b>Accountability</b>	Mean	Description	Interpretation
1	Employees are held accountable for their actions and responsibilities within the organization.	4.43	Strongly Agree	Highly Evident
2	The organization maintains transparency in its decision - making processes and operations.	4.43	Strongly Agree	Highly Evident
3	There are clear mechanisms in place for reporting and addressing unethical behavior or misconduct.	4.34	Strongly Agree	Highly Evident
4	Leadership demonstrates accountability by taking responsibility for organizational outcomes and decisions.	4.44	Strongly Agree	Highly Evident
5	Feedback from stakeholders/clients is actively solicited and used to improve organizational performance and accountability.	4.47	Strongly Agree	Highly Evident
<b>Overall Mean:</b>		<b>4.42</b>	<b>Strongly Agree</b>	<b>Highly Evident</b>

Table 3 reveals that accountability is a strong value within the organizational culture of Eastern Samar State University Guiuan Campus, with an overall mean score of 4.42 indicating its high prominence. The highest mean score of 4.47 reflects the institution's commitment to continuous improvement, as it actively seeks and utilizes feedback from stakeholders to enhance performance. Conversely, the lowest mean score of 4.34 relates to the mechanisms for reporting unethical behavior, suggesting an area that may need further attention to ensure employees feel secure in reporting issues. Other notable scores include 4.43 for employee accountability and transparency in decision-making and 4.44 for leadership responsibility regarding organizational outcomes, reinforcing a well-established culture of accountability throughout the institution.

Table 4 Organizational Culture of Eastern Samar State University Guiuan Campus

Service	Mean	Description	Interpretation
1 The organization consistently meets or exceeds the expectations of stakeholders/clients in terms of service delivery.	4.42	Strongly Agree	Highly Evident
2 Employees demonstrate professionalism and courtesy in their interactions with stakeholders/clients.	4.50	Strongly Agree	Highly Evident
3 The organization provides timely and responsive assistance to stakeholders' // client's inquiries or requests.	4.47	Strongly Agree	Highly Evident
4 Stakeholders/clients perceive the organization as reliable and trustworthy in delivering its services.	4.47	Strongly Agree	Highly Evident
5 The organization maintains effective communication channels to keep stakeholders/clients informed about service offerings, updates and changes.	4.47	Strongly Agree	Highly Evident
<b>Overall Mean:</b>	<b>4.47</b>	<b>Strongly Agree</b>	<b>Highly Evident</b>

Table 4 indicates that the organizational culture at Eastern Samar State University Guiuan Campus is highly regarded for its service delivery, achieving an overall mean score of 4.47. Stakeholders and clients strongly agree that the university consistently meets or exceeds their expectations. Employees are noted for their professionalism and courtesy in interactions, and the university provides timely assistance for inquiries. Stakeholders perceive the institution as reliable and trustworthy, with effective communication channels to keep them informed about services and updates. The statement "Employees demonstrate professionalism and courtesy in their interactions with stakeholders/clients" received the highest mean score of 4.50, while "The organization consistently meets or exceeds the expectations of stakeholders/clients in terms of service delivery" had a mean score of 4.42, which was the lowest among the evaluated items. Overall, these results reflect a strong commitment to quality service delivery at the university.

Table 5 Employee Attitude of Eastern Samar State University Guiuan Campus

Job Satisfaction	Mean	Description	Interpretation
1 I am satisfied with my current job role and responsibilities.	4.50	Strongly Agree	Always
2 I find my work meaningful and fulfilling.	4.52	Strongly Agree	Always
3 I feel valued and appreciated by my supervisors and colleagues.	4.40	Strongly Agree	Always
4 Overall, I am satisfied with the work environment and organizational culture.	4.4	Strongly Agree	Always
5 I would recommend my organization as a great place to work to others.	4.46	Strongly Agree	Always
Overall Mean:	4.46	Strongly Agree	Always

Table 5 reflects the job satisfaction survey results which reveal a highly positive attitude among employees at Eastern Samar State University Guiuan Campus, with an overall mean score of 4.46 indicating strong agreement that they are satisfied with their roles and the work environment. The highest mean score of 4.52 reflects that employees find their work meaningful and fulfilling, highlighting the intrinsic value they derive from their positions. Additionally, a score of 4.50 shows that employees are satisfied with their current job roles and responsibilities. The mean score of 4.40 indicates that employees feel valued and appreciated by their supervisors and colleagues, while the same score also reflects their overall satisfaction with the work environment and organizational culture. Lastly, a mean score of 4.46 suggests that employees would recommend their organization as a great place to work, further emphasizing the positive employee attitude within the institution.

Table 6 Employee Attitude of Eastern Samar State University Guiuan Campus

<b>Organizational Commitment</b>	<b>Mean</b>	<b>Description</b>	<b>Interpretation</b>
1 I feel a strong sense of loyalty towards this organization.	4.44	Strongly Agree	Always
2 I am proud to be associated with this organization.	4.53	Strongly Agree	Always
3 I am willing to exert extra effort to help this organization achieve its goals.	4.53	Strongly Agree	Always
4 I believe in the mission and values of this organization.	4.51	Strongly Agree	Always
5 I see myself having a long - term future with this organization.	4.46	Strongly Agree	Always
<b>Overall Mean:</b>	<b>4.49</b>	<b>Strongly Agree</b>	<b>Always</b>

The results from Table 6 indicate a strong sense of organizational commitment among employees at Eastern Samar State University Guiuan Campus, with an overall mean score of 4.49, signifying strong agreement. The highest mean score of 4.53 is attributed to two statements: employees express pride in their association with the organization and their willingness to exert extra effort to help achieve its goals. These scores highlight a deep emotional investment and dedication among staff. Conversely, the lowest mean score of 4.44 pertains to the sense of loyalty towards the organization, suggesting that while loyalty is strong, there may be room for enhancing this aspect further. Overall, these findings reflect a robust commitment to the university's mission and values, with employees envisioning a long-term future within the institution, as indicated by a mean score of 4.46.

Table 7 Employee Attitude of Eastern Samar State University Guiuan Campus

<b>Engagement</b>	<b>Mean</b>	<b>Description</b>	<b>Interpretation</b>
1 I am enthusiastic about my work and fully engaged in my job tasks.	4.49	Strongly Agree	Always
2 I feel a strong connection to the goals and mission of the organization.	4.46	Strongly Agree	Always
3 I regularly seek out opportunities to contribute new ideas and solutions to improve our work processes.	4.44	Strongly Agree	Always
4 I am motivated to give my best effort in my job, even when facing challenges.	4.48	Strongly Agree	Always
5 I feel energized and inspired by the work I do at this organization.	4.46	Strongly Agree	Always
<b>Overall Mean:</b>	<b>4.47</b>	<b>Strongly Agree</b>	<b>Always</b>

The engagement levels of employees at Eastern Samar State University Guiuan Campus are notably high, with an overall mean score of 4.47 in the survey results. The highest mean score of 4.53 indicates that employees feel a strong connection to the organization's goals and mission and are willing to exert extra effort to achieve these objectives, demonstrating a deep commitment to the university's purpose. However, the lowest mean score of 4.44 pertains to employees regularly seeking opportunities to contribute new ideas and solutions for improving work processes, suggesting a potential area for enhancement in fostering innovation. Overall, the findings reflect a positive and engaged workforce, with employees feeling enthusiastic about their work and inspired by their contributions to the organization.

Table 8 Demographic Profile and Workplace Culture (Excellence) of Eastern Samar State University Guiuan Campus employees

Demographic Factor	Mean	P-Value	Statistical Significance	Interpretation
Age	4.488		0.271	No statistically significant relationship with excellence.
Education	1.858		0.464	No statistically significant relationship with excellence.
Length of Service	2.483		.197	No statistically significant relationship with excellence.
Employment Status	.308		.972	No statistically significant relationship with excellence.
Position	13.425		.437	No statistically significant relationship with excellence.
Designation	2.751		.352	No statistically significant relationship with excellence.
<b>Overall Conclusion</b> Excellence is not significantly influenced by demographic factors, indicating that other factors like motivation, work environment, or organizational culture may play a more crucial role.				

The ANOVA analysis reveals that demographic factors, including age, education, length of service, status, position, and designation, do not significantly impact "excellence," with all variables showing p-values greater than 0.05. This indicates that these factors do not create meaningful differences in performance; individuals perform similarly in terms of excellence regardless of their demographic characteristics. The findings suggest that other elements, such as motivation, work environment, or organizational culture, may play a more crucial role in influencing excellence, highlighting the need for further exploration of the true drivers of high performance.

Table 9 Demographic Profile and Workplace Culture (Accountability) of Eastern Samar State University Guiuan Campus employees

Demographic Factor	Mean	P-Value	Statistical Significance	Interpretation
Age	0.445		0.05	Borderline significant
Education	.867		0.565	No statistically significant relationship with accountability.
Length of Service	.612		.802	No statistically significant relationship with accountability.
Employment Status	.442		.923	No statistically significant relationship with accountability.
Position	1.242		.269	No statistically significant relationship with accountability.
Designation	1.136		.339	No statistically significant relationship with accountability.
<b>Overall Conclusion</b> The analysis indicates that most of the demographic factors examined (education, length of service, status, position, designation) have a statistically significant effect on accountability, as all p-values exceed the conventional threshold of 0.05. Age is of borderline significance with accountability.				

The ANOVA analysis indicates that demographic factors such as age, education, length of service, status, position, and designation do not show a statistically significant relationship with accountability, as all p-values are greater than 0.05. This suggests that these demographic characteristics do not significantly influence accountability levels in the dataset. Further investigation may be warranted to explore other factors, such as organizational culture, individual motivation, or leadership style, which could better explain variations in accountability.

Table 10 Demographic Profile and Workplace Culture (Service) of Eastern Samar State University Guiuan Campus employees

Demographic Factor	Mean P-Value	Statistical Significance	Interpretation
Age	1.384	0.193	No statistically significant relationship with service.
Education	1.143	0.334	No statistically significant relationship with service.
Length of Service	2.118	.189	No statistically significant relationship with service.
Employment Status	4.579	.042	The p-value is less than 0.05, meaning that there is a statistically significant difference in the interaction between employment status and service.
Position	1.952	.195	No statistically significant relationship with service.
Designation	2.346	.134	No statistically significant relationship with service.
<b>Overall Conclusion</b>	Only status * service shows a statistically significant interaction (p = 0.042), meaning employment status has a significant effect when interacting with service. All other factors (age, education, length, position, and designation) do not show significant interactions with service based on the p-values.		

The ANOVA table shows the interaction of various factors (age, education, length of service, status, position, and designation) with "service." The key finding is that only **employment status** has a statistically significant interaction with service (p = 0.042). All other factors (age, education, length of service, position, and designation) do not show statistically significant interactions with service, as their p-values are greater than 0.05. This indicates that employment status plays a meaningful role in relation to service, while the other factors do not.

Table 11 Demographic Profile and Employee Attitude (Commitment) of Eastern Samar State University Guiuan Campus employees

Demographic Factor	Mean P-Value	Statistical Significance	Interpretation
Age	4.44	0.071	Borderline significance suggests potential impact with further investigation.
Education	N/A	0.768	No statistically significant relationship with employee commitment.
Length of Service	N/A	.229	No statistically significant relationship with employee commitment.
Employment Status	N/A	.283	No statistically significant relationship with employee commitment.
Position	N/A	.751	No statistically significant relationship with employee commitment.
Designation	N/A	.212	No statistically significant relationship with employee commitment.
<b>Overall Conclusion</b>	Employee commitment at ESSU Guiuan is not significantly influenced by demographic characteristics, indicating that other factors like organizational culture, job satisfaction, or leadership may play a more crucial role.		

The ANOVA analysis indicates that demographic factors such as age, education, length of service, employment status, position, and designation do not significantly influence employee commitment at ESSU Guiuan, with p-values exceeding 0.05 for all variables. Although age shows borderline significance with a p-value of 0.071, suggesting it may merit further investigation, the other factors exhibit no statistical relationship with employee commitment. This implies that commitment levels are likely shaped by other influences, such as organizational culture, job satisfaction, or leadership styles.

Table 12 Demographic Profile and Employee Attitude (Engagement) of Eastern Samar State University Guiuan Campus employees

Demographic Factor	Mean	P-Value	Statistical Significance	Interpretation
Age	1.395		.195	No statistically significant relationship with engagement.
Education	1.301		0.240	No statistically significant relationship with engagement.
Length of Service	.736		.699	No statistically significant relationship with engagement.
Employment Status	.710		.699	No statistically significant relationship with engagement.
Position	1.040		.411	No statistically significant relationship with engagement.
Designation	2.367		.045	The p-value is less than 0.05, meaning that there is a statistically significant difference in the interaction between designation and engagement.
<b>Overall Conclusion</b> Only the interaction between <b>designation and engagement</b> shows a statistically significant result (p = 0.045). All other factors (age, education, length of service, status, position) do not have significant interactions with engagement based on the p-values. This suggests that designation plays a significant role in influencing engagement, while other factors do not.				

The ANOVA table analyzes the interaction of factors such as age, education, length of service, status, position, and designation with engagement. Only **designation** shows a statistically significant interaction with engagement (p = 0.045). All other factors (age, education, length of service, status, and position) do not show significant interactions, as their p-values are greater than 0.05. Thus, **designation** is the only factor that meaningfully impacts engagement.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The organizational culture at Eastern Samar State University Guiuan Campus is characterized by a strong commitment to excellence, reflected in an overall mean score of 4.55. Employees acknowledge the university's focus on high-quality service delivery, innovation, and continuous improvement, with the highest-rated aspect being the consistent delivery of services (mean score of 4.90) and professional development opportunities scoring lower at 4.40. Accountability is also a key value, with a mean score of 4.42, and while employees appreciate the university's efforts to seek feedback (mean score of 4.47), there is a need for improvement in reporting mechanisms for unethical behavior (mean score of 4.34). Overall, job satisfaction is high (mean score of 4.46), indicating that employees find their roles meaningful and fulfilling, with strong organizational commitment reflected in a mean score of 4.49.



### *Recommendations*

Based on the findings from the analysis of organizational culture and demographic factors at Eastern Samar State University Guiuan Campus, the following recommendations are proposed:

1. To enhance professional development opportunities at Eastern Samar State University Guiuan Campus, which received the lowest mean score of 4.40 despite the institution's strong culture of excellence, it is recommended that the university increase the number and variety of professional development programs available to employees. This includes providing additional funding and resources for employees to attend external training and conferences, thereby enabling them to acquire new skills and knowledge. Furthermore, the university should actively encourage and support employees in pursuing higher education and certifications to foster continuous growth and development. Implementing these measures will not only improve employee satisfaction but also contribute to the overall effectiveness and success of the institution.
2. To foster a culture of innovation at Eastern Samar State University Guiuan Campus, it is essential to enhance employee engagement, particularly since designation is the only factor that significantly impacts engagement, as indicated by a p-value of 0.045. The university should encourage employees to regularly contribute new ideas and solutions aimed at improving work processes, thereby promoting a proactive approach to innovation. Additionally, recognizing and rewarding innovative thinking and problem-solving will motivate employees to engage creatively in their roles. Providing opportunities for collaboration and the sharing of best practices among employees will further cultivate an environment conducive to innovation. Finally, implementing a structured process for evaluating and incorporating employee suggestions will ensure that valuable ideas are acknowledged and acted upon, thereby reinforcing a culture of continuous improvement and engagement within the institution.
3. To strengthen leadership development at Eastern Samar State University Guiuan Campus, it is essential to recognize that while demographic factors do not significantly impact most aspects of organizational culture, effective leadership plays a crucial role in shaping employee attitudes and performance. Therefore, the university should invest in comprehensive leadership development programs designed to equip managers with the necessary skills and knowledge for effective leadership. Additionally, providing coaching and mentoring opportunities for aspiring leaders will foster the next generation of effective leadership. It is also vital to ensure that leadership positions are filled by individuals who demonstrate a strong commitment to the university's mission and values. Furthermore, fostering a culture of open communication and feedback between leaders and employees will enhance transparency, trust, and collaboration within the institution, ultimately leading to improved employee engagement and organizational effectiveness.

## ADVANCED RESEARCH

Building on the findings of this study, future research could employ longitudinal and mixed-method designs to uncover causal relationships between organizational culture, demographic factors, and employee attitudes in higher education institutions. Advanced statistical tools, such as structural equation modeling (SEM), could be used to better understand the interplay between these variables and their long-term effects on job performance and institutional success. Furthermore, research could explore the role of emerging factors like digital transformation, hybrid work models, and artificial intelligence in reshaping organizational culture and employee engagement. Examining how these innovations interact with traditional organizational practices and demographic diversity can provide actionable insights for creating adaptive and resilient educational environments. Additionally, cross-institutional studies comparing different cultural and regional contexts could enhance the generalizability of findings and offer strategic frameworks for global applications.

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