

# Organizational Culture and Commitment: Bases for Management Transition for Urdaneta City University

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*Abstract* — The transition management is employed for an effective control on this stage. It has been defined by MBA Brief (2022) as the process of effectively managing the transition of certain things from one position/place/phase to another. In 1975, the concept of transition management was formulated by Mary M. Rydesky, MLA, MBA. An information management expert in healthcare, Ms. Rydesky achieved her MBA in marketing & organizational behavior at Southern Methodist University. She has worked in academic, non-profit, & start-up organizations as well as publicly traded, global firms. She has experienced first-hand the impact of the IPO process, downsizing, & merger on employee productivity & morale (Transition Management, 2022).

While the change may appear to have been implemented flawlessly, transition happens much slower. People undergo several phases as they transition: letting go of the past ways, a neutral zone where everything seems uncertain, and a new beginning with new ways (Office of Faculty Affairs & Faculty Development – University of Michigan, ND).

In the case of Urdaneta City University, transition has always been part of its history. The institution started as a concept of Dr. Pedro T. Orata, world renowned educator and a Ramon Magsaysay awardee, to establish a community college. It started maximizing available resources to provide education to knowledge-hungry youth and young adults, believing on the principle of education for all. Indeed, its humble beginning contrasts with its current status as a fast growing and pioneer local university in the province of Pangasinan (Urdaneta City University, ND).

This study is founded on the theory of the three-component model developed by John Meyer and Natalie Allen, which explains that commitment to an organization is a psychological state and that it has three distinct components that affect how employees feel about the organization that they work.

This study focused on the organizational culture and organizational commitment at Urdaneta City University. The primary respondents of this study are the teaching employees of Urdaneta City University. The scope of a study explains the extent to which the research area will be explored in the study and specifies the parameters within which the study will be operating. Thus, the scope of a study will define the purpose of the study, the population size and characteristics, geographical location, the time period within which the study will be conducted, the theories that the study will focus on, etc.

Included are the Teaching staff of the University while the other employees such as the administrative, utility and security staff are not included in this study.

Based on the gathered data from the respondents, the following are the salient findings: (1) As to sex, the majority of the respondents representing 108 or 50.5% are male; 54 or 25.2% belong to the age bracket of 25-29 years old; a great majority have a bachelor's degree representing 41 or 42.5% as well as master's degree which received the same figures; more than half representing 115 or 53.7% have been with the institution for 1 – 3 years; in terms of the status of employment, more than half which represents 110 or 51.4% are permanent; and lastly, the majority has an academic rank of part-time representing 87 or 40.7% of the respondents. (2) The employees' extent

of practice of the organizational culture of Urdaneta City University in the different areas are as follows: The grand overall weighted mean of “4.18” which has a descriptive equivalent of “Often Practiced”. Supportive culture, innovative culture, and bureaucratic culture received a descriptive equivalent of “Often Practiced” which has an average weighted mean of 4.25, 4.23, and 4.07 respectively. (3) On the level of organizational commitment of the employees of Urdaneta City University, the grand overall weighted mean is “4.33” which has a descriptive equivalent of “Agree. In terms of Normative Commitment and continuance commitment, both have a descriptive equivalent of “Agree” which is 4.42 and 3.98 as an average weighted mean respectively while affective commitment has a descriptive equivalent of “4.59” and “Strongly Agree” as its average weighted mean. (4) There is a significant difference in the levels of perception and the respondent’s profile according to their status of employment and academic rank. (5) There is a significant difference in the levels of commitment among the respondent’s profile status of employment and academic rank. (6) There is a significant relationship between the organizational culture specifically on the variable supportive culture and the respondent’s profile variable sex as well as the innovative culture and respondent profile variable educational attainment. There is also a significant relationship between the organizational commitment variable normative commitment and the respondent profile variable sex. (7) There is a significant relationship across all the variables in the respondent’s extent of practice of organizational culture and organizational commitment.

***Keywords — Organizational Culture, Management, LGU (Local Government Unit), Organizational Commitment***

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## I. Introduction

Management is the key for a successful operation in any institution. And for it to be considered a success, a collaboration with the administration and its employees should be a top priority. Changes happens in an instant or in a few years and these types of changes no matter what it needs to be addressed in order for an institution to adapt and continue with its purpose of existence.

The transition management is employed for an effective control on this stage. It has been defined by MBA Brief (2022) as the process of effectively managing the transition of certain things from one position/place/phase to another. In 1975, the concept of transition management was formulated by Mary M. Rydesky, MLA, MBA. An information management expert in healthcare, Ms. Rydesky achieved her MBA in marketing & organizational behavior at Southern Methodist University. She has worked in academic, non-profit, & start-up organizations as well as publicly traded, global firms. She has experienced first-hand the impact of the IPO process, downsizing, & merger on employee productivity & morale (Transition Management, 2022).

Transition Management is the process of implementing change by systematic planning, coordinating, and implementing change to achieve the desired future state while maintaining company continuity. The transition management process begins long before the actual change occurs, and senior management personnel serve as transition managers, assisting the change agent

throughout the process. Effective communication with all key stakeholders participating in the transition process, whether directly or indirectly, is critical throughout the process (Juneja, ND).

In the case of Urdaneta City University, transition has always been part of its history. The institution started as a concept of Dr. Pedro T. Orata, world renowned educator and a Ramon Magsaysay awardee, to establish a community college. It started maximizing available resources to provide education to knowledge-hungry youth and young adults, believing on the principle of education for all. Indeed, its humble beginning contrasts with its current status as a fast growing and pioneer local university in the province of Pangasinan (Urdaneta City University, ND).

Urdaneta City University (UCU) is a public university founded in 1966 by Dr. Pedro T. Orata with the aim of providing basic to higher education in one place for the students of Urdaneta City. Together with the then mayor, Amadeo R. Perez Jr., the founders used the proceeds of the town fiesta to establish its first 2-year General Education course using the facilities of the Urdaneta City National High School (OSAU, 2022).

Since the institution is owned and operated by the City Government of Urdaneta, transition usually happens when there newly elected officials. As a part of realignment and aim for a better higher educational institution, restructure is done from a top to bottom approach.

Two main topics will be investigated and addressed in this study's notion of transition management, namely organizational culture and organizational commitment.

In this study, there are three sub-areas identified namely supportive culture, innovative culture, and bureaucratic culture. These three areas were explored as means to discover the practices of Urdaneta City University employees under its organizational culture.

In the study of Sok, J., Blomme, R. and Tromp, D. (2014), a 'supportive' culture was defined as internally oriented and reinforced by a flexible organizational structure, a core belief being that the organization expresses trust in and commitment to its employees.

Innovation culture or innovative culture on the other hand was defined as the work environment that leaders cultivate in order to nurture unorthodox thinking and its application. Workplaces that foster a culture of innovation generally subscribe to the belief that innovation is not the province of top leadership but can come from anyone in the organization. Furthermore, innovation cultures are prized by organizations that compete in markets defined by rapid change; maintaining the status quo is insufficient to compete effectively, thus making an innovation culture essential for success (Dyche, ND).

And for bureaucratic culture, it is a formal organization structure whose members share common attitudes, values, beliefs, orientations, and sentiments which are distinguished from others (Misha, 2019). In addition, a bureaucratic culture is a hierarchical and formal organization that has several levels where tasks, authority and responsibilities are delegated between departments,

offices or people. This structure is held together by a central or main administration, and it has led to the development of modern civilization (Reference, 2020).

Organizational Commitment on the other hand is defined as a view of an organization's member's psychology towards his/her attachment to the organization that he/she is working for. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization's goal. If an organizational commitment is determined it helps predict employee satisfaction, employee engagement, distribution of leadership, job performance, job insecurity, and similar such attributes. An employee's level of commitment towards his/her work is important to know from a management's point of view to be able to know their dedication to the tasks assigned to them daily.

With these facts, the study was formulated by the researcher to assess the current standing of the institution in terms of organizational culture and commitment. The dissertation gave emphasis on the extent of practice on organizational of its employees and their level of organizational commitment. Any data gathered was used as a basis for the formulation of action plan that may assist the institution in its management transition.

## II. Methodology

This study focused on the organizational culture and organizational commitment at Urdaneta City University. The primary respondents of this study are the teaching employees of Urdaneta City University. The scope of a study explains the extent to which the research area will be explored in the study and specifies the parameters within which the study will be operating. Thus, the scope of a study will define the purpose of the study, the population size and characteristics, geographical location, the time period within which the study will be conducted, the theories that the study will focus on, etc.

### Research Design

This addresses the research model, research hypotheses, operational definitions of the research variable, research population and sample, data collection methods, data-centered analysis methods, descriptive statistics of the research sample, research validity and reliability and normality test carried out.

### Sources of Data

The respondents were the employees of the Urdaneta City University particularly the teaching personnel. Due to the limitation of time and resources and the ongoing COVID-19 pandemic, the researcher observed the health security and protocols in the conduct of this study. Convenient sampling was used, all teaching employees are qualified as respondents and had an equal chance on the study.

## **Instrumentation and Data Collection**

Researcher used the self-constructed questionnaire-checklist as the data-gathering instrument. The instrument is composed of three parts. Part I of the questionnaire dealt with the profile of the respondents as to sex, age, highest educational attainment, number of years in the University, status of employment, and academic rank. Part II dealt with extent of practice on the Organizational Culture of Urdaneta City University in terms of Supportive Culture, Innovative Culture, and Bureaucratic Culture. Part III dealt with the level of Organizational Commitment of the employees of Urdaneta City University in terms of Normative Commitment, Affective Commitment and Continuance Commitment.

## **Data Collection Methods**

Primary data were collected using self-administered questionnaires were electronically distributed to the employees of Urdaneta City University by utilization of online forms. The scale used in this research is a five-point Likert's Scale ranging from always practiced to never practiced. The questionnaire consists of three parts, the first being a short cover letter explaining the objective of the research and confirming the confidentiality of the responses. The second part collected the demographic profile of the respondents. The third part consists of the Organization Culture and Organizational Commitment questionnaire, allowing respondents to express their level of agreement on the indicators. Secondary data were collected from books, journals, and articles.

## **Tools for Data Analysis**

### *Data Analysis Methods*

The research utilized SPSS (Statistical Package for the Social Sciences) to analyze the data. The characteristics of the sample were examined through descriptive statistics. Regression analysis were used to test the research hypothesis.

### *Descriptive Statistics of the Research Sample*

The research sample consisted of the majority of the faculty employees of Urdaneta City university who answered the questionnaire, resulting in a response rate. Descriptive analysis, such as frequencies and percentages, was carried out for this part of the research.

After gathering the data from the respondents, the data were summarized, classified and tabulated. The following appropriate statistical tools were used to answer the problems of the study.

The data, with regard to the respondents' profile, were treated statistically by using frequency counts and corresponding percentages with the use of the formula shown below.

$$P = \frac{f}{n} 100\%$$

Where:  $P$  = percentage equivalent

$f$  = number of respondents per bracket

$n$  = total number of respondents

The data with regards to the organizational culture and organizational commitment for teaching employees of Urdaneta City University, were treated statistically by using weighted mean (WM) with the use of the formula below:

$$WM = \frac{5(F5) + 4(F4) + 3(F3) + 2(F2) + 1(F1)}{n}$$

Where:  $WM$  = Weighted Mean

$F5$  = Number of Respondents who answered “Always Practiced”

$F4$  = Number of Respondents who answered “Often Practiced”

$F3$  = Number of Respondents who answered “Moderately Practiced”

$F2$  = Number of Respondents who answered “Slightly Practiced”

$F1$  = Number of Respondents who answered “Never Practiced”

$N$  = Total number of respondents

The following scale was used to interpret the obtained weighted mean for organizational culture of Urdaneta City University:

<b>POINT VALUE</b>	<b>DESCRIPTIVE EQUIVALENT</b>	<b>DEFINITION</b>
4.50 – 5.00	Always Practiced	The employees always practice it.
3.50 – 4.49	Often Practiced	The employees practice it frequently.
2.50 – 3.49	Moderately Practiced	The employees practice it quite fairly.
1.50 – 2.49	Slightly Practiced	The employees practice it to a small degree.
1.00 – 1.49	Never Practiced	The employees do not practice it at all.

The following scale was used to interpret the obtained weighted mean for organizational commitment of Urdaneta City University:

<b>POINT VALUE</b>	<b>DESCRIPTIVE EQUIVALENT</b>	<b>DEFINITION</b>
4:50 – 5.00	Strongly Agree	The employee is highly committed.
3.50 – 4.49	Agree	The employee is committed.
2.50 – 3.49	Undecided	The employee is moderately committed.
1.50 – 2.49	Disagree	The employee is slightly committed.
1.00 – 1.49	Strongly Disagree	The employee is least committed.

The data, with regards to the significant relationship between the profile of the respondents and organizational culture and level of organizational commitment across their profile variables was utilized through Pearson r formula shown below:

$$r = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2 \sum(y_i - \bar{y})^2}}$$

Where:  $r$  = correlation coefficient

$x_i$  = values of the x-variable in a sample

$\bar{x}$  = mean of the values of the x-variable

$y_i$  = values of the y-variable in a sample

$\bar{y}$  = mean of the values of the y-variable

On the significant difference between the extent of practice across profile variable the t-test and One-way Analysis of Variance was used. Shown below are the formulae:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{s_1^2}{N_1} + \frac{s_2^2}{N_2}}}$$

Where:  $t$  = sample standard deviation

$\bar{x}$  = Observed Mean of the Sample

$\mu$  = Theoretical Mean of the Population

$s$  = Standard Deviation of the Sample

$n$  = Sample Size

$$F = \frac{MST}{MSE}$$
$$MST = \frac{\sum_{i=1}^k (T_i^2/n_i) - G^2/n}{k-1}$$
$$MSE = \frac{\sum_{i=1}^k \sum_{j=1}^{n_i} Y_{ij}^2 - \sum_{i=1}^k (T_i^2/n_i)}{n-k}$$

Where: F= variance of the group  
MST= mean square of treatments  
MSE=mean square of error  
n=total number of observations  
k=number of independent variables

### III. Results and Discussion

#### Profile of the Respondents

The respondents' profile is to provide and describe background information about them as subjects of the study, specifically in terms of sex, age, highest educational attainment, number of years in the University, status of employment, and academic rank. Such profile variables were likewise used to describe and analyze the major variables in this study which are sex, age, educational attainment, number of years in the university, status of employment and academic rank.



**Table 1**  
**Respondents' Distribution of Profile Variables**  
**n = 214**

<b>Variables</b>	<b>Indicators</b>	<b>f</b>	<b>%</b>
<b>Sex</b>	Male	108	50.5
	Female	106	49.5
<b>Age</b>	25-29 years old	54	25.2
	30-34 years old	52	24.3
	45 years old and above	47	22
	40-44 years old	32	15
	35-39 years old	29	13.6
<b>Educational Attainment</b>	Bachelor's Degree	91	42.5
	Master's Degree	91	42.5
	Doctorate Degree	32	15
<b>Number of years in the University</b>	1-3	115	53.7
	10 or more	52	24.3
	4-6	25	11.7
	7-9	13	6.1
	others	9	4.20
<b>Status of Employment</b>	Permanent	110	51.4
	Part-time	87	40.7
	Casual	16	7.5
	Temporary	1	.5
<b>Academic Rank</b>	Part-time Instructor	87	40.7
	Instructor III	21	9.8
	Instructor II	19	8.9
	Assistant Professor I	18	8.4
	Instructor I	17	7.9
	Casual Instructor	14	6.5
	Assistant Professor II	13	6.1
	Assistant Professor IV	11	5.1
	Assistant Professor III	6	2.8
	Associate Professor I	5	2.3
	Associate Professor IV	3	1.4

**Sex.** Table 1 shows the categorization of the respondents into sex and most of the instructors are male. 108 out of 214 respondents were male instructors and, 106 out of 214 were female instructors.

These data bring to a case where females are dominated by males. Nevertheless, under sex and equality issues there are no discrepancies between a man and a woman.

**Age.** The age variable of the respondents is presented in table 1. It can be observed from the table that majority of the respondents belong to the age bracket of twenty-five years old to twenty-nine years old that is 54 out of 214 of the respondents or 25.2 percent, and the least number of respondents were 35-39 years old or 13.6.

A closer observation of the table reveals that the respondents are in their younger stage and are beyond maturity level.

**Educational Attainment.** Table 1 presents the highest educational attainment of the Urdaneta City University Instructors. It can be gleaned from the table that in terms of educational qualifications, most instructors have a bachelor's degree and a masters' degree with 91 or 45.5%, thirty-two (32) or 15% of the respondents finished a Doctorate degree. This shows that majority of the teachers continue with their professional growth.

**Number of Years in the University.** It can be gleaned from the table that one hundred fifteen (115) or 53.7 percent of the respondents had been teaching for 1-3 years, whilst twenty-five (25) or 11.7 percent of the respondents had been teaching for 4-6 years. Thirteen (13) or 6.1 percent of the respondents had been in the service for 7-10 years and, the least number of respondents working in Urdaneta City University for less than a year, was nine (9) or 4.20 percent.

**Status of Employment.** Most of the respondents were permanent instructors in Urdaneta City University with 110 or 51.4 %. At the same time, the least were temporary instructors with 1 or .5%.

**Academic Rank.** It can be gleaned from the table that most of the respondents with eighty-seven (87) or 40.7 percent were Part-time Instructors, the least were Associate Professor IV with three (3) or 1.4 percent.

Table 2 on the next page indicates the result of the data gathered about the employees' extent of practice of the organizational culture of Urdaneta City University in terms of Supportive Culture.

The table revealed that the indicator, "The Administration supports the respective Deans and Heads of the University concerning the different issues of the individual colleges," has the highest weighted mean of 4.35, having the descriptive equivalent of "Often Practiced." This only implied that (RRL). The third indicator, "The university provides financial support for its employees and staff," has the least overall weighted mean of 4.08 with the descriptive equivalent of

**Table 2**  
**Employees' Extent of Practice of the Organizational Culture of Urdaneta City University in terms of Supportive Culture**  
**n=214**

Indicators	WM	DE
1. The Administration supports the respective Deans and Heads of the University concerning the different issues of the individual colleges.	4.35	OP
2. Employees of the University always support one another in many aspects, such as research, scholarships, and tuition fee discounts.	4.32	OP
3. The Deans and Heads of the respective colleges provide ample support to their faculty in any issues or challenges of their departments.	4.30	OP
4. Medical assistance for the University employees is provided, especially during the pandemic.	4.21	OP
5. The University provides financial support for its employees and staff.	4.08	OP
<b>Average Weighted Mean</b>	<b>4.25</b>	<b>OP</b>

**Legend:**

Statistical Range	Descriptive Rating	Definition
4.50 – 5.00	Always Practiced (AP)	The employees always practice it.
3.50 – 4.49	Often Practiced (OP)	The employees practice it frequently.
2.50 – 3.49	Moderately Practiced (MP)	The employees practice it quite fairly.
1.50 – 2.49	Slightly Practiced (SP)	The employees practice it to a small degree.
1.00 – 1.49	Never Practiced (NP)	The employees do not practice it at all.

"Often Practiced." The overall weighted mean of the indicators under Supportive Culture was 4.25, which has an ideal match to "Often Practiced." This only implied that (RRL). The third indicator, "The university provides financial support for its employees and staff," has the least overall weighted mean of 4.08 with the descriptive equivalent of "Often Practiced." The overall weighted mean of the indicators under Supportive Culture was 4.25, which has an ideal match to "Often Practiced."

Table 3 on the next page indicates that "The university conducts annual trainings, workshops, and seminars/webinars for its employees," got the highest weighted mean of 4.43 and has the descriptive equivalent of "Often Practiced" in the employees' extent of practice on the organizational culture of Urdaneta City University in terms of Innovative Culture. This implies that most employees agree that annual training, workshops, and seminars/webinars are held for the University's staff. The fourth indicator, the "Instructional materials like Work Text, Modules are provided to the faculty by the University administration," got the lowest weighted mean of 3.95 with the descriptive equivalent of "Often Practiced." The overall weighted mean of the indicators under Innovative Culture was 4.23, a descriptive equivalent to "Often Practiced."

**Table 3**  
**Employees' Extent of Practice of the Organizational Culture of Urdaneta City University in terms of Innovative Culture**  
**n=214**

Indicators	WM	DE
1. The University conducts annual training, workshops, and seminars/webinars for its employees.	4.43	OP
2. Extensions of the University are being implemented to further reach out to students from distant places.	4.30	OP
3. University researchers are conducting research studies to further study the school's issues and concerns.	4.27	OP
4. In terms of the Academic side, faculty are given an opportunity as reviewers in the competency appraisal program specifically for board program courses.	4.20	OP
5. Instructional materials like Work Text, Modules are provided to the faculty by the University administration.	3.95	OP
<b>Average Weighted Mean</b>	<b>4.23</b>	<b>OP</b>

**Legend:**

Statistical Range	Descriptive Rating	Definition
4.50 – 5.00	Always Practiced (AP)	The employees always practice it.
3.50 – 4.49	Often Practiced (OP)	The employees practice it frequently.
2.50 – 3.49	Moderately Practiced (MP)	The employees practice it quite fairly.
1.50 – 2.49	Slightly Practiced (SP)	The employees practice it to a small degree.
1.00 – 1.49	Never Practiced (NP)	The employees do not practice it at all.

Table 4 below shows the respondents' responses on the employees' extent of practice of the Organizational Culture of Urdaneta City University in terms of Bureaucratic Culture with an overall average weighted mean of 4.07 with a descriptive rating of "Often Practiced."

**Table 4**  
**Employees' Extent of Practice of the Organizational Culture of Urdaneta City University in terms of Bureaucratic Culture**  
**n=214**

Indicators	WM	DE
1. Linkages were established between the LGU and the University, such as Alumni Associations, research activities, etc.	4.22	OP
2. Employees are hired based on their skills and knowledge, not favoritism or luck.	4.20	OP
3. Appointments and promotions of officers are formal because these officers are held accountable.	4.14	OP
4. The different offices of the University provide funding support for their IGP primarily related to the various aspects of each office.	4.06	OP
5. The Exchange Student program is practiced by the University every year.	3.73	OP
<b>Average Weighted Mean</b>	<b>4.07</b>	<b>OP</b>

**Legend:**

Statistical Range	Descriptive Rating	Definition
4.50 – 5.00	Always Practiced (AP)	The employees always practice it.
3.50 – 4.49	Often Practiced (OP)	The employees practice it frequently.
2.50 – 3.49	Moderately Practiced (MP)	The employees practice it quite fairly.
1.50 – 2.49	Slightly Practiced (SP)	The employees practice it to a small degree.
1.00 – 1.49	Never Practiced (NP)	The employees do not practice it at all.

The second indicator, "Linkages were established between the LGU and the University such as Alumni Associations, research activities, etc." has the highest weighted mean of 4.22 with a descriptive equivalent of "Often Practiced."

The third indicator, "The Exchange Student program is practiced by the university every year," got the lowest weighted mean of 3.73 with the descriptive equivalent of "Often Practiced."

**Table 5**  
**Summary on the Respondents' Extent of Practice of**  
**their Organizational Culture**  
**n = 214**

<b>Variables</b>	<b>GWA</b>	<b>DE</b>
1. Supportive Culture	4.25	OP
2. Innovative Culture	4.23	OP
3. Bureaucratic Culture	4.07	OP
<b>GOWM</b>	<b>4.18</b>	<b>OP</b>

**Legend:**

<b>Statistical Range</b>	<b>Descriptive Rating</b>	<b>Definition</b>
4.50 – 5.00	Always Practiced (AP)	The employees always practice it.
3.50 – 4.49	Often Practiced (OP)	The employees practice it frequently.
2.50 – 3.49	Moderately Practiced (MP)	The employees practice it quite fairly.
1.50 – 2.49	Slightly Practiced (SP)	The employees practice it to a small degree.
1.00 – 1.49	Never Practiced (NP)	The employees do not practice it at all.

The table summarizes the respondents' extent of practice of their organizational culture in terms of a supportive culture, innovative culture, and bureaucratic culture. The supportive culture got the general weighted average of 4.25 with the descriptive equivalent of "Often Practiced". Innovative culture got the general weighted average of 4.23 with the descriptive equivalent of "Often Practiced". Bureaucratic culture got the general weighted average of 4.07 with the descriptive equivalent of "Often Practiced".

**Table 6**  
**The Level of Organizational Commitment for the Teaching Employees of Urdaneta City**  
**University in terms of Normative Commitment**  
**n=214**

<b>Indicators</b>	<b>WM</b>	<b>DE</b>
1. I can be resourceful in my job when it is required.	4.55	SA
2. Training and seminars are available to enhance my skills and abilities further.	4.43	A
3. The staff is reasonably supervised.	4.43	A
4. There are many opportunities for me making me independent and giving me freedom in how I do the work.	4.35	A
5. The pay is satisfying.	4.35	A
<b>Average Weighted Mean</b>	<b>4.42</b>	<b>A</b>

**Legend:**

Statistical Range	Descriptive Rating	Definition
4:50 – 5.00	Strongly Agree	The employee is highly committed.
3.50 – 4.49	Agree	The employee is committed.
2.50 – 3.49	Undecided	The employee is moderately committed.
1.50 – 2.49	Disagree	The employee is slightly committed.
1.00 – 1.49	Strongly Disagree	The employee is least committed.

Table 6 shows the result summary of the respondents regarding the level of organizational commitment for the teaching employees Of Urdaneta City University in terms of normative commitment with their corresponding overall weighted mean descriptive equivalent. The results indicate that the variable "I can be resourceful in my job when required" has the highest weighted mean of 4.55, and the descriptive equivalent is "Strongly Agreed." The second and fifth indicators, "There are many opportunities for me making me independent and giving me freedom in how I do the work." The 5<sup>th</sup>, "The pay is satisfying," got the lowest mean of 4.35 with the descriptive equivalent of Agree. It showed that employees could be resourceful when it comes to their jobs.

**Table 7**  
**The Level of Organizational Commitment for the Teaching Employees of Urdaneta City University in terms of Affective Commitment**  
 n=214

Indicators	WM	DE
1. I have had so many great experiences and meaningful lessons at this University.	4.64	SA
2. I am eager to put effort beyond expectations for the University's success.	4.61	SA
3. I care for the University's fate.	4.59	SA
4. I am proud of my decision to work at this University.	4.56	SA
5. I feel a sense of belonging at this University.	4.55	SA
<b>Average Weighted Mean</b>	<b>4.59</b>	<b>SA</b>

**Legend:**

Statistical Range	Descriptive Rating	Definition
4:50 – 5.00	Strongly Agree	The employee is highly committed.
3.50 – 4.49	Agree	The employee is committed.
2.50 – 3.49	Undecided	The employee is moderately committed.
1.50 – 2.49	Disagree	The employee is slightly committed.
1.00 – 1.49	Strongly Disagree	The employee is least committed.

Table 7 presents the level of organizational commitment for the teaching employees Of Urdaneta City University in terms of Affective Components. The fifth indicator, "I have had so many great experiences and meaningful lessons in this university" got the highest weighted mean of 4.64 with the descriptive equivalent of Strongly Agree. Meanwhile, "I feel a sense of belonging in this university" got the lowest weighted mean of 4.55 with the descriptive equivalent of Strongly Agree. The average weighted mean shows that Affective Components positively affect employee commitment with an average weighted mean of 4.59 with the descriptive equivalent of Strongly Agree.

Table 8 on the next page presents the level of organizational commitment for the teaching employees Of Urdaneta City University in terms of Continuance Components with a total average weighted mean of 3.98 with the descriptive equivalent of Agree. The third indicator, "Even if I wanted to, I feel it would be tough for me to leave my job in this university right now" got the highest mean of 4.01 with the descriptive equivalent of Agree. The fourth and fifth indicators, "I feel that I have too few options to consider quitting my job at the university, and I would feel incomplete and not grow/be passive as an employee if I were not a member of this university" got the lowest mean of 3.97 with the descriptive equivalent of strongly agree "SA."

**Table 8**  
**The Level of Organizational Commitment of the Teaching Employees of Urdaneta City University in terms of Continuance Commitment**  
**n=214**

Indicators	WM	DE
1. Even if I wanted to, I feel it would be tough for me to leave my job at this University right now.	<b>4.01</b>	A
2. If I quit this job, I fear that I may not find another one immediately.	3.99	A
3. I am worried about what I may lose without the University.	3.99	A
4. I feel that I have too few options to consider quitting my job at the University.	3.97	A
5. I would feel incomplete and not grow/be passive as an employee if I were not a member of this University.	3.97	A
<b>Average Weighted Mean</b>	<b>3.98</b>	<b>A</b>



**Legend:**

Statistical Range	Descriptive Rating	Definition
4.50 – 5.00	Strongly Agree	The employee is highly committed.
3.50 – 4.49	Agree	The employee is committed.
2.50 – 3.49	Undecided	The employee is moderately committed.
1.50 – 2.49	Disagree	The employee is slightly committed.
1.00 – 1.49	Strongly Disagree	The employee is least committed.

**Table 9**  
**Summary on the Level of Organizational Commitment for Employees of the Teaching Employees of Urdaneta City University**  
**n = 214**

Variable	GWA	DE
1. Affective Commitment	4.59	SA
2. Normative Commitment	4.42	A
3. Continuance Commitment	3.98	A
<b>GOWM</b>	<b>4.33</b>	<b>A</b>

**Legend:**

Statistical Range	Descriptive Rating	Definition
4.50 – 5.00	Strongly Agree	The employee is highly committed.
3.50 – 4.49	Agree	The employee is committed.
2.50 – 3.49	Undecided	The employee is moderately committed.
1.50 – 2.49	Disagree	The employee is slightly committed.
1.00 – 1.49	Strongly Disagree	The employee is least committed.

The table summarizes the Level of Organizational Commitment for the teaching employees Of Urdaneta City University in terms of normative commitment, affective, and continuance components. The descriptive equivalent of "Agree" was given to normative commitment components, which received a general weighted average of 4.42. With the ideal match of "Strongly Agree," affective components received a general weighted average of 4.59. The overall weighted average for continuance components was 3.98, with the descriptive equivalent of "Agree."

### Difference Between the Extent of Practice on Organizational Culture and the Respondent's Profile

Table 10 shows the respondents' extent of practice according to supportive culture, innovative culture, and bureaucratic culture and the respondent's profile with the corresponding computed F values and decisions for each comparison.

**Table 10**  
**Significant Difference Between the Extent of Practice and the Respondent's Profile**  
 $\alpha = 0.05$

	Supportive Culture		Innovative Culture		Bureaucratic Culture		Overall	
	F	Sig	F	Sig	F	Sig	F	Sig
Sex	2.78	.099 <sup>NS</sup>	.017	.895 <sup>NS</sup>	.277	.600 <sup>NS</sup>	.036	.849 <sup>NS</sup>
Age	1.97	.101 <sup>NS</sup>	1.11	.353 <sup>NS</sup>	1.89	.114 <sup>NS</sup>	1.967	.101 <sup>NS</sup>
Educational Attainment	.906	.406 <sup>NS</sup>	2.513	.083 <sup>NS</sup>	.639	.529 <sup>NS</sup>	1.650	.195 <sup>NS</sup>
The number of Years in the University:								
Status of Employment	.351	.881 <sup>NS</sup>	1.194	.313 <sup>NS</sup>	.772	.571 <sup>NS</sup>	.868	.503 <sup>NS</sup>
Academic Rank	3.632	<b>.014*</b>	4.81	<b>.003*</b>	2.558	.056 <sup>NS</sup>	3.439	<b>.018*</b>
Academic Rank	1.708	.081 <sup>NS</sup>	2.373	<b>.011*</b>	1.997	<b>.035*</b>	2.426	<b>.009*</b>

NS-denotes no significance

\*- denotes significance at a 0.05 level of significance

The supportive culture and innovative culture of the employees of Urdaneta City University across the status of employment and Academic rank is accepted at a .05 level of significance.

It can be seen in Table 10 the computed F-value for the profile variable, Status of Employment, is F= 3.632 and F= 4.81 for the extent of practice in a supportive culture and innovative culture is significant at .014 and .003, respectively, which are below the .05 alpha level. As such, in this case, therefore the null hypothesis is disconfirmed in favor of the research hypothesis, which means there is a significant difference between the extent of practice and the respondent's profile.

The computed F-value for the profile variable, Academic Rank, is F=2.373 for the extent of practice in innovative culture is significant at .011, which is below the .05 alpha level.

**Table 11**  
**Significant Difference Between the Extent of Practice on Organizational Commitment and their Profile**  
 $\alpha = 0.05$

	Normative Commitment		Affective Commitment		Continuance Commitment		Overall	
	F	Sig	F	Sig	F	Sig	F	Sig
Sex	.061	.806 <sup>NS</sup>	.061	.805 <sup>NS</sup>	.041	.839 <sup>NS</sup>	.036	.849 <sup>NS</sup>
Age	1.83	.125 <sup>NS</sup>	1.615	.172 <sup>NS</sup>	1.338	.257 <sup>NS</sup>	1.967	.101 <sup>NS</sup>
Educational Attainment	1.7	.185 <sup>NS</sup>	1.268	.283 <sup>NS</sup>	1.733	.179 <sup>NS</sup>	1.650	.195 <sup>NS</sup>
Number of years in the University:								
Status of	1.224	.229 <sup>NS</sup>	1.520	.185 <sup>NS</sup>	.621	.684 <sup>NS</sup>	.868	.503 <sup>NS</sup>
Employment	.708	.548 <sup>NS</sup>	.993	.397 <sup>NS</sup>	6.805	<b>.000*</b>	3.439	<b>.018*</b>
Academic Rank	1.522	.133 <sup>NS</sup>	.790	.638 <sup>NS</sup>	2.417	<b>.010*</b>	2.426	<b>.009*</b>

NS-denotes no significance

\*- denotes significance at a 0.05 level of significance

The computed F-value for the profile variable, Status of Employment and academic rank, is F= 6.805, and F= 2.417 for the level of commitment of the respondents in Continuance Components is significant at .000 and .010, respectively, which is below the .05 alpha level. As a result, the null hypothesis is disproved in favor of the research hypothesis, implying a significant difference in commitment and respondent profile.

**Table 12**  
**Relationship Between the Respondents' Extent of Practice on Organizational Culture and Organizational Commitment across their Profile Variables**  
 $\alpha = 0.05$

		Supportive Culture	Innovative Culture	Bureaucratic Culture	Normative Commitment	Affective Commitment	Continuance Commitment
Sex	r-value	<b>.135*</b>	.084	.104	<b>.151*</b>	.074	.128
	Sig. (2-tailed)	.049	.221	.131	.027	.282	.061
Age	r-value	.069	-.032	.044	.037	.085	-.017
	Sig. (2-tailed)	.316	.639	.520	.590	.218	.809
Educational Attainment	r-value	.086	<b>.147*</b>	.077	.121	.089	.063
	Sig. (2-tailed)	.210	.032	.260	.076	.196	.356
Number of Years in the University	r-value	-.040	-.063	-.069	-.088	.041	-.032
	Sig. (2-tailed)	.559	.356	.316	.198	.548	.646
Status of Employment	r-value	-.109	-.139*	-.120	-.085	-.098	-.127
	Sig. (2-tailed)	.112	.043	.079	.214	.151	.065
Academic Rank	r-value	-.095	-.119	-.082	-.040	-.068	-.091
	Sig. (2-tailed)	.165	.082	.230	.560	.321	.184

Table 12 shows the significant respondents' extent of practice of their organizational culture and their organizational commitment by using the Pearson product-moment correlation coefficient (or Pearson r) formula.

**Table 13**  
**Relationship Between the Respondents' Extent of Practice on their Organizational Culture and their Organizational Commitment**  
 $\alpha = 0.05$

		Normative Commitment	Affective Commitment	Continuance Commitment	Overall
Supportive Culture	r-value	<b>.662**</b>	<b>.548**</b>	<b>.586**</b>	<b>.873**</b>
	Sig. (2-tailed)	.000	.000	.000	.000
Innovative Culture	r-value	<b>.652**</b>	<b>.516**</b>	<b>.617**</b>	<b>.882**</b>
	Sig. (2-tailed)	.000	.000	.000	.000
Bureaucratic Culture	r-value	<b>.646**</b>	<b>.466**</b>	<b>.644**</b>	<b>.886**</b>
	Sig. (2-tailed)	.000	.000	.000	.000

Table 13 shows the significant respondents' extent of practice of their organizational culture and their organizational commitment by using the Pearson product-moment correlation coefficient (or Pearson r) formula.

#### IV. Conclusion

In the light of the findings revealed by the study, the following conclusions were drawn:

1. The majority of employees in Urdaneta City University are male in their early adulthood who attained a degree from undergraduate and graduate studies, they are also at their early stage of career in the institution, but they have already secured employment and in a flexible work arrangement.
2. While the teaching faculty of Urdaneta City University often practiced its organizational culture, continues exercise of these practices can lead to consistency. The data showed that the employees frequently exercise the culture of supportiveness, innovativeness, and bureaucracy within the university. In line with the management transition, practices on the organizational culture should focus more on steadily monitoring the activities employed by the university.
3. The teaching faculty agreed on their organizational commitment with Urdaneta City University. The evidence is clear to state that the employees concur to their dedication in terms of their obligation and residence while strongly acknowledging their loyalty in the university. Tracking regularly and keeping the employees in focus would be the target when it comes to management transition in this area. This will ensure that commitment levels would be sustained as it is vital to the institutions' success.

4. The levels of extent of practice and the respondent's profile in Urdaneta City University are the same except for the variable's status of employment and academic rank. Therefore, the null hypothesis is rejected.
5. The levels of commitment and the respondent's profile in Urdaneta City University are the same except for the variable's status of employment and academic rank leading to the rejection of null hypothesis.
6. The relationship in the organizational culture at Urdaneta City University only differs in the variables supportive culture and the respondent's profile variable sex as well as the variable innovative culture and the respondent's profile educational attainment. When it comes to organizational commitment, only the organizational commitment differs in terms of profile variable sex. The null hypothesis in this area was rejected.
7. There is a relationship between organizational culture and organizational commitment regardless of any variables which led to the rejection of null hypothesis.

#### **V. Recommendations**

The following recommendations are forwarded based on the conclusions made:

1. The employees of Urdaneta City University should exert more effort to always practice the organizational culture of the institution.
2. The employees of Urdaneta City University should always familiarize themselves with the organizational culture of the institution by attending meetings, training, seminars, and orientations organized by various departments of the institution.
3. The employees of Urdaneta City University should continue their organizational commitment to the institution.
4. The proposed action plan can be used as a guide for the continuous and consistent practice of organizational culture as well as in the aspect of organizational commitment.
5. Other studies should be undertaken on the organizational culture and commitment of employees of Urdaneta City University using other variables and a wider venue.

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