DETERMINING ROLE OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT TO THE ORGANIZATIONAL CREATIVITY OF THE DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS - CAGAYAN 1ST DISTRICT ENGINEERING OFFICE, PHILIPPINES

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Abstract

The research venture made use of the quantitative and qualitative research design using the descriptive research method through questionnaires in gathering data needed to answer the problems posted in the study. These questionnaires were answered by 144 employees of DPWH Cagayan 1st District. Data were statistically treated through mean, and Pearson - r while all hypothesis were tested at 0.05 level of significance. Findings of the study revealed that the respondents perceived to have a very good organizational culture, organizational commitment, and organizational creativity. Moreover, there is a very high positive and very significant correlation between the respondents organizational culture and organizational commitment along with organizational creativity. A very high positive or very significant correlation between the organizational commitment and organizational creativity of the respondents is also noted. As an output of the study, a training design was prepared by the researcher purposely to enhance the organizational culture and organizational commitment of the respondents, and to strengthen their existing organizational creativity.

Keywords: organizational culture, organizational commitment, organizational creativity. organization development, planning

Introduction

Organizations around the world have their unique and distinct culture, whether its leadership builds and maintains it purposefully, or allows it to grow on its own. An organization's culture defines how individuals work and function, making it a crucial element for success of the organization. In a global setting, organization seek to create cultures that are productive and foster a positive work environment to meet the challenges of globalization and of the emerging normal as a result of the NCOVID 19 pandemic.

Organizational culture is the collection of beliefs, values and methods of interaction that create the environment of an organization. The organizational culture encompasses the foundational values of a company or business. It also reflects an organization's expectations and philosophy and the experiences of the employees and leaders within it, often determining the group's future direction (Indeed.com:2021).

According to Ficarra and associates (2020), every organization has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture. In groups of people who work together, organizational culture is an invisible but powerful force that influences the behavior of the members of that group.

Anent to the above, Arghode and associates (2022) stressed that organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization.

It is a fact that the culture in an organization governs many things, from how it makes decisions to how employees interact. Learning more about the culture of the organization will help members know if their workplace holds the

same values they have. Also, understanding their own core culture in the context of the culture of their organization will help determine if their workplace will be a healthy environment for them.

Organization leaders can determine the organizational culture by establishing a mission statement that applies to all levels of an organization's operations. They can provide training to supervisors and teams that apply their mission statement and culture to how people interact with each other. Healthy organizations can determine what they value most and use their culture to support those values. While leaders may create and communicate the culture in their workplace, all levels of leadership and individual contributors must maintain it because an established culture shows how people in the workplace should behave. Likewise, Yusuf (2020) underscores that a positive and healthy culture that is deeply embedded in an organization's identity can help employees pursue and reach their goals. Altinok (2021) mentioned that every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave among themselves as well as with people outside the organization.

The feelings, thoughts, and attitudes of employees toward the organization are the most important factors for organizations to achieve their goals. Such negative feelings, thoughts, and attitudes of employees reduce their work productivity in the organization. For this reason, organizations have to struggle with situations that adversely affect employees to include their organizational culture and their manifestation of organizational commitment.

Amidst the increasing globalization and international competition, it is imperative for organizations to properly manage their human resources to increase their competitiveness (Nadiri & Tanova, 2010). In government organizations, employees play a crucial role in achieving the organization's mission, vision, and goals. According to Kim and Beehr (2010), employees who have high organizational commitment make additional efforts in fulfilling their duties, establish positive relationships, have the desire to maintain their membership within the organization, and work in accordance with the organizational goals even if these goals are not in line with the employees' priorities (Nordin, 2012).

Çokluk & Yılmaz (2010) underscore that organizational commitment is considered a person's level of power in terms of their association and participation in an organization's myriad goals. This is also supported by Cerit (2010) that an employee who possessed organizational commitment has found to be more satisfied and productive with their job in the organization. It is to be noted that organizational commitment involves the dimensions of affective, continuance, and normative commitment.

In line with the above, the employees are the major assets of an organization and contribute effectively in its successful functioning. It is essential for the employees to be loyal or committed towards their organization and strive hard in furthering its brand image. An organization cannot survive if the employees are not at all serious about it and treat their work as a burden. The employees must enjoy whatever they do for them to deliver their level best. They must contribute in the development of organizational creativity in the workplace.

Organizational creativity is the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system. World recognized author Teresa Amabile (1997) as cited by Ali Taha and associates (2016) defines creativity as the production of novel, appropriate ideas in any realm of human activity, from science, to the arts, to education, to business, to everyday life. The author emphasizes that these ideas must be novel i.e. different from what has been done before and they must be appropriate to the problem or opportunity presented. Creativity is also defined as a complex, cognitive process that involves finding and developing solutions to novel, ill-defined problems that will enhance the organization in the form of its products, services, processes, and procedures.

According to Sixtus (2021), creativity does not just happen in organizations; leaders must establish an environment in which creativity can flourish—for themselves and for their employees. Everyone has a creative spark, but many factors can inhibit its ignition. New ideas are fragile creations, but the right organizational culture can encourage people to develop and cultivate them. Innovative organizations do not take a passive approach to creativity; they are proactive in their search for new ideas. One of the best ways to set a creative tone throughout an organization begins with the organization's mission statement. Leaders should incorporate creativity and innovation into their organization's mission statements and affirm their commitment to them in internal communications. If creativity and innovation are vital to organization's success, they also should be a natural part of the performance appraisal process.

Ghosh (2015) stressed that one of the best ways to cultivate a culture of creativity is to hire a diverse workforce. When people solve problems or come up with ideas, they do so within the framework of their own experience. Hiring people from different backgrounds, cultural experiences, hobbies, and interests provides the organization with crucial raw materials needed for creativity. Smart leaders enhance organizational creativity by hiring beyond their own comfort zones. Focusing the talent and creativity of a diverse group of employees on a problem or challenge is one of the best ways to generate creative solutions. The lesson for managers is to increase the odds of a successful creative solution to a problem, involve in the process people whose background and experience lies outside the particular problem area.

The Department of Public Works and Highways - Cagayan 1st District where the researcher is presently working has its own best practices, practical and resilient capabilities, and innovative development programs to complement the department's goals and visions in providing high quality infrastructure. However, the organization is not exempted in meeting some internal concerns and challenges like creating a strong teamwork culture, communicating clear goals and expectations to the employees, being transparent and encourage open communication, maintaining work ethics, fostering a positive work culture, developing trust and encouraging innovation, and providing constructive feedback and not criticism to name a few.

The employees of DPWH Cagayan 1st District also perceived some issues of nepotism, graft and corruption, factionalism, and political intervention that may affect in one way or another their perception of the overall culture of the organization. Moreover, concern on commitment of each employee to exercise due diligence with their duties and responsibilities according to the norms and policies sets by the Civil Service Commission and the department itself is also an area needing some attention. Furthermore, encouraging employees to share their new ideas that are innovative and helpful in the improvement of the organization's creativity is also an agenda needing attention.

In a nutshell, all organizations require new ideas as well as exquisite and fresh opinions in order to survive. New thoughts are blown like a spirit in the body of the organization and will save it from degeneration and destruction. In the present age, for survival and progress or even maintaining the present situation it is necessary to create and encourage creativity in organizations and also help to nurture the creative abilities of individuals in the organizations for purposes of productivity and better organizational performance and can be done in a healthy organizational culture.

The main objective of this research investigation is to look into the determining role of organizational culture and organizational commitment of the Department of Public Works and Highways of Cagayan 1st District Office to the perceived organizational creativity of the employees. Specifically, this study also looked into the following:

First, it determined the prevailing organizational culture of the above stated organization along clan, adhocracy, market, and hierarchy types of culture; and their organizational commitment along the dimensions of affective, continuance, and normative.

Second, it looked into the organizational creativity of the employee-respondents along the dimensions of intellectual stimulation, leader support and feedback, positive interpersonal exchange, sufficient resources, freedom, challenging work, workload demands, organizational roadblocks, creativity, productivity, job interdependence, and work values.

Third, it established the determining role or correlation of the organizational culture and organizational commitment to the overall existing organizational creativity as perceived by the respondents.

Materials and Methods

This research investigation utilized both the quantitative and qualitative research design which is a research strategy that focuses on quantifying and qualifying the collection and analysis of data. It is formed from a deductive approach where emphasis is placed on the testing of theory, shaped by empiricist and positivist philosophies.

Quantitative research design was utilized in this study because the objective of quantitative research is to develop and employ mathematical models, theories, and hypotheses to pertaining to phenomena. The process of measurement is

central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships.

On the other hand, qualitative research design was also used by the researcher to countercheck and verify the quantitative results of the current investigation along organizational culture, organizational commitment, and organizational creativity.

Creswell (2012) states that the goal of quantitative research studies is vastly different from the qualitative goal of gaining a better understanding of a situation or event. When conducting quantitative research studies, researchers seek to describe current situations, establish relationships between variables, and sometimes attempt to explain causal relationships between variables. This type of research is truly focused on describing and explaining—sometimes in a somewhat definitive manner—the phenomenon under investigation. On the other hand, qualitative research design was also employed by the researcher to countercheck and verify the quantitative results of the current investigation along organizational culture, organizational commitment, and organizational creativity through a question answered qualitatively the respondents at the end of every research instruments utilized by the researcher in gathering the data.

According to Bhandari (2020), qualitative research is a type of research design that aims to gather and analyze non-numerical (descriptive) data in order to gain an understanding of individuals' social reality, including understanding their attitudes, beliefs, and motivation. This type of research typically involves in-depth interviews, focus groups, or observations in order to collect data that is rich in detail and context. Moreover, St. Clair (2022) states that qualitative research is often used to explore complex phenomena or to gain insight into people's experiences and perspectives on a particular topic. It is particularly useful when researchers want to understand the meaning that people attach to their experiences or when they want to uncover the underlying reasons for people's behavior.

Quantitative and qualitative research designs were used in this investigation since it assessed the perceptions, concerns and challenges encountered of by the DPWH employees in the 1st District Engineering Office of the Province of Cagayan of their existing organizational culture and organizational commitment as a determinant of their perceived organizational creativity.

Furthermore, this study made used of the descriptive method of research employing a structured questionnaire as the main data-gathering tool. This method was adopted since it is used to investigate different phenomenon and situations. It always targets to answer questions like how the situation happen, when in terms of the time or date, where in terms of the place it happened, and what the issue or phenomenon is. Descriptive research method majorly focuses on explaining more of the population; therefore, it integrates different research approaches for its success. It is a unique kind of method because there is no manipulation of the variable; rather, the researcher uses observation to measure the findings.

In detail, this research study on organizational culture, organizational commitment, and organizational creativity as main research constructs utilized descriptive-correlational design since it involves observing behavior to describe attributes, objectively and systematically and predicts how variables are naturally related in the real world, without any attempt by the researcher to alter them or assign causation between them. Correlational design is mathematical in nature that uses correlation coefficient to statistically measure the relation between and among variables. To gather the needed data to answer the specific questions in this study, the following procedures were followed:

In order for the researcher to produce the needed information for this research investigation, the researcher utilized the Organizational Culture Assessment Questionnaire developed and validated by Cameron and Quinn (2011) with 0.913 reliability coefficient; Organizational Creativity Questionnaire developed and validated by Leigh and associates (2014) with stability coefficient of 0.892; and Organizational Commitment Questionnaire which was developed by Allen and Meyer (1990) with 0.872 as Cronbach's Alpha Coefficient. These instruments were also subjected to expert validation, and their reliability were established employing split-half reliability technique utilizing 50 employees of the General Administration and Support Services of NVSU-Bambang Campus who served as respondents.

In order to gather the qualitative data needed in this research investigation, two questions were included at the end of every questionnaire wherein the employee-respondents presented the challenges or concerns they encountered in their

organization in the context of the research variables considered in this study, and their recommendation/s on how to enhance or sustain their perceived organizational culture, organizational commitment, and organizational creativity.

Following office protocol, the researcher through a recommendation letter of the Dean of the College of Arts and Sciences asked the permission of the DPWH Regional Director before conducting his research study. After obtaining official permission, the researcher personally administered the instruments to the respondents, and prior to the actual administration, the respondents were informed of the nature and objectives of the study and its importance to the organization.

To ensure the reliability and validity of the results and findings of the study, the researcher encouraged the respondents to be honest and open in answering the different sets of questionnaires.

After collecting the responses of the respondents, the answers were tallied and tabulated, after which, they were subjected to statistical treatment for interpretation purposes in order to answer the specific questions posted in the first chapter of this research study.

In order to collect the salient data for the study, the following instruments were used:

1. **Organizational Culture Assessment Questionnaire**- This is a 24-item questionnaire developed and validated by Cameron and Quinn (2011) with 0.913 reliability coefficient. The dimensions of the questionnaire includes (1) clan culture, (2) adhocracy culture, (3) market culture, and (4) hierarchy culture. Said questionnaire was subjected to expert validation, and reliability test with 50 employees at the General Administration and Support Services of NVSU Bambang Campus as respondents that registered a 0.952 reliability coefficient. The instrument is scaled and respondents were offered five options to select from:

   1. Never
   2. Seldom
   3. Sometimes
   4. Often
   5. always

To arrive at a verbal description of each item and grand mean of organizational culture (OC), the following numerical guide were followed for the interpretation of results. Items stated negatively have reverse scoring.

Range	Qualitative Descriptions
4.50-5.00	Excellent Organizational Culture
3.50-4.49	Very Good Organizational Culture
2.50-3.49	Good Organizational Culture
1.50-2.49	Poor Organizational Culture
1 - 1.49	Very Poor Organizational Culture

2. **Organizational Commitment Questionnaire**. This research instrument was developed by Allen and Meyer (1990) with 0.872 as Cronbach's Alpha Coefficient which indicates that the response values for each participant across a set of questions are consistent or reliable. This internal consistency indicates the measurements are reliable and the items measured the same characteristic. The questionnaire is composed, in its full length, of 24 item anchored with a 5-point Likert format, eight items in each of the following claimed dimension: affective commitment scale (ACS), continuance commitment scale (CCS) and normative commitment scale (NCS). Said questionnaire was subjected to expert validation, and reliability test with 50 employees at the General Administration and Support Services of NVSU Bambang Campus as respondents that resulted to 0.917 reliability coefficient. The instrument was scaled and respondents were offered five options to select from:

1. Never
2. Seldom
3. Sometimes
4. Often
5. always

To arrive at a verbal description of each item and grand mean of organizational culture (OC), the following numerical guide will be followed for the interpretation of results. Items stated negatively will have reverse scoring.

Range	Qualitative Descriptions
4.50-5.00	Excellent Organizational Commitment
3.50-4.49	Very Good Organizational Commitment
2.50-3.49	Good Organizational Commitment
1.50-2.49	Poor Organizational Commitment
1. - 1.49	Very Poor Organizational Commitment

3. **Organizational Creativity Questionnaire.** This is a 70-item questionnaire developed and validated by Leigh and associates (2014) along the areas of intellectual stimulation, leader support and feedback, positive interpersonal exchange, sufficient resources, freedom, challenging work, workload demands, organizational roadblocks, creativity, productivity, job interdependence, and work values. Each dimension have five items each except for work values having ten items. The total stability coefficient of the study instrument was 0.892. All these values are high values indicating the reliability of the study instrument. Said questionnaire was subjected to expert validation, and reliability test with 50 employees at the General Administration and Support Services of NVSU Bambang Campus as respondents, the instrument registered a 0.902 reliability coefficient.

Five options were offered in all of the dimensions to be used for a response, which includes the following:

Scale	Qualitative Description
5	Always
4	Often
3	Sometimes
2	Seldom
1	Never

To arrive at a verbal description of each item and grand mean of instructional leadership styles, the following numerical guide were followed for the interpretation of results. Items stated negatively have reverse scoring

Range	Qualitative Descriptions
4.50-5.00	Excellent Organizational Creativity
3.50-4.49	Very Good Organizational Creativity
2.50-3.49	Good Organizational Creativity
1.50-2.49	Poor Organizational Creativity
1.0 - 1.49	Very Poor Organizational Creativity

The data gathered through the questionnaire were analyzed using the following statistical tools.

Mean. This was utilized to determine the perceived organizational culture, organizational commitment, and organizational creativity of the respondents.

Pearson-r. This was used to determine the significant correlation between the respondents' organizational culture, organizational commitment, and organizational creativity. The following description of correlation coefficient was utilized:

1.0 to 0.8: Very strong positive correlation
0.8 to 0.6: Strong positive correlation
0.6 to 0.4: Moderate positive correlation
0.4 to 0.2: Weak positive correlation
0.2 to 0.0: Very weak positive correlation
0.0: No correlation

Coefficient of Determination. This was used to explain how much variability or determining role of one research construct can be caused by its correlation to another research construct.

A 0.05 level of significance was used to test the hypotheses of this research investigation.

Results and Discussions

This part presents the data gathered through the research instrument including the interpretation and analysis of data.

Table 1. *Mean and Qualitative Description of the Respondents' Perception of Their Organizational Culture*

Organizational Culture	Mean	Qualitative Description
Clan	4.54	Excellent
Adhocracy	4.08	Very Good
Market	3.98	Very Good
Hierarchy	4.62	Excellent
Grand Mean	4.31	Very Good

It is reflected in table 1 that the respondents perceived to have a very good organizational culture as shown by 4.31 computed grand mean. The dimensions or types of organizational culture like adhocracy and market were all measured as very good as shown by 4.08 and 3.98 computed area mean respectively. The same table shows that they have an excellent organizational culture along the dimensions of "hierarchy" and "clan" as shown by 4.62 and 4.54 computed area means. To further describe their organizational culture, the different dimensions or types of organizational culture as perceived by the employee-respondents were discussed separately.

Clan Culture. It is reflected in table 1 that the respondents perceived to have an excellent clan type of organizational culture as shown by 4.54 computed area mean.

The above findings could be interpreted to mean that the respondents always perceived that the glue that holds the organization together is loyalty and mutual trust wherein commitment to the organization runs high; the organization emphasizes human development with high trust, openness, and participation persist; and the organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.

Moreover, the same group of respondents often perceived that the management style in the organization is characterized by teamwork, consensus, and participation; and they often perceived that the organization is a very personal place which is like an extended family where people seem to share a lot of themselves.

However, the same group of respondents perceived that the leadership in the organization is sometimes generally considered to exemplify mentoring, facilitating, or nurturing.

Adhocracy Culture. It can be seen in the same table that the respondents perceived to have a very good adhocracy type of organizational culture as shown by 4.08 computed area mean.

The above result could be interpreted to mean that the respondents always perceived that the management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness; and the organization

emphasizes acquiring new resources and creating new challenges by trying new things and prospecting for opportunities are valued.

The same group of respondents often perceived that the organization is a very dynamic entrepreneurial place where people are willing to stick their necks out and take risks; the leadership in the organization is often considered to exemplify entrepreneurship, innovating, or risk taking; and the organization defines success on the basis of having the most unique or newest products by being a product leader and innovator.

However, they sometimes perceived that the glue that holds the organization together is commitment to innovation and development wherein there is an emphasis on being on the cutting edge.

Market Culture. Data in table 1 show that the respondents perceived to have a very good market type organizational culture as reflected by 3.98 computed area mean.

The above findings could be interpreted to mean that the respondents always perceived that the organization is very results oriented like a major concern is with getting the job done and people are very competitive and achievement oriented; and the management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.

Moreover, the same group of respondents often perceived that the organization defines success on the basis of winning in the marketplace and outpacing the competition; the glue that holds the organization together is the emphasis on achievement and goal accomplishment wherein aggressiveness and winning are common among them; and the leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, and results-oriented focus.

However, the respondents sometimes perceived that their organization emphasizes competitive actions and achievement like hitting stretch targets and winning in the marketplace.

Hierarchy Culture. It can be seen in table 1 that the respondents perceived to have an excellent hierarchy organizational culture as shown by 4.62 computed area mean. The above findings could be interpreted to mean further that the respondents always perceived that the management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships; the glue that holds the organization together is formal rules and policies since maintaining a smooth-running organization is important; and they always perceived that the organization is a very controlled and structured place where formal procedures generally govern what people do.

The same group of respondents often perceived that the organization defines success on the basis of efficiency wherein dependable delivery, smooth scheduling and low-cost production are critical; and the organization emphasizes permanence and stability where efficiency, control and smooth operations are very important.

However, the respondents sometimes perceived that the leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency. In general, when the respondents were asked of the challenges or concerns they encountered or observed in the practice of organizational culture in their workplace which is DPWH, the following are their responses:

> *There is unity in the attainment of common vision and mission, but there are also conflict of interest while on the journey of achieving such vision and mission like nepotism, rampant graft and corruption, and political intervention…*

> *Some difficulties I encountered was that there were some difficulties in communicating and requesting documents required in certain situations when in fact, there should be a smooth- running communication among sections of DPWH…*

> *Common organizational problems can include ambiguity, poor communication, and inconsistency. These can contribute to the experience of a hostile and unpleasant workplace, which can make workers less loyal and may contribute to the issues like harassment, bullying, and high turnover…*

Factionalism among the employees, sections and as an organization-the so called "to each his own" values. Political interference hinders application of good policies within the organization, Blindness of what is truly happening…

Outside forces intervene in almost process of the organization…

Strong political intervention hinders the implementation of office policies and laws, kanya-kanya habits…

It is evident from the above comments and concerns that the manifestation of organizational culture within the department is also affected by external force like political intervention on the implementation of some policies; the issues on promotion and hiring affected by nepotism; common human behaviors concerns like interpersonal relationships between employees and immediate supervisors; factionalism and kanya-kanya syndrome; the presence of graft and corruption as manifested by the words "inconsistency", "self-interest", and "blindness of what is truly happening"; and the need for merit promotion, reward, and appreciation. These concerns and challenges contributed much on the kind of organizational culture the respondents perceived of their organization as a whole.

When the respondents were asked to write their recommendations for sustaining or enhancing the organizational culture of DPWH, the following are their recommendations:

Appreciation by the higher position to the lower brackets (JOs), giving additional rewards for those who exerted their efforts 100% or more, prioritized employees who got employed first and eliminate "back up" system…

Build strong employee relationships and create positive employee experiences…

There should be specific or distinct distribution of work in every section, sometimes others tend to overwork, some tend to underwork. One must be able to know whether something is a part of his work or not, to promote a more productive individuality of sections which later on lead to a more productive & dependable workplace working together knowing full well each other and everyone's role in the department…

Eradicating of factionalism, enhancement of the spirit of oneness in dealing challenges and sustain good working relationships among employees an supervisors…hardly gets? Or explain why- only God knows…

That each employee has a role to work considering the hassles of forces to derail the process…

Create an environment where recognition, affirmation, and feedback is important. Employee appreciation boosts job satisfaction and motivation…

Restore the promotional examination of qualified employees for promotional performance…

Looking into the comments of the respondents, they recommended for the mitigation process for lessening graft and corruption, and eradication of outside influence; the creation of a healthy working environment where job satisfaction and motivation is present, open communication and transparency is practiced, and employee relationships and positive employee experiences is provided thru seminars and trainings; and the observance of good human relations skills among and between employees and immediate supervisors within the department by building positive work culture.

Table 2. *Mean and Qualitative Description of the Respondents' Perception of their Organizational Commitment*

Organizational Commitment	Mean	Qualitative Description
Affective	4.55	Excellent
Continuance	3.47	Good
Normative	4.42	Very Good
Grand Mean	4.15	Very Good

Data in table 2 show that the respondents under study have a very good organizational commitment as shown by 4.15 computed grand mean. They manifest an excellent affective commitment with 4.55 computed mean score, very good normative commitment with 4.42 computed area mean, and good along continuance commitment with 3.47 computed mean score.

Affective Commitment. Data in table 2 reveal that the respondents have an excellent affective commitment as shown by 4.55 computed area mean score. The above results could be interpreted to mean that the respondents always perceived to be very happy to spend the rest of their career in their organization and that their organization has a great deal of personal meaning for them since they always feel like "part of my family" at their organization.

The same group of respondents perceived that they often felt a strong sense of belonging and emotional attachment, and often really feel as if their organization's problems are their own.

Continuance Commitment. It is reflected in table 2 that the respondents have a good continuance commitment as shown by 3.47 computed area mean. The above findings could be interpreted to mean that the respondents always perceived that they have too few options to consider leaving their organization, and one of the few negative consequences of leaving their job at this organization would be the scarcity of available alternatives elsewhere; and that one of the major reasons they continue to work for this organization is that leaving would require considerable personal sacrifice. The same group of respondents often perceived that too much of their life would be disrupted if they leave their organization even if they wanted to because at the moment staying with their job at this organization is a matter of necessity as much as desire.

Normative Commitment. It can be seen in table 2 that the respondents have a very good normative commitment as shown by 4.42 computed area mean. The above findings could be interpreted to mean that the respondents always perceived that they do not feel it would be right to leave because they would feel guilty if they leave their organization at the moment even if it were to their advantage. Moreover, the same group of respondents often perceived that they would not leave their organization right now because of their sense of obligation to it, because their organization deserves their loyalty since they owe a great deal to it. Moreover, they never perceived that they do not feel any obligation to remain with the organization.

The above findings is supported by Allen and Shanock, (2013) when they stress that normative commitment occurs when employees feel a sense of obligation to their organization, even if they are unhappy in their role, or even if they want to pursue better opportunities. They feel that they should stay with their organization because it is the right thing to do. This sense of obligation can stem from several factors. They might feel that they should remain with their organization because it has invested money or time in their training.

Moreover, when the respondents were asked of the challenges or concerns they encountered or observed in the practice of organizational commitment in their workplace (DPWH), the following are their comments:

> *There should be more social interactions between sections to know more of their stories and their roles in the community. With this, there would be more tendencies to either increase or decrease the likelihood of committing to the organization…*

> *Lack of hiring strategies, rigid procedures before being hired, chances are, they may not have the serious commitment to the job because they did not earn (and that happens)…*

Some employees prioritized their own personal advantage than their organizational commitment …

The fear and willingness to decide or take the risk of decision making. The right to make it right, and the wrong to make it right…

The SPMS has dramatized and the efficiency and productivity of the organization, living up to the desired output have become a personal struggle…

Commitment must be observed to give opportunities to deserving personnel for promotion…

Looking into the comments of the respondents, it is very evident that there are factors contributory to the organizational commitment of the respondents to include human relations concerns like social interactions and empathy; the presence of external influence, factionalism, and even self-vested interest above organizational commitment; issues on hiring strategies and promotion that can contribute to overall commitment; and concerns on decision making, efficiency, and productivity of the organization.

When the respondents were asked to comment on how to sustain or enhance the organizational commitment of employees in their organization, the following recommendations were offered:

Create a strong teamwork culture, communicate clear goals and expectations to the employees, be transparent and encourage open communication, maintain work ethics, foster a positive work culture; develop trust and encourage innovation, provide constructive feedback and not criticism…

It should be a commitment each employee to exercise due diligence with their duties and responsibilities according to the norms and policies sets by Civil Service Commission and the department itself…

Serious hiring procedures…

Equal opportunities for permanency…

Management must be fair and consistent to all decisions considerable to sustain such commitment

It can be seen from the above comments that the employee-respondents from the DPWH recommends the creation of a strong teamwork culture where empathy, transparency, open communication and work ethics must be present. A positive work culture where innovation is encourage with the provision of constructive feedback coupled by fair and consistent decision making is also recommended to sustain strong organizational commitment. Moreover, the respondents also recommended that there is a need to do what is right, to include serious hiring procedures and equal opportunities for permanency, and even diligence in performing their duties in accordance with existing policies and regulations.

Table 3. *Mean and Qualitative Description of the Respondents' Perception of their Organizational Creativity*

Organizational Creativity	Mean	Qualitative Description
Organizational Encouragement	4.72	Excellent
Intellectual Stimulation	4.55	Excellent
Leader Support and Feedback	4.68	Excellent
Positive Interpersonal Exchange	3.46	Good
Sufficient Resources	3.58	Very Good
Freedom	3.52	Very Good
Challenging Work	4.36	Very Good
Workload Demands	3.45	Good
Organizational Roadblocks	4.38	Very Good
Creativity	4.50	Excellent

Productivity	3.38	Good
Job Interdependence	4.48	Very Good
Workplace Values	4.52	Excellent
Grand Mean	4.12	Very Good

It can be seen in table 3 that the respondents perceived to have a "very good" organizational creativity as shown by 4.12 the computed grand mean. The respondents perceived to have an "excellent" organizational creativity along the dimensions of organizational encouragement (4.72), intellectual stimulation (4.55), leader support and feedback (4.68), creativity (4.50) and workplace values (4.52); "very good" along the dimensions of sufficient resources (3.58), freedom (3.52), challenging work (4.36), organizational roadblocks (4.38), and job interdependence (4.48); and "good" along the dimensions of positive interpersonal exchange (3.46), workload demand (3.45), and productivity (3.38). These dimensions of organizational creativity were discussed individually below.

According to Grieser (2022), values help organizations determine a range of acceptable behaviors, defining for leaders and employees alike which actions are encouraged and which are unacceptable. Values tell staff what is good for the organization and what is unhealthy. As a result, we are surrounded by people who are not only easier to work with, but who are also committed to improvement and personal growth. When organizations explicitly define their true values, they provide immediate clarity for decision making. They provide a reference point in the hiring processes, performance reviews, and any disciplinary actions. An organization's values create helpful boundaries that show staff and clients where the organization will go.

When respondents were asked of the challenges and concerns they encountered or observed in the practice of organizational creativity in their workplace, they presented the following concerns and issues:

> *Sometimes good and brilliant opinions/ideas are treated as unworthy, especially if a superior is selfish and only regards his/her ideas as better than that of his subordinates. Lack of power to resolve what has to be done due to political intervention especially on projects and employment or promotion…*

> *Due to certain gaps of experiences, certain ideas from people are debunked by people with higher authority and experience in the matter. There are also big differences on ideas of some individuals with experiences that makes it hard to learn more from them and discern which has a better idea to learn from…*

> *Fear of failure is one of the most common barriers to creativity in business, so is fear of not being creative enough, fear of being judged, functional fixedness, self-censorship, micro-management, overthinking, creativity myths, image risk, lack of time, lack of sleep, criticism…*

> *When doing your best but it is not good enough to the immediate supervisor…*

> *DPWH is ISO certified and procedures and workflows are standardized. Creativity is least recognized as activity are well laid out…*

> *Management do have the potential of organizational creativity but due to limited resources of accredited personnel which will take the risk of targeted completion of such projects…*

Looking into the comments presented by the employee-respondents of DPWH, it is very evident that bright ideas and opinions of employees are sometimes not considered by their supervisors who are occupying higher positions or those having experience on matter at hand; the presence of political intervention, limited resources or facilities like computers, tables and the like to do the job well, and fear of failure among the respondents affect their manifestation of organizational creativity. They also perceived that their being ISO certified hampers their creativity since procedures are already laid out and they need to follow it.

When the respondents were asked for ways and means to sustain or enhance their organizational creativity, they recommended the following:

Each employee must be given the chance to develop themselves thru practice of their profession in an ethical manner, and allowing themselves for adjustment with cutting edge technology…

Get employees more involve, offer further trainings, and act on good ideas and collaborations…

Practice encouraging employees to share their new ideas that are innovative and helpful in the improvement of the organization's creativity…

There should be more chances for the young ones to try and show their creativity and not just stick to old-fashioned way of doing things. Although not completely eradicating the idea of doing things the old fashioned way. There should be a more flexible way of decision making by appreciating the presence of creativity on other members of the group…

Foster an open creative work environment, motivate your team, encourage diversity, provide the proper tools, create innovation team, and don't penalize…

There must be a regular meeting on all of staff on different section…

Higher salary for JOs, reward for performing employees…

Looking into the recommendations of the respondents in order to sustain or enhance their organizational creativity, they made mentioned that the organization may foster an open and creative work environment where employees will be motivated to be innovative in sharing their ideas. They further suggest that decision making be flexible, diversity be encouraged, and appreciate the presence of creativity among members. The above suggestions can be done if management will get employees more involve, offer further trainings, act on good ideas and collaborations, and allowing them for adjustment with cutting edge technology to enhance further their creativity in the workplace.

Table 4. *Correlation Coefficient between the Perceived Organizational Culture   and Organizational Commitment of the   Respondents (N=144)*

Compared Variables	Correlation Coefficient	Critical r-value	Coefficient of Determination	Statistical Inference
Organizational Culture VS Organizational Commitment	0.836 *(Very high positive correlation)*	0.138	69.89%	Very Significant

Degrees of Freedom: 142   Alpha Level: 0.05

It can be gleaned from the table above that there is a very high positive correlation between the organizational culture and organizational commitment of the respondents as shown in the computed r-value of 0.836 which is very much higher than the critical r-value of 0.138 at 142 degrees of freedom at 0.05 level of significance with 69.89 percent as coefficient of determination. Hence, the null hypothesis that there is no significant relationship between the perceived organizational culture and organizational commitment of the respondents is rejected.

It can be inferred from the above table that perceived organizational culture can predict organizational commitment at about 69.89 percent. The rest of the characteristics of organizational commitment can only be predicted by factors other than the perceived organizational culture of the respondents. In other words, 69.89 percent of the variance of organizational commitment can be explained by the variance of perceived organizational culture of the respondents.

Furthermore, 30.11% of the variance of organizational commitment can be explained by the variance of other variables. This is known as the coefficient of alienation.

The significant correlations between these two variables is supported by the study of Kovanci and associates (2020) when they examined the relationship between teachers' perceptions of school culture, their organizational commitment and resistance to change. According to the results, it was revealed that there was a positive and medium-level significant relationship between teachers' perceptions of school culture and their organizational commitment,

and a weak relationship between perceptions of school culture and their resistance to change. Also, it was concluded that school culture significantly predicted organizational commitment.

Another study by Gök and associates (2021) concurred with the above findings when they concluded that the dimensions of success, duty and bureaucracy culture are important predictors of affective commitment, bureaucratic culture dimension is an important predictor of continuance and success culture dimension is an important predictor of normative commitment.

Both research studies claimed that when employees belong to an organization with healthy culture, their commitment to the goals and objectives of their organization is also high that mostly lead to good performance and productivity.

It can be gleaned from the table above that there is a very high positive correlation between the organizational culture and organizational creativity of the respondents as shown in the computed r-value of 0.792 which is very much higher than the critical r-value of 0.138 at 142 degrees of freedom at 0.05 level of significance with 69.89 percent as coefficient of determination. Hence, the null hypothesis that there is no significant relationship between the perceived organizational culture and organizational creativity of the respondents is rejected.

Table 5. *Correlation Coefficient between the Perceived Organizational Culture and Organizational Creativity of the Respondents (N=144)*

Compared Variables	Correlation Coefficient	Critical r-value	Coefficient of Determination	Statistical Inference
Organizational Culture VS Organizational Creativity	0.792 *(Very high positive correlation)*	0.138	62.73%	Very Significant

Degrees of Freedom: 142   *Alpha Level: 0.05*

It can be inferred from the above table that perceived organizational culture can predict organizational creativity at about 62.73 percent. The rest of the characteristics of organizational creativity can only be predicted by factors other than the perceived organizational culture of the respondents. In other words, 62.73 percent of the variance of organizational creativity can be explained by the variance of perceived organizational culture of the respondents

Furthermore, 37.27 percent of the variance of organizational creativity can be explained by the variance of other variables. This is known as the coefficient of alienation.

According to Grieser (2022), majority of employees desire to have meaningful and challenging work as a part of their normal job activities. Most people have an innate desire to improve and better themselves. Because of this understanding, employees constantly increase their knowledge and skills by doing challenging work. In every organization, the attempt to make sure everyone has at least something they do that fits the meaningful and challenging category of work is must for organizational creativity. It is also noted that employees working in organizations that support their creativity and initiative in organizations have higher levels of job satisfaction, less negative attitudes toward work, lower intentions to leave, and higher levels of organizational creativity. It can be claimed that in organizations with a positive culture, employees offer original and creative ideas, produce solutions to problems, have positive feelings and thoughts about the organization, and see themselves as a part of the organization.

The above findings is supported by Caliskan and Zhu (2020) when they concluded in their study that organizational culture is a promotive environment which influences values, assumptions and beliefs. In an innovative culture, people can easily develop new ideas and exhibit collaboration. The results show that features of organizational culture affect the perceived need for innovation and creativity, and their views about innovative organizations. The study further concludes that hierarchical structure, lack of open communication and autonomy, workload, lack of financial resources and support are main barriers for organizational creativity and innovations.

Table 6. *Correlation Coefficient between the Perceived Organizational Commitment and Organizational Creativity of the Respondents (N=144)*

Compared Variables	Correlation Coefficient	Critical r-value	Coefficient of Determination	Statistical Inference
Organizational Commitment VS Organizational Creativity	0.839 *(Very high positive correlation)*	0.138	70.39%	Very Significant

Degrees of Freedom: 142   Alpha Level: 0.05

It can be gleaned from the table that there is a very high positive correlation between the organizational commitment and organizational creativity of the respondents as shown in the computed r-value of 0.839 which is very much higher than the critical r-value of 0.138 at 142 degrees of freedom at 0.05 level of significance with 70.39 percent as coefficient of determination. Hence, the null hypothesis that there is no significant relationship between the perceived organizational commitment and organizational creativity of the respondents is rejected.

It can be inferred from the above table that perceived organizational commitment can predict organizational creativity at about 70.39 percent. The rest of the characteristics of organizational creativity can only be predicted by factors other than the perceived organizational commitment of the respondents. In other words, 70.39 percent of the variance of organizational creativity can be explained by the variance of perceived organizational commitment of the respondents.

Furthermore, 29.61 % of the variance of organizational creativity can be explained by the variance of other variables. This is known as the coefficient of alienation.

According to Sothan and associates (2016), because individual creativity provides the foundation for organizational or team creativity and innovation, and these have also been linked to firm performance and survival, it is very important, if not critical, that employees are creative in their work place. While a fair amount is known about personality characteristics associated with creative individuals, there is an increasing need for a greater understanding of the contextual factors that may enhance or discourage employees' creativity as well as the interaction between personal characteristics and the work environment. Moreover, it is significant to identify the role that employees' organizational commitment, and their knowledge-sharing can be the key play into encouraged employee creativity behavior. That is, most employers and managers would say that they would like their employees to be more creative, but it has not always been clear how managers should lead for creative performance to occur.

They concluded in their study that at the heart of all organizational innovation lie creative ideas and it is individual employee, who is alone or in groups, generate, promote, discuss, modify, and realize these ideas. It is not surprising that in promoting creativeness, employees' organizational commitment is always a research construct to consider in the promotion of organizational creativity (Sothan and associates:2016).

Conclusion

Based on the significant findings of the study, the following conclusions were obtained. The respondents perceived to have a very good organizational culture with a very good organizational commitment. The respondents perceived to have a "very good" organizational creativity with a very high positive and very significant correlation between the organizational culture and organizational commitment. It is also concluded in the findings that there is a very high positive and significant correlation between the   organizational culture and organizational creativity of the respondents with a very high positive correlation between the organizational commitment   and organizational creativity of the respondents which is very significant.

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