



ORGANIZATIONAL CULTURE, LEADERSHIP COMPETENCY AND PERFORMANCE OF PUBLIC EMPLOYMENT SERVICE OFFICE (PESO) IN CALABARZON

KARL JOSEPH D. SANMOCTE, DPA

<https://orcid.org/0000-0001-5162-7389>

karl.joseph.dole@gmail.com

Department of Labor and Employment

Lipa City, Batangas

ABSTRACT

Organizational culture and leadership competencies are rarely discussed topics in public organizations. However, by shifting the focus to these two, public organizations are given a leeway to arrive at a holistic view of their entity. CALABARZON PESOs, a public organization, had been encountering the same challenge of addressing unemployment and underemployment. Their performance, on a monthly basis, is fluctuating. This study then sought to improve and stabilize that by determining the relationship between organizational culture and leadership competencies, and the organizational performance of CALABARZON PESOs. This descriptive-correlational study was limited to institutionalized City PESOs and utilized survey questionnaire and focus-group discussion among 15 PESO managers and 100 PESO staff. Using independent t-test and multiple regression analysis, the researcher arrived at the following significant findings: that CALABARZON PESOs have a very strong organizational culture; that CALABARZON PESO managers have above average to excellent leadership competencies, and; that CALABARZON PESOs extraordinarily exceeded the performance standards and expectations. Furthermore, PESO managers and staff have a uniformed perception of their organizational culture and the leadership competency of their PESO managers. Also, there was a significant relationship, at 0.05 level of significance, between organizational culture and organizational performance in terms of efficiency. Among the former's five sub-dimensions, it was only employee-participation that maintained a significant relationship. There was also a significant relationship, at 0.05 level of significance, between leadership competency, taken only as whole, and organizational performance. Considering the said results, this paper had come out with a supplemental manual for a value-added PESO.

Keywords: organizational culture, leadership competency, organizational performance, Public Employment Service Office (PESO), Philippines

INTRODUCTION

Public Employment Service Office (PESO), a non-fee charging multi-dimensional entity established in all local government units in coordination with the Department of Labor and Employment (DOLE), is the government's prime mover of employment facilitation. It aims to ensure effective, efficient and prompt delivery of employment facilitation services. It also intends to provide updated information on labor market

and DOLE Programs. Its core functions are three: referral and placement; labor market information; employment coaching and career counselling.

As of 2018, according to the National Economic Development Authority (NEDA), CALABARZON has about 672,000 unemployed individuals and 1,366,130 underemployed workers. Given those big figures coupled with the demand of the agricultural, service and industrial sectors, especially of the 39 economic zones

P – ISSN 2651 - 7701 | E – ISSN 2651 – 771X | www.ioer-imrj.com

*Proceeding of the International Virtual Conference on Multidisciplinary Research (IVCMR) 27 – 28 August 2020
SANMOCTE, K.J.D., Organizational Culture, Leadership Competency and Performance of Public Employment Service Office (PESO) in CALABARZON, pp. 41 -55*



where 43 billion has been invested by private companies, there is really an immense challenge in terms of employment facilitation. However, in 2019, CALABARZON PESOs struggled in all areas, especially on referral and placement services. During monthly assessments of their performance, there were times that the monthly targets were not met. Eventually, through strategic planning and execution, they successfully placed 277,763 job applicants on various companies and government agencies. Nevertheless, from a larger perspective, that still fell short in addressing the unemployment and underemployment figures in the region.

Random interviews with CALABARZON PESOs revealed many reasons for the challenged and fluctuating performance, citing lack of support to them by their local chief executive; inadequate budget and electronic infrastructures; too much workload; absence of personnel support and; even ambiguity as to the purpose of certain employment facilitation programs.

As per R.A. 8759 or the PESO Act of 1999 and as explained further by DOLE Order No. 07-2000, it is the role of DOLE to address these issues by exercising administrative and technical supervision over them. Explicitly, DOLE is mandated to monitor, evaluate and improve the performance of the PESOs under its jurisdiction.

To do so, DOLE-CALABARZON needs to go beyond mere numbers from PESO-submitted reports. It has to explore their held ideals, beliefs, norms and practices. It needs to assess what happens at the grassroots. It has to determine if the PESO manager, the one tasked to steer the local Office, has the necessary skills needed to make the organization perform. All of these are in the spirit of developing fact-based and relevant problem-solving practices. All of these are in aid of improving the overall performance of CALABARZON PESOs.

OBJECTIVES OF THE STUDY

Generally, the study aimed to determine the relationship of organizational culture, leadership competency and performance of CALABARZON

PESOs. Specifically, the researcher considered the following specific objectives:

1. To determine the perception of PESO managers and staff on the organizational culture of PESO in CALABARZON in terms of the following dimensions:

- 1.1 management style;
- 1.2 goal clarity;
- 1.3 employee participation;
- 1.4 organizational commitment; and
- 1.5 work relationship.

2. To determine the respondents' assessment of the leadership competency of PESO managers in terms of:

- 2.1 leading change;
- 2.2 leading people;
- 2.3 results-driven;
- 2.4 business-acumen; and
- 2.5 building coalitions.

3. To determine the level of the organizational performance of PESO in terms of:

- 3.1 effectiveness;
- 3.2 efficiency; and
- 3.3 timeliness.

4. To know if there is a significant difference between the assessment of managers and staff regarding organizational culture and leadership competency.

5. To know if organizational culture significantly relates to the organizational performance of PESO.

6. To know if leadership competency significantly relates to the organizational performance of PESO.

7. To propose a manual for PESO.

MATERIALS AND METHODS

This research venture was a descriptive-correlational, which is a kind of research design that is appropriate for this study because the researcher attempted to describe the organizational culture of CALABARZON PESOs; the leadership competency of CALABARZON PESO managers, and their organizational performance. Furthermore, the researcher attempted, without changing the circumstances at hand, to determine the relationship between



organizational culture and leadership competency on the one hand, and of organizational performance on the other hand.

This study had 115 respondents from institutionalized city PESOs of CALABARZON. Specifically, the respondents were 15 PESO managers and 100 PESO staff as they were at the best position to assess the matter at hand inasmuch as they were directly involved in the organization. They have first-hand experience of their organizational culture, leadership competency, and PESO performance. The researcher, with the recommendation of this study's statistician, did not do any sampling on the PESO managers' group. The 15 PESO managers were automatically part of the respondents.

It was upon the PESO staff that sampling was conducted using Raosoft. Their total number was obtained and aggregated. Setting the margin of error at five percent, the researcher obtained the value of 100, which equated to the total number of PESO staff who participated in the study. In addition, stratified proportional sampling technique was done to ensure that there shall be equal representative from each stratum of the population. The specific number of the respondent PESO staff per province was as follows: 27 from Cavite; 41 from Laguna; 19 from Batangas; 8 from Rizal, and; 5 from Quezon.

This study utilized quantitative techniques of data gathering such as survey questionnaires and focus-group discussion.

The researcher adapted and modified the available questionnaires to assess the organizational culture of PESO and the leadership competencies of PESO managers. They were based on the studies of Robbins, Judge and Sanghi (2007) and of the US Office of the Personal Management Senior Executive Service (1997) respectively. For the PESO performance, the researcher made a questionnaire based on Civil Service Commission Memorandum Circular No. 6, series of 2012; on R.A. No. 10691 (2015) amending R.A. No. 8759, also known as the PESO Act of 1999, and; on the researcher's actual observations of PESO operations.

The researcher sent the draft questionnaire to the panel members and sought their comments. When all was checked the form and content of the questionnaire were revised and then when consequently given their approval, the researcher had a dry-run of it to 30 individuals from institutionalized city PESOs outside CALABARZON to check its reliability. The resulting Cronbach's Alpha value was 0.965.

For the actual administration, the researcher made the questionnaire accessible online due to the COVID-19 pandemic. He made himself available through his email and social media accounts to ensure that, if the respondents have questions and/or other concerns, they could get an immediate reply from him.

The items in the questionnaire tackling organizational culture were scored by the respondents using a four-point Likert scale (4-Strongly Agree; 3-Agree; 2-Disagree; 1-Strongly Disagree) whose further qualitative description as strong or weak were based on the discussions of O'Riordan

As for the items tackling leadership competency, they were scored by the respondents using a five-point Likert Scale (5-Excellent; 4-Above Average; 3-Average; 2-Below Average; 1-Very Poor.)

As for the items tackling PESO performance, they were scored by the respondents using a five-point Likert Scale (5-Outstanding; 4-Very Satisfactory; 3-Satisfactory; 2-Unsatisfactory; 1-Very Unsatisfactory.)

As to focus-group discussion, the researcher, using an FGD guide, held a recorded online FGD for the PESO managers and for the PESO staff. Meanwhile, in the statistical treatment of the data, the researcher used weighted mean, independent t-test and multiple regression analysis with the aid of SPSS.

RESULTS AND DISCUSSIONS

1. Perception of CALABARZON PESO Managers and Staff on Organizational Culture



The following tables present the perception of PESO managers and staff's perception of CALABARZON PESO organizational culture in terms of its dimensions.

1.1 Management style. Management style, as a dimension of organizational culture, deals with the principles beneath the abilities, methods, and techniques which managers use in handling the organization.

Table 1
Perception of CALABARZON and Staff on Organizational Culture in Terms of Management Style

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	3.68	.37	Very Strong	3.73	.299	Very Strong
LAGUNA	3.75	.50	Very Strong	3.77	.45	Very Strong
BATANGAS	3.83	.29	Very Strong	3.69	.299	Very Strong
RIZAL	3.50	0	Very Strong	3.88	.175	Very Strong
QUEZON	3.90	0	Very Strong	3.74	.195	Very Strong
COMPOSITE MEAN	3.74	.346	Very Strong	3.75	.357	Very Strong

It was specified by the preceding table that PESO organizational culture in terms of management style was very strong in all provinces. Among the items under management style, both groups gave emphasis on human resources and its development. On the other end, as supported by the focus-group discussions, both groups saw as a challenge the equal employment opportunity and affirmative action for every PESO employee.

1.2 Goal-clarity. Goal-clarity refers to the comprehension of an employee has about the organization's vision, purpose, mission, strategy, opportunities, challenges, priorities and competitive reality.

The above-presented table specifically reveals that PESO organizational culture in terms of goal clarity was very strong in all provinces. From the items under goal-clarity,

both groups gave emphasis on the employee's clear comprehension of the objectives and directions of PESO. On the other end, as supported by the focus-group discussions, both groups saw as a challenge that aspect of PESO doing organizational changes which were helpful for the staff.

Table 2
Perception of CALABARZON PESO Managers and Staff on Organizational Culture in Terms of Goal Clarity

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	3.68	.37	Very Strong	3.73	.299	Very Strong
LAGUNA	3.75	.50	Very Strong	3.77	.45	Very Strong
BATANGAS	3.83	.29	Very Strong	3.69	.299	Very Strong
RIZAL	3.50	0	Very Strong	3.88	.175	Very Strong
QUEZON	3.90	0	Very Strong	3.74	.195	Very Strong
COMPOSITE MEAN	3.74	.346	Very Strong	3.75	.357	Very Strong

1.3 Employee participation. Employee participation is the direct involvement of staff to help an organization fulfil its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions.

Table 3
Perception of CALABARZON PESO Managers and Staff on Organizational Culture in Terms of Employee Participation

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	3.92	.130	Very Strong	3.71	.393	Very Strong
LAGUNA	3.65	.70	Very Strong	3.77	.39	Very Strong
BATANGAS	3.50	.163	Very Strong	3.75	.287	Very Strong
RIZAL	3.90	0	Very Strong	3.89	.176	Very Strong
QUEZON	3.90	0	Very Strong	3.68	.192	Very Strong
COMPOSITE MEAN	3.73	.387	Very Strong	3.75	.351	Very Strong



It is specified by the preceding table that the PESO organizational culture in terms of employee participation was very strong in all provinces. From the items under employee participation, both groups gave emphasis on the encouragement among employees to participate in community involvement programs and on decision-makings.

1.4 Organizational commitment.

Organizational commitment is the psychological perspective of positive obligation by an employee to an organization developed as a by-product of past actions.

Table 4
Perception of CALABARZON PESO Managers and Staff on Organizational Culture in Terms of Organizational Commitment

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	3.80	.394	Very Strong	3.81	.328	Very Strong
LAGUNA	3.75	.50	Very Strong	3.76	.516	Very Strong
BATANGAS	3.48	.309	Very Strong	3.86	.154	Very Strong
RIZAL	3.80	0	Very Strong	3.90	.141	Very Strong
QUEZON	3.90	0	Very Strong	3.84	.089	Very Strong
COMPOSITE MEAN	3.71	.375	Very Strong	3.81	.379	Very Strong

The above-presented table specifically reveals that PESO organizational culture in terms of organizational commitment was very strong in all provinces. From the items under organizational commitment, both groups gave emphasis on the employee’s action of telling that they were proud to be part of PESO, and PESOs’ commitment to quality service. On the other end, as supported by the focus-group discussions, both groups saw as a challenge that PESO aspect of keeping employees informed about salient matters affecting them.

1.5 Work relationship. Work relationship is the connection existing among employees themselves, based on adhering to the policies

and agreed ways of working. The table above shows that PESO organizational culture in terms of work relationship was very strong in all provinces.

Table 5
Perception of CALABARZON PESO Managers and Staff on Organizational Culture in Terms of Work Relationship

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	3.70	.424	Very Strong	3.74	.338	Very Strong
LAGUNA	3.70	.60	Very Strong	3.70	.53	Very Strong
BATANGAS	3.68	.096	Very Strong	3.73	.311	Very Strong
RIZAL	3.50	0	Very Strong	3.89	.113	Very Strong
QUEZON	4.00	0	Very Strong	3.74	.207	Very Strong
COMPOSITE MEAN	3.70	.374	Very Strong	3.73	.408	Very Strong

From the items under workplace relationship, both groups gave emphasis on maintaining adequate standards of performance; demonstrating pride for being part of PESO, and; on reinforcing successful behavior by encouragement.

2. Assessment of CALABARZON PESO Managers and Staff on the Leadership Competency of PESO Managers

The following tables present the assessment of the PESO managers and staff on the leadership competencies of CALABARZON PESO managers.

2.1 Leading change. The leading-change competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals.

It is specified by the preceding table that the leading-change competency of the PESO managers of Cavite, Laguna and Quezon was excellent, while that of Batangas and Rizal PESO managers were above average. Among the items under leading-change competency,



both groups gave emphasis on the PESO managers' competency of adjusting staff assignments based on feedback and workload priorities, and of considering clients' needs and trends in the development of strategic plans.

Table 6
Assessment of CALABARZON PESO Managers and Staff on the Leadership Competency of PESO Managers in Terms of Leading Change

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	4.50	.866	Excellent	4.58	.504	Excellent
LAGUNA	4.58	.833	Excellent	4.76	.332	Excellent
BATANGAS	4.42	.312	Above Average	4.55	.457	Excellent
RIZAL	3.83	0	Above Average	4.68	.319	Excellent
QUEZON	4.67	0	Excellent	4.62	.431	Excellent
COMPOSITE MEAN	4.47	.648	Above Average	4.66	.415	Excellent

On the other end, as supported by the focus-group discussions, the PESO managers saw as a challenge to their competency in metric development to assess attainment of work unit goals.

2.2 Leading people. The leading-people competency involves the ability to lead people toward meeting the organization's vision, mission, and goals.

The preceding table specifically presents that the leading-people competency of the PESO managers of Cavite, Laguna, Batangas and Quezon was excellent, while that of Rizal was above average. Among the items under leading-people competency, both groups gave emphasis on the PESO managers' competency of informing team members of issues requiring resolution. Also, they have highlighted the PESO manager's competency of recognizing and utilizing the staff's skills and addressing concerns regarding critical issues in an open and honest manner.

Table 7
Assessment of CALABARZON PESO Managers and Staff on the Leadership Competency of PESO Managers in Terms of Leading People

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	4.57	.744	Excellent	4.59	.589	Excellent
LAGUNA	4.50	1.0	Excellent	4.74	.404	Excellent
BATANGAS	4.58	.354	Excellent	4.50	.481	Excellent
RIZAL	3.75	0	Above Average	4.42	.289	Above Average
QUEZON	4.58	0	Excellent	4.70	.267	Excellent
COMPOSITE MEAN	4.50	.665	Excellent	4.63	.470	Excellent

2.3 Results-driven. The results-driven competency involves the ability to meet organizational goals and customer expectations. Inherent to this is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. The preceding table shows that the results-driven competency of the PESO managers of Cavite, Laguna and Quezon was excellent, while that of Batangas and Rizal PESO managers were above average.

Table 8
Assessment of CALABARZON PESO Managers and Staff on the Leadership Competency of PESO Managers in Terms of Results-driven

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	4.67	.656	Excellent	4.53	.623	Excellent
LAGUNA	4.52	.958	Excellent	4.71	.378	Excellent
BATANGAS	4.42	.226	Above Average	4.46	.474	Above Average
RIZAL	4.17	0	Above Average	4.47	.398	Above Average
QUEZON	4.42	0	Above Average	4.78	.183	Excellent
COMPOSITE MEAN	4.51	.593	Excellent	4.60	.476	Excellent



From the items under results-driven competency, both groups gave emphasis on the PESO managers' competency of managing workload among staff; manager proposing solution to improve client satisfaction, and determining the cause of workforce problem and recommending corrective action.

2.4 Business-acumen. The business-acumen competency involves the ability to manage financial and information resources strategically.

Table 9
Assessment of CALABARZON PESO Managers and Staff on the Leadership Competency of PESO Managers in Terms of Business-acumen

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	4.57	.619	Excellent	4.50	.548	Excellent
LAGUNA	4.56	.875	Excellent	4.68	.44	Excellent
BATANGAS	4.40	.508	Above Average	4.36	.463	Above Average
RIZAL	4.25	0	Above Average	4.39	.383	Above Average
QUEZON	4.58	0	Excellent	4.60	.246	Excellent
COMPOSITE MEAN	4.50	.537	Excellent	4.54	.484	Excellent

It is specified by the preceding table that the business-acumen competency of the PESO managers of Cavite, Laguna and Quezon was excellent, while that of Batangas and Rizal PESO managers were above average. Based on the items under business-acumen competency, both groups gave emphasis on the PESO managers' competency of developing and justifying organization-wide budgets for programs and projects. On the other end, as supported by the focus-group discussions, the PESO managers saw as a challenge their competency in matters related to information technology.

2.5 Building coalitions. The building-coalitions competency involves the ability to build

coalitions internally and with other government agencies, local governments, non-profit and private sector organizations, foreign governments, or international organizations to achieve common goals.

The preceding table specifically presents that the building-coalitions competency of the PESO managers of Cavite, Laguna, Rizal and Quezon was excellent, while that of Batangas PESO managers were above average. Based on the items under building-coalitions competency, both groups gave emphasis on the PESO managers' competency of partnering with various offices and agencies.

Table 10
Assessment of CALABARZON PESO Managers and Staff on the Leadership Competency of PESO Managers in Terms of Building Coalitions

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	4.53	.794	Excellent	4.60	.507	Excellent
LAGUNA	4.50	1.0	Excellent	4.71	.411	Excellent
BATANGAS	4.48	.079	Above Average	4.33	.507	Above Average
RIZAL	4.56	.460	Excellent	4.46	.524	Above Average
QUEZON	4.67	0	Excellent	4.65	.273	Excellent
COMPOSITE MEAN	4.46	.668	Above Average	4.60	.469	Excellent

3. Assessment of CALABARZON PESO Managers and Staff on the Level of Organizational Performance of PESOs

The following tables present the assessment by PESO managers and staff of CALABARZON on the level of the organizational performance in terms of different criteria. A presentation per province and a summary of perception based on their position were given.

3.1 Effectiveness. Effectiveness is the extent to which objectives are achieved and the extent to which target problems are solved. It also means "getting the right things done."



It is specified by the preceding table that the performance of Laguna, Batangas and Rizal was generally outstanding, while Cavite and Quezon were very satisfactory in terms of effectiveness. In other words, Laguna, Batangas and Rizal extraordinarily exceeded standards and expectations while Cavite and Quezon simply exceeded those in terms of effectiveness. Among the items under effectiveness, both groups gave emphasis on attendance to provincial meetings, MYPA and YEPA. On the other end, as supported by the focus-group discussions, both groups saw as a challenge the providence of career guidance to 90 percent of the Junior High School population in the city.

Table 11
Assessment of CALABARZON PESO Managers and Staff on the Level of Organizational Performance of PESO in Terms of Effectiveness

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	4.36	.65	Very Satisfactory	4.47	.388	Very Satisfactory
LAGUNA	4.43	.888	Very Satisfactory	4.74	.282	Outstanding
BATANGAS	4.73	.05	Outstanding	4.63	.339	Outstanding
RIZAL	4.70	0	Outstanding	4.50	.374	Outstanding
QUEZON	4.20	0	Very Satisfactory	4.58	.370	Outstanding
COMPOSITE MEAN	4.49	.468	Very Satisfactory	4.62	.349	Outstanding

3.2 Efficiency. Efficiency is the extent to which material or immaterial resources are used for the intended task or purpose. It measures whether targets are accomplished with a minimum amount or quantity of waste, expense or unnecessary effort.

The above-presented table reveals that the performance of Laguna, Batangas, Rizal and Quezon were generally outstanding in terms of efficiency. Cavite garnered a very satisfactory rating though. In other words, Laguna, Batangas,

Rizal and Quezon extraordinarily exceeded standards and expectations while Cavite simply exceeded those in terms of efficiency.

Table 12
Assessment of CALABARZON PESO Managers and Staff on the Level of Organizational Performance of PESO in Terms of Efficiency

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	4.44	.691	Very Satisfactory	4.37	.398	Very Satisfactory
LAGUNA	4.45	.971	Very Satisfactory	4.75	.338	Outstanding
BATANGAS	4.68	.15	Outstanding	4.64	.419	Outstanding
RIZAL	4.90	0	Outstanding	4.53	.358	Outstanding
QUEZON	4.70	0	Outstanding	4.74	.24	Outstanding
COMPOSITE MEAN	4.55	.604	Outstanding	4.61	.404	Outstanding

Among the items under efficiency, both groups gave emphasis on the creation of the annual plan of activities and the crafting of project proposals that include the needed supplies. On the other end, as supported by the focus-group discussions, both groups saw as a challenge PESO's act of equipping 50 percent of its staff with skills for career guidance and employment coaching.

3.3 Timeliness. Timeliness measures whether the deliverable was done on time based on the requirements set by law or other forms of agreement.

It is specified by the preceding table that the performance of Laguna, Batangas and Quezon was outstanding, while Cavite and Rizal were very satisfactory in terms of timeliness. In other words, Laguna, Batangas and Quezon extraordinarily exceeded standards and expectations; Cavite and Rizal simply exceeded the standards and expectations in terms of timeliness.



Table 13

Assessment of CALABARZON PESO Managers and Staff on the Level of Organizational Performance of PESO in Terms of Timeliness

PROVINCES	MANAGERS			STAFF		
	MEAN	SD	VI	MEAN	SD	VI
CAVITE	4.10	.529	Very Satisfactory	4.37	.415	Very Satisfactory
LAGUNA	4.53	.95	Outstanding	4.61	.478	Outstanding
BATANGAS	4.83	.05	Outstanding	4.54	.562	Outstanding
RIZAL	4.50	0	Outstanding	4.40	.598	Very Satisfactory
QUEZON	5.00	0	Outstanding	4.26	.709	Very Satisfactory
COMPOSITE MEAN	4.49	.616	Very Satisfactory	4.50	.504	Outstanding

Among the items under timeliness, both groups gave emphasis on applying for DOLE's approval and providing employment coaching before any recruitment activity. On the other end, as supported by the focus-group discussions, both groups saw as a challenge PESO's utilization of Philjobnet.

4. Difference between the Assessment of CALABARZON PESO Managers and Staff on Organizational Culture and Leadership Competency

Table 14 presents the difference between the assessment of CALABARZON PESO managers and staff regarding organizational culture.

Based on the preceding table, there was no significant difference between the assessments of CALABARZON PESO managers and staff regarding organizational culture on all five dimensions, as indicated by the p-values which were all higher than the 0.05 level of significance. It means that CALABARZON PESO managers and staff have the same assessment on their organizational culture.

Table 14

Difference between the Assessment of PESO Managers and Staff regarding Organizational Culture

Variables	p-values	Computed t-values	Decision on Ho	Verbal Interpretation
Management Style	.919	-0.102	Failed to Reject	Not Significant
Goal Clarity	.485	-0.701	Failed to Reject	Not Significant
Employee Participation	.834	-0.21	Failed to Reject	Not Significant
Organizational Commitment	.322	-0.995	Failed to Reject	Not Significant
Work Relationship	.775	-0.286	Failed to Reject	Not Significant

As to leadership competency, Table 15 presents the difference between the assessments of CALABARZON PESO managers and staff regarding the leadership competency of PESO managers.

Table 15

Difference between the Assessment of PESO Managers and Staff regarding Leadership Competency

Variables	p-values	Computed t-values	Decision on Ho	Verbal Interpretation
Leading Change	.129	-1.531	Failed to Reject	Not Significant
Leading People	.361	-0.917	Failed to Reject	Not Significant
Results-Driven	.527	-0.634	Failed to Reject	Not Significant
Business-Acumen	.774	-0.288	Failed to Reject	Not Significant
Building Coalitions	.334	-0.971	Failed to Reject	Not Significant

Based on the preceding table, there was no significant difference between the assessment of CALABARZON PESO managers and staff on the PESO managers' leadership competencies, as indicated by the p-values which were all higher than the 0.05 level of significance. It means that CALABARZON PESO managers and staff have the same perception on the leadership competency of the PESO managers.



5. Relationship between Organizational Culture and Organizational Performance of CALABARZON PESOs

Table 16 presents the relationship between the CALABARZON PESOs' organizational culture and organizational performance in terms of effectiveness.

As shown on the preceding table, there was no significant relationship between the organizational culture and performance of PESO in terms of effectiveness as indicated by the p-value (0.083) which was higher than the 0.05 level of significance.

Table 16
Relationship between Organizational Culture and Performance (Effectiveness) of CALABARZON PESOs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.419	.411		8.315	.000
Management Style	.165	.257	.153	.643	.521
Goal Clarity	.154	.244	.161	.631	.529
Employee Participation	.267	.171	.247	1.560	.122
Organizational Commitment	-.021	.242	-.020	-.085	.932
Work Relationship	-.251	.238	-.263	-1.052	.295

- a. Dependent Variable: effectiveness
- b. Rsquare=.084
- c. P-value=.083, fstat=2.009

Such result agreed with Sumarto and Subroto (2011) who noted that the lack of knowledge and confidence by organizational leaders on the relationship of organizational culture and performance caused such a result. However, this was in disagreement to the study of Susilo et al. which in fact resulted to a 0.022 significance value.

On efficiency, Table 17 presents the relationship between the CALABARZON PESOs' organizational culture and organizational performance in terms of efficiency.

Table 17
Relationship between Organizational Culture and Performance (Efficiency) of CALABARZON PESOs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.717	.439		6.194	.000
Management Style	.150	.274	.123	.547	.585
Goal Clarity	-.288	.261	-.267	-1.105	.272
Employee Participation	.545	.183	.447	2.984	.004*
Organizational Commitment	-.020	.258	-.018	-.079	.937
Work Relationship	.114	.254	.106	.449	.654

- a. Dependent Variable: efficiency
- b. Rsquare=.179
- c. P-value=.001, fstat=4.747

As shown on the preceding table, there was a significant relationship between the organizational culture and performance of PESO in terms of efficiency as indicated by the p-value (0.001) which was lower than the 0.05 level of significance. From the predictors, only employee participation had a significant relationship on this performance variable.

Such result agreed to Shahzad and Luqman who said, "establishing an effective organizational culture...is an important strategy to advance performance in the organization. The effective organizational culture elements relate to social values, which includes involved employees among others. Engaging and empowering employees will lead to reduced costs and more savings. Positive development is



easier to achieve when everyone is on a common path in the organization.”

Table 18
Relationship between Organizational Culture and Performance (Timeliness) of CALABARZON PESOs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.127	.557		5.612	.000
Management Style	.501	.348	.343	1.438	.153
Goal Clarity	-.335	.331	-.260	-1.013	.313
Employee Participation	.281	.232	.193	1.210	.229
Organizational Commitment	-.187	.328	-.137	-.572	.568
Work Relationship	.107	.323	.083	.331	.741

- a. Dependent Variable: Timeliness
- b. Rsquare=.074
- c. P-value=.131, fstat=1.742

On timeliness, Table 18 presents the relationship between the CALABARZON PESOs’ organizational culture and organizational performance in terms of timeliness.

As shown on the preceding table, there was no significant relationship between the organizational culture and performance of PESO in terms of timeliness as indicated by the p-value (0.131) which higher than the 0.05 level of significance.

This finding contradicts Susilo et al. [3].

6. Relationship between Leadership Competency and Organizational Performance of CALABARZON PESOs

Table 19 presents the relationship between the CALABARZON PESO managers’ leadership competency and organizational performance in terms of effectiveness.

Table 19
Relationship between Leadership Competency and Performance (Effectiveness) of CALABARZON PESOs

Model	Unstandardized Coefficients		Standardized Coefficients Beta		t	Sig.
	B	Std. Error	Beta	Std. Error		
1 (Constant)	2.689		.332		8.101	.000
Leading Change	.125		.162		.147	.442
Leading People	-.098		.167		-.128	.557
Results-Driven	.256		.174		.327	.145
Business-Acumen	.103		.207		.132	.619
Building-Coalitions	.032		.154		.041	.836

- a. Dependent Variable: effectiveness
- b. Rsquare=.254
- c. P-value=.000, fstat=7.422

As shown on the preceding table, there was a significant relationship between the leadership competency of PESO managers and performance of PESO in terms of effectiveness as indicated by the p-value (0.000) which was lower than the 0.05 level of significance. However, each predictor was not significantly related to the relevant performance variable.

The studies of Sumarto and Subroto (2011) , Susilo et al. (2019) and Rahardja, Moeins and Lutfiani (2019) also affirmed that there was a significant relationship between leadership competency and organizational performance. Their studies in fact resulted to 0.000 p-values. They said that leadership will determine the formation or changes in organizational behavior. Such changes in the behavior will pave the way for the achievement of the desired goals of the organization to get a good organizational performance.

On the other hand, Rahmawati et al. (2016) contradicts such finding. They said, “leadership has an insignificant effect on organizational effectiveness with a p-value of 0.061.” This



suggests, according to them, that the role of a leader cannot directly increase the organizational effectiveness, but leadership has indirect effect on organizational effectiveness through performance management. The function then of the leader is to improve performance management because it will eventually create organizational effectiveness.

On efficiency, Table 20 presents the relationship between the CALABARZON PESO managers' leadership competency and organizational performance in terms of efficiency.

Table 20
Relationship between Leadership Competency and Performance (Efficiency) of CALABARZON PESOs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.153	.356		6.046	.000
Leading Change	.161	.174	.168	.923	.358
Leading People	-.106	.179	-.122	-.591	.556
Results-Driven	.356	.187	.404	1.906	.059
Business-Acumen	-.078	.223	-.089	-.353	.725
Building-Coalitions	.199	.165	.230	1.208	.230

- a. Dependent Variable: Efficiency
- b. R-square=.323
- c. P-value=.000, fstat=10.389

As shown on the preceding table, there was a significant relationship between the leadership competency of PESO managers and performance of PESO in terms of efficiency as indicated by the p-value (0.000) which was lower than the 0.05 level of significance. However, each predictor was not significantly related to the relevant performance variable.

Hassan and Hatmaker (2014) , Zain and Razalli (2020) and Khan and Rashid (2012) agree on this. They said that “(Public) managers’ actions and behaviors in the context of employee exchanges may hold a great deal of sway regarding how well employees perform role-based tasks.”

On timeliness, Table 21 presents the relationship between the PESO managers’ leadership competency and organizational performance in terms of timeliness.

As shown on the preceding table, there was a significant relationship between the leadership competency of PESO managers and performance of PESO in terms of timeliness as indicated by the p-value (0.002) which was lower than the 0.05 level of significance. However, each predictor was not significantly related to the relevant performance variable.

Table 21
Relationship between Leadership Competency and Performance (Timeliness) of CALABARZON PESOs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.532	.475		5.332	.000
Leading Change	.007	.232	.006	.031	.975
Leading People	-.061	.239	-.059	-.256	.798
Results-Driven	.136	.249	.129	.547	.586
Business-Acumen	.097	.297	.092	.327	.744
Building-Coalitions	.251	.220	.241	1.139	.257

- a. Dependent Variable: Timeliness
- b. R-square=.159
- c. P-value=.002, fstat=4.123



The study of Rehman, Bhatti and Chaudhry (2019) agrees on the said significant relationship. They said that goal-clarity, communication and recognition contribute to the relationship of leadership and organizational performance, including timeliness in many aspects. Hassan and Hatmaker [6] also affirmed the same.

7. Manual for PESOs

Based on the aforementioned results from the survey questionnaire and from the focus-group discussion, the researcher made a manual for PESO. Specifically, this manual titled: "Supplemental Manual for a Value-Added PESO" firstly considered as a supplement because a manual for PESO operation already exists. However, such existing manual is a mere overview of the three core services and is focused on institutionalizing PESOs. Second, the manual is intended to add value to PESOs because it will teach both managers and staff the values of employee participation and of leadership competency. Furthermore, it deeply explores the area of career-guidance and employment coaching which is one of PESO's three core services and which has been identified by the respondents as very challenging for them. It is aimed that with the supplemental manual, the performance of CALABARZON PESOs will be made even better.

CONCLUSIONS

Based on the findings, the following conclusions are drawn:

1. CALABARZON PESOs have a very strong organizational culture in terms of management style, goal clarity, employee participation, organizational commitment and work relationship.

2. CALABARZON PESO managers have above average to excellent competencies in leading change; in leading people; in being results-driven; in having business-acumen, and; in building coalitions.

3. CALABARZON PESOs extraordinarily exceed the standards and expectations in terms of effectiveness, efficiency and timeliness.

4. CALABARZON PESO managers and staff have a uniformed perception of their organizational culture and the leadership competency of their PESO managers.

5. Organizational culture, especially the employee-participation dimension, adequately explains CALABARZON PESOs' performance in terms of efficiency. However, organizational culture does not adequately explain CALABARZON PESOs' performance in terms of effectiveness and timeliness.

7. Leadership competency adequately explains CALABARZON PESOs' performance in terms of effectiveness, efficiency and timeliness. However, the leadership competency predictors, taken individually, do not adequately explain the performance variable.

8. The crafted supplemental manual will advance the employee participation culture at PESOs. It will also provide opportunities for PESO managers to exercise and develop their leadership competencies. Lastly, it will respond to the challenges on career guidance and employment coaching services of PESOs.

RECOMMENDATIONS

Based on the conclusions, the researcher came up with the following recommendations:

1. CALABARZON PESOs may adapt activities that promote their organizational values and culture. They may start with an orientation activity to establish on the new and current employees that ideals held and advocated by PESOs. They may ask the staff for inputs so that their personal values and the organizational culture may be aligned.

2. CALABARZON PESO managers may attend learning sessions exclusively for developing their leadership competencies. They may take master or doctorate studies, or venture into professional certifications. They may take active membership on professional organizations where they can share their



managerial experiences and where they can learn from the managerial stories of others.

3. DOLE-CALABARZON may consider giving modular trainings tailor-fitted for the staff. It should be noted that the staff are the backbone of any organization. They are the ones who sustain the operation and have direct and immediate contact with the clients. Furthermore, DOLE-CALABARZON may provide series of seminars and actual demonstrations on facilitating career guidance and employment coaching to students and job applicants.

4. Future researchers may conduct further study regarding the topic at hand. They may limit their study on the provincial level and include non-institutionalized PESOs.

REFERENCES

- Asree, A., Zain, M., Razalli, M.R. (2010) Influence of leadership competency and organizational culture on responsiveness and performance of firms. *International Journal of Contemporary Hospitality Management*, 22(4), p. 500-516. <http://dx.doi.org/10.1108/09596111011042712>
- Hassan S., Hatmaker, D. (2014) Leadership and performance of public employees: Effects of the quality and characteristics of manager-employee relationships, *Journal of Public Administration Research and Theory*, 25(4) <http://doi:10.1093/jopart/muu002>
- Khan, S.K., Rashid, M.A. (2012) The mediating effect of organizational commitment in the organizational culture, leadership and organizational justice relationship with organizational citizenship behavior: A study of academicians in private higher learning institutions in Malaysia, *International Journal of Business and Social Science*, 3(8), p. 83-91. 2012.
- O’Riordan, J. (2015). *Organizational culture and the public service*. Dublin: Institute of Public Administration
- Rahardja,U., Moeins, A., Lutfiani, A. (2017) Leadership, competency, working motivation and performance of high private education lecturer with institution accreditation B: Area Kopertis Iv Banten Province,” *Man In India*, 97(24), p. 179-192. 2017.
- Republic Act No. 10691. An act defining the role of the department of labor and employment (DOLE), the local government units (LGUs), and accredited nongovernment organizations (NGOs) in the establishment and operation of the public employment service office (PESO), and the operation of job placement offices in educational institutions (ELS), amending for the purpose sections 3, 5, 6, 7 and 9 of Republic Act no. 8759, otherwise known as the “Public Employment Service Office Act of 1999” <https://www.officialgazette.gov.ph/2015/10/26/repub-act-no-10691/>
- Republic Act No. 8759. An act institutionalizing a national facilitation service network through the establishment of a public employment service office in every province, key city and other strategic areas throughout the country. <https://www.officialgazette.gov.ph/2000/02/14/repub-act-no-8759/>
- Shahzad, F., Luqman, A (2018). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), p. 975-985. 2018.
- Sumarto and Subroto A. (2011). Organizational culture and leadership role for improving organizational performance: Automotive components industry in Indonesia. *International Journal of Innovation Management and Technology*, Vol. 2 (No.5), p. 383-389.
- Susilo, D.E., Soetjipto, N. ; Triwulan B.A, Ratnaningtyas, D., Riswanto, A, Wasis, W., Jaya, F.P. (2019). The effect of employee commitment, culture and leadership style on good governance performance of Jombang District government (Indonesia),” *Revista Espacios*, 40(27).



AUTHOR'S PROFILE

Dr. Karl Joseph D. Sanmocte has specialization in public research, policy analysis, program management and internal audit. He has been part of the Department of Labor and Employment since 2015. Among his agency-recognized outstanding contributions as a public servant include being the lead think-tank and developer of *Pursigeh* (aka as Employment E-Services), an online platform combining job-search and career-coaching, which is the first in the whole Philippines (2020); leading Batangas PESOs to having the most number of MER submissions and being the most active in the provision of LMI (2019 and 2018), and; institutionalizing a merit program for PESOs (2017).



COPYRIGHTS

Copyright of this article is retained by the author/s, with first publication rights granted to IIMRJ. This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution – Noncommercial 4.0 International License (<http://creativecommons.org/licenses/by/4>).