

A Comparative Analysis of the Organizational Culture and Employee's Motivation of Selected Cities in CALABARZON: Basis for Employee's Motivation, Leadership and Innovative Management

FRANCIS KAYODE ASHIPAOLOYE, DPA

*Lyceum of the Philippines University-Laguna, Km. 54 National Highway, Makiling Calamba City, Laguna
PHILIPPINES
ashiop@yahoo.com*

Date Received: July 20, 2014; Date Revised: August 13, 2014

Abstract - Organizational culture is ultimately defined and practiced according to assumptions, attitudes, beliefs and values of the larger society it is imbedded. Organizational culture varies from one organization to the other. Thus, a closer look at the Philippine public administration shows that the Filipino culture is a special kind of environment. The reason being that there are three major traits that showcase the Filipino behavior and decision-making: personalism, familism, and particularism or popularism.

The city governments of Batangas, Lipa and Tanauan like any other City Government have their own unique culture. This distinctness is based on many factors such as: events, history, past leadership as well as current leadership that results in routines or the way things are done in their respective institution. This paper presents a comparative analysis of organizational culture and employee's motivation of selected cities in CALABARZON: Basis for Employee's Motivation, Leadership and Innovative Management. The descriptive correlation method of research was used to gather the needed information.

The result revealed that the three cities all agreed as to the organizational culture and levels of motivation. Overall, working relationship was found to be the best predictor among the organizational culture. While the best motivator among employees, was their need for achievement. Lastly, a proposed program to further boost employee's motivation/morale, leadership, and innovative management was tabled based on the significance of the findings of the research.

Key Words: Organizational, culture, motivation, employees, leadership, innovative, management, personalism, familism, particularism or popularism and CALABARZON

I. INTRODUCTION

Organizational culture is ultimately defined and practiced according to assumptions, attitudes, beliefs and values of the larger society it is imbedded. Administrative systems in most countries of the world have been subjected to modifications and changes particularly when a new political leader takes over the reins of government. This is also true of the Philippine administrative system wherein the values and desired behavioral norms of the political leadership have strongly influenced the direction and thrust of the changes made.

According to Oakland (2001), the culture of an organization is formed by the beliefs, behaviors, norms, dominant values, rules and the climate in the

organization. The effectiveness of an organization he posited depends on the extent to which people perform their roles and move towards the common goals and objectives. Werner & De Simone (2009) postulated that a good knowledge of an organization's culture is advantageous for a better interpretation of organizational events. With such knowledge, the employees know what is expected of them and the appropriate behavior in the workplace. According to Shah (2007), people are surrounded by culture. These cultures form the basis of the workplace.

According to David McClelland (in Corpuz, 2006), the three most basic needs in any given organization are: the need for 1) Achievement: drive to excel, to achieve in relation to a set of standards or in

competitive situations, to strive to succeed. 2) Power: drive to influence and control, others and the social environment and 3) Affiliation: drive for friendly and close interpersonal relationships with others.

One of the most popular writers on employee motivation is Fredrick Herzberg; famous for his so-called two-factor theory, otherwise known as the motivation-hygiene theory. He postulated that motivating employees is an ongoing challenge (McCrimmon, 2007). Herzberg proposed that there is need for the provision of real motivators or intrinsic job factors that caters for human higher order needs, rather than hygiene maintenance factors or extrinsic job factors which are not real motivators (Herzberg in Bautista et. al, 2003).

Organizational excellence according to Farahi Yazdi, (2010), is considered as growth and enhancement of level of an organization in all its various dimensions so that probability of success of the organization will be increased in long term by obtaining favorable satisfaction of all beneficiaries and creating balance among them. Harrington (2005) posited that, "Organizational excellence is a holistic method to improve performance of the organization."

Thus, excellent organization, never lose sight of the need to continuously improve its products or services. Organizational excellence as the words imply; is how an organization is able to achieve excellence in all areas of its operations. Since excellence is all about perfectness, accuracy and absoluteness (Talwar, 2007).

The Philippine bureaucracy is staffed with people from all walks of life with diverse family and professional orientations, social and economic status, differing values and norm behaviors and religion (Bautista et. al, 2003). A closer look at the Philippine public administration shows that the Filipino culture is a special kind of environment. The reason being there are three major traits that showcase the Filipino behavior and decision-making: *personalism*, *familism*, and *particularism* or *popularism*. These three elements underlie the Filipino values and value orientation (Bautista, et. al, 2003). This is also true with the cities under study.

Batangas City (Filipino: *Lungsod ng Batangas*) is the largest and capital city of the Province of Batangas, Philippines. Known as the "Industrial Port City of CALABARZON", Batangas City is currently classified as one of the fastest urbanizing cities of the Philippines. Lipa City (Filipino: *Lungsod ng Lipa*) is a first class city in the province of Batangas, Philippines. It is one of the three component cities of Batangas Province (the others being Batangas City and

the City of Tanauan). Tanauan City (Filipino: *Lungsod ng Lipa*) is a first class city in the province of Batangas, Philippines.

The city governments of Batangas, Lipa and Tanauan like any other City Government have its own unique culture. This distinctness is based on many factors such as: history, events, past leadership as well as current leadership that results in routines or the way things are done in their respective institution.

The city governments under study must always bear in mind that like the private sectors, they must look ahead and not lag behind since today's society has become more complex than the past. For them to remain relevant and competent, they must innovate by creating new ways of doing business for new markets and trends. They must come up with new management paradigm that was never thought of or imagined in its efforts to serve the society especially within the context of the Philippines with a special kind of bureaucracy. Thus, the city governments under study must adopt open leadership styles and trust in technologies if she wants to remain relevant and succeed as the world is becoming more of a global village.

II. OBJECTIVES OF THE STUDY

This research is a comparative analysis of the organizational culture and employee's motivation of selected cities in CALABARZON: basis for employee's motivation, leadership and innovative management. More specifically, it described the demographic profile of the employees in terms of: age, sex, civil status, educational attainment, length of service, nature of work, job status, and salary. It also determined the organizational culture of the City Government of Batangas, Lipa and Tanauan and the levels of motivation among their employees, and presents a comparative analysis of the levels of motivation of the employees of the City Government of Batangas, Lipa and Tanauan as well as their organizational culture. It also determined if a significant relationship exists between the respondent's perceived organizational culture and their levels of motivation.

III. METHODS

Research Design

The descriptive correlation method of research was used to gather the needed information on organizational culture and the levels of motivation of the employees of the city government of Batangas, Lipa and Tanauan and their demographic profile. Furthermore, the research utilized ANOVA in determining the significant difference among the three cities on the organizational

culture and Pearson r was used in determining the significant relationship between organizational culture and level of motivation.

Participants

The participants of the research are the employees of the city governments of Batangas, Lipa and Tanauan based on the total number of filled up positions as provided by the Office of the City Personnel Officer/HRM from the city governments of Batangas, Lipa and Tanauan as of October 2012. Batangas (1,346), Lipa (1,103) and Tanauan (1,084). The researcher used quota sampling technique and was able to get 85 respondents from each city.

Instrument

The researcher used three main data gathering instruments:

Part 1 is a self made questionnaire on the personal information of the respondents. This includes the variables age, sex, civil status, educational attainment, length of service, nature of work, job status, and salary.

Part 2 is a standardized questionnaire patterned according to the Motivation Need Survey Questionnaire (MNSQ) prepared and used by Steers & Braunstein in Khalid, (2010) in their research using samples which consisted of scientists, engineers, hospital employees, white collar employees and management students. The MNSQ covers the motivation needs developed by McClelland with regards to the need for achievement, power and affiliation. The researcher modified the above instrument to suit the present study.

Part 3 is also a standardized questionnaire from a modified version survey questionnaire on-line sources and also the determinants survey of Javier (2000) and Castillo (2009) in Kalaw (2011).

Procedure

The researcher sought the assistance of the administrators of the city government of Batangas, Lipa and Tanauan for the distribution and the retrieval of the questionnaire which took about one week.

Data Analysis

The gathered data were tallied, tabulated, encoded, and analyzed accordingly using the following statistical methods (tools): Frequency distribution and percentage was used to describe the demographic profile of the employees in terms of: age, sex, civil status, educational attainment, length of service, nature of work, job status, and salary.

Weighted mean and a Likert-scale type was used to determine the organizational culture of the city government of Batangas, Lipa and Tanauan the following value range and verbal interpretation was used.

This scale was used to interpret the data gathered: 4.50-5.00: Strongly Agree (SA) ; 3.50 - 4.49: Agree (A); 2.50 - 3.49: Moderately Agree (MA); 1.50 - 2.49: Disagree (D); and 1.00 – 1.49: Strongly Disagree (SD).

Eta- Squared was used to determine the relationship between socio demographic and motivational needs and organizational climate

Post-Hoc ANOVA test was used to determine the degree of association between nominal data (demographic variables) and interval data (motivational and organizational culture).

Pearson's r was used to determine the relationship between motivational factors and organizational culture.

IV. RESULTS AND DISCUSSION

Table 1. Distribution of the Respondents' Profile (N = 252)

Profile Variables	f	%
Age		
50 years old and above	61	24.21
41-49 years old	76	30.16
31-39 years old	77	30.56
21-29 years old	34	13.49
20 years old and below	4	1.59
Sex		
Male	55	21.83
Female	197	78.17
Civil Status		
Single	50	19.84
Married	191	75.79
Widowed	11	4.37
Educational Attainment		
High School graduate	17	6.75
College graduate	197	78.17
Post Graduate : Masteral	36	14.29
Doctoral	0	0.00
No Answer	2	0.79
Length of service in your present employment		
1 year and below	15	5.95
1 – 3 years	32	12.70
4 – 6 years	41	16.27
7 – 9 years	35	13.89
10 – 12 years	31	12.30
13 years and above	97	38.49
No Answer	1	0.40

Table 1 (cont.) Distribution of the Respondents' Profile

Nature of work	f	%
Managerial	17	6.75
Department Head	9	3.57
Supervisory	25	9.92
Technical	6	2.38
Rank or Clerical	152	60.32
No Answer	43	17.06
Job Status		
Regular	185	73.41
Probational	6	2.38
Contractual	45	17.86
No Answer	16	6.35
Salary		
P 30,000 above	31	12.30
P 20,000-25,000	36	14.29
P 15,000-20,000	41	16.27
P 10,000-15,000	86	34.13
P 5,000-10,000	52	20.63
P 1,000-5,000	6	2.38

Table 1 shows the combined profile of the frequency and percentage distribution of the respondents according to their socio-demographic.

Majority falls on the age bracket of 31-39years with a frequency of 77 or 30.56%. As to sex distribution, female dominated with a frequency of 197 or 78.17%. Respondents were mostly married with a frequency of 191 or 75.79%. The educational attainment revealed that most of them were college graduates with 197 or 78.17%. With regards to length of service, majority of

the respondents have been in their service for more than 13 years with a frequency of 97 or 38.49%. Employees belonged mainly to rank or file with the frequency of 152 OR 60.32%. Majority are regular employees with a frequency of 185 or 73.41% while the income (10,000-15,000) of majority has a frequency of 86 or 34.13%

The demographic variables reveal that respondents are within age bracket mature enough to handle responsibilities assigned to them. Their long year of service is a manifestation of their security in their job as they are protected by the law provided by the Civil Service Commission. It should be noted that there are departments who employed high school graduates but according to them, they are occupying positions based on their educational qualifications as messenger, sweeper, janitor to mention but a few. Whatever position, qualification length of stay in the organization, an employee serves as a good source of reference in determining the levels of motivation in order for the organization to continuously grow. Litwin & Stringer in Furnham, (2005) calls this organizational climate which consists of a set of measureable properties of the work environment, as perceived directly by the people who live and work in this environment and assume as it were to influence their motivation and behavior.

Table 2 presents the organizational culture in terms of management style of Batangas City, Lipa City and Tanauan City.

Table 2. Perceptions on Organizational Culture in terms of Management Style

Management Style	Batangas City			Lipa City			Tanauan City		
	WM	VI	Rank	WM	VI	Rank	WM	VI	Rank
1. There is continuous, planned organizational review and renewal of management commitment to objectives.	3.83	A	3	3.60	A	7	3.88	A	7
2. There is a high productivity or quality standards required in the organization.	3.89	A	2	3.79	A	2.5	4.07	A	1
3. Management encourages human resource development.	3.81	A	4	3.79	A	2.5	3.94	A	3.5
4. There is coordination and cooperation in and among the organizational work units.	3.76	A	5	3.82	A	1	3.93	A	5.5
5. Management conducts meaningful and productive meetings.	3.93	A	1	3.75	A	4	3.94	A	3.5
6. Management confronts conflict directly and settling disagreements rather than avoiding or ignoring it.	3.65	A	9	3.64	A	6	3.79	A	8

Table 2 (cont.) Perceptions on Organizational Culture in terms of Management Style

Management Style	Batangas City			Lipa City			Tanauan City		
	WM	VI	Rank	WM	VI	Rank	WM	VI	Rank
7. Management promotes creative thinkers and innovative performers.	3.75	A	6	3.71	A	5	3.95	A	2
8. There is equal employment opportunity and affirmative action for every employee.	3.61	A	10	3.25	MA	11	3.54	A	11
9. Management seeks suggestions or ideas from employees and the public.	3.50	A	11	3.38	MA	10	3.73	A	10
10. Management is willing to consider innovations proposed to increase organizational effectiveness.	3.74	A	7	3.51	A	8	3.93	A	5.5
11. Ensures that ideas generated within the team are appropriately assessed and followed through to implementation.	3.67	A	8	3.46	MA	9	3.76	A	9
Composite Mean	3.74	A		3.61	A		3.86	A	

Based on the responses of the respondents with regards to the management style, the employees of Batangas City agreed that management conducts meaningful and productive meetings (WM=3.93), there is a high productivity or quality standards required in the organization (WM=3.89), there is continuous, planned organizational review and renewal of management commitment to objectives (WM=3.83).

For the Lipa City employees agreed that there is coordination and cooperation in and among the organizational work units (WM=3.82). There is a high productivity or quality standards required in the organization and management encourages human resource development both ranked 2 with (WM=3.79). Management conducts meaningful and productive meetings (WM=3.75).

While Tanauan City employees agreed that there is a high productivity or quality standards required in the organization (WM=4.07), management promotes creative thinkers and innovative performers (WM=3.95) and management encourages human resource development (WM=3.94).

When closely viewed, it shows that there is no significant difference on the perception of employees on the management style of their organization as they all agree with a composite mean of 3.74 (Batangas City), 3.61 (Lipa City) and 3.86 (Tanauan City) as agreed.

The table 3 shows an organizational culture in terms of goal clarity is very interesting in the sense that both all cities under study ranked the same in terms of there are organizational objectives and targets, understanding of the direction and goals of the company, and company's leadership has a clear vision of the future.

Table 3. Perceptions on Organizational Culture in terms of Goal Clarity

Goal Clarity	Batangas City			Lipa City			Tanauan City		
	WM	VI	Rank	WM	VI	Rank	WM	VI	Rank
1. There are organizational objectives and targets.	4.02	A	1	3.94	A	1	4.08	A	1
2. Understanding of the direction and goals of the company.	3.99	A	2	3.82	A	2	4.01	A	2.5
3. Company's leadership has a clear vision of the future	3.83	A	3	3.81	A	3	4.01	A	2.5
4. Understand of how the company's strategy differentiates from the competition.	3.67	A	6	3.55	A	5	3.71	A	7
5. Satisfied with the understanding of how personal goals are linked to company goals.	3.65	A	7	3.38	MA	9	3.68	A	9

Table 3 (cont). Perceptions on Organizational Culture in terms of Goal Clarity

Goal Clarity	Batangas City			Lipa City			Tanauan City		
	WM	VI	Rank	WM	VI	Rank	WM	VI	Rank
6. Company leadership has made changes that are positive for the company.	3.76	A	4	3.64	A	4	3.76	A	5
7. Company has made changes which are positive for me.	3.52	A	9	3.50	A	7	3.77	A	4
8. Company is responding to the important external issues.	3.54	A	8	3.60	A	6	3.71	A	7
9. Company is responding to the important internal issues.	3.68	A	5	3.45	MA	8	3.71	A	7
Composite Mean	3.74	A		3.63	A		3.83	A	

However, satisfied with the understanding of how personal goals are linked to company goals was agreed by both Batangas and Tanauan City employees but it was moderately agreed by Lipa City employees. Also, company is responding to the important internal issues

was agreed by both Batangas and Tanauan City employees but was moderately agreed by Lipa City employees. Nevertheless the composite mean reveals that all cities agreed with the goal clarity of the institution.

Table 4. Perceptions on Organizational Culture in terms of Employee Participation

Employee Participation	Batangas City			Lipa City			Tanauan City		
	WM	VI	Rank	WM	VI	Rank	WM	VI	Rank
1. Immediate superior at all levels have the opportunity to participate in this process of setting goals and objectives.	3.70	A	3	3.82	A	1	3.93	A	2
2. Key management devotes adequate time in advanced dynamic planning and involve subordinate in the process.	3.52	A	4.5	3.51	A	6	3.88	A	3
3. Employees have opportunities to clarify changing roles and relationships.	3.52	A	4.5	3.54	A	5	3.76	A	5
4. The communication between management and yourself is adequate.	3.51	A	6	3.55	A	4	3.67	A	6
5. Employees are encouraged to participate in community extension programs.	3.73	A	2	3.73	A	3	3.82	A	4
6. Employees are given chances to be involved in recreational activities.	3.88	A	1	3.77	A	2	3.95	A	1
Composite Mean	3.64	A		3.65	A		3.84	A	

Table 4 shows that the employees of the cities under study all on the organizational culture in terms of employee participation with Batangas City having 3.64 as its composite mean, Lipa City employees has 3.65, while Tanauan City has 3.84 higher than both Batangas City and Lipa City.

Table 5 is also very interesting in the sense that cities under study ranked the same in terms of employee is willing to put in a great deal of effort beyond what is

normally expected in order to help this organization to be successful, employee is proud to tell others that he/she is part of this organization, employee is extremely glad that he/she chose the organization to work for others he/she was considering before and employee would almost accept any type of job assignment in order to keep working for this organization.

Table 5. Perceptions on Organizational Culture in terms of Organizational Commitment

Organizational Commitment	Batangas City			Lipa City			Tanauan City		
	WM	VI	Rank	WM	VI	Rank	WM	VI	Rank
1. Employee is willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful.	3.93	A	1	3.81	A	1	4.05	A	1
2. Employee would almost accept any type of job assignment in order to keep working for this organization.	3.77	A	4.5	3.74	A	4.5	3.88	A	4
3. Employee really care about the fate of the organization.	3.67	A	68	3.74	A	4.5	3.73	A	8
4. This organization really inspires the very best in me in the way of job performance.	3.65	A	8	3.63	A	7	3.83	A	6
5. Employee finds that his/her values and the organization values are very similar.	3.69	A	6	3.43	MA	8	3.77	A	7
6. Employee is proud to tell others that he/she is part of this organization.	3.89	A	2	3.77	A	2	3.99	A	2
7. Organization demonstrates commitment to providing satisfactory service to the students.	3.77	A	4.5	3.69	A	6	3.94	A	3
8. Employee is extremely glad that he/she chose the organization to work for others he/she was considering before.	3.79	A	3	3.75	A	3	3.87	A	5
Composite Mean	3.77	A		3.69	A		3.88	A	

However, while both Batangas City and Tanauan City employees agreed on employee finds that his/her values and the organization values are very similar, Lipa City moderately agreed. Nevertheless, they all agreed on organizational culture in terms of organizational commitment.

Table 6. Perceptions on Organizational Culture in terms of Working Relationship

Working Relationship	Batangas City			Lipa City			Tanauan City		
	WM	VI	Rank	WM	VI	Rank	WM	VI	Rank
1. The atmosphere and interpersonal relations in respective department are friendly and cooperative.	3.82	A	3.5	3.80	A	3.5	3.87	A	8.5
2. The members encourage one another's best efforts reinforcing successful behavior.	3.74	A	6.5	3.67	A	8	3.98	A	2
3. The members maintain adequate standards of performance.	3.82	A	3.5	3.71	A	7	3.96	A	3
4. The group is open and ready for organizational changes.	3.74	A	6.5	3.75	A	5	3.93	A	4
5. The members work effectively as a team.	3.88	A	2	3.80	A	3.5	3.90	A	5.5
6. The group communicates well within the college.	3.62	A	12	3.51	A	10	3.83	A	10

Table 6 (cont). Perceptions on Organizational Culture in terms of Working Relationship

Working Relationship	Batangas City			Lipa City			Tanauan City		
	WM	VI	Rank	WM	VI	Rank	WM	VI	Rank
7. The group communicates satisfactorily with other colleges.	3.63	A	11	3.37	MA	12	3.75	A	12
8. The members provide group input and participate in the management process as appropriate.	3.67	A	10	3.50	A	11	3.88	A	7
9. The members generally demonstrate pride in themselves and in their work.	3.68	A	9	3.57	A	9	3.81	A	11
10. The group actively seeks to utilize the skills and abilities of its members.	3.70	A	8	3.74	A	6	3.87	A	8.5
11. The group has a record of consistent accomplishment in the organization.	3.75	A	5	3.83	A	2	3.90	A	5.5
12. The members in the work group generally exercise responsibility and achievement.	3.92	A	1	3.86	A	1	4.05	A	1
Composite Mean	3.75	A		3.68	A		3.89	A	

Table 6 presents the organizational culture in terms of working relationship which shows that the employees of the cities under study, all ranked the same on members in the work group generally exercise responsibility and achievement. More so, both Batangas City and Lipa City both ranked the same on the

atmosphere and interpersonal relations in respective department are friendly and cooperative and the members generally demonstrate pride in themselves and in their work. Lastly, they all agreed on organizational culture in terms of working relationship.

Table 7. Employees' Level of Motivation

Motivational Needs	Batangas City			Lipa City			Tanauan City		
	CM	VI	Rank	CM	VI	Rank	CM	VI	Rank
1. Achievement	4.09	A	1	4.14	A	1	4.16	A	2
2. Power	3.62	A	2	3.58	A	2	3.84	A	3
3. Affiliation	3.61	A	3	3.67	A	3	4.67	SA	1
Grand Mean	3.77	A		3.80	Agree		4.22	A	

Table 7 shows that the three cities are all motivated based on the Grand Mean. Batangas City and Lipa City both ranked the same in terms of achievement, power and affiliation. The employees of

Tanauan City on the other hand, strongly agreed based on their need for affiliation more than their need for achievement and power.

Table 8. Difference of Responses on the Organizational Culture of the City Government of Batangas, Lipa and Tanauan

*Organizational Culture	F _c	p-value	Decision	Interpretation
Management Style	3.302	0.035	Rejected	Significant
Goal Clarity	1.827	0.163	Fail to Reject	Not Significant
Employee Participation	2.086	0.126	Fail to Reject	Not Significant
Organizational Commitment	1.627	0.199	Fail to Reject	Not Significant
Working Relationship	2.289	0.104	Fail to Reject	Not Significant
*Motivation	1.860	0.158	Fail to Reject	Not Significant

Results reveal that only management style shows significant difference since the obtained p-value is less than 0.05 level of significance, thus the hypothesis of no significant difference on the organizational culture when grouped according to location is rejected. This means that their responses differ and it was supported

using Scheffe method which shows that Lipa City and Tanauan City differs as to their management styles.

However, other variables do not show significant difference as to other organizational culture and level of motivation.

Table 9. Relationship Between Level of Motivation and Organizational Culture

Organizational Culture	r-value	p-value	Decision	Interpretation
a. Management Style	0.392	0.000	Rejected	Significant
b. Goal Clarity	0.484	0.000	Rejected	Significant
c. Employee Participation	0.475	0.000	Rejected	Significant
d. Organizational Commitment	0.525	0.000	Rejected	Significant
e. Working Relationship	0.551	0.000	Rejected	Significant

Legend: Significant at $p\text{-value} < 0.05$

As seen from the table the obtained r-value indicates moderate positive correlations and the computed p-values were less than 0.05 level of significance, thus the null hypothesis of no significant relationship between the level of motivation among employees and organizational culture is rejected. This means that a relationship exists and implies that the degree of motivation of the employee was affected by the organizational culture.

The degree of motivation of the employees is influenced by the management style of the leaders in the organization, their understanding and acceptance of the

V. CONCLUSIONS

The organizational culture of the three cities under study, reflect a well-planned organization with committed managers, defined organizational objectives, targets and accessibilities of employees to opportunities. Also, there is a good atmosphere of working relationship as they are committed to their respective duties. Employees of Batangas City and Lipa City draw their motivation from their need for achievement more than their need for power and affiliation. While Tanauan has a stronger need for affiliation more than their need for achievement and power. The employees of the three cities do not differ as to their perception on organizational culture and motivation. Employees of Batangas, Lipa and Tanauan are secured in their job as provided by the Civil Service Commission. Their positions and educational qualifications complement their salary. More so, their lengths of service are indication of their maturity in discharging their duties. It is concluded that the higher the levels of motivation,

organization's vision and goals, their degree of participation and involvement in setting goals and objectives and implementing activities of the organization, their commitment to do their jobs faithfully and their working relationships.

The organizational culture of the three cities is perceived to be characterized high organizational commitment and good working relationships among its employees which means employees are proud to be part of their respective organization and will do their best and support each other as a team to help the organization achieve its goals.

the better the organizational culture. Proposed enhancement program to boost employee motivation/morale, leadership and innovative management was based on the significant findings of this paper in terms of motivation enhancement, leadership and innovative management.

VI. RECOMMENDATION

Each city must continue to strive for excellence through continuous commitment, dedication, and the cooperation of all employees.

The realm of affairs must ensure that the needs of individuals are met based on the resources of the organization so that employees will become more committed and dedicated.

To excel, each city must focus on all parts of the organization, augment the use and effectiveness of all its resources.

Each city must realize that organizational excellence can only be achieved when functional

decisions are harmonized and fully aligned with City Government's goals and objectives.

The cities under study must instill in the minds of all her employees that only organizations with a commitment to organizational excellence will remain competitive.

All services must be delivered with the highest quality, showing initiative and making a commitment to quality in all ramifications.

The city government under study must keep abreast with current trends/concepts such as: globalization, technology, sustainability and corporate social responsibility and business ecosystems.

The city governments under study must adopt open leadership styles, technologies and a common understanding of the different processes and goals if she wants to remain relevant and succeed as the world is becoming more of a global village.

REFERENCES

- Bautista, et. al., (2003). Introduction to Public Administration in the Philippines: A Reader (Second Edition). Quezon City: NJP Printmakers, Inc.
- Corpuz, Rafol. Crispina. (2006). Human Resource Management, Quezon City: Rex Book Store.
- Farahi Yazdi, F.(2010), "excellence model: a tool to measure the organization", *Discovery and Production Monthly Magazine*, No.66 .
- Harrington, D. (2005), The five pillars of organizational excellence, *Handbook of Business Strategy*.
- Kalala Sapard Vincent-de Paul Mozes Tshimankinda Ngandu. Employee motivation rewards from salary to gratuitous 2009-10-11 *ArticlesGratuits.com* – Free Articles <http://www.en.articlesgratuits.com/employee-motivation-rewards-from-salary-to-gratuitous-id5206.php>
- Kalaw J. F. (2014), Organizational Culture and Job Satisfaction Among Teaching Employees of Lyceum of the Philippines University-Batangas: Basis of Enhancement, *International Journal of Information, Business and Management*, 6(4).
- Khalid S.A., Organizational Citizenship Behavior as Predictor of Student Academic Achievement. *International Journal of Economics and Finance* vol. 2, No.1 February, 2010. <http://www.ccsenet.org/journal/index.php/ijef/article/view/4945/4109>
- Litwin, G.H. & Stringer, R.A. (1968). Motivation and organizational climate. Boston: Division of Research Graduate School of Business Administration, Harvard University.
- McClelland, David: Motivational Trends in Society. New Jersey: General Learning Press, in Corpuz, Rafol. Crispina, 2006
- McCrimmon Mitch. Organizational Culture and Climate The Personality and Mood of Organizations <http://www.suite101.com/content/organizational-culture-and-climate-a35298>
- Oakland, S. John. (2001). Total Organizational Excellence Achieving World-Class Performance (rev. ed.). Great Britain: Butterworth Heinemann
- Official Website: About Batangas City". Retrieved 2010-07-09.
- Shah, J., (2007). Organizational Culture and Job Satisfaction: An Empirical Study of R & D Organization (December 20, 2007). Available at SSRN: <http://ssrn.com/abstract=1293922>
- Sharma, AK. Talwar, B (2007) , "Evolution of "universal business excellence model" incorporating Vedic philosoph", *Journal of Measuring Business Excellence* ,Vol. 11 No. 3.
- Steers, R. M & D.N. Braunstein. (1976). A Behaviorally-Based Measure of Manifest Needs in Work Settings: *Journal of Vocational Behavior*.
- Werner, J.M., De Simone R. L. (2009). Human Resource Development 5th edition. Cengage Learning <http://www.wowbatangas.com/features/arts-and-culture/lipa-citys-famous-destinations-traces-of-triumphs-and-survival/>
<http://www.lipa.gov.ph/about/city-location/>
<http://tanauacity.gov.ph/history-culture/>