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Irene A. Dalapo, is an accomplished public administrator and planning professional with over two decades of progressive experience in healthcare administration, policy development, and institutional planning. She currently serves as Planning Officer III at Region II Trauma and Medical Center (R2TMC). She holds a Doctor of Philosophy in Organization Development and Planning and a Master's in Public Administration degree from Nueva Vizcaya State University. Ms. Dalapo's career at R2TMC spans various key roles, including Administrative Officer IV and secretariat, to several hospital-wide committees, such as the Management Committee and Human Resource Management Personnel Selection Board. Her contributions include the development of a Manual of Operations on Hospital Communications Procedures, which standardized the handling of incoming and outgoing correspondence, as well as other hospital documents, and the design and implementation of the Online Document Tracking System for the Medical Center Chief's office.

Organizational Culture, Human Resource Strategies, and Organizational Climate as Modifiers of Organizational Performance of Region II Trauma and Medical Center

Abstract

This study aimed to analyze organizational culture, HR strategies, organizational climate, and performance at Region II Trauma and Medical Center (R2TMC) and their relationships. A descriptive-inferential research method using a structured questionnaire was employed, with 314 randomly selected personnel as respondents. Data were analyzed through descriptive statistics and correlation procedures. Findings revealed a strong organizational culture marked by employee involvement, consistency, adaptability, and a shared mission. HR strategies were effectively implemented in recruitment, performance management, and employee development. The organizational climate scored high in clarity, standards, responsibility, and teamwork, while R2TMC demonstrated strong performance in ethics, leadership, and communication. The study confirmed significant correlations between these factors. A strong organizational culture enhances HR strategies and climate, while effective HR strategies foster a positive climate. Aligning these elements is crucial for maximizing performance. Results suggest R2TMC's responsive approach supports staff growth and well-being, impacting financial, operational, and employee management outcomes. Finally, the study proposes a performance enhancement model based on these findings.

Keywords:

organizational culture; human resource strategies; organizational climate; organizational performance

Introduction

Organizations striving for excellence are shaped by organizational culture, HR strategies, and climate. Culture fosters teamwork and goal alignment, enhancing performance

through shared values and practices. HR strategies attract, retain, and develop talent, ensuring motivation and alignment with objectives. A positive climate supports job satisfaction and productivity through strong

leadership, vision, and communication (Howell et al., 2019; Avolio et al., 2018).

However, resistance to change, internal conflict, and resource limitations can hinder progress. Change resistance often stems from uncertainty and job security concerns (Holman et al., 2022), while conflict and resource scarcity impact decision-making and goal achievement (Jehn et al., 2021; Wright et al., 2020).

R2TMC, a 500-bed hospital, is committed to accessible healthcare but faces service complaints, staff attitude concerns, and low learning and development scores. Addressing culture, HR strategies, and climate is essential to improving performance and service delivery.

Literature Review

Organizational culture shapes staff interactions and performance, directly impacting patient care and efficiency (Schein, 2020). Frameworks like Hofstede's Cultural Dimensions and the Competing Values Framework illustrate how culture influences healthcare dynamics (Tabibi, 2018; Posarić & Ćorić, 2023). In the Philippines, positive cultures enhance patient care and morale, while corruption and inefficiencies hinder performance (Ramos & Calidgid, 2018; Hechanova et al., 2019).

HR strategies such as recruitment, performance management, learning, and rewards are critical for retaining skilled healthcare workers and boosting performance (Blštáková & Palenčárová, 2021). Aligning HR practices with culture enhances motivation and productivity, while clear feedback systems improve job satisfaction (Garcia & Jamora, 2020).

Organizational climate, defined as employees' shared perceptions of their work environment, influences motivation and performance (Schneider, 1990). Positive climates foster trust, satisfaction, and efficiency, while negative climates increase dissatisfaction and turnover (Denison et al., 2020). Ethical leadership

is crucial for building supportive climates and reducing burnout (Santana & Pérez-Rico, 2023).

The integration of culture, HR strategies, and climate is essential for healthcare success. Supportive climates enhance HR practices, retention, and engagement (Wang & Chen, 2016; Bahrami et al., 2016). Transformational leadership fosters high engagement, better patient care, and sustainable growth (Santos & de Guzman, 2018; Lacap, 2020). Addressing corruption and inefficiencies is key to creating positive climates and achieving sustainable healthcare success, particularly in the Philippines.

Research Problem

1. What is the demographic profile of the respondents?
2. What is the current level of organizational culture at R2TMC?
3. How effectively are human resource strategies implemented at R2TMC?
4. What is the prevailing organizational climate at R2TMC?
5. How does organizational performance manifest at R2TMC?
6. Are there significant relationships between organizational culture and human resource strategies?
7. Is there a significant relationship between human resource strategies and organizational climate?
8. Does organizational culture significantly relate to organizational climate?
9. How do organizational culture, human resource strategies, and organizational climate relate to organizational performance?
 - a. organizational culture;
 - b. human resource strategies; and
 - c. organizational climate.

Method

This study employed a mixed-methods design, integrating surveys for quantitative

data and interviews for qualitative insights. A descriptive-correlational approach analyzed variable relationships, while qualitative analysis provided deeper context.

Structured questionnaires assessed organizational culture, HR strategies, climate, and performance, while interviews explored key insights.

Conducted at R2TMC, a 500-bed tertiary hospital in Bayombong, Nueva Vizcaya, the study targeted employees across medical, nursing, allied health, finance, and support services.

Using Slovin’s formula with a 5% margin of error, a sample of 314 respondents was randomly selected from 1,446 employees, ensuring proportional representation. Key informants were included for added depth.

This study used a validated survey questionnaire, adapted for the hospital setting. Data were encoded in Excel for tracking and error correction. Descriptive statistics (frequencies, means, standard deviations) analyzed respondent profiles and key variables. Spearman’s rho tested relationships (Hypotheses 1-3), while multiple regression assessed their combined impact (Hypothesis 4). Results were summarized in tables for clarity.

Results and Discussions

Demographic Profile of Respondents

The study’s demographic analysis provides insight into the personnel of R2TMC based on gender, age, marital status, religious affiliation,

cultural ethnicity, length of service in the organization, highest educational attainment, current position, employment status, and salary grade shown in Table 2.

Age

R2TMC’s workforce is mainly experienced, with many in their early-to-mid careers (31-40 years old). A younger group (23-30) adds dynamism, while fewer older employees indicate a small proportion nearing retirement.

Gender

R2TMC’s workforce is predominantly female, which is common in healthcare, and also includes LGBTQ++ individuals, demonstrating the hospital’s commitment to diversity and inclusivity.

Civil Status

Majority of R2TMC personnel are married (54.1%), followed by singles (39.2%), with smaller proportions in common-law/living-in and widowed/separated categories, reflecting a diverse workforce.

Religious Affiliation

Majority of the workforce at R2TMC identifies as Roman Catholic (69.1%), followed by smaller percentages of Born Again Christians (8.9%), Methodists (6.7%), and Iglesia Ni Cristo (5.4%). The remaining respondents belong to various other Christian denominations.

Table 1.
Population and proportional sample size allocation of respondents

Service	Total Number of Employees (N)	Sample Size (n)	Percent (%)
Medical Service (Clinical and Ancillary)	466	100	32
Allied Health Professional Service	136	28	9
Nursing Service	529	116	37
Hospital Operation and Patient Support Service	88	19	6
Finance Service	62	13	4
Contract of Service (Job Order)	165	38	12
TOTAL	1,446	314	100

Source: Processed by author

Table 2.
Demographic profile of the respondents

Profile	Categories	Frequency	Percent	
Age	23 - 30	108	34.4	
	31 - 40	130	41.4	
	41 - 50	45	14.3	
	51- 60	26	8.3	
	61 - above	5	1.6	
Gender	LGBTQ++	14	4.5	
	Male	119	37.9	
Civil Status	Female	181	57.6	
	Widowed/ Separated	9	2.9	
	Common Law/ Living-in	12	3.8	
Religious Affiliation	Single	123	39.2	
	Married	170	54.1	
	Latter Day Saints	4	1.3	
	Jehovah's Witnesses/Baptists	12	3.8	
	Iglesia Ni Cristo	17	5.4	
	Methodists	21	6.7	
	Born Again Christian	28	8.9	
Intercultural Community	Roman Catholic	217	69.1	
	Others	15	4.8	
	Ibaloi	5	1.6	
	Ibanag	5	1.6	
	Kankanaey	7	2.2	
	Kalanguya	9	2.9	
	Gaddang	21	6.7	
	Tagalog	33	10.5	
	Ilocano	214	68.2	
	Others	20	6.4	
Length of Service	1 - 5	162	51.6	
	6 - 10	95	30.3	
	11 - 15	22	7.0	
	16 - 20	13	4.1	
	21 - 25	11	3.5	
	26 - 30	4	1.3	
	31 - 35	4	1.3	
	36 - above	3	1.0	
	Highest Educational Attainment	High School	7	2.2
		College	73	23.2
Post Graduate		234	74.5	
Salary Grade	1-9 (Level 1)	98	31.2	
	10-25 (Level 2)	216	68.8	
Status of Appointment	Contract of Service	38	12.1	
	Permanent	276	87.9	
Service	Finance Service	17	5.4	
	Hospital Operations and Patient Service	26	8.3	
	Allied Health Professional Service	34	10.8	
	Medical Service	113	36.0	
	Nursing Service	124	39.5	

Source: Processed by author

Intercultural Community

The majority of R2TMC personnel are Ilocano (68.2%), followed by Tagalog (10.5%) and Gaddang (6.7%), with smaller percentages from other intercultural communities such as Kalanguya, Kankanaey, Ibaloi, and Ibanag, highlighting a diverse workforce.

Length of Service

The workforce is predominantly composed of employees with 1 to 5 years of service, complemented by a notable portion with 6 to 10 years and fewer with longer tenures, reflecting a balance of fresh perspectives and experience.

Highest Educational Attainment

The highly educated workforce, predominantly holding postgraduate and college degrees with a smaller group having high school education, reflects a diverse skill set that supports

the hospital's effectiveness in delivering quality healthcare.

Salary Grade

A significant majority (68.8%) are in Level 2 positions, indicating mid- to higher-level roles, while 31.2% hold Level 1 positions, showing a notable concentration in higher salary grades.

Status of Appointment

The vast majority (87.9%) hold permanent positions, indicating a stable workforce with long-term employment. A smaller segment (12.1%) is employed on a contract of service (COS) basis.

Service

Nursing and Medical Services make up 75.5% of the workforce, emphasizing their key role in patient care. The rest are in Allied Health (10.8%), Finance (5.4%), and Operations and

Table 3.
Level of organizational culture of R2TMC personnel

Organizational Culture	Mean	Std. Deviation	Qualitative Measure
Involvement			
Empowerment	3.66	0.83	High
Team orientation	3.79	0.80	High
Capability development	3.83	0.77	High
Sub-mean	3.76	0.75	High
Consistency			
Core values	3.50	1.02	High
Agreement	3.69	0.77	High
Coordination and integration	3.65	0.83	High
Sub-mean	3.75	0.73	High
Adaptability	3.93	0.68	High
Creating change	3.93	0.68	High
Customer focus	3.95	0.68	High
Organization learning	3.88	0.22	High
Sub-mean	3.92	0.64	High
Mission			
Strategy and direction	4.14	0.81	High
Goals and objectives	3.88	0.77	High
Vision	3.99	0.79	High
Sub-mean	3.98	0.73	High
Overall Mean	3.85	0.68	High

Legend: 4.20 – 5.00 – Very High 3.40 – 4.19 – High 2.60 – 3.39 – Moderately High
 1.80 – 2.59 – Low 1.00 – 1.79 – Very Low

Source: Processed by author

Patient Services (8.3%), representing essential support roles.

Organizational Culture

R2TMC’s organizational culture, shaping employee interactions, was assessed through involvement, consistency, adaptability, and mission, measured via Likert scale. Detailed results are presented in Table 3.

R2TMC fosters a strong organizational culture where personnel actively engage in work, decision-making, and teamwork, aligning with hospital goals. Continuous skills development enhances inclusion and commitment, contributing to better healthcare outcomes. Kahle-Piaseck and Hyslop (2022) emphasize that trust, openness, and collaboration between leaders and employees boost engagement.

Leadership at R2TMC leads by example, ensuring a shared understanding of best practices. Coordination across departments promotes operational consistency, aligning with Avolio et al. (2019), who highlight transformational leadership in fostering innovation, stability, and shared values.

The hospital demonstrates high adaptability, responding flexibly to challenges, fostering innovation, and encouraging learning. A proactive approach and transparency further strengthen its adaptability, echoing Darlington (2014) on the importance of flexibility in a rapidly evolving healthcare landscape.

R2TMC’s mission-driven culture is anchored in strategic direction, shared goals, and a cohesive vision, fostering motivation and engagement. A responsive approach influences all aspects of its operations, supported by clear communication, employee development, and involvement in strategic planning.

Overall, R2TMC’s strong organizational culture, commitment to growth, and focus on quality healthcare contribute significantly to its success. The combination of quantitative and qualitative data highlights its adaptability, emphasis on employee development, and dedication to patient care. This robust culture aligns with the hospital’s mission and ensures sustainable excellence in healthcare delivery.

Human Resource Strategies

This section focused on four key areas, recruitment & selection, performance management, learning & development, and rewards & recognition. Insights into the effectiveness of these strategies are provided in Table 4.

R2TMC’s recruitment process is highly effective, aligning with hospital needs through a structured Promotion and Selection Board, ensuring candidates match job requirements. This strategic HR approach supports the resource-based theory, emphasizing human capital’s role in achieving a competitive advantage. However, concerns about transparency in disclosing results raise doubts about fairness. Enhancing

Table 4.
Level of effectiveness of human resource strategies practiced by R2TMC

HR Strategies	Mean	Std. Deviation	Qualitative Measure
Recruitment and Selection	3.98	0.72	High
Performance Management System	3.79	0.68	High
Learning and Development	3.76	0.73	High
Rewards and Recognition	3.58	0.84	High
Overall Mean	3.78	0.67	High
Legend: 4.20 – 5.00 – Very High	3.40 – 4.19 – High	2.60 – 3.39 – Moderately High	
1.80 – 2.59 – Low	1.00 – 1.79 – Very Low		

Source: Processed by author

transparency is crucial to building trust and ensuring legitimacy in recruitment practices.

Performance management at R2TMC is well-executed through its Performance Management Team and Individual Development Plans, aligning with the people value chain model to enhance human capital. The hospital's strong focus on leadership development demonstrates its commitment to leveraging talent for long-term success. However, employee feedback highlights gaps in the Performance Governance System, particularly in communication, monitoring, and engagement, indicating the need for both quantitative and qualitative insights for better evaluation.

The Learning and Development program is effectively implemented, featuring a functional committee, structured Training Plan, and collaboration with external trainers to enhance skills, professionalism, and retention. This aligns with Blštáková and Palenčárová (2021), who emphasized HR challenges in healthcare. While feedback is positive, concerns remain about evaluating the program's impact. Establishing clear criteria, gathering staff feedback, and improving evaluator development will ensure its continued success.

R2TMC's rewards and recognition program is highly effective, featuring a dedicated committee, personalized incentives, and a transparent system. This structure boosts employee morale,

engagement, and productivity, creating a positive work environment and enhancing job satisfaction.

Overall, R2TMC exhibits strong HR strategy implementation, effectively integrating recruitment, performance management, learning and development, and rewards and recognition. These strategies ensure alignment between workforce capabilities and strategic goals, fostering organizational effectiveness and long-term success.

Organizational Climate

Organizational Climate assessed using six variables: clarity, standards, responsibility, flexibility, rewards and recognition, and team commitment. Results of assessment are presented in Table 5.

The study highlights R2TMC's high organizational clarity, with employees understanding the hospital's purpose, direction, and roles. Effective communication, strategic goals, and clear authority lines enhance engagement, productivity, and satisfaction, fostering a cohesive work environment aligned with the hospital's mission.

R2TMC maintains high standards, with active participation from administrators and staff in setting and monitoring objectives. Well-defined work behaviors, performance measures, and quality standards ensure an efficient and engaged workforce, promoting ownership and accountability.

Table 5.
Level of organizational climate at R2TMC

Organizational Climate	Mean	Std. Deviation	Qualitative Measure
Clarity	3.81	0.81	Very Satisfactory
Standards	3.83	0.77	Very Satisfactory
Individual Responsibility	3.81	0.77	Very Satisfactory
Flexibility	3.72	0.80	Very Satisfactory
Rewards and Recognition	3.66	0.83	Very Satisfactory
Team Commitment	3.70	0.85	Very Satisfactory
Overall Mean	3.75	0.76	Very Satisfactory

Legend: 4.20 – 5.00 – Excellent 3.40 – 4.19 – Very Satisfactory 2.60 – 3.39 – Unsatisfactory
 1.80 – 2.59 – Unsatisfactory 1.00 – 1.79 – Poor

Source: Processed by author

The hospital fosters individual responsibility, encouraging cooperation, communication, and teamwork. Management supports this through delegation, coaching, and counseling, empowering employees to take initiative, enhancing productivity and morale.

R2TMC demonstrates high flexibility, promoting innovation and engagement by encouraging creativity, refining processes, and seeking win-win solutions. This adaptability boosts operational efficiency and employee satisfaction.

R2TMC provides strong rewards and recognition, incorporating clear performance standards, merit-based promotions, monetary and non-monetary incentives, and consistent positive feedback. These practices enhance motivation, job satisfaction, and commitment.

The hospital fosters strong team commitment, characterized by widespread cooperation, team spirit, and opportunities for collaboration. By emphasizing individual strengths and collective decision-making, R2TMC creates a supportive and high-performing environment.

Overall, R2TMC exhibits a very satisfactory organizational climate, ensuring employee growth and development. High scores in clarity, standards, responsibility, flexibility, rewards, and teamwork contribute to a positive and productive workplace, enabling the hospital to effectively achieve its goals and objectives.

Organizational Performance

Organizational performance was measured with seven variables: ethics, strategic planning, leadership, HR management, communication, evaluation, and information technology. Results are shown in Table 6.

R2TMC demonstrates high performance in ethics, accountability, strategic planning, leadership, communication, evaluation, and information technology. The hospital fosters a trustworthy climate, clear strategies, and a motivating culture, while effectively sharing information and leveraging technology to enhance decision-making and streamline operations.

Though human resource management is moderately high, R2TMC prioritizes diversity, inclusion, and employee development. With an overall performance score of 3.85, the hospital successfully achieves its goals, optimizing outcomes for staff and patients.

R2TMC's strengths span ethics, leadership, HR, communication, and IT, reinforcing its dedication to high-quality healthcare. While HR processes need improvement, strong planning, leadership, and communication create a positive organizational climate.

Overall, R2TMC's consistent high performance reflects its commitment to excellence in healthcare. With strategic improvements in HR, the hospital is well-positioned for continued success in achieving organizational and patient care goals.

Table 6.
Level of organizational performance of R2TMC

Organizational Performance	Mean	Std. Deviation	Qualitative Measure
Ethics and Accountability	3.82	0.87	High
Strategic Planning & Management	3.97	0.79	High
Leadership and Management	3.87	0.84	High
Human Resource Management	3.66	0.91	High
Internal and External Communications	3.76	0.81	High
Evaluation and Performance Management	3.95	0.80	High
Information Technology	3.93	0.73	High
Overall Mean	3.85	0.82	High

Legend: 4.20 – 5.00 – Very High 3.40 – 4.19 – High 2.60 – 3.39 – Moderately High
 1.80 – 2.59 – Low 1.00 – 1.79 – Very Low

Source: Processed by author

Relationship of Organizational Culture and Human Resource Strategies

Correlation analysis was used to test the relationship between organizational culture and HR strategies at R2TMC, with results displayed in Table 7.

R2TMC demonstrates high performance in ethics, accountability, strategic planning, leadership, communication, evaluation, and information technology. The hospital fosters a trustworthy climate, clear strategies, and a

Table 7.
Correlation matrix for the relationship between the organizational culture and the human resource strategies of R2TMC

Organizational Culture	Human Resource Strategies					
	Recruitment & selection	Performance Mgmt. System	Learning & Devt.	Reward & Recognition	Overall HR Strategies	
Adaptability						
Creating change	r	.713**	.721**	.681**	.626**	.745**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Customer focus	r	.667**	.693**	.677**	.601**	.718**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Organization learning	r	.693**	.744**	.707**	.669**	.766**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Mean adaptability	r	.743**	.773**	.740**	.682**	.800**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Consistency						
Core values	r	.711**	.731**	.689**	.633**	.748**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Agreement	r	.686**	.747**	.716**	.644**	.762**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Coord. & integration	r	.706**	.760**	.742**	.689**	.791**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Mean consistency	r	.743**	.787**	.758**	.696**	.814**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Involvement						
Empowerment	r	.667**	.763**	.742**	.682**	.778**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Team orientation	r	.696**	.759**	.731**	.670**	.777**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Capability	r	.674**	.756**	.752**	.613**	.757**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Mean Involvement	r	.712**	.810**	.785**	.698**	.818**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Mission						
Strategy & direction	r	.710**	.717**	.702**	.604**	.738**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Goals & objectives	r	.744**	.786**	.772**	.657**	.801**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Vision	r	.724**	.740**	.724**	.645**	.773**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Mean Mission	r	.764**	.783**	.767**	.676**	.811**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Overall Organizational Culture	r	.779**	.832**	.801**	.721**	.852**
	p	<0.001	<0.001	<0.001	<0.001	<0.001

** Correlation is significant at the 0.01 level (2-tailed).

Source: Processed by author

motivating culture, while effectively sharing information and leveraging technology to enhance decision-making and streamline operations.

Though human resource management is moderately high, R2TMC prioritizes diversity, inclusion, and employee development. With an overall performance score of 3.85, the hospital successfully achieves its goals, optimizing outcomes for staff and patients.

R2TMC's strengths span ethics, leadership, HR, communication, and IT, reinforcing its dedication to high-quality healthcare. While HR processes need improvement, strong planning, leadership, and communication create a positive organizational climate.

Overall, R2TMC's consistent high performance reflects its commitment to excellence in healthcare. With strategic improvements in HR, the hospital is well-positioned for continued success in achieving organizational and patient care goals.

Human Resource Strategies and Organizational Climate

To test the hypothesis on the relationship between organizational culture and HR strategies, correlation procedure was used. Results are presented in Table 8.

Findings reveal a strong correlation between HR strategy implementation and organizational climate at R2TMC. A more positive climate is linked to higher HR strategy implementation, while strong HR strategies enhance climate.

Effective HR management that prioritizes employee development and organizational alignment improves climate, shaping how employees perceive leadership, policies, and communication. Conversely, poor HR implementation negatively impacts climate, reducing engagement and effectiveness.

To sustain a positive climate, HR strategies must support employee growth and organizational success. Likewise, a strong climate fosters better HR execution.

Table 8.
Correlation matrix for the relationship
between the human resource strategies and the organizational climate at R2TMC

Organizational Climate	Human Resource Strategies (n = 314)					
		Recruitment & Selection	Performance Mgmt. System	Learning & Devt.	Rewards & recognition	Overall HR Strategies
Clarity	r	.739**	.806**	.780**	.711**	.823**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Standards ^f	r	.740**	.817**	.779**	.715**	.828**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Responsibility	r	.715**	.783**	.752**	.678**	.794**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Flexibility	r	.717**	.781**	.757**	.704**	.807**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Rewards & recognition	r	.736**	.804**	.791**	.780**	.855**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Team commitment	r	.702**	.774**	.776**	.703**	.808**
	p	<0.001	<0.001	<0.001	<0.001	<0.001
Overall Org. Climate	r	.769**	.843**	.823**	.761**	.871**
	p	<0.001	<0.001	<0.001	<0.001	<0.001

** Correlation is significant at the 0.01 level (2-tailed).

Source: Processed by author

Maintaining and improving HR practices will enhance employee satisfaction, engagement, and overall hospital performance, reinforcing R2TMC's success in healthcare service delivery.

Relationship Between Organizational Culture and Organizational Climate

Table 9 shows the result whether there is a significant relationship between organizational

Table 9.
Correlation matrix for the relationship between the organizational culture and organizational climate of R2TMC

		Organizational Climate (n = 314)						
		Clarity	Standards [†]	Responsibility	Flexibility	Rewards & recognition	Team commitment	Overall Org Climate
Adaptability								
Creating change	r	.732**	.748**	.719**	.732**	.698**	.710**	.766**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Customer focus	r	.698**	.718**	.680**	.696**	.684**	.670**	.736**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Organization learning	r	.757**	.772**	.764**	.781**	.767**	.763**	.821**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Mean adaptability	r	.782**	.802**	.775**	.795**	.773**	.771**	.835**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Consistency								
Core values	r	.760**	.784**	.768**	.786**	.728**	.729**	.798**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Agreement	r	.761**	.770**	.747**	.787**	.740**	.758**	.809**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Coord. & integration	r	.785**	.800**	.757**	.818**	.770**	.787**	.836**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Mean consistency	r	.814**	.831**	.797**	.837**	.787**	.801**	.860**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Involvement								
Empowerment	r	.810**	.815**	.782**	.806**	.799**	.831**	.858**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Team orientation	r	.816**	.847**	.809**	.822**	.805**	.837**	.874**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Capability	r	.748**	.765**	.785**	.725**	.746**	.741**	.796**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Mean Involvement	r	.840**	.859**	.840**	.834**	.831**	.850**	.895**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
1. Mission								
Strategy & direction	r	.772**	.780**	.751**	.721**	.708**	.713**	.776**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Goals & objectives	r	.818**	.847**	.777**	.780**	.786**	.776**	.840**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Vision	r	.793**	.794**	.780**	.769**	.779**	.765**	.824**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Mean Mission	r	.838**	.855**	.810**	.797**	.805**	.797**	.861**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Overall Organizational Culture	r	.867**	.882**	.849**	.860**	.836**	.845**	.909**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001

** Correlation is significant at the 0.01 level (2-tailed).

Source: Processed by author

culture and organizational climate prevailing in the R2TMC.

The analysis reveals a positive and significant correlation between all aspects of organizational culture and same with organizational climate.

The positive and significant correlation coefficients suggest a direct relationship between the variables. A more positive organizational climate within the hospital leads to a more favorable organizational culture, and a stronger organizational culture contributes to a more positive climate.

Furthermore, the results suggest that when organizational culture is strengthened, leading to improved employee interactions and external relations, overall organizational climate will also become more positive. This positive climate is reflected in how employees perceive their work environment and interactions, as influenced by factors like policies, leadership, and communication.

Conversely, a less favorable organizational climate will negatively impact the shared values, beliefs, and behaviors that constitute the organizational culture. Therefore, to enhance organizational culture, a positive and agreeable climate must be established and nurtured, and vice versa.

Relationship Between Organizational Performance, Organizational Culture, Human Resource Strategies, and Organizational Climate

Table 10 shows the statistical analysis results on the significant relationships between organizational culture, HR strategies, organizational climate, and performance.

The results show a positive and significant correlation between organizational performance, organizational culture, HR strategies, and organizational climate.

A strong organizational culture, where shared values and behaviors shape interactions,

directly enhances performance, improving financial outcomes, operational efficiency, market success, and employee satisfaction.

Likewise, effective HR strategies, including talent management, employee development, and organizational effectiveness, contribute to higher performance levels.

A favorable organizational climate fosters employee growth and goal achievement, further driving overall success.

These findings highlight the mutual influence of organizational culture, HR strategies, and climate on performance. Strengthening these elements ensures sustained growth, workforce engagement, and continued excellence in healthcare service delivery.

In conclusion, strong organizational culture, effective HR strategies, and a positive climate drive high performance in ethics, leadership, HR, communication, and IT.

To sustain success, R2TMC should enhance culture, adopt responsive HR practices, and foster a positive climate to support employee growth and goal achievement, ensuring long-term organizational excellence.

Determinants Organizational Performance

A comprehensive statistical analysis was conducted further to identify specific variables affecting R2TMC's performance. Multiple regression and correlation techniques measured the impact of organizational culture, HR strategy, and climate on performance with results shown in Table 11.

The analysis identified eight key determinants significantly impacting R2TMC's organizational performance, explaining 89.5% of its variance.

Six factors—core values, mission clarity, effective recruitment, performance management, rewards, and a positive climate—positively influence performance. Conversely, team orientation and strategic direction showed a negative association.

Table 10.
Correlation matrix for the relationship between the organizational culture, human resource strategies, and organizational climate on and the organizational performance at R2TMC

Variables		Organizational Performance							Overall Org. Performance
		Ethics & accountability	Strat. Planning & Mgt.	Leadership & Mgt.	HR Mgt.	Internal & External Comm.	Eval'n. Perf.Mgt.	Information Technology	
Creating change	r	.662**	.685**	.689**	.665**	.730**	.694**	.714**	.746**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Customer focus	r	.625**	.649**	.655**	.647**	.698**	.633**	.661**	.705**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Organization learning	r	.687**	.720**	.743**	.728**	.772**	.739**	.724**	.789**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Mean Adaptability	r	.705**	.734**	.745**	.729**	.786**	.738**	.749**	.800**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Core values	r	.719**	.775**	.748**	.707**	.747**	.727**	.719**	.793**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Agreement	r	.693**	.728**	.735**	.722**	.763**	.719**	.717**	.783**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Coord. & integration	r	.725**	.748**	.757**	.762**	.773**	.736**	.730**	.808**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Mean consistency	r	.755**	.795**	.792**	.775**	.807**	.772**	.766**	.843**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Empowerment	r	.694**	.742**	.775**	.783**	.790**	.754**	.700**	.809**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Team orientation	r	.729**	.790**	.794**	.763**	.773**	.759**	.710**	.821**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Capability	r	.688**	.777**	.737**	.725**	.720**	.696**	.670**	.774**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Mean involvement	r	.748**	.817**	.817**	.805**	.810**	.783**	.737**	.852**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Strat. direction	r	.669**	.785**	.733**	.666**	.706**	.715**	.706**	.767**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Goals & objectives	r	.734**	.803**	.789**	.769**	.797**	.776**	.753**	.836**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Mean mission	r	.737**	.836**	.812**	.759**	.803**	.798**	.772**	.850**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Overall Org Culture	r	.777**	.841**	.836**	.810**	.846**	.816**	.797**	.883**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Recruitment & selection	r	.724**	.776**	.769**	.707**	.758**	.722**	.766**	.805**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Perf. Mgt. system	r	.778**	.781**	.786**	.753**	.788**	.760**	.769**	.836**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Learning & devt	r	.766**	.757**	.742**	.717**	.770**	.715**	.749**	.805**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Rewards & recognition	r	.688**	.672**	.693**	.669**	.703**	.682**	.706**	.742**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Overall HR Strategies	r	.809**	.816**	.818**	.779**	.826**	.789**	.819**	.872**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Clarity	r	.769**	.847**	.848**	.803**	.845**	.801**	.777**	.878**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Standards ^f	r	.797**	.853**	.836**	.801**	.825**	.811**	.795**	.882**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Individual responsibility	r	.752**	.839**	.826**	.790**	.821**	.806**	.767**	.864**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001

Variables	Organizational Performance								
	Ethics & accountability	Strat. Planning & Mgt.	Leadership & Mgt.	HR Mgt.	Internal & External Comm.	Eval'n. Perf.Mgt.	Information Technology	Overall Org. Performance	
Flexibility	r	.773**	.813**	.835**	.826**	.846**	.804**	.774**	.876**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Rewards & recognition	r	.784**	.806**	.853**	.843**	.845**	.819**	.781**	.885**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Team commitment	r	.790**	.810**	.834**	.815**	.839**	.781**	.755**	.869**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
Overall Org. Climate	r	.826**	.879**	.891**	.864**	.889**	.854**	.823**	.931**
	p	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001

** . Correlation is significant at the 0.01 level (2-tailed).

Table 11.
Regression of organizational performance on independent variables

Determinants		Beta	t - value	Significance
Core values	X1	.083	2.144	.033
Team orientation	X2	-.094	-2.223	.027
Strategy and direction	X3	-.116	-1.974	.049
Mission	X4	.276	3.497	.001
Recruitment and Selection	X5	.092	2.402	.017
Performance Mgt. System	X6	.110	2.541	.012
Rewards & Recognition	X7	.129	2.687	.008
Overall Org. Climate	X8	.526	7.508	<.001

Dependent Variable = Organizational Performance
R value = 0.946
R Squared = 0.895
F value = 288.97

Significance = <0.001
Constant = 0.128

Aligning leadership with core values supports Denison's (2000) study, emphasizing that cultural consistency and shared values drive success. Effective HR strategies and recognition programs further strengthen the organizational climate.

However, weak team orientation and challenges in strategic adaptation can hinder performance. Fostering teamwork and a more adaptive approach will help overcome these issues.

Overall, R2TMC's performance is shaped by multiple factors. Addressing weaknesses in team orientation and strategy implementation while reinforcing core values, HR practices, and a strong organizational climate will further enhance its effectiveness.

Based from the result of the study, the following prediction equation was formulated:

$$Y = 0.128 + 0.83x_1 - 0.094x_2 - 0.116x_3 + 0.276x_4 + 0.092x_5 + 0.110x_6 + 0.129x_7 + 0.526x_8$$

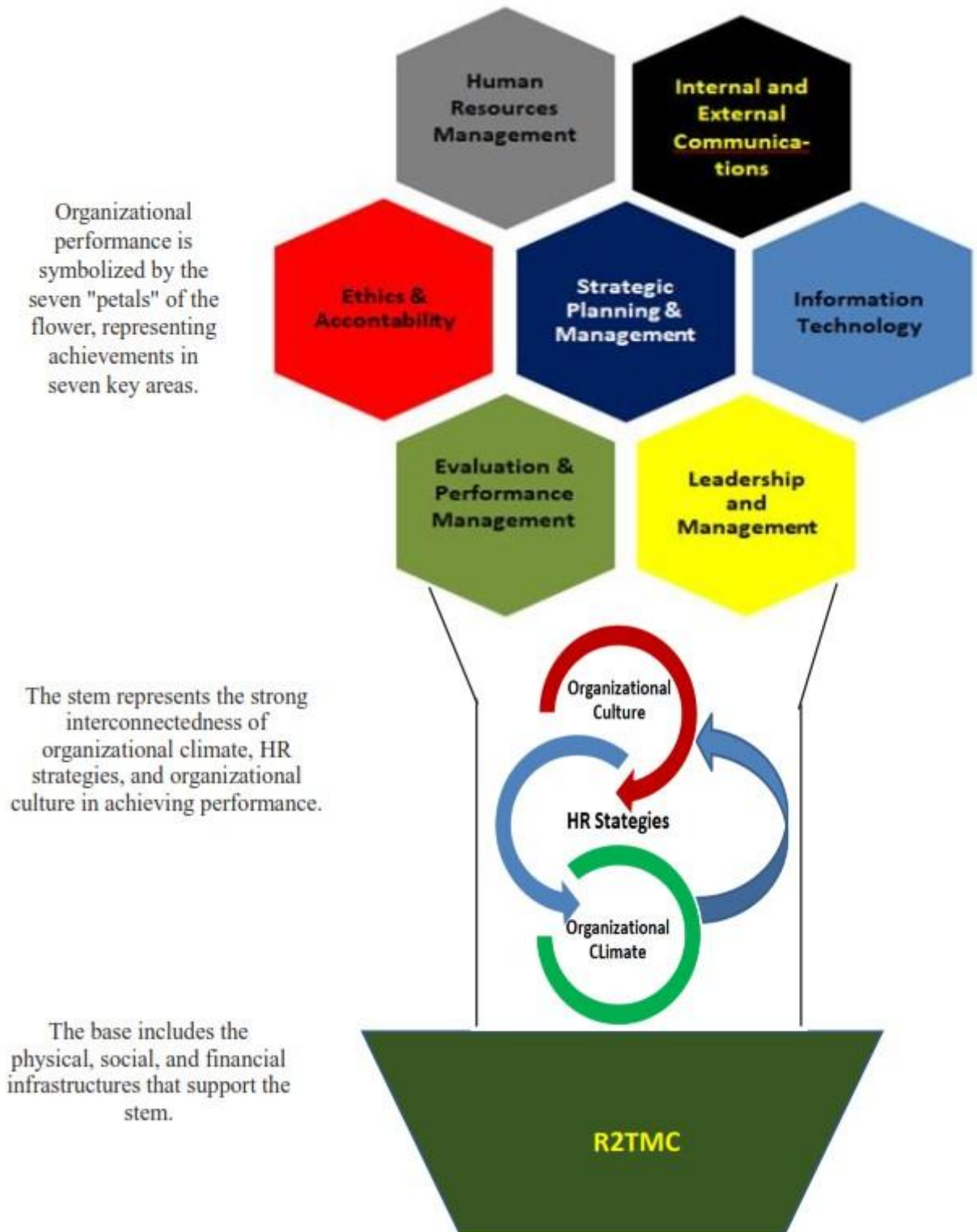
The equation can accurately predict 89.5% of the variability in R2TMC's organizational performance. Among the significant determinants identified, overall organizational performance, organizational climate, and mission were found to have the greatest impact. Therefore, when developing and implementing interventions to improve R2TMC's performance, these factors should be prioritized. Additionally, due to the substantial combined effect of all identified determinants on the dependent variable, the equation can be effectively used to predict the overall organizational performance of R2TMC. Similar to Tulcanaza-Prieto et al. (2021), the research highlights that element of organizational

culture, including mission, are crucial for enhancing corporate performance.

Model for Improving the Organizational Performance of R2TMC

Concept of the Model. Based from the above result of the study, a model has been developed

to improve the organizational performance of R2TMC drawing on the analogy of a plant's growth. Just as a plant requires stable soil, water, and nurturing to thrive, R2TMC depends on its physical, social, and financial infrastructures to support its development toward achieving its vision, mission, and goals. The "stem" in the model



symbolizes the essential connections between organizational climate, culture, and HR strategies, which form the foundation for the institution's growth. Stronger integration of these elements ensures the institution's resilience and success.

The flowers symbolize R2TMC's performance, with seven multi-colored petals representing achievements in ethics, strategic management, leadership, HR, communications, performance evaluation, and IT. Each petal's vibrancy highlights the hospital's strength and cohesive success across these areas.

This metaphor highlights that R2TMC's overall performance is a result of its successes in key areas, contributing to its growth and prominence as a leading health institution.

Improvement of the Organizational Performance of R2TMC

To enhance R2TMC's organizational performance, the study identifies three key aspects: organizational culture, HR strategies, and organizational climate. However, only the most impactful variables within these areas were considered, ensuring a targeted approach that optimizes efforts and resources.

By focusing on these critical factors, R2TMC can streamline strategies, enhance efficiency, and drive meaningful improvements. This approach allows the hospital to prioritize initiatives that directly influence performance, fostering stronger leadership, effective HR management, and a positive work environment.

Ultimately, aligning strategies with these key determinants will help R2TMC achieve higher efficiency, better employee engagement, and improved healthcare service delivery, ensuring sustained success and growth.

Organizational Culture

Organizational performance at R2TMC can be enhanced by improving its organizational culture in four key areas.

1. Leaders to "practice what they preach," aligning their actions with the institution's values to build trust and consistency, fostering higher performance.
2. Encouraging greater cooperation and alignment between teams will strengthen cohesion and overall performance.
3. Clear communication of new strategies and their benefits will ease transitions and improve performance as all sectors adapt to changes.
4. Ensuring a shared understanding of the hospital's goals and continuously monitoring progress will align efforts and boost organizational performance.

Human Resource Strategies

R2TMC'S organizational performance can be improved by enhancing the implementation of certain HR strategies.

1. Align staffing with the Department of Budget and Management's requirements, ensuring the Promotion and Selection Board operates objectively and independently. Thorough candidate evaluations, including background checks, are vital, and new hires should receive proper orientation ensuring qualifications match job roles.
2. The Performance Management Team (PMT) assesses personnel and creates Individual Development Plans (IDPs). Clear targets, regular evaluations, and documented feedback sessions are essential, with objective evaluation tools preventing bias.
3. A fully independent Rewards and Recognition Committee be strengthened to ensure objective deliberations. Personalized incentives, whether monetary or non-monetary, can motivate employees and enhance organizational performance.

Organizational Climate

A positive organizational climate boosts R2TMC's performance by fostering supportive

policies, management practices, and staff interactions. Flexible yet structured policies create a nurturing environment, encouraging staff development. Satisfied employees enhance engagement and productivity, directly contributing to organizational success and goal achievement.

Conclusion

This study examined the interplay between organizational culture, human resource (HR) strategies, organizational climate, and organizational performance at Region II Trauma and Medical Center (R2TMC). The findings reveal that R2TMC has a strong organizational culture characterized by high levels of employee involvement, consistency, adaptability, and a shared mission. Effective HR strategies in recruitment, performance management, learning and development, and rewards and recognition have been instrumental in fostering a positive organizational climate, which, in turn, has significantly enhanced organizational performance.

The results demonstrated significant positive correlations between organizational culture, HR strategies, and organizational climate, highlighting their collective impact on performance. A strong organizational culture enhances the effectiveness of HR strategies, whereas well-implemented HR practices contribute to a supportive organizational climate. This positive climate, marked by clarity, high standards, responsibility, flexibility, and teamwork, directly influences employee satisfaction, engagement, and productivity, ultimately driving organizational success.

This study identifies key determinants of organizational performance, including core values, mission clarity, effective recruitment, performance management, rewards, and a positive organizational climate. While most factors positively influenced performance, challenges in team orientation and strategic direction adaptation were noted as areas requiring

improvement. Addressing these weaknesses, along with reinforcing strengths in HR practices and organizational culture, will further enhance the R2TMC's performance.

Based on these findings, a performance enhancement model is proposed, emphasizing the integration of organizational culture, HR strategies, and climate as the foundation for achieving excellence in healthcare delivery. This model underscores the importance of aligning leadership actions with institutional values, fostering teamwork, and ensuring transparent communication to sustain high performance. The recommendations to provide organizational excellence are to enhance personnel performance: R2TMC may implement regular employee surveys to identify specific needs for professional growth, such as competency development and access to legal assistance, thus ensuring that targeted support and resources, regular team-building activities, and peer-to-peer recognition programs are implemented to enhance cross-division cooperation. These interventions strengthen teamwork, boost engagement, and support organizational goals, regularly review HR policies for fair recruitment, impartial evaluations, and personalized incentives and gather feedback from managers and employees to ensure transparency and effectiveness, align leadership with institutional goals and staff well-being through targeted training on employee engagement and regular surveys to assess leadership effectiveness and the work environment, implement succession planning programs to develop emerging leaders, offer mentorship and training, and highlight employee success stories to attract and retain talent, foster a culture of cooperation across divisions, making employees feel included and engaged, which can be supported through initiatives such as a peer-to-peer recognition program, where employees appreciate each other's work across departments, ensure objective recruitment, fair evaluations, and personalized

incentives with quarterly feedback to support continuous improvement and a positive work environment, cultivate a positive organizational climate by addressing employee and client needs, offers stress management programs and promotes a supportive work environment, administrators lead by example, set realistic goals, ensure recruitment aligns with hospital needs, reward achievements, implement flexible policies, and promote teamwork to boost organizational performance. The Human Resources section may develop programs such as training on leadership skills and strategies, including all unit heads, an adopt the “Model in Improving the Organizational Performance of R2TMC” to create a data-driven, employee-centric approach that enhances patient care, organizational success, and a thriving work environment.

This study underscores the critical role of organizational culture, HR strategies, and climate in driving organizational performance. By prioritizing these elements, R2TMC can continue to achieve its mission of providing high-quality healthcare and ensuring long-term success and sustainability. Future research should explore the applicability of this model in other healthcare settings to validate its effectiveness and further refine organizational excellence strategies.

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