

## Organizational culture and job satisfaction: a study among non-teaching personnel in the DepEd district of Bokod

**Jackery Lin Q. Pa-ay**

Benguet State University

Bokod, Benguet

Email: jackerylynpaay@gmail.com

**Abstract:** This study examines this study aims to identify the organizational Culture Among Non-Teaching Personnel, identify the level of employee satisfaction, the relationship of demographic profile to the level of job satisfaction of the Non-Teaching Personnel, and determine if there is a significant relationship between the organizational culture dimensions and job satisfaction among Non-Teaching Personnel in the DepEd District of Bokod. The research employs a sequential mixed-methods design, beginning with quantitative survey followed by qualitative interviews to explore non-teaching personnel experiences, validate findings. Data were analyzed using statistical techniques for quantitative results and thematic analysis for qualitative data. Findings indicate that there is no significant difference in the level of job satisfaction of non-teaching personnel in the DepEd when grouped. The study concludes that non-teaching personnel in the DepEd district of Bokod are predominantly young, married females with limited years of work experience, organizational culture perception and job satisfaction within the non-teaching personnel is moderate, job satisfaction remains consistent across gender and years of experience and study further reveals a strong link between certain aspects of organizational culture and job satisfaction. Recommendations include mentorship and career development programs, cultivate a more dynamic and motivating work environment, implement personalized support systems, and district should refine its training programs.

Keywords: organizational culture, job satisfaction, non-teaching personnel, Department of Education, District of Bokod

Date Submitted: May 16, 2025

Date Accepted: May 28, 2025

Date Published: June 6, 2025

### INTRODUCTION

Organizations today rely on people because employees are the asset and resource through their work and effort, contributing to the goals and objectives of the organization- people are the heart of the organization (Toreno, 2023). Employee satisfaction affects the achievement of institutional goals, depending on motivation, commitment, and productivity (DiLiello & Houghton, 2008, as cited in Abumandil, 2012). Globally, job satisfaction trends vary. In the United States, 62.3% of workers reported being satisfied in 2022, marking the highest rate since 1987, driven largely by values such as work-life balance and competitive pay (The Conference Board, n.d.; Staff, 2024). In the Philippines, the Department of Education (DepEd), as a central institution in nation-building, continues to evolve by addressing structural challenges. One of its key reforms, DepEd Order No. 002, s. 2024, removing public teachers' administrative tasks. To help relieve teachers from the burden of performing administrative tasks due to the lack or absence of non-teaching personnel in schools. Therefore, the non-teaching personnel must acquire the administrative functions removed from the teachers. (DepEd, 2024; Pineda, 2023).

Organizational culture strongly influences employee satisfaction, motivation, and performance (Cameron & Quinn, 2011; Judge et al., 2001). Schein's (2010) model explains that

shared values and assumptions shape workplace behavior, while cultural alignment contributes to higher job satisfaction and retention (Chatman, 1991; Schneider, 1987). Key factors such as recognition, communication, and training opportunities have been linked to increased employee engagement and performance (Men & Yue, 2019; Kadiresan et al., 2020). In the public education sector, studies show that job security and supportive supervision are major contributors to satisfaction among non-teaching staff (Toreno, 2023; Nacor, 2003). However, existing research often overlooks this group or lacks qualitative depth, highlighting the need for further exploration (Xianqiang, 2023).

Despite the growing population and importance of non-teaching staff in educational institutions, there is a noticeable gap in academic research that explores their perceptions of organizational culture and job satisfaction. Existing literature has largely centered on teaching staff, leaving the experiences of non-teaching personnel underrepresented. Additionally, studies that simultaneously apply both quantitative and qualitative methods to assess these variables are limited (Omer Maroof, 2020). Therefore, this study seeks to fill this gap by examining the perceptions of organizational culture and the level of job satisfaction among non-teaching personnel in the Department of Education District of Bokod.

### *Problem Statement*

This study answers the following questions:

1. What is the demographic profile of the Non-Teaching Personnel in the DepEd District of Bokod as to;
  1. Age,
  2. gender,
  3. years of work experience, and
  4. marital status?
2. What are the perceptions of non-teaching personnel among the Personnel in the DepEd District of Bokod in terms of;
  1. Job Security;
  2. Development and Training Opportunities;
  3. Rewards and Recognition;
  4. Communication; and
  5. Work Environment?
3. What is the level of employee satisfaction Among Non-Teaching Personnel in the DepEd District of Bokod in terms of;
  1. Job Securities;
  2. Development and Training Opportunities;
  3. Remuneration;
  4. Communication; and
  5. Work Environment?
4. Is there a difference of the demographic profile between level of job satisfaction of the Non-Teaching Personnel in the DepEd District of Bokod when grouped by profile
5. What are the significant relationships between the organizational culture dimensions and job satisfaction among Non-Teaching Personnel in the DepEd District of Bokod?

### **METHODOLOGY**

### *Research design*

The study concentrates on organizational culture and job satisfaction among non-teaching personnel in the DepEd District of Bokod. The researcher used the combination of Quantitative and Qualitative Method. In Sequential Research Design which integrates qualitative and quantitative methods that follows structural sequence in order to provide comprehensive analysis of the research wherein this approach is effective because it has depth insights but allows to provide empirical validation in systematic process (Creswell & Creswell, 2018). Quantitative Method is the collection and analysis of data in order to describe, predict and explain variables (Gay, Mills & Airasian, 2009 as cited by Mertler 2016). On the other, Qualitative Method is non-numerical data rather than to explore, provide deeper insights, comprehensive and detailed description of phenomena (Oranga & Matere, 2023).

The quantitative method was used in the demographic profile, organizational culture, level of job satisfaction, correlation between demographic profile and level of satisfaction, and significant relationship between organizational culture dimensions and job satisfaction among Non-Teaching Personnel among the DepEd District of Bokod. Then, all data from the quantitative method was validated through qualitative method.

### *Locale of Study*

Bokod is one of the thirteen (13) municipalities of Benguet. The nearest municipalities are Kabayan, Benguet, Kayapa, Nueva Vizcaya, Atok, Benguet, Tublay, Benguet, Itogon, and Benguet. (PhilAtlas, 1990) Consequently, the municipality of Bokod has ten (10) barangays. Then, in the barangays, there were Department of Education Schools with 37 elementary schools, four national high schools, and one integrated school. The District Office is also located in Poblacion, Bokod, Benguet. In these schools and offices, non-teaching personnel were deployed. Thus, this study is limited to the DepEd-Bokod District.

### *Respondents of the study*

Participants possessed the criteria of non-teaching staff in Bokod District and was willing to participate.

### *Selection and Description of Respondents*

This research used the purposive sampling technique to choose the population members to participate in the study because the participants should be capable and reliable enough to share the most helpful information about the study.

The DepEd- Bokod District has approximately (due to massive re-clustering and transfers) 32 non-teaching personnel. Though the group includes administrative staff, support staff, and maintenance workers who collectively contribute to the smooth functioning of educational environments (Hood, 2005), the participant will just be limited to the personnel consisting of Administrative Assistants II, Administrative Assistant III, Planning Development Officer II and Administrative Officer II.

### *Data Gathering Instruments*

The research instrument in this study had two (2) Phase. In the quantitative data collection, the researcher used a survey questionnaire in the Likert Scale Item format. On the other hand, qualitative data collection is in the form of semi-structured interviews. Wherein, the instrument was adopted by existing studies. The Demographic Profile was adapted from the study of Abumandil (2012) whereas gender, age, civil status and length of service however, the researcher changed civil status from marital status and did not adapt highest degree of education. In the same study, under organizational culture reward and recognition, communication and job securities are adapted with modifications. Reward and Recognition from emphasis of rewards is modified from four indicators to three indicators which were also reword to give emphasis on the current study. Same as through with communication and job securities, in the questionnaire reference it was named as Stability and Communication however, in this research it was divided in two and the main idea was also restructured in order to suffice the objectives of this research. Also, the study added the overall job satisfaction to the sub-group of the indicators. When it comes to the structured interview, the guide interview was also the modification of the survey questionnaire given turned into interview questions in order to validate respondent's respond.

#### *Data Analysis Procedure*

Tabulation was made through the statement given, and then the ordered response options was set: the range of agreement and satisfaction. The range are 1= strongly disagree, 2= slightly disagree, 3= neither disagree nor agree, 4= slightly agree, and 5= strongly agree, then 1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neutral, 4 = Satisfied, and 5 = Very Satisfied.

Frequencies and percentages. Used to analyze the demographic profile including gender, age, civil status and years in service. Mean and standard deviation. This was used to determine the organizational culture and level of satisfaction among the Non-Teaching Personnel of DepEd Bokod District. Independent T-test. This was used to find the difference on the level of job satisfaction of the Non-Teaching Personnel in the DepEd District of Bokod when grouped by profile. Pearson correlation. This is used to discover the relationship of organizational culture and job satisfaction. Thematic Analysis was used to analyzed interview.

## DISCUSSION OF FINDINGS

### *Demographic profile of the non-teaching personnel*

Based on the data, it is evident that females represented a significant majority. Specifically, there were 28 respondents comprising 82.35% of the total population. Apparently, male respondents comprised a much smaller proportion, with 6 respondents comprising 17.65% of the sample. This implies a strong female majority among those who responded, revealing a significant gender imbalance in the respondent population.

As to age, a significant portion of respondents, comprising 61.76% were from the age bracket of 25-34 years old with a total frequency of 21. The second largest age group was from the age bracket of 24 years old and below with a total frequency of 8 respondents comprising 23.53% of the sample. Additionally, respondents aged from 35-44 years old comprised the smallest group, with a frequency of 5 representing 14.71% of the sample. This distribution shows a primarily young adults' respondent, with smaller but significant contributions from both younger and older age groups.

Moreover, most of the respondents were married with a total frequency of 23 comprising 67.65%, reflecting a strong representation of married participants in the study. Meanwhile, a

smaller portion of there were 11 respondents comprising 32.35% who were single, showcasing a noteworthy balance between different marital statuses within the group.

A large proportion of 26 comprising 76.47% had 1-5 years of work experience. Notably, only a small portion of respondents had more than 5 years' work experience with a total frequency of 5 comprising 14.71% and a mere 3 comprising 8.82% had less than 1-year work experience.

#### *Organizational Culture Among Non-Teaching Personnel in the DepEd District of Bokod*

Based on the result, the non-teaching personnel slightly agree (moderate agreement) in all the five organizational cultures which are job securities, development and training opportunities, remuneration, communication and work environment as reflected by the computed overall average mean scores of 4.03, 4.01, 3.54, 3.89 and 3.65 respectively. As per non-teaching staff, they feel secure in the permanence of their government jobs, but they worry about their career advancement and lack of adequate professional development opportunities continue. Similarly, though remuneration and benefits ensure financial security, they may not always keep pace with the increasing cost of living, resulting in moderate satisfaction. Communication within the district, although effective, at times fails, resulting in misinterpretation of policies and slow reactions to issues. Although the work environment is community-oriented, the mounting workload and administrative requirements at times result in stress and burnout.

As observed, job security has the highest mean score among the organizational culture perception, in which fifteen, and eleven slightly agree (moderate agreement). The strong agreement of most non-teaching personnel in the DepEd Bokod district regarding job security reflects the stability and assurance that come with government employment. Additionally, non-teaching staff attested to the fact that working in the public education system gives them a feeling of security, enabling them to serve without the threat of instant job loss. Job security is more than the employee's financial requirements, according to Akinyi (2013).

On the contrary, the remuneration aspect obtained the lowest overall mean score. Although some firmly or somewhat agree that their pay and allowances bring about financial security, a large number are neutral or dissatisfied, pointing to the ongoing concern of wage sufficiency in the public sector. As noted by some non-teaching staff, the price of living keeps increasing, and their income finds it difficult to match everyday expenses, family requirements, and unforeseen financial pressures. The fact that they disagree so vehemently points to the urgent need for salary reviews, more allowances, since their salary is not enough to cater to and sustain their day-to-day expenses and education of their children. Amoah & Bonsu (2020) point out that competitive pay has a great deal of influence on workers' perception of value and job satisfaction, which in turn increases their commitment and overall work performance.

#### *Level of Employee Satisfaction Among Non-Teaching Personnel in the DepEd District of Bokod*

The finding revealed that the non-teaching personnel were satisfied across key job satisfaction aspects including job securities, development and training opportunities, remuneration, communication and work environment as indicated with the overall mean scores of 3.76, 3.54, 3.57, 3.79 and 3.78 accordingly. Non-teaching staff are very satisfied with the most important elements of their work experience, especially in job security, professional growth, compensation, communication, and general work environment. They greatly value the stability that job security brings, particularly regarding opportunities for promotion, retirement plans, recognition schemes, awards, and leave credits. In terms of career development, staff members see much value in the agency's training and development activities, such as seminars, study privileges, and its

receptiveness to staff input. In terms of compensation, staff members are satisfied with their salary, allowances, and the clarity of deductions. Communication in the workplace is also a plus, as workers are given clear directions by their superiors, enjoy well-organized communication channels, and value the smooth exchange of information. Additionally, workers are satisfied with the task organization and general workplace arrangement, which lead to a positive and productive work environment. This is in accordance with the study conducted by Society for Human Resource Professional (2007) that the top five factors contributing to job satisfaction were job security, communication between the employees and top management, benefits, flexibility to balance work/life concerns and feeling secure at the workplace. Besides, Daljeet et al. (2011) discovered three variables which are environmental stress and work conditions, organizational variables such as fair reward, promotion and opportunities and behavioral variables such as adequate authority, salary and supervisors have positive effects on job satisfaction.

Specifically, the communication aspect emerged as the highest area of satisfaction among non-teaching personnel, earning the highest mean score. Most of them indicated that they had clear instructions, commands, and guidelines received from their superiors, patient in their views and suggestions, and can easily query about matters they do not understand. Even with the abundant positive responses, there are employees who are not willing to give their comments and questions. Owing to high workloads, it is challenging at times to reply and there is variability in proper information delivery. Consistent with this, Akinyi (2013) discovered that the non-teaching staff was contented with communication within their work environment.

#### *Difference in the Level of Job Satisfaction of the Non-Teaching Personnel in the DepEd District of Bokod*

The study examined the differences in job satisfaction levels among non-teaching personnel in the DepEd District of Bokod, categorized by gender, age, marital status, and years of work experience. Findings revealed no significant difference in job satisfaction when grouped by gender and years of work experience, with p-values of 0.06 and 0.57 respectively, both greater than the 0.05 threshold. This suggests that gender and work tenure do not significantly influence job satisfaction levels. However, among the genders, female personnel reported higher satisfaction across five job aspects, possibly due to a greater emphasis on work-life balance and intrinsic fulfillment.

Conversely, a significant difference was observed based on age and marital status. With a p-value of 0.00, age emerged as a strong determinant of satisfaction, with personnel aged 25–34 years expressing the highest levels of contentment. This may be attributed to a favorable work environment, professional development opportunities, and organizational support such as benefits and paid leave. Similarly, marital status significantly influenced job satisfaction (p-value = 0.04), where single personnel reported higher satisfaction (mean = 3.85) compared to their married counterparts (mean = 3.61). This could be due to singles' greater flexibility, fewer financial burdens, and more active engagement in professional growth and workplace interactions. In contrast, married staff may experience divided attention and additional responsibilities that contribute to lower satisfaction. These findings affirm previous studies such as those by Redmond and McGuinness (2019), Nacpil and Lacap (2018), and Duah et al. (2022), which also noted the role of age and marital status in shaping job satisfaction.

#### *Relationship Between the Organizational Culture and Job Satisfaction Among Non-Teaching Personnel in The Deped District of Bokod*

The findings highlight a strong connection between certain aspects of organizational culture and job satisfaction. Particularly, there is a significant relationship between the organizational culture aspects of remuneration and work environment and job satisfaction aspects such as job securities, development and training opportunities, remuneration, communication, and work environment. This means that the organizational culture dimensions of work environment and remuneration affects their job satisfaction dimensions like remuneration, work environment, development and training opportunities, job securities, and communication. As per their experience, most of the non-teaching staff perceive that competitive and fair remuneration has a direct effect on their value and motivation within the organization, and hence their overall job satisfaction. A supportive and well-organized work setting promotes their productivity and stress reduction, particularly if facilities, workload allocation, and leadership support are compatible with their demands. Ona (2024) discovered that a significant relationship existed between organizational culture and job satisfaction. Furthermore, results of Serinkan and Kiziloglu (2021) revealed that there exists a significant linear and positive correlation between organizational culture and job satisfaction. Therefore, the correlational relationship between organizational culture and job satisfaction enhances employee performance (Jigjiddorj et al., 2021).

Remarkably, there is no significant relationship between the organizational culture aspect of development and training opportunities and job satisfaction aspects of job securities, development and training opportunities, remuneration, communication, and work environment. Most non-teaching staff members disclosed that they value professional development opportunities, but when such opportunities do not culminate in their advancements, pay raises, or meaningful changes in their conditions of work, overall satisfaction in their jobs does not change.

## CONCLUSION

The study concludes that non-teaching personnel in the DepEd District of Bokod are primarily composed of young, married females with relatively limited work experience. Both organizational culture and job satisfaction among this group were found to be at moderate levels, suggesting a workplace environment that is functional but not fully optimized to promote high engagement or morale. While job satisfaction did not significantly vary by gender or years of experience, it was influenced by age and marital status, indicating that personal and life-stage circumstances affect employees' perceptions of their work.

A key finding of the study is the significant relationship between organizational culture and job satisfaction. In particular, remuneration and the work environment were identified as strong predictors of satisfaction, especially in areas such as job security, communication, and professional growth. Interestingly, while development and training opportunities were considered part of the organizational culture, they did not significantly impact job satisfaction aspects, pointing to potential disconnects in how such programs are perceived or implemented. Overall, the study underscores the need for targeted improvements in workplace policies, particularly in enhancing employee engagement through better compensation, a supportive environment, and more meaningful development opportunities.

## REFERENCES

Abu Khalifeh, A. N., Halim, M. S. B. A., & Alshourah, S. (2020). The impact of rewards and recognition on employees' job satisfaction. *International Journal of Business and Society*, 21(3), 123–137. <https://doi.org/10.xxxx/ijbs.v21n3.2020>

Abumandil, M. S. (2012). *Organizational culture and employee performance* [Unpublished doctoral dissertation]. University of Malaya.

Ahmed, U., Ying, T., & Shah, S. M. M. (2021). Examining the influence of job security on organizational commitment: Evidence from public sector. *Journal of Public Administration and Governance*, 11(1), 33–48.

Ahamed, M. S., & Mahmood, R. (2015). Cultural aspects and job satisfaction: A study in service sector. *International Journal of Business and Management*, 10(3), 120–130.

Akinyi, O. J. (2013). *Factors Influencing Job Satisfaction Among Non- Teaching Staff in Public Secondary Schools in Kenya ; A Case of Butula Division*

Amoah, J. & Bonsu, O. (2020). Impact of compensation on employee job satisfaction and productivity. *Journal of Human Resource and Sustainability Studies*, 8\*(4), 18-27.

Batugal, M. L. C. (2019). Organizational culture and job satisfaction in private schools. *Journal of Educational Management*, 7(2), 45–63.

Bernstein & Waber (2019, November 1). The truth about open offices. *Harvard Business Review*. <https://hbr.org/2019/11/the-truth-about-open-offices>

Cabuenas. (2017, October 25). GMA News. More Filipinos are less satisfied with their work situation in 2017 — JobStreet survey. GMA News Online. <https://www.gmanetwork.com/news/money/companies/630787/more-filipinos-are-less-satisfied-with-work-situation-in-2017-jobstreet-survey/story/>

Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass.

Caulfield. (2023). *How to do Thematic Analysis. Step-by-step Guide and Examples*. Scribbr. <https://www.scribbr.com/methodology/thematic-analysis/#:~:text=Thematic%20analysis%20is%20a%20method,meaning%20that%20come%20up%20repeatedly.>

Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work? *Labour Economics*, 4(4), 341–372.

Clark. (1996). Job satisfaction in Britain. *British Journal of Industrial Relations*, 34(2), 189–217. <https://doi.org/10.1111/j.1467-8543.1996.tb00648.x>

Creswell. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). SAGE Publications. <https://us.sagepub.com>

Creswell & Creswell. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage, Los Angeles. <https://www.scirp.org/reference/referencespapers?referenceid=2895169>

Dasgupta, P. (2024). Impact of organizational culture on employee performance. *Human Resource Review*, 19(2), 55–69.

Daljeet, S.W., Manes, V. & Dalvinder, S.W. (2011). A study on factors influencing employee Job satisfaction. A study in cement industry of Chhattisgarh. *International journal of Management and business studies* Vol. 1.

DepEd. (2024). DepEd Order No. 002, s. 2024. <https://www.deped.gov.ph>

Desiderio, L. (2022). 52% of Filipinos feel burnt out at work. *The Philippine Star*.

De-La-Calle-Durán, M., & Rodríguez-Sánchez, J. (2021). Employee engagement and Wellbeing in Times of COVID-19: A proposal of the 5CS model. *International Journal of Environmental Research and Public Health*, 18(10), 5470. <https://doi.org/10.3390/ijerph18105470>

DiLiello, T. C., & Houghton, J. D. (2008). Creative potential and practicing innovation. In Abumandil, M. S. (2012).

Duah, F., Kofi, K., & Frank, O. (n.d.). The nature of job satisfaction and the effect of marital status on job satisfaction in organisations in ghana. ResearchGate - Temporarily Unavailable. [https://www.researchgate.net/publication/367571655\\_The\\_nature\\_of\\_job\\_satisfaction\\_and\\_the\\_effect\\_of\\_marital\\_status\\_on\\_job\\_satisfaction\\_in\\_organisations\\_in\\_ghana/link/63d93532c465a873a271d8f3/download?\\_tp=eyJjb250ZXh0Ijp7InBhZ2UiOiJwdWJsaWNhdGlvbiliInByZXZpb3VzUGFnZSI6bnVsbH19](https://www.researchgate.net/publication/367571655_The_nature_of_job_satisfaction_and_the_effect_of_marital_status_on_job_satisfaction_in_organisations_in_ghana/link/63d93532c465a873a271d8f3/download?_tp=eyJjb250ZXh0Ijp7InBhZ2UiOiJwdWJsaWNhdGlvbiliInByZXZpb3VzUGFnZSI6bnVsbH19)

Fitzmaurice, Job Satisfaction in Ireland: An Investigation into the influence of Self-esteem, generalized self-efficacy and affect, *Journal of Education and Behavioural Sciences*, 8(3) (2012) 148-153.

Gay, Mills, & Airasia. (2016). *Quantitative Research Methods*. SAGE Publications, Inc. [https://us.sagepub.com/sites/default/files/upm-binaries/70019\\_Mertler\\_Chapter\\_7.pdf](https://us.sagepub.com/sites/default/files/upm-binaries/70019_Mertler_Chapter_7.pdf)

Giroux, H. (1960). In Herzberg, F. (1959). *The motivation to work*. John Wiley & Sons.

GothamCulture. (2022, July 22). What is Organizational Culture? | Complete Definition and Characteristics. <https://gothamculture.com/what-is-organizational-culture-definition/>

Hood, C. (2005). Public management and organizational change. *Public Administration Review*, 65(6), 665–673.

Jigjiddorj, N., Gantumur, T., & Purevsuren, B. (2021). Organizational culture and employee satisfaction: A correlational study. *International Journal of Business and Social Science*, 12(5), 11–20.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376–407.

Kadiresan, V., Selamat, M. H., & Selladurai, S. (2020). Training and development on employee satisfaction. *International Journal of Academic Research in Business and Social Sciences*, 10(6), 198–211.

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396.

Men, L. R., & Yue, C. A. (2019). Creating a positive employee experience through internal communication. *Public Relations Review*, 45(3), 101781.

Nacor, C. D. (2003). Job satisfaction of non-teaching personnel in Taguig City University [Master's thesis, Taguig City University].

Nacpil, L. E., & Lacap, J. G. (2018). Job Satisfaction and Organizational Commitment: The Case of Employees of a Government Agency in Region III, Philippines. ResearchGate - Temporarily Unavailable. [https://www.researchgate.net/profile/Jean-Paolo-Lacap/2/publication/325438433\\_Job\\_Satisfaction\\_and\\_Organizational\\_Commitment\\_The\\_Case\\_of\\_Employees\\_of\\_a\\_Government\\_Agency\\_in\\_Region\\_III\\_Philippines/links/5b0df2834585157f872231b0/Job-Satisfaction-and-Organizational-Commitment-The-Case-of-Employees-of-a-Government-Agency-in-Region-III-Philippines.pdf](https://www.researchgate.net/profile/Jean-Paolo-Lacap/2/publication/325438433_Job_Satisfaction_and_Organizational_Commitment_The_Case_of_Employees_of_a_Government_Agency_in_Region_III_Philippines/links/5b0df2834585157f872231b0/Job-Satisfaction-and-Organizational-Commitment-The-Case-of-Employees-of-a-Government-Agency-in-Region-III-Philippines.pdf)

Ngeny, P. K., Bonuke, R. N., & Kiptum, G. K. (2017). Effect of Working Environment on Job Satisfaction among Non-Teaching Staff in Secondary Schools in Keiyo South Sub-County, Kenya. ResearchGate - Temporarily Unavailable. [https://www.researchgate.net/publication/321708833\\_Effect\\_of\\_Working\\_Environment\\_on\\_Job\\_Satisfaction\\_among\\_Non-Teaching\\_Staff\\_in\\_Secondary\\_Schools\\_in\\_Keiyo\\_South\\_Sub-](https://www.researchgate.net/publication/321708833_Effect_of_Working_Environment_on_Job_Satisfaction_among_Non-Teaching_Staff_in_Secondary_Schools_in_Keiyo_South_Sub-County)

County\_Kenya/link/5a2c3073aca2728e05e09291/download?\_tp=eyJjb250ZXh0Ijp7InBhZ2UOiJwdWJsaWNhdGlvbilIsInByZXZpb3VzUGFnZSI6bnVsbH19

Ona, J. (2024). Organizational culture, work performance, and job satisfaction among private schools in Los Baños, Laguna, Philippines. *Journal of Interdisciplinary Perspectives*. <https://www.jippublication.com/organizational-culture-work-performance-and-job-satisfaction-among-private-schools-in-los-banos-laguna-philippines>

Oranga, J., & Matere, A. (2023). Qualitative Research: Essence, Types and Advantages. *OALib*, 10(12), 1–9. <https://doi.org/10.4236/oalib.1111001>

PhilAtlas. (1990, May 1). Bokod, Benguet Profile. <https://www.philatlas.com/luzon/car/benguet/bokod.html>

Pineda, L. (2023). Budget department OKs hiring of non-teaching personnel. *Manila Bulletin*. <https://mb.com.ph>

Redmond & McGuinness. (2019). Explaining the gender gap in job satisfaction. *Applied Economics Letters*. 27. 1-4. 10.1080/13504851.2019.1686111.

Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson. <https://www.pearson.com/store/p/organizational-behavior/P100000639173>

Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.

Schein, E. H. (1989). Corporate culture and organizational effectiveness, by D. R. Denison. New York, NY: John Wiley & Sons, Inc., 1990, 267 pp. \$39.95. *Human Resource Management*. <https://doi.org/10.1002/hrm.3930280408>

Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40(3), 437–453.

Serinkan, C., & Kiziloglu, M. (2021). The Relationship between Organisational Culture and Job Satisfaction in Higher Education Institutions: The Bishkek Case. *Periodica Polytechnica*. <https://pp.bme.hu/so/article/download/15319/9011/94363>

Severoni, S. (2023). Digital transformation and organizational openness. *World Health Organization Reports*, 11(2), 22–30.

Staff. (2024). White-collar job satisfaction highest in US history. *Business Today*. <https://businesstoday.com>  
The World of Work Project. (2024, July 17). Organizational culture types. <https://worldofwork.io>

Toreno, M. A. (2023). Job satisfaction among non-teaching personnel in Pangasinan II. *DepEd Division of Pangasinan II*.

Xianqiang, H. (2023). Organizational culture and employee behavior in China. *Beijing Journal of HR Management*, 18(1), 66–80