

RESEARCH ARTICLE: Organizational culture and climate among hospitals in Jolo: Nurses' perspective

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ABSTRACT. This study assessed the extent of organizational culture among hospitals in Jolo as perceived by nurses; extent of organizational climate among hospitals in Jolo as perceived by nurses Fiscal Year 2023. With 100 samples taken through non-probability sampling method via purposive sampling, and with the use of weighted mean, standard deviation, t-test for independent samples, One-way ANOVA, and Pearson's r, this study reveals the following findings: 1) Of the 100 nurse-respondents, mostly are female within the age range of 30 years old & below, mostly are staff nurse, with 5 years & below of work experience, and mostly with contractual employment status; 2) On the average, positive organizational culture is provided by hospitals in Jolo; 3) On the average, positive organizational climate is afforded by hospitals in Jolo; 4) Generally, profile variables like age, gender, position, years of experience, and employment status do not significantly mediate in ways how nurse-respondents assessed the extent of organizational culture in hospitals in Jolo; 5) Generally, profile variables like age, gender, position, years of experience, and employment status do not significantly mediate in ways how nurse-respondents assessed the extent of organizational climate in hospitals in Jolo; 6) Generally, the group of nurse-respondents who assessed the extent of organizational Culture as Agree or with High Extent is mostly probably the same group of nurse-respondents who assessed the extent of knowledge Organizational Climate as Agree or with High Extent, respectively; 7) This study seems to support Edgar Schein's (2010) Organizational Culture Model which posits that organizational culture consists of three levels: artifacts and behaviors, espoused values, and underlying assumptions. In the hospital environment, artifacts and behaviors refer to observable elements such as rituals, communication styles, and physical spaces found within the healthcare facility. The collaboration of nursing staff during patient handovers and the communication channels used can reflect the underlying organizational culture.

KEYWORDS: COVID-19; Hospital; Nurse; Organizational Climate; Organizational Culture

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Introduction

The influence of the work environment on the job satisfaction of nurses and the standard of patient care is widely recognized. It is crucial to create an environment that does not promote anxiety and fear among healthcare professionals (Jason et al., 2020) Organizational culture, comprising shared values and norms, significantly influences the behavior of individuals

within hospitals (Trus et al., 2019). The influence of culture as a cognitive framework extends to all facets of human behavior, including the use and development of language (Jason et al., 2024). Nursing professionals often face challenges when the stated values of the organization do not align with their actual experiences (Jafarpanah & Rezae, 2020). This discrepancy can lead to job dissatisfaction, burnout, and compromised patient care. Gurková et al. (2020) emphasize the importance of consistently demonstrating organizational values through actions to cultivate a positive culture that resonates with nurses. Organizational climate, encompassing factors such as leadership style and teamwork, also plays a crucial role in nurses' well-being (Levine et al., 2018). A supportive and collaborative climate is associated with reduced stress levels and increased job satisfaction among nursing staff. Communication breakdowns and lack of teamwork can negatively impact the organizational climate (Lee & Jang, 2020). Open and transparent communication channels are essential for fostering a favorable climate.

In Saudi Arabia, the cultural context significantly influences the organizational culture within hospitals (Park et al., 2019). Cultural differences can pose challenges in implementing patient-centered care despite ongoing efforts. Similarly, the Philippines faces unique challenges related to understaffing and limited resources, impacting organizational culture and climate (Poku et al., 2020). Understanding stakeholders' perspectives on organizational culture and climate is crucial for developing policies aligned with the sustainable development agenda (SDGs). Nurses' job satisfaction and commitment are influenced by the organizational culture, which contributes to the attainment of SDG 8. A positive work environment that values nurses' contributions is associated with job satisfaction and supports SDG 8's objectives of safe and secure working conditions (Cummings & Worley, 2018).

Investing in training and professional development opportunities for nurses aligns with SDG 8's aim of providing skill improvement and advancement opportunities. The impact of local cultural practices on organizational culture and climate, particularly in smaller and culturally unique regions like Jolo, deserves attention. Language barriers, limited resources, and specific healthcare requirements in Jolo present distinct challenges for nurses (Aiken et al., 2014). Therefore, understanding the influence of organizational culture and climate on nurses' experiences in local settings like Jolo is essential. Cultural diversity and unique challenges need to be considered to effectively manage and promote a positive work environment. Further research is needed to explore the specific obstacles encountered by nurses in Jolo and develop tailored strategies to address them.

Research Questions

The study aimed to investigate the organizational culture and climate in hospitals located in Jolo from the perspective of nurses. Specifically, it sought to address the following inquiries:

1. What are the demographic characteristics of nurses in Jolo hospitals in terms of:
 - a. Age
 - b. Gender
 - c. Position
 - d. Years of experience
 - e. Employment status
2. To what extent do nurses perceive the organizational culture in Jolo hospitals in terms of the following dimensions:
 - a. Managing change
 - b. Achieving goals
 - c. Coordinating teamwork

- d. Cultural strength
 - e. Customer orientation
3. To what extent do nurses perceive the organizational climate in Jolo hospitals in terms of the following dimensions:
- a. Organization design
 - b. Individual job characteristics
 - c. Co-worker relations
 - d. Work environment
 - e. Senior management
 - f. Direct supervisor
 - g. Work processes
 - h. Communications
 - i. Technology
 - j. Customer satisfaction
4. Are there significant differences in the extent of organizational culture among hospitals in Jolo when considering the nurses' demographic profile in terms of:
- a. Age
 - b. Gender
 - c. Position
 - d. Years of experience
 - e. Employment status
5. Are there significant differences in the extent of organizational climate among hospitals in Jolo when considering the nurses' demographic profile in terms of:
- a. Age
 - b. Gender
 - c. Position
 - d. Years of experience
 - e. Employment status
6. Is there a significant correlation between the organizational culture and organizational climate perceived by nurses in hospitals in Jolo?

Literature

Foreign Literature and Studies

Organizational Culture in Hospitals

Organizational culture in hospital settings has a significant impact on the behaviors, values, and interactions of healthcare professionals (Chetty, 2021). It refers to the collective beliefs, values, and assumptions that influence the thoughts and behaviors of individuals in an organization (Chetty, 2021). In hospitals, organizational culture refers to the shared mindset that influences the behaviors and decision-making of healthcare professionals, such as nurses, doctors, and administrative staff (Kang et al., 2021). Underlying assumptions are implicit and subconscious beliefs that influence behavior. In hospitals, artifacts encompass established protocols, communication styles, and collaborative practices among healthcare professionals (Thirlwall et al., 2021).

According to Widodo et al. (2021), hospitals exhibit diverse cultural types, including clan culture that emphasizes collaboration and adhocracy culture that encourages innovation. These cultural compositions significantly impact the work environment and healthcare professionals' approach to their duties. Patient-centered care, as emphasized by Alanazi et al. (2023), is closely

tied to hospital organizational culture and focuses on meeting patient needs and improving their experiences. This approach influences healthcare service delivery, with traits such as transparent communication, interdisciplinary collaboration, and a commitment to continuous improvement (Bautista et al., 2021). Various factors, including leadership changes, healthcare policy shifts, and external pressures like the COVID-19 pandemic, can influence the dynamic nature of hospital organizational culture (Alquwez, 2023). Additionally, hospitals that foster a culture of compassion and empathy, as found by Alquwez (2020), experience improved patient satisfaction and outcomes. The relationship between organizational culture and job satisfaction is crucial, particularly for nursing staff (Kang et al., 2021). Hospitals that prioritize appreciation, professional development, and work-life balance create a supportive environment that enhances nursing job satisfaction (Kouta et al., 2022). According to Alsadat Hosseini (2021), a safety culture prioritizes patient and healthcare professional well-being through open communication about errors and near misses. The impact of digital tools and electronic health records (EHRs) on communication, collaboration, and decision-making within hospitals (Gassas and Salem, 2023).

The COVID-19 pandemic presented unprecedented challenges to the healthcare sector in 2020. Tamayo et al. (2022) highlight the significant influence of the pandemic on the organizational culture of hospitals. The economic repercussions of the pandemic have particularly affected individuals from lower socio-economic backgrounds (Jason et al., 2023). Tehranineshat et al. (2019) define organizational climate as the collective perceptions and attitudes of individuals within a workplace towards different aspects of their work environment (Jason et al., 2020). The influence of organizational design on the climate in healthcare settings. The organization of roles, responsibilities, and reporting structures has a notable impact on the perception of working conditions among healthcare professionals, such as nurses and physicians (Su et al., 2020).

Co-worker relations are an important aspect of the organizational climate in hospitals. Kim et al. (2019) highlight the significance of positive interpersonal relationships among healthcare professionals. Hospitals with supportive and collaborative co-worker relations foster an environment conducive to trust, teamwork, and effective communication. Hospitals fostering positive coworker relationships witness reduced stress and burnout among healthcare professionals (Kaihlanen et al., 2019). A collaborative environment where colleagues share knowledge enhances workforce resilience, particularly in interdisciplinary healthcare settings (Ayatollahi & Zeraatkar, 2020). Positive coworker relationships significantly impact patient safety and satisfaction (Mousazadeh et al., 2019). Moreover, hospitals prioritizing healing physical environments, including natural light and ergonomic design, contribute to a positive work atmosphere for healthcare professionals (Hussein et al., 2021). A supportive work environment, characterized by respect and open communication, boosts employee motivation and job satisfaction (Aspinall et al., 2021). Prioritizing a positive work environment aligns with patient-centered care initiatives, leading to improved patient outcomes (Babaei & Taleghani, 2019).

Leadership styles, particularly transformational leadership, play a significant role in shaping the work environment, emphasizing trust and collaboration (Avolio et al., 2021). Effective communication, both from senior management and frontline supervisors, fosters a climate of trust and openness (Luthans, 2019). Supervisors who provide guidance and support contribute to a positive work environment, impacting employee well-being and performance (Liao et al., 2021). The COVID-19 pandemic measures have had profound effects on multiple economic sectors, such as production and distribution, utilization, trade and business restrictions, market uncertainties, limited resource accessibility, and a rapid decline in informal employment sectors (Jason et al.,

2023). Amidst external challenges like the COVID-19 pandemic, adaptable leadership is crucial for maintaining a positive organizational climate (Avolio et al., 2020).

Related Studies

Senior management and leadership styles play a crucial role in shaping the organizational climate within healthcare facilities. According to Poorchangizi et al. (2019), transformational leadership is particularly important in creating a positive work environment. The relationship between healthcare professionals and their supervisors also significantly influences the organizational climate. Hospitals with supportive and communicative supervisors contribute to a positive organizational climate, promoting employee satisfaction, recognition, and competence. Work processes are vital for creating a conducive organizational climate in hospitals. According to Souza et al. (2020), the efficiency, clarity, and effectiveness of work processes significantly impact the daily experiences of healthcare professionals.

Local Literature and Studies

The Philippine healthcare system faces significant challenges like resource constraints and population growth. The organizational climate in Philippine hospitals, encompassing working conditions and relationships, heavily influences healthcare professionals' daily experiences. With the implementation of the Universal Health Care (UHC) Act in 2019, marked by Republic Act No. 11223, the Philippines aimed to ensure equitable access to high-quality, affordable healthcare services. Patient-centered care is paramount in Philippine hospitals' organizational culture, emphasized by WHO (2019). The healthcare sector's efficient operation is vital for sustainable economic growth, according to the World Bank (2020) The Nursing Act of 2002 (Republic Act No. 9173) underscores the need for a supportive work environment to enhance nursing care quality. Addressing challenges like healthcare access disparities and workforce shortages requires hospitals to foster cultures promoting innovation, resilience, and collaboration among healthcare professionals (ADB, 2021).

Related Studies

The Philippine Health Ethics Board (PHEB) underscores the importance of ethical standards in guiding healthcare professionals' decision-making and patient interactions (PHEB, 2019). An organizational culture promoting ethical values, integrity, and patient rights builds trust in the healthcare system, crucial for achieving patient-centered care goals and delivering high-quality healthcare. Aligning organizational culture in Philippine hospitals with global health frameworks and initiatives is essential. The Philippines is dedicated to achieving health-related Sustainable Development Goals (SDGs) by 2030 as part of international agreements and frameworks (United Nations Development Programme, 2015). Hospitals should prioritize equity, sustainability, and the delivery of quality healthcare services within their organizational culture (World Health Organization, 2020).

A progressive increase in workforce diversity within the nursing profession, as efforts are made to attract and retain nurses from diverse ethnic backgrounds (Aiken et al., 2018). Recent data from Smith and Crawford (2021) indicates a significant aging trend within the nursing workforce, with a considerable portion nearing retirement age. Gender continues to have a notable impact on the demographic makeup of the nursing profession, which historically has been predominantly female. According to the World Health Organization (2019), women represent approximately 90% of the global nursing workforce. Nurses' educational backgrounds significantly shape their demographic composition, affecting their skill sets and capabilities.

Research Methodology

The research method employed in this study aimed to investigate the organizational culture and climate perceptions among nurses in Jolo, with a total population of 100 individuals.

1. Population and Sampling Design

Purposive sampling was utilized to select participants from the population of nurses in Jolo, totaling 100 individuals. Registered nurses currently employed at the Sulu Sanitarium and General Hospital were chosen as respondents, ensuring a diverse representation of nursing staff. Exclusion criteria were applied to non-hospital-employed nurses, such as agency nurses and those on leave, to maintain data integrity.

2. Instruments

A survey questionnaire, comprising two parts, was utilized in the study. The first part focused on assessing organizational culture, adapted from Sashkin and Rosenbach (2013), while the second part evaluated organizational climate, adopted from Plus Delta Consulting. Respondents' perceptions were measured using a 5-point Likert scale to facilitate comprehensive data collection and analysis.

3. Data Gathering procedure

In the process of gathering data, an approval letter from the Dean of Graduate Studies, and research adviser was secured to seek permission in launching the study. The same, a letter to the Hospital Administration (Sulu Sanitarium and General Hospital), Barangay Chairman, and respondent were prepared to sought permission to allow the researcher to conduct study entitled "Knowledge and Health-Related Quality of Life (HRQoL) of Young Women with Polycystic Ovarian Syndrome (PCOS) in Jolo" among selected constituents of the Municipality of Jolo. The questionnaire was distributed to thirty-three (33) selected young women with PCOS. The respondents were advised to answer the questionnaire honestly and read the items carefully before selecting their answers. The questionnaire was translated to Bahasa Sug or Tausug dialect. The researcher personally administered and retrieved the research instruments from the respondents. All data had been accurately tabulated, processed, and statistically treated following the data gathering procedure.

4. Data Analysis

Ethical clearance was obtained from the university dean and the Research Ethics Committee (REC) before engaging participants. The questionnaire underwent a review process by three subject experts to ensure validity. Upon approval, consent was obtained from participants, and surveys were distributed during their free time. Data collection was conducted promptly, with all completed surveys collected on the same day. Strict privacy measures were upheld throughout the process to safeguard participants' information, and data were securely stored for analysis.

The research method employed in this study provided a systematic approach to investigating organizational culture and climate perceptions among nurses in Jolo. By utilizing purposive sampling and a comprehensive survey questionnaire, the study aimed to gather reliable data to inform future initiatives aimed at improving the work environment for healthcare professionals.

Results

- 1. What is the socio-demographic profile of nurses in hospitals in Jolo in terms of: 1.1 Age; 1.2 Gender; 1.3 Position; 1.4 Years of Experience; and 1.5 Employment Status?*

1.1 Age

Table 1.1 displays the demographic profile of nurse-respondents categorized by age. The data reveals that among 100 nurse-respondents, 49 (49.0%) are aged 30 years and below, 47

(47.0%) fall within the 31-38 age bracket, 4 (4.0%) are aged 39-46, and none are 47 years or older. This indicates that nearly half of the nurse-respondents are within the 30 years and below age group.

Table 1. Socio-demographic Profile of Nurses in Hospitals in Jolo

Age	Number of Nurse-respondents	Percent
30 years old & below	49	49.0%
31-38 years old	47	47.0%
39-46 years old	4	4.0%
47 years old & above	0	0
Total	100	100%

1.2 Gender

Table 1.2 illustrates the demographic makeup of nurse-respondents concerning gender. From the data presented, it is evident that out of 100 nurse-respondents, 21 (21.0%) are male, while 79 (79.0%) are female. This indicates that the vast majority of nurse-respondents are female, outnumbering male nurses by a significant margin. Such findings suggest that the nursing workforce in Jolo hospitals is predominantly comprised of female nurses.

Table 1.2 Demographic profile of the nurse-respondents in terms of gender

Gender	Number of Nurse-respondents	Percent
Male	21	21.0%
Female	79	79.0%
Total	100	100%

1.3 Position

Table 1.3 presents the demographic breakdown of nurse-respondents based on their positions. From the data provided, it is observed that out of 100 nurse-respondents, 84 (84.0%) hold the position of staff nurse, 10 (10.0%) are head nurses, 6 (6.0%) are supervisors, and none hold the position of nurse manager. This suggests that the majority of nurse-respondents, comprising more than three-fourths, are staff nurses. Consequently, this indicates that the nursing workforce in Jolo hospitals is predominantly composed of staff nurses.

Table 1.3 Demographic profile of the nurse-respondents in terms of position

Position	Number of Nurse-respondents	Percent
Staff nurse	84	84.0%
Head nurse	10	10.0%
Nursing supervisor	6	6.0%
Nurse manager	0	0
Total	100	100%

1.4 Years of Experience

Table 1.4 presents the demographic profile of nurse-respondents categorized by years of experience. From the data provided, it is evident that out of 100 nurse-respondents, 56 (56.0%) have 5 years or less of experience, 33 (33.0%) have 6-10 years of experience, and 11 (11.0%) have 11 years or more of experience. This indicates that the majority of nurse-respondents, comprising

more than half, have 5 years or less of experience. Consequently, this suggests that the nursing workforce in Jolo hospitals primarily consists of relatively new nurses.

Table 1.4 Demographic profile of the nurse-respondents in terms of years of experience

Years of Experience	Number of Nurse-respondents	Percent
5 years & below	56	56.0%
6-10 years	33	33.0%
11 years & above	11	11.0%
Total	100	100%

1.5 Employment Status

Table 1.5 illustrates the demographic composition of nurse-respondents based on their employment status. From the data provided, it is apparent that out of 100 nurse-respondents, 41 (41.0%) hold regular/permanent employment status, while 59 (59.0%) are categorized under contractual/contract of service employment status. No nurse-respondents fall under the temporary/casual employment status category. This indicates that the majority, comprising more than half, of nurse-respondents participating in this study have contractual/contract of service employment status. Consequently, this suggests that the nursing workforce in Jolo hospitals is primarily constituted of individuals under contractual/contract of service employment status. Additionally, this implies that there is a need for more permanent positions in hospitals in Jolo to adequately meet the demand for nursing staff in serving the community.

Table 1.5 Demographic profile of the nurse-respondents in terms of years of employment status

Employment Status	Number of Nurse-respondents	Percent
Regular/permanent	41	41.0%
Contractual/COS	59	59.0%
Temporary/casual	0	0
Total	100	100%

2. How do nurses in Jolo perceive the organizational culture within hospitals across dimensions such as: 2.1 Managing Change; 2.2 Achieving Goals; 2.3 Coordinating Teamwork; 2.4 Cultural Strength; and 2.5 Customer Orientation?

Table 2 illustrates nurses' perceptions of organizational culture within Jolo hospitals, particularly in managing change. The assessment covered several sub-categories: Managing Change: Rated as Agree, with a total weighted mean score of 4.2867 and S.D. = .56062. Achieving Goals: Rated as Strongly Agree, with a total weighted mean score of 4.5000 and S.D. = .56408. Coordinating Teamwork: Rated as Agree, with a total weighted mean score of 4.4733 and S.D. = .50404. Cultural Strength: Rated as Agree, with a total weighted mean score of 4.3450 and S.D. = .48563. Customer Orientation: Rated as Agree, with a total weighted mean score of 4.4033 and S.D. = .54288.

These findings suggest a consensus among nurse-respondents regarding the robust organizational culture prevailing in Jolo hospitals. Specifically, nurses acknowledge: Their capacity to influence the workplace through ideas and involvement. Shared values guiding collaborative problem-solving and high-quality patient care.

Preference for cooperative teamwork over competition:

Access to timely and accurate information within the hospital. And a proactive approach to enhancing patient and family care. Overall, these results underscore the positive and conducive work environment fostered by managing change, achieving goals, coordinating teamwork, cultural strength, and customer orientation within Jolo hospitals.

Table 2. Presents nurses' perceptions of the organizational culture within Jolo hospitals regarding managing change, accomplishing objectives, coordinating teamwork, cultural resilience, and customer focus.

Managing Change	Mean	S.D.	Rating
Nurses exhibit flexibility and adaptability when changes are required	4.5000	.64354	Strongly Agree
Nurses are confident in their ability to influence and impact their workplace through their ideas and active participation.	4.3800	.61595	Agree
Nurses feel assured that their concerns and apprehensions during periods of change receive attention and consideration.	3.9800	.84063	Agree
Total Weighted Mean	4.2867	.56062	Agree
Achieving Goals	Mean	S.D.	Rating
We consistently set our goals to enhance patient care continuously	4.5400	.61002	Strongly Agree
There is a strong collective belief in shared values guiding nurses' collaboration to address common challenges and achieve shared objectives, such as delivering high-quality patient care.	4.4600	.61002	Agree
Total Weighted Mean	4.5000	.56408	Strongly Agree
Coordinating Teamwork	Mean	S.D.	Rating
Nurses prioritize teamwork, embracing a collective approach over individual interests. the "what's in it for us" approach rather than "what's in it for me."	4.4600	.65782	Agree
Nurses emphasize collaborative work, favoring cooperation over competition.	4.5700	.53664	Strongly Agree
Managers at all levels work together as a team to achieve results for the hospital.	4.3900	.56667	Agree
Total Weighted Mean	4.4733	.50404	Agree
Cultural Strength	Mean	S.D.	Rating
Nurses appreciate and leverage each other's unique strengths and diverse capabilities.	4.3600	.62797	Agree
All staff members are familiar with and comprehend the hospital's goals and priorities.	4.4400	.62474	Agree
Clinical decisions primarily rely on factual evidence rather than mere perceptions or assumptions.	4.4000	.55048	Agree
Nurses have access to timely and accurate information regarding the hospital's activities and reasons behind them.	4.1800	.57525	Agree
Total Weighted Mean	4.3450	.48563	Agree
Customer Orientation	Mean	S.D.	Rating
Our protocols and guidelines enable us to meet the needs and desires of our patients.	4.4600	.64228	Agree

Nurses consistently seek innovative approaches to enhance the care provided to patients and their families.	4.4600	.64228	Agree
Nurses who excel in patient care are more likely to receive recognition or rewards.	4.2900	.72884	Agree
Total Weighted Mean	4.4033	.54288	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3. What is the extent of organizational climate among hospitals in Jolo as perceived by nurses across various dimensions: 3.1 Organization Design; 3.2 Individual Job Characteristics; 3.3 Co-Worker Relations; 3.4 Work Environment; 3.5 Senior Management; 3.6 Direct Supervisor; 3.7 Work Processes; 3.8 Communications; 3.9 Technology; and 3.10 Customer Satisfaction?

3.1 Organization Design Assessment

Within this category, Organization Design garnered a combined mean score of 4.2760 with a standard deviation of .55105, indicating a consensus among nurse-respondents. They affirmed the structure and arrangement of various components within the hospital, as well as the organization of roles, responsibilities, and workflows, which collectively influence the overall efficiency and effectiveness of the hospital.

Table 3.1: Depicts nurses’ perceptions of the organizational climate within Jolo hospitals concerning Organization Design

Organization Design	Mean	S.D.	Rating
I have a clear grasp of the organization’s goals and objectives.	4.3700	.61390	Agree
There is a common understanding among employees regarding the organization’s mission.	4.2900	.62434	Agree
Roles and responsibilities within the team are well-defined and comprehended.	4.3600	.70381	Agree
The organization has established transparent reporting hierarchies.	4.1500	.64157	Agree
Employees possess the necessary skills to effectively carry out their job duties.	4.2100	.70058	Agree
Total Weighted Mean	4.2760	.55105	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3.2 Individual Job Attributes

In the context of Individual Job Characteristics. Within this domain, Individual Job Characteristics garnered a collective mean score of 4.3400 with a standard deviation of .52839, signifying a consensus among nurse-respondents. They affirmed aspects such as job autonomy, diversity, significance, feedback, and identity. Moreover, they acknowledged how the nature of individual roles contributes to job satisfaction, motivation, and overall well-being within the hospital.

Table 3.2 : Presents nurses’ perceptions of the organizational climate within Jolo hospitals

Individual Job Characteristics	Mean	S.D.	Rating
My current job responsibilities bring me satisfaction.	4.3200	.61759	Agree

I feel my skills and abilities are maximized in my current role.	4.3300	.66750	Agree
There are opportunities for me to enhance my skills and abilities further.	4.3400	.69949	Agree
I encounter challenges that stimulate me within my current job role.	4.3400	.68490	Agree
I believe my work contributes value to the organization.	4.3700	.69129	Agree
Total Weighted Mean	4.3400	.52839	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3.3 Co-Worker Relationships

Within this category, Co-Worker Relations achieved an aggregate mean score of 4.2060 with a standard deviation of .60999, indicating a consensus among nurse-respondents. They acknowledged the quality of relationships and interactions among colleagues within the hospital, emphasizing teamwork, collaboration, and overall social dynamics, which collectively shape the organization’s social climate.

Table 3.3 illustrates nurses’ perceptions of the organizational climate within Jolo hospitals concerning Co-Worker Relations.

Co-Worker Relations	Mean	S.D.	Rating
I feel my input is valued by my peers.	4.1300	.73382	Agree
Knowledge and information sharing is a group norm across the organization.	4.2020	.65434	Agree
Employees consult each other when they need support.	4.2700	.73656	Agree
Appreciation of personal contributions by peers	4.2400	.76700	Agree
Prompt resolution of disagreements when they arise.	4.1900	.81271	Agree
Total Weighted Mean	4.2060	.60999	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3.4 Workplace Setting

Table 3.4 illustrates the level of organizational ambiance within healthcare facilities in Jolo, as perceived by nurses regarding the Work environment. Within this segment, the work environment achieved a total weighted mean score of 4.1040 with a standard deviation of 0.66998, indicating an assessment of “Agree.” This outcome suggests that the nurse-respondents participating in the research evaluated the physical and mental conditions in which nurses function to a significant extent. They also concurred on aspects such as workplace safety, comfort, and the general ambiance, all of which collectively influence job satisfaction and performance.

Additionally, the nurse-respondents expressed agreement on the following aspects: feeling valued as an employee, enjoying involvement in the organization, maintaining a good work-life balance, observing high morale throughout the organization, and hearing positive remarks about the organization from employees.

Table 3.4: Displays the assessment of the organizational climate within hospitals in Jolo as perceived by nurses concerning the Work Environment.

Work Environment	Mean	S.D.	Rating
I feel appreciated as a staff member.	4.1100	.80271	Agree

I derive satisfaction from being a part of this institution.	4.2700	.75015	Agree
Staff members maintain a healthy balance between work and personal life.	4.0300	.93695	Agree
There is a positive morale throughout the organization.	4.1400	.81674	Agree
Employees speak positively about the institution.	3.9700	.80973	Agree
Total Weighted Mean	4.1040	.66998	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3.5 Executive Leadership Assessment

The evaluation presented within this context, the senior management received an overall weighted mean score of 4.0680 with a standard deviation of 0.71871, indicating a consensus of “Agree.” This outcome suggests that the nurse-respondents participating in the study evaluated the effectiveness and guidance provided by the top-level executives of the hospital to a significant degree. They also concurred on the impact of senior management decisions and actions on the organization’s overall climate and culture.

Table 3.5 delves into the organizational climate within healthcare facilities in Jolo as perceived by nurses regarding Senior Management

Senior Management	Mean	S.D.	Rating
Senior management establishes rigorous standards of performance.	4.0500	.83333	Agree
Senior management fosters a culture of collaboration across the organization.	4.0900	.81767	Agree
Employees are treated equitably by senior management.	4.0100	.83479	Agree
I have confidence in the information provided by senior management.	4.0500	.79614	Agree
I believe senior management appreciates the work I do.	4.1400	.76568	Agree
Total Weighted Mean	4.0680	.71871	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3.6 Immediate Managers

The assessment detailed within this aspect, the direct supervisors received an overall weighted mean score of 4.0780 with a standard deviation of 0.68925, signifying a consensus of “Agree.” This finding suggests that the nurse-respondents engaged in the study evaluated the interaction between nurses and their immediate supervisors to a significant extent. They also concurred on the effectiveness of communication, support, and guidance provided by supervisors, directly impacting the job satisfaction and performance of nurses

Table 3.6: Presents the evaluation of the organizational climate within hospitals in Jolo as perceived by nurses concerning Direct Supervisors.

Direct Supervisor	Mean	S.D.	Rating
My direct supervisor ensures clarity in my goals.	4.1200	.72864	Agree
My direct supervisor offers valuable feedback for improved effectiveness.	4.1000	.77198	Agree
My direct supervisor attentively listens to my ideas and concerns.	4.0500	.74366	Agree

My direct supervisor exemplifies positive role modeling.	4.0800	.77434	Agree
I am confident that my direct supervisor values the work I contribute.	4.0400	.76436	Agree
Total Weighted Mean	4.0780	.68925	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3.7 Operational Procedures

The evaluation presented in Table 3.7 focuses on the organizational climate within healthcare facilities in Jolo as perceived by nurses regarding Work Processes. Within this domain, the work processes received an overall weighted mean score of 4.2640 with a standard deviation of 0.52715, signifying an agreement. This outcome suggests that the nurse-respondents participating in the study evaluated the methods and protocols utilized in the hospital to a significant extent. They also concurred on the efficiency and effectiveness of various processes, workflows, and protocols that impact the daily tasks of nurses.

Additionally, the nurse-respondents expressed alignment on the following aspects: clarity in performing work tasks, shared responsibility among individuals, timely completion of tasks, effective teamwork within the work group, and the utilization of efficient work processes during job execution.

Table 3.7 illustrates the assessment of the organizational climate within hospitals in Jolo as perceived by nurses concerning Work Processes.

Work Processes	Mean	S.D.	Rating
I have a clear understanding of how to excel in my work tasks.	4.3000	.64354	Agree
Everyone within the organization demonstrates accountability for their actions.	4.3400	.68490	Agree
Tasks are consistently completed within the set timeframe.	4.1600	.74833	Agree
Our team collaborates effectively as a cohesive unit.	4.2800	.63691	Agree
We implement streamlined work processes in our job execution.			
We use efficient work processes when performing our jobs.	4.2400	.60503	Agree
Total Weighted Mean	4.2640	.52715	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3.8 Communication

Table 3.8 illustrates the organizational climate in hospitals in Jolo as perceived by nurses concerning Communication. Within this aspect, communication received an overall weighted mean score of 4.1616 with a standard deviation of 0.54003, indicating an agreement level. The findings suggest that the nurses participating in the study evaluated the clarity, transparency, and efficiency of communication channels in the hospital to a significant degree. They also concurred

on the dissemination, reception, and exchange of information among nurses and other stakeholders.

Moreover, the nurse-respondents agreed on several aspects, including receiving necessary job-related information, understanding their role in supporting the department’s objectives, seeking help from colleagues, recognizing the impact of interpersonal communication on organizational performance, and finding face-to-face meetings productive.

Table 3.8 Organizational Climate Assessment in Jolo Hospitals by Nurses in terms of Communication

Communication	Mean	S.D.	Rating
I receive the information I need to perform my job excellently	4.3100	.63078	Agree
I am clear on how my job supports the department’s overall objectives.	4.2800	.69747	Agree
When I need help, I can ask others in my work group for suggestions or ideas.	4.3100	.69187	Agree
Interpersonal communication and relationships contribute to organizational performance.	4.3500	.67232	Agree
Our face-to-face meetings are productive.	4.2100	.64031	Agree
Total Weighted Mean	4.2920	.55808	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3.9 Technology

Table 3.9 presents the organizational climate in hospitals in Jolo as perceived by nurses concerning Technology. Technology received an overall weighted mean score of 4.0308 with a standard deviation of 0.58784, indicating an agreement level. The results suggest that the nurse-respondents evaluated the technological tools and resources used in the hospital to a considerable extent. They also agreed on the influence of technology on workflow efficiency, communication, and the overall nurse experience.

Additionally, the nurse-respondents agreed on various aspects, such as having adequate tools and technologies in their department, technology supporting business processes, aiding in job completion, enhancing work efficiency, and ensuring reliable technology performance.

Table 3.9 Organizational Climate Assessment in Jolo Hospitals by Nurses in terms of Technology

Technology	Mean	S.D.	Rating
My department has adequate tools and technologies to perform our work.	4.1200	.74237	Agree
The technology we use supports our business processes.	4.1100	.63397	Agree
The technology we use helps me get my job done.	4.2700	.64909	Agree
The tools and technologies that I use help me to be efficient in completing my work.	4.1400	.72502	Agree
Our technology is reliable and works when we need it to work.	4.1800	.71605	Agree
Total Weighted Mean	4.1640	.60595	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3.10 Customer Satisfaction

Table 3.10 outlines the organizational climate in hospitals in Jolo as perceived by nurses concerning Customer Satisfaction. Customer satisfaction received an overall weighted mean score of 4.2048 with a standard deviation of 0.53802, indicating an agreement level. The findings suggest that the nurse-respondents evaluated the hospital’s dedication to meeting the needs and expectations of patients and other stakeholders to a significant degree. They also agreed on providing patient-centered care and ensuring the satisfaction of those served by the hospital.

Furthermore, the nurse-respondents concurred on various aspects, including understanding customer needs, focusing on delivering high-quality products/services, timely delivery of products/services, meeting customer expectations, and receiving positive feedback from customers.

Table 3.10 Organizational Climate Assessment in Jolo Hospitals by Nurses in terms of Customer Satisfaction

Customer Satisfaction	Mean	S.D.	Rating
We understand the specific needs of our customers.	4.3600	.64385	Agree
We are focused on delivering high-quality products/services.	4.4400	.67150	Agree
We deliver our products/services on-time.	4.3100	.67712	Agree
Our products/services meet our customers’ expectations.	4.2600	.69078	Agree
Customers regularly tell us that we are doing a great job.	4.3500	.65713	Agree
Total Weighted Mean	4.3440	.55638	Agree

Legend: (5) 4.50-5.0=Strongly Agree (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Partially Agree (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

4. Is there a notable variation in the organizational culture levels among hospitals in Jolo based on their socio-demographic characteristics such as: 4.1 Age; 4.2 Gender; 4.3 Position; 4.4 Years of Experience; and 4.5 Employment Status?

4.1 Age Analysis

The data analysis in Table 4.1 examines the disparities in organizational culture levels among hospitals in Jolo concerning age groups. The results indicate that, with the exception of “Cultural Strength,” the F-ratios and P-values for all other subcategories related to organizational culture in Jolo are not statistically significant at the alpha .05 level. This suggests that despite variations in age among nurse-respondents, their perceptions of organizational culture in Jolo remain consistent. In essence, age, whether older or younger, does not significantly influence a nurse-respondent’s perception of organizational culture in Jolo. Therefore, the hypothesis stating that “There is no significant difference in organizational culture levels among hospitals in Jolo based on age demographics” is supported.

Significant alpha .05

SOURCES OF VARIABLES		Sum of Squares	df	Mean Square	F	Sig.	Description
Managing Change	Between Groups	1.678	2	.839	2.765	.068	Not Significant
	Within Groups	29.437	97	.303			
	Total	31.116	99				
Achieving Goals	Between Groups	1.696	2	.848	7.760	.068	Not Significant
	Within Groups	29.804	97	.307			
	Total	31500	99				
Coordinating Teamwork	Between Groups	898	2	.449	1.799	.171	Not Significant
	Within Groups	24.253	97	.250			
	Total	25.151	99				
Cultural Strength	Between Groups	1.507	2	.753	3.346	.039	Significant
	Within the Group	21.841	97	.225			
	Total	23.348	99				
Customer Orientation.	Between Groups	713	2	.357	1.215	.301	Not Significant
	Within Groups	28.464	97	.293			
	Total	29.117	99				

4.2 Gender Analysis

The analysis in Table 4.2 investigates the differences in organizational culture levels among hospitals in Jolo based on gender. Similar to the age analysis, the F-ratios and P-values for all subcategories do not show statistical significance at the alpha .05 level. This indicates that gender does not significantly impact the perceptions of organizational culture among nurse-respondents in Jolo. Therefore, the hypothesis that “There is no significant difference in organizational culture levels among hospitals in Jolo based on gender demographics” is accepted.

VARIABLES	Grouping	Mean	S. D.	Mean Difference	t	Sig.	Description
Managing Change	Male	4.3497	.46519	.07916	.573	.568	Not Significant
	Female	4.2700	.58489				
Achieving Goals	Male	4.5952	.58350	.12055	.869	.387	Not Significant
	Female	4.4747	.55987				
Coordinating Teamwork	Male	4.5714	.39641	.12427	.1003	.318	Not Significant
	Female	4.4473	.52809				
Cultural Strength	Male	4.2619	.41440	-.10518	-.881	.380	Not Significant
	Female	4.3671	.50293				

4.3 Position Analysis

Table 4.3 delves into the variations in organizational culture levels among hospitals in Jolo based on positions held. With the exception of “Coordinating Teamwork,” the F-ratios and P-values for other subcategories do not show statistical significance at the alpha .05 level. This implies that regardless of their position, nurse-respondents’ perceptions of organizational culture in Jolo remain consistent. Therefore, the hypothesis that “There is no significant difference in organizational culture levels among hospitals in Jolo based on position demographics” is supported.

SOURCES OF VARIATION		Sum of Squares	df	Mean Square	F	Sig.	Description
Managing Change	Between Groups	.462	22	.231	730	484	Not Significant
	Within Groups	30.654	97	.316			
	Total	31.116	99				
Achieving Goals	Between Groups	1.257	2	.629	.016	139	Not Significant
	Within Groups	30.243	97	.312			
	Total	31.500	99				
Coordinating Teamwork	Between Groups	2.080	2	1.040	4.373*	015	Significant
	Within Groups	23.071	97	.238			
	Total	25.151	99				
Cultural Strength	Between Groups	.367	2	.184	775	464	Not Significant
	Within Groups	22.980	97	.237			
	Total	23.348	99				
Customer Orientation	Between Groups	.677	2	.339	.153	320	Not Significant
	Within Groups	28.499	97	.294			
	Total	29.177	99				

4.4 Years of Experience Analysis

Table 4.4 explores the differences in organizational culture levels among hospitals in Jolo based on years of experience. The analysis reveals that, apart from “Achieving Goals,” the F-ratios and P-values for other subcategories do not demonstrate statistical significance at the alpha .05 level. This suggests that even with varying years of work experience, nurse-respondents’ perceptions of organizational culture in Jolo remain consistent. Therefore, the hypothesis stating that “There is no significant difference in organizational culture levels among hospitals in Jolo based on years of experience demographics” is upheld.

SOURCES OF VARIATION		Sum of Squares	df	Mean Square	F	Sig.	Description
Managing Change	Between Groups	1.362	2	.681	2.220	.114	Not Significant
	Within Groups	29.753	97	.307			
	Total	31.116	99				
Achieving Goals	Between Groups	1.939	2	.970	3.182*	.046	Significant
	Within Groups	29.561	97	.305			
	Total	31.500	99				
Coordinating Teamwork	Between Groups	.797	2	.399	1.588	.210	Not Significant
	Within Groups	24.354	97	.251			
	Total	25.151	99				
Cultural Strength	Between Groups	.004	2	.002	.009	.991	Not Significant
	Within Groups	23.343	97	.241			
	Total	23.347	99				
Customer Orientation	Between Groups	.044	2	.022	.073	.930	Not Significant
	Within Groups	29.133	97	.300			
	Total	29.177	99				

4.5 Employment Status Analysis

Table 4.5 examines the disparities in organizational culture levels among hospitals in Jolo based on employment status. The data indicates that, except for “Achieving Goals” and “Coordinating Teamwork,” the Mean Differences values for other subcategories do not show statistical significance at the alpha .05 level. This implies that, overall, nurse-respondents, regardless of their employment status, share similar perceptions of organizational culture in Jolo. Therefore, the hypothesis that “There is no significant difference in organizational culture levels among hospitals in Jolo based on employment status demographics” is confirmed. The analysis across different socio-demographic factors suggests a consistent perception of organizational culture among nurse-respondents in hospitals in Jolo, indicating that factors such as age, gender, position, years of experience, and employment status do not significantly influence their views on organizational culture.

VARIABLES	Grouping	Mean	S. D.	Mean Difference	t	Sig.	Description
Managing Change	Perm	4.345	.54000	.0928	.813	.418	Not Significant
	COS	4.2486	.57600				
Achieving Goals	Perm.	4.6463	.49046	.24804*	2.204	.030	Significant

	COS	4.3983	.59292				
Coordinating Teamwork	Perm.	4.6341	.44600	.27256*	2.746	.007	Significant
	COS	4.3616	.51524				
Cultural Strength	Perm.	4.3415	.48976	-.00599	-.060	.952	Not Significant
	COS	4.3475	.48693				
Customer Orientation	Perm.	4.5203	.52730	.19829			Not Significant
	COS	4.3220	.54304		.817	.072	

5. Is there a notable contrast in the organizational climate across hospitals in Jolo when data is categorized based on their socio-demographic characteristics such as: 5.1 Age; 5.2 Gender; 5.3 Position; 5.4 Years of Experience; and 5.5 Employment Status?

5.1 In Relation to Age

The comparison of the organizational climate among hospitals in Jolo based on age demographics is illustrated in Table 5.1. The analysis reveals that, with the exception of “Co-Worker Relation,” the F-ratios and P-values for all other sub-categories related to the organizational climate in Jolo are not statistically significant at the .05 level. This indicates that despite variations in the age range of nurse-respondents, their perceptions of the organizational climate in Jolo remain consistent. The findings suggest that being older or younger than 47 years old does not necessarily influence a nurse-respondent’s perspective on the organizational climate in Jolo. It is concluded that age does not significantly impact how nurse-respondents evaluate the organizational climate in Jolo. Therefore, the hypothesis stating that “There is no significant difference in the organizational climate among hospitals in Jolo when data is categorized based on age” is supported.

SOURCES OF VARIATION		Sum of Squares	f	Mean Square	F	Sig.	Description
Organization Design	Between Groups	1.127	2	.564	1.889	.157	Not Significant
	Within Groups	28.935	97	.298			
	Total	30.062	99				
Individual Job Characteristics	Between Groups	.526	2	.263	.941	.394	Not Significant
	Within Groups	27.114	97	.280			
	Total	27.640	99				
Co-Worker Relations	Between Groups	2.343	2	1.172	3.295*	.041	Significant
	Within Groups	34.493	97	.356			
	Total	36.836	99				
Work Environment	Between Groups	.899	2	.449	1.001	.371	Not Significant
	Within Groups	43.540	97	.449			
	Total	44.438	99				
Senior Management	Between Groups	2.156	2	1.078	2.135	.124	Not Significant
	Within Groups	48.982	97	.505			
	Total	51.138	99				
Direct Supervisor	Between Groups	.729	2	.365	.764	.469	Not Significant
	Within Groups	46.302	97	.477			
	Total	47.032	99				
Work Processes	Between Groups	.947	2	.474	1.730	.183	Not Significant
	Within Groups	26.563	97	.274			
	Total	27.510	99				
Communications	Between Groups	.916	2	.458	1.485	.232	Not Significant
	Within Groups	29.918	97	.308			
	Total	30.834	99				
Technology	Between Groups	.488	2	.244	.659	.519	Not Significant
	Within Groups	35.863	97	.370			
	Total	36.350	99				
Customer Satisfaction	Between Groups	1.205	2	.603	1.986	.143	Not Significant
	Within Groups	29.441	97	.304			
	Total	30.646	99				

5.2 In Relation to Gender

Table 5.2 presents the analysis of the organizational climate among hospitals in Jolo based on gender. The results indicate that the Mean Differences and P-values for all sub-categories related to the organizational climate in Jolo are not statistically significant at the .05 level. This suggests that regardless of gender differences among nurse-respondents, their perceptions of the organizational climate in Jolo remain consistent. The findings imply that being a male or female nurse-respondent does not significantly influence their perspective on the organizational climate in Jolo. It is concluded that gender does not play a significant role in how nurse-respondents assess the organizational climate in Jolo. Hence, the hypothesis stating that "There is no significant difference in the organizational climate among hospitals in Jolo when data is categorized based on gender" is upheld.

VARIABLES	Grouping	Mean		Mean Difference	t	Sig.	Description
		Mean	S. D.				
Organization Design	Male	4.3143	.43161	.04846	357	722	Not Significant
	Female	4.2658	.58065				
Individual Job Characteristics	Male	4.4476	.44229	.13623	.051	296	Not Significant
	Female	4.3114	.54795				
Co-Worker Relations	Male	4.3810	.48541	.22146	.488	140	Not Significant
	Female	4.1595	.63357				
Work Environment	Male	3.9714	.67316	-.16781	1.020	310	Not Significant
	Female	4.1392	.66899				
Senior Management	Male	4.1714	.76756	.13092	740	461	Not Significant
	Female	4.0405	.70774				
Direct Supervisor	Male	4.1714	.70791	.11826	697	487	Not Significant
	Female	4.0532	.68666				
Work Processes	Male	4.2952	.52390	.03954	304	762	Not Significant
	Female	4.2557	.53102				
Communications	Male	4.4476	.48541	.19699	.446	151	Not Significant
	Female	4.2506	.57152				
Technology	Male	4.2286	.57371	.08174	547	585	Not Significant
	Female	4.1468	.61662				
Customer Satisfaction	Male	4.4381	.48008	.11911	871	386	Not Significant
	Female	4.3190	.57514				

5.3 In Relation to Position

The examination of the organizational climate among hospitals in Jolo based on position is presented in Table 5.3. The analysis shows that, except for "Communication," the F-ratios and P-values for other sub-categories related to the organizational climate in Jolo are not statistically significant at the .05 level. This indicates that despite variations in positions held by nurse-

respondents, their perceptions of the organizational climate in Jolo remain consistent. The findings suggest that being a nursing supervisor does not necessarily provide an advantage in perceiving the organizational climate in Jolo compared to staff nurses or head nurses. It is concluded that position does not significantly influence how nurse-respondents evaluate the organizational climate in Jolo. Therefore, the hypothesis stating that “There is no significant difference in the organizational climate among hospitals in Jolo when data is categorized based on position” is affirmed.

SOURCES OF VARIATION		Sum of Squares	df	Mean Square	F	Sig.	Description
Organization Design	Between Groups	1.235	2	.617	2.078	.131	Not Significant
	Within Groups	28.827	97	.297			
	Total	30.062	99				
Individual Job Characteristics	Between Groups	.780	2	.390	1.409	.249	Not Significant
	Within Groups	26.860	97	.277			
	Total	27.640	99				
Co-Worker Relations	Between Groups	1.137	2	.568	1.544	.219	Not Significant
	Within Groups	35.700	97	.368			
	Total	36.836	99				
Work Environment	Between Groups	.171	2	.085	.187	.829	Not Significant
	Within Groups	44.267	97	.456			
	Total	44.438	99				
Senior Management	Between Groups	3.009	2	1.504	3.032	.053	Not Significant
	Within Groups	48.129	97	.496			
	Total	51.138	99				
Direct Supervisor	Between Groups	1.845	2	.922	1.980	.144	Not Significant
	Within Groups	45.187	97	.466			
	Total	47.032	99				
Work Processes	Between Groups	.751	2	.375	1.361	.261	Not Significant
	Within Groups	26.760	97	.276			
	Total	27.510	99				
Communications	Between Groups	1.958		.979	3.289*	.041	Significant
	Within Groups	28.876	97	.298			
	Total	30.834	99				
Technology	Between Groups	1.104	2	.552	1.518	.224	Not Significant
	Within Groups	35.247	97	.363			
	Total	36.350	99				
Customer Satisfaction	Between Groups	1.537	2	.			Not Significant
	Within Groups	29.110	97	.			
	Total	30.646	99				

5.4 In Relation to Years of Experience

The analysis of the organizational climate among hospitals in Jolo based on years of experience is presented in Table 5.4. The results indicate that the F-ratios and P-values for all sub-categories related to the organizational climate in Jolo are not statistically significant at the .05 level. This suggests that despite differences in years of work experience among nurse-respondents, their perceptions of the organizational climate in Jolo remain consistent. The findings imply that having more than 11 years of experience does not necessarily provide an advantage in perceiving the organizational climate in Jolo compared to those with fewer years of experience. It is concluded that years of experience do not significantly impact how nurse-respondents assess the organizational climate in Jolo. Hence, the hypothesis stating that “There is no significant difference in the organizational climate among hospitals in Jolo when data is categorized based on years of experience” is supported.

SOURCES OF VARIATION		Sum of Squares	df	Mean Square	F	Sig.	Description
Organization Design	Between Groups	.486	2	.243	.796	.454	Not Significant
	Within Groups	29.577	97	.305			
	Total	30.062	99				
Individual Job Characteristics	Between Groups	.116	2	.058	.205	.815	Not Significant
	Within Groups	27.524	97	.284			
	Total	27.640	99				
Co-Worker Relations	Between Groups	.559	2	.280	.748	.476	Not Significant
	Within Groups	36.277	97	.374			
	Total	36.836	99				
Work Environment	Between Groups	1.035	2	.518	1.157	.319	Not Significant
	Within Groups	43.403	97	.447			
	Total	44.438	99				
Senior Management	Between Groups	1.383	2	.692	1.348	.265	Not Significant
	Within Groups	49.754	97	.513			
	Total	51.138	99				
Direct Supervisor	Between Groups	.642	2	.321	.672	.513	Not Significant
	Within Groups	46.389	97	.478			
	Total	47.032	99				
Work Processes	Between Groups	.132	2	.066	.234	.792	Not Significant
	Within Groups	27.378	97	.282			
	Total	27.510	99				
Communications	Between Groups	1.202	2	.601	1.967	.145	Not Significant
	Within Groups	29.632	97	.305			
	Total	30.834	99				
Technology	Between Groups	.921	2	.461	1.261	.288	Not Significant
	Within Groups	35.429	97	.365			
	Total	36.350	99				
Customer Satisfaction	Between Groups	.464	2	.232	.745	.477	Not Significant
	Within Groups	30.183	97	.311			
	Total	30.646	99				

5.5 In Relation to Employment Status

The examination of the organizational climate among hospitals in Jolo based on employment status is presented in Table 5.5. The results show that, except for “Co-Worker Relations,” the Mean Differences for other sub-categories related to the organizational climate in Jolo are not statistically significant at the .05 level. This indicates that despite variations in employment status among nurse-respondents, their assessments of the organizational climate in Jolo are generally consistent. The findings suggest that having a permanent employment status does not necessarily provide an

advantage in perceiving the organizational climate in Jolo compared to those with a contract of service. It is concluded that employment status does not significantly influence how nurse-respondents evaluate the organizational climate in Jolo. Therefore, the hypothesis stating that "There is no significant difference in the organizational climate among hospitals in Jolo when data is categorized based on employment status" is accepted.

VARIABLES		Grouping	Mean	S. D.	Mean Difference	t	Sig.	Description
Organization Design	Perm.	4.4000	.53292	.21017		.900	060	Not Significant
	COS	4.1898	.55139					
Individual Characteristics	Perm.	4.4537	.49198	.19264		.814	073	Not Significant
	COS	4.2610	.54235					
Co-Worker Relations	Perm.	4.3707	.54141	.27921*		.299	024	Significant
	COS	4.0915	.63281					
Work Environment	Perm.	4.1122	.74706	.01389		101	919	Not Significant
	COS	4.0983	.61742					
Senior Management	Perm.	4.1317	.78944	.10798		737	463	Not Significant
	COS	4.0237	.66859					
Direct Supervisor	Perm.	4.0780	.74549	.00008		001	.000	Not Significant
	COS	4.0780	.65392					
Work Processes	Perm.	4.3317	.51499	.11476		.072	287	Not Significant
	COS	4.2169	.53471					
Communications	Perm.	4.4000	.52154	.18305		.627	107	Not Significant
	COS	4.2169	.57450					
Technology	Perm.	4.2146	.63149	.08582		695	489	Not Significant
	COS	4.1288	.59046					
Customer Satisfaction	Perm.	4.4439	.53012	.16933		.506	135	Not Significant
	COS	4.2746	.56800					

6. In examining the relationship between Organizational Culture and Organizational Climate within hospitals in Jolo, nurses have identified a strong positive correlation. Recent studies by Tran (2021) and Hussein et al. (2021) have explored this link in healthcare settings, revealing a significant positive association. Organizational culture, characterized by shared values, norms, and practices, sets the tone for the work environment and influences how employees perceive the organizational climate. A supportive organizational culture, emphasizing effective leadership, transparent communication, and employee well-being, tends to foster a positive organizational climate marked by trust, cooperation, and job satisfaction among staff.

Conclusion

The study findings highlight several key points: The nurse-respondents in the study represent a diverse mix in terms of age, gender, position, years of experience, and employment status. Hospitals in Jolo generally demonstrate a positive organizational culture and maintain a

favorable organizational climate. Interestingly, factors such as age, gender, position, years of experience, and employment status do not significantly impact how nurse-respondents evaluate organizational culture or climate within Jolo's hospitals. Moreover, the group of nurse-respondents who view the organizational culture positively are likely to have a similar perspective on the organizational climate. This study's alignment with Edgar Schein's (2010) Organizational Culture Model emphasizes the importance of artifacts, behaviors, values, and assumptions in shaping the organizational culture within healthcare facilities, where observable elements like rituals, communication styles, and collaborative practices reflect the underlying organizational culture.

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