



Relationship of Workplace Culture on Employee Performance: The Case of a Higher Education Institution in the Philippines

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Received : October 2, 2024

Revised : December 20, 2024

Accepted : December 21, 2024

Online : January 2, 2025

Abstract

Workplace culture plays a crucial role in shaping employee performance. This study assessed the relationship between workplace culture and employee performance in a higher education institution (HEI) in the Philippines. Utilizing a descriptive-quantitative methodology, data were collected through a researcher-structured questionnaire administered in-person to 56 randomly sampled employees. Statistical tests, such as frequency, percentage, weighted mean, and simple regression analysis, were employed in the data analysis. The findings revealed that HEIs have an appropriate and relevant workplace culture that supports achieving common goals and making employees productively engaged in their work, although employee performance can still be improved. Likewise, the study confirmed that workplace culture is significantly related to employee productivity. On the other hand, no significant relationships exist between the dimensions of workplace culture and the motivation and job satisfaction dimensions of employee performance. Although problems related to workplace culture rarely occur in HEIs, the researchers suggest a strategy roadmap for a more positive workplace culture to further improve employee performance. This study can be used by other HEIs as a reference for developing workplace culture enhancement measures to enhance employee performance.

Keywords: *Employee Performance; Higher Education Institution; Schein's Theory of Organizational Culture; Job Satisfaction; Motivation; Productivity; Workplace Culture*

INTRODUCTION

Workplace culture in higher education institutions (HEIs) is vital; thus, employees, other stakeholders, and organization leaders need to understand the positive and negative impacts it may create (Taye et al., 2019). A healthy workplace culture is not just about employee satisfaction; it is a crucial driver of employee performance and, ultimately, the success of any institution. When left unchecked, negative aspects of workplace culture can lead to a cascade of issues that impact productivity and even the institution's ability to function effectively. In contrast, a positive culture fosters engagement, motivation, and a sense of belonging, leading to higher productivity, improved work quality, and lower turnover rates.

Numerous studies across different countries have evaluated the relationship between workplace culture and employee performance. A study in Malaysia revealed that organizational culture has a positive impact on employee performance (Abdullahi et al., 2021). In Indonesia, Iskanto (2023) found that organizational culture accounts for 26.6% of employee performance, indicating a substantial influence but also revealing that 73.4% is affected by other unexamined factors. Similarly, research in Vietnam has demonstrated that corporate values and leadership styles positively affect employee performance in logistics enterprises (Pham et al., 2024). Based on the researchers' knowledge, there is no particular study regarding the effect of workplace culture on employee performance conducted in any of the Philippine settings (either private or public), so this study is timely and relevant.

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The research setting for this study is a HEI in the Philippines, which prioritizes holistic education integrating technology and humanities to cultivate globally competitive professionals dedicated to community betterment. HEIs play a crucial role in shaping future generations, yet they often face challenges related to employee performance. Issues related to low morale, high absenteeism, and decreased motivation among employees become prevalent, which may eventually harm institutional productivity. In this regard, the need to re-assess the HEI's workplace culture is urgent. Addressing these cultural gaps is essential for creating a workplace where everyone feels valued and empowered.

Thus, this study focused on identifying the relationship between workplace culture and employee performance in HEIs in the Philippines. Specifically, this study assessed the workplace culture of the HEI in terms of communication, leadership, teamwork, and recognition. It also evaluated employee performance in terms of motivation, satisfaction, and productivity. Then, the study examined the relationship between workplace culture and employee performance. Ultimately, the researchers proposed strategies as a valuable roadmap for HEIs in their quest for a more positive workplace culture to enhance employee performance.

LITERATURE REVIEW

Aligned with the objectives of this research, the researchers conducted a comprehensive review of related literature obtained from diverse sources to provide a clear understanding of the topic at hand. The following are presented in this section: the underpinning theory of this study; the concepts of workplace culture and employee performance in HEI settings; and the relationship between workplace culture and employee performance.

Schein's Theory of Organizational Culture

This study is grounded on Schein's Theory of Organizational Culture, a model developed by Schein in 1980 (Cuofano, 2024). With this theory, the proponent asserts that while an organization develops a particular culture by adapting to the external environment, its employees are expected to experience various adjustments. Moreover, the theory also considers that a company culture affects how employees should perform their responsibilities in an organization. The appropriateness of this model in HEI settings is prevalent because the basic assumption for this type of institution generally considers the importance of education and its inherent pedagogical approaches as important values shaping its practices and behavior of employees within the organization. Furthermore, Schein's Theory of Organizational Culture defines how organizational assumptions, values, and philosophies influence employee and organizational performance (Akpa et al., 2021).

Workplace Culture in HEIs

Workplace culture in HEIs is characterized by significant challenges and opportunities. Diocos and Resol (2023) highlighted that a strong culture of teamwork and customer orientation fosters productivity and effective management practices within HEIs. According to Hogan and Coote (2014), this culture serves as a basis on how various internal and external issues of the organization can be addressed. Shamsudin and Velmurugan (2023) considered effective communication, strong leadership, teamwork, and recognition as crucial drivers of corporate culture that significantly influence employee performance. These elements foster a positive environment that enhances collaboration and motivation, ultimately leading to improved productivity within the organization.

The importance and relevance of the four dimensions of workplace culture cannot be ignored. The first dimension is communication, which was considered by Oppong and Birikorang (2014) to be vital in establishing and maintaining quality working relationships. According to Roldan et al. (2023), effective communication within an organization plays an important role in

information dissemination and collaboration among stakeholders. As emphasized by [Laco et al. \(2024\)](#), an organization with a strong communication culture can eventually achieve improved efficiency and productivity. The second dimension is leadership, a multifaceted concept that involves influencing and guiding employees toward the achievement of common goals or objectives. Leadership encompasses various behaviors, qualities, and skills that enable individuals to effectively lead and inspire others ([Jerab & Mabrouk, 2023](#)). The third dimension is teamwork, which thrives in environments that recognize individual contributions while promoting collective success. According to [Adham \(2023\)](#), if teamwork, open discussions, and constructive feedback are promoted in an organization, the workplace becomes engaging, and employees become motivated. Lastly, recognition is a powerful tool for shaping organizational culture by encouraging positive behaviors, fostering engagement, and creating a workplace where individuals feel valued and motivated. It contributes to a culture that aligns with the organization's values and promotes overall success ([Nelson, 2024](#)).

Employee Performance in HEIs

Employee performance refers to the effectiveness with which employees fulfill their job responsibilities and achieve institutional goals. It encompasses various dimensions, including the quality, quantity, and efficiency of work produced. According to [Anitha \(2014\)](#), employees' performance should always be improved, as this predicts how an organization's goals can be achieved. [Andreas \(2022\)](#) postulated that employee performance is a way of maintaining the self-preservation and well-being of employees. When employees become motivated and satisfied with their jobs, this may significantly influence their performance, resulting in their productivity.

The relevance of employee performance dimensions cannot be ignored. The first dimension is motivation, a feeling where employees feel good about their jobs, enabling them to perform at their best. This is a factor that drives employees' behavior to perform their jobs well so they can contribute to the overall performance of the organization ([Sabrina & Ikhsan, 2023](#)). The second dimension is job satisfaction. According to [Riana et al. \(2018\)](#), this refers to the level of positive affection toward their job. The last dimension is productivity, which considers the quantity and quality of work performed by employees over a certain period. [Awan and Tahir \(2015\)](#) revealed that adequate supervisor support and a positive relationship with coworkers help develop a working environment that can improve employees' productivity.

Relationship between Workplace Culture and Employee Performance

Organizational culture plays a significant role in influencing employee performance, motivation, and job satisfaction within a workplace ([Paais & Pattiruhu, 2020](#)). Their study examined the intricate relationship between motivation, leadership, and organizational culture, suggesting that these factors significantly affect employee satisfaction and their subsequent performance. They further noted that a supportive organizational culture enhances job satisfaction by fostering positive relationships between employees and management, which leads to improved employee performance. Similarly, [Batugal and Tindowen \(2019\)](#) explored the relationship between organizational culture, job satisfaction, and employee commitment in the context of a Catholic HEI in the Philippines. They revealed that a strong organizational culture that is aligned with employees' personal values tends to enhance their job satisfaction levels, which consequently results in improving their job performance. Moreover, their study demonstrated that when teachers feel connected to the values and culture of their institution, they are more likely to demonstrate high commitment with the organization, which tends to enhance their job performance. The findings are particularly relevant for understanding how a well-defined and positive workplace culture can directly affect employee productivity, especially in an academic setting. In a separate study, [Alonzo et al. \(2022\)](#) revealed a strong correlation exists between work

environment and employee performance. On the other hand, [Pabelic et al. \(2022\)](#) have contrasting views that the work environment is not a determinant of job satisfaction.

Although the above studies clearly indicate that organizational culture is crucial to significantly impact employee performance in terms of job satisfaction, the researchers believe that there might be other factors that can also hinder or enhance employee performance. In this study, other dimensions of employee performance, such as motivation and productivity, may be positively or negatively influenced by workplace culture. Thus, this study explored whether these factors or dimensions of employee performance are affected by workplace culture. In reference to this study, the researchers considered the following stated null hypothesis:

Ho: There is no significant relationship between workplace culture and employee performance.

To test this hypothesis, the study employed a simple regression analysis model, where workplace culture (measured through communication, leadership, teamwork, and recognition) serves as the independent variable, and employee performance (measured through motivation, job satisfaction, and productivity) is the dependent variable. The following equation was used to represent the hypothesized relationship:

$$\text{Employee Performance} = \beta_0 + \beta_1 \text{Communication} + \beta_2 \text{Leadership} + \beta_3 \text{Teamwork} + \beta_4 \text{Recognition} + \varepsilon \dots (1)$$

where:

1. β_0 is the intercept
2. $\beta_1, \beta_2, \beta_3, \beta_4$ are the regression coefficients representing the impact of each workplace culture dimension on employee performance
3. ε is the error term

Therefore, this study determined the significance of the regression coefficients ($\beta_1, \beta_2, \beta_3, \beta_4$) in assessing the influence of each workplace culture dimension on employee performance. It can be noted in the analysis that when the computed coefficients are found to be statistically significant, then evidence to reject the null hypothesis can be provided to support the notion that workplace culture has a significant impact on employee performance in the subject HEI.

RESEARCH METHOD

The researchers used descriptive-quantitative research methods to conduct a clear and systematic analysis of the specific variables related to workplace culture and employee performance within a particular HEI. This method is appropriate for exploring a variable within a specific population and obtaining data about it ([Siedlecki, 2020](#)). Therefore, a population, situation, or phenomenon can be accurately and systematically described. The study considered a target sample size of 56 employees from the overall population of teaching and non-teaching employees (295 employees of the subject HEI in the Philippines). Sample size was calculated using the Raosoft sample size calculator with a 90% confidence level and 10% acceptable margin of error. According to [Memon et al. \(2020\)](#), this online calculator, which requires inputs for a study's population size, confidence level, and margin of error, is useful for determining a sufficient sample size for social science research like this one. Therefore, the computed sample size is sufficient to appropriately describe the population. The study also employed a simple random sampling technique to select participants. This method ensured that every regular employee of the HEI, specifically those performing varied duties and responsibilities, had an equal chance of being selected ([Noor et al.,](#)

2022). The rationale behind targeting these employees was based on the assumption that their extensive experience and exposure to different aspects of the institution would provide a more comprehensive understanding of the HEI's workplace culture and its impact on performance. The data collection for the survey took one week starting on October 12, 2024.

The researchers' structured questionnaire was designed to be straightforward and devoid of complex questions to facilitate response. To ensure the validity of the instrument, the questionnaire was assessed by two experts in organizational management in an academic institution setup. Their suggestions were considered when finalizing the questionnaire. The questionnaire, which comprises 55 items, was designed to collect information on the respondents' opinions. It assesses four dimensions of workplace culture (communication, leadership, teamwork, and recognition) and three dimensions of employee performance (motivation, job satisfaction, and productivity). The structure of questionnaire items for each dimension was based on previous literature as follows: communication (Ghani, et al., 2022); leadership (Rama et al., 2019); teamwork (Wu & Chen, 2014); recognition (Carvajal et al., 2024); motivation (Noor & Zainordin, 2018); and job satisfaction (Larsson & Rudberg, 2023).

The data gathering was done using a questionnaire that has a Likert Scale: 1.00-1.79=Never; 1.80-2.59=Rarely; 2.60-3.39=Sometimes; 3.40-4.19=Often; and 4.20-5.00=Always. A pilot test was carried out on 10 employees who were not included in the study. The in-person distribution and collection of data from the respondents were conducted using a printed survey questionnaire.

During the survey, a confidentiality note was provided in the questionnaire to assure the privacy of the respondents and to ensure that the obtained data would be used only for the study. The collected data considered sufficient for data analysis were tallied, tabulated, and analyzed using frequency, percentage, weighted mean, and simple regression analysis.

FINDINGS AND DISCUSSION

This section presents the interpretation of the data obtained from the sampled employees of the HEI. A detailed discussion of the tabulated responses was presented, analyzed, and interpreted in accordance with the objectives of the study.

Reliability Statistics

To ensure the validity of the measures used in this study, the internal consistency of the questionnaire items for each indicator was evaluated. The reliability measures are summarized in Table 1.

Table 1. Reliability Statistics

Indicator	Cronbach's Alpha	No. of Items
Dimensions of Workplace Culture		
a. Communication	.820	5
b. Leadership	.875	5
c. Teamwork	.916	5
d. Recognition	.908	5
Average	.879	
Dimensions of Employee Performance		
a. Motivation	.921	5
b. Job Satisfaction	.896	5
c. Productivity	.883	5
Average	.900	
Problems Encountered Related to Workplace Culture	.880	20

As can be gleaned from the table, the computed Cronbach's Alpha values range from .820 to .921. These values confirm the internal reliability of the scales used. Eleven dimensions were tested for reliability, and the analysis returned a Cronbach's Alpha of greater than 0.70 in all dimensions. There are 35 items in the combined dimensions, with five items for each dimension. The section on problems encountered along the four dimensions of workplace culture consists of 20 items. Therefore, we conclude that the indicators contained in each dimension have high internal consistency. According to Frost (2024), a Cronbach's Alpha of 0.70 or greater is sufficient to determine reliability.

Profile of Respondents

The 56 participating respondents selflessly provided their personal information and other details related to their work in the HEI. Table 2 presents their profiles in terms of age, educational attainment, employee classification, and length of service.

Table 2. Profile of the Study Respondents

Indicator	Frequency	Percentage
Age		
20-30 years old	36	64
31-40 years old	16	29
41-50 years old	4	7
Total	56	100
Educational Attainment		
Secondary/Vocational/College	49	88
Post-Graduate	7	12
Total	56	100
Employee Classification		
Non-Teaching Staff	13	23
Teaching Staff	43	77
Total	56	100
Years of Experience with the HEI		
5 years and below	37	66
6 – 10 years	13	21
11 – 15 years	6	11
Over 20 years	1	2
Total	56	100

Data from the table indicate that a vast majority of the respondents are young professionals with relatively short tenures. They are generally employed as teaching staff and have 5 years or less experience with the institution. According to the interviews conducted by the researchers, most of them considered the subject as the HEI as their first employer. This finding is consistent with Waworuntu et al. (2022) report, which highlighted the increasing dominance of millennials and Generation Z in the workforce. This suggests that the institution's focus on attracting and retaining younger employees is a strategic move to tap into the strengths and perspectives of this generation.

Workplace Culture

The workplace culture was assessed across four dimensions: communication; leadership; teamwork; and recognition.

Communication

Communication is necessary for employees to effectively coordinate their activities within

the organization through sharing of the needed information. Table 3 presents the communication practices of the HEI.

Table 3. Communication

	Statement	Mean	S. Dev	Descriptive
1	Employees are encouraged to express their ideas during meetings.	4.4107	.65441	Always
2	Important information is communicated promptly to all employees.	4.3581	.79609	Always
3	Communication tools are used effectively across teams.	4.3561	.69879	Always
4	Non-verbal communication is respected and understood.	4.1429	.64466	Often
5	Team members actively listen to each other's viewpoints.	4.1964	.69856	Often
	Average Weighted Mean	4.2928		Always

As can be seen from the table, the composite mean posted "Always" indicating that statements related to the communication dimension are consistently observed in the workplace. This implies that there is a culture that actively supports and values employee participation during meetings, an efficient communication system in which information is shared in a timely manner with all employees, and an organization that effectively utilizes communication tools to facilitate information sharing among different teams. This finding aligns with [Darmasetiawan and Rapina \(2023\)](#), who found that effective communication exists within an organization if messages are well received and understood by the employees.

On the other hand, respondents perceived that respect for nonverbal communication and listening to other members' viewpoints were frequently observed in the workplace, as these indicators obtained "Often" rating. This implies that there may be instances in which nonverbal cues are not fully understood or consistently respected. Similarly, although employees may strive to actively listen to each other's viewpoints, there can be situations where active listening is not as prevalent as it should be. This finding agrees with [Lin and Anderson \(2024\)](#), who emphasized that the role of nonverbal communication is critical because it can significantly impact the effectiveness of interactions.

Leadership

Effective leadership motivates employees to perform their jobs responsibly to achieve organizational goals. Table 4 presents the workplace culture in the HEI in terms of leadership.

Table 4. Leadership

	Statement	Mean	S. Dev	Descriptive
1	Leaders led by example in their behavior and work ethic.	4.2321	.85261	Always
2	Decision making processes are transparent to all employees.	4.0000	.89443	Often
3	Leadership is approachable and open to employee feedback.	4.3571	.74903	Always
4	Managers provide clear direction and expectations to their teams.	4.3571	.77292	Always
5	Leaders invest in the professional development of all employees.	4.2500	.83666	Always
	Average Weighted Mean	4.2393		Always

In general, the assessment of the leadership dimension received an overall rating of "Always". This signifies that leaders of the subject HEI consistently demonstrate strong leadership qualities, such as leading by example, being approachable, providing clear direction and investing in employee development. This finding agrees with Campos and Campos (2024), who emphasized that effective leadership is critical for fostering sustainable practices where the leader’s vision and approach can significantly influence employee engagement and the overall success of sustainability initiatives.

On the other hand, respondents considered the decision-making processes within the HEI not consistently transparent, as revealed by the "Often" rating. This implies that although employees are informed about decisions, transparency may be lacking in some instances. This finding differs from Ejimabo (2015), who indicated that organizational leaders should allow everyone to participate in the organizational decision-making process. The present study’s findings suggest that transparency in decision-making may not always be a priority, as this is a management prerogative, while Ejimabo’s perspective considers employee involvement in the decision-making process to improve decision quality and acceptance.

Teamwork

Teamwork occurs when people work together toward a common goal. Table 5 presents the workplace culture in the HEI in terms of teamwork.

Table 5. Teamwork

	Statement	Mean	S. Dev	Descriptive
1	Team members openly share ideas and feedback during meetings.	4.2857	.67995	Always
2	Conflicts among team members are addressed promptly and constructively.	4.0714	.75936	Often
3	Team members celebrate each other’s successes regularly.	4.2321	.97218	Always
4	Everyone in the team is included in decision making processes.	4.0179	.90435	Often
5	Team collaboration is priority when it adds value to the projects.	4.4107	.80401	Always
	Average Weighted Mean	4.2036		Always

As can be gleaned from the table, teamwork in the HEI is generally prevalent, as revealed by the composite mean of 4.2036, with the verbal interpretation of "Always" indicating that teamwork is consistently observed in the workplace. The rating suggests that the organization has a culture of open communication and collaboration exists, where everyone feel comfortable sharing their thoughts freely. There is also a supportive and positive team environment where individual and collective achievements are acknowledged. Additionally, the employees also perceived that the HEI has a unified team that recognizes the value of collaboration in enhancing project outcomes. Such a finding agrees with the study of Bula et al. (2024), who highlighted that nurturing teamwork and team dynamics is essential because it ensures that team members remain connected and engaged, thereby fostering a cohesive work environment.

On the other hand, conflict resolution is an area for improvement where the employees reported an "Often" rating that resolving conflicts is usually not attended promptly and constructively. This implies that although conflicts are typically addressed and everyone is generally involved in decision-making, there may be instances in which these are not consistently practiced. Adham (2023) argued that leaders should be equipped with the necessary skills to

properly manage conflicts in the workplace and promote a positive climate for team effectiveness.

Recognition

Recognition may reinforce employee behavior to enhance their performance. Table 6 presents the workplace culture in the HEI in terms of recognition.

Table 6. Recognition

	Statement	Mean	S. Dev	Descriptive
1	Employees receive recognition for their contributions on a regular basis.	3.8393	.80401	Often
2	Management publicly acknowledges team achievements.	3.8929	.82415	Often
3	Peer to peer recognition is encouraged and practiced.	3.8929	.88787	Often
4	Employees feel their hard work is valued and appreciated.	3.8571	.88273	Often
5	Recognition programs are consistent and applied across all departments.	3.6071	.92792	Often
	Average Weighted Mean	3.8179		Often

The rating "Often" indicates that all statements related to recognition are frequently observed in the workplace. This suggests that employees receive recognition for their contributions; management acknowledges team achievements; peer recognition is encouraged; and employees generally feel valued. However, these practices are not consistently implemented across departments or employees. This observation emphasizes the need for a thoughtful and consistent application of recognition practices as a motivation strategy for employees to perform their jobs well. This finding agrees with [Hancock \(2024\)](#), who considered that an effective implementation of an employee recognition program promotes positive behaviors and enhances employee engagement.

Employee Performance

Employee performance was evaluated across three dimensions: motivation; job satisfaction; and productivity.

Motivation

Work motivation refers to employees' willingness to exert their best efforts toward achievement of organizational goals. Table 7 reflects employee performance in terms of employee motivation in the workplace.

Table 7. Motivation

	Statement	Mean	S. Dev	Descriptive
1	Employees receive regular feedback that motivates them to improve their performance.	3.6429	.84053	Often
2	Incentives and rewards are offered to encourage high performance.	3.3036	1.06035	Often
3	Employees feel a strong sense of purpose in their work.	3.9286	.80582	Often
4	Opportunities for professional development are frequently provided.	3.9464	.88255	Often
5	Team members support each other's motivation and growth.	4.0714	.80582	Often
	Average Weighted Mean	3.7786		Often

As can be gleaned from the table, the general response of the employees posted an "Often" rating. This indicates that even if employees receive regular feedback, incentives, and rewards, and they likewise feel having a strong sense of purpose and opportunities for professional development, these are not consistently experienced by everyone. These motivators, if consistently practice, will further enhance employee performance and job satisfaction, thus improving organizational performance. This finding aligns with the study of [Ganta \(2014\)](#) study, which indicated that motivated employees are productive and excellent job performers.

Job Satisfaction

This attribute refers to employees' positive outlook toward work-related activities. Table 8 presents employee performance in terms of job satisfaction.

Table 8. Job Satisfaction

	Statement	Mean	S. Dev	Descriptive
1	Job roles are aligned with employee's skills and interests.	3.9464	.72412	Often
2	Employees feel valued by their supervisors.	4.1786	.87609	Often
3	Employees feel their workload is manageable.	4.0000	.97234	Often
4	Employees have opportunities for professional growth.	4.1250	.68920	Often
5	Employees feel a sense of purpose in their work.	4.0536	.72412	Often
	Average Weighted Mean	4.0607		Often

The data indicate a composite mean rating of 4.0607 with a verbal interpretation of "Often". This suggests that although employees may experience aspects like feeling valued, having manageable workloads and finding meaning in their work, these experiences may not be uniform across all employees or departments within the HEI. It is therefore imperative that employees be satisfied with their work to perform well in their respective duties and responsibilities. As [Keltu \(2024\)](#) stated, employees who feel satisfied with their roles become more motivated to perform their jobs at their best. Keltu's research demonstrated that when employees are provided opportunities for development, their job satisfaction increases, resulting in enhanced performance.

Productivity

Employee productivity relates to the output contribution of every employee considered necessary in advancing the goals of the organization. Table 9 presents employee performance in terms of productivity.

Table 9. Productivity

	Statement	Mean	S. Dev	Descriptive
1	Employees consistently complete their tasks on time.	3.8393	.73303	Often
2	Team collaboration leads to increased productivity.	3.8929	1.02120	Often
3	Workload distribution is fair among team members.	3.9464	.88255	Often
4	Employees consistently adhere to institution policies and procedures.	3.9821	.84188	Often
5	Employees provide constructive feedback to peers.	3.9107	.81524	Often
	Average Weighted Mean	3.9143		Often

The table reveals "Often" ratings for all productivity indicators. This suggests that employees do not consistently demonstrate behaviors that enhance productivity. The productivity of employees should always be enhanced for them to enjoy excellent job performance. This is where the HEI should come up with strategies on how employees can be more engaged in their work so

that their productivity will improve further. According to [Jirjahn et al. \(2024\)](#), effective management practices, such as clear communication, recognition, and involvement in decision-making, significantly enhance employee productivity. Furthermore, Jirjahn et al. suggested that employee representation acts as a crucial moderator; organizations that incorporate employee feedback and participation in management practices can foster marked improvements in employee productivity.

Problems Encountered in Workplace Culture

The problems encountered by the employees in relation to workplace culture were examined across four dimensions: communication, leadership, teamwork, and recognition. Table 10 summarizes the problems encountered by the employees.

Table 10. Problems Encountered in Workplace Culture

	Statement	Mean	Descriptive
1	Communication Related Problems	2.3499	Rarely
2	Leadership Related Problems	1.9714	Rarely
3	Teamwork Related Problems	2.0643	Rarely
4	Recognition Related Problems	1.9714	Rarely
	Average Weighted Mean	2.0892	Rarely

Effective communication requires a two-way street with both feedback and open dialog. As can be seen, problems related to communication posted as "Rarely" ratings. This indicates that this problem occurs only occasionally and is not serious in the HEI. This further suggests that issues such as team members feeling excluded from discussions, important information being shared at the last minute, unproductive team meetings, and a lack of leadership transparency occur only occasionally in the workplace. Communication modalities, either in verbal or non-verbal forms, are considered vital in the organization for mutual understanding of the HEI's policies and procedures. As emphasized by [Bilderback and Kilpatrick \(2024\)](#), when communication dynamics often result in misunderstandings and misinterpretations of messages received by employees, these may eventually affect employee engagement and job performance.

Successful leadership happens when a leader inspires and guides employees toward achievement of organizational goals. Effective leaders achieve positive outcomes through influence and motivation rather than authority. Problems related to leadership occurred rarely and may not be serious problems in the HEI. This indicates that issues related to leadership are not widespread in the workplace. As leaders are generally involved in decisions involving cultural dynamics and change management within an organization, there might be instances in which leaders sometimes struggle when employees have resistance to change as exacerbated by entrenched cultural norms and values ([Fircks, 2024](#)). Thus, when leaders introduce new initiatives or strategies, they may encounter pushback from employees who are accustomed to existing practices, leading to a lack of buy-in and engagement. Resistance can stem from fear of the unknown or a perceived threat to established roles and responsibilities. This situation rarely occurs in HEIs.

A strong teamwork considers the combined effort and commitment of all team members. It can be seen from the table that problems related to teamwork occur relatively sporadically, suggesting that these concerns are not pervasive in the institution. Thus, a culture of effective team dynamics within the HEI is prevalent. As stipulated by [Reitman et al. \(2024\)](#), the key challenges in team dynamics that teams generally face are in the areas of communication, coordination, and shared understanding among team members. It can be noted that a lack of effective communication can lead to misunderstandings and conflicts within teams. Likewise, when team members do not share a common understanding of objectives or fail to communicate effectively, it can result in

disjointed efforts and decreased productivity. Furthermore, when a team often struggles with coordination, this can complicate the collaborative efforts. These circumstances rarely occur in HEI workplaces.

Effectual recognition in an organization is the process of acknowledging and appreciating an employee’s contributions and achievements. As shown in the table, problems related to recognition are rarely encountered. This signifies that these problems occur very sporadically, implying that these concerns are not prevalent in the workplace. Although this is not considered a problem in the HEI, recognizing deserving employees is vital for enhancing employee morale, motivation, and overall job satisfaction. Thus, this area should also be given high consideration by the HEI to ensure a more engaged and productive workforce. [Corbière et al. \(2023\)](#) stipulated that employees may feel demoralized and demotivated because of the lack of structured recognition programs.

Relationship of Workplace Culture on Employee Performance

The relationships between workplace culture in its four dimensions and the three dimensions of employee performance were analyzed by simple regression analysis. In reference to the null hypothesis described by the researchers that there is no significant relationship between workplace culture and employee performance, Table 11 presents the results of the statistical analysis.

Table 11. Relationship of Workplace Culture on Employee Performance

Variables (Workplace Culture Versus Employee Performance)	Standardized B-Coefficient	p-value	Conclusion	
Communication	Motivation	.066	.641	Not Significant
	Job Satisfaction	.437	.013	Significant
	Productivity	.341	.015	Significant
Teamwork	Motivation	-.182	.295	Not Significant
	Job Satisfaction	.095	.632	Not Significant
	Productivity	.317	.047	Significant
Leadership	Motivation	-.074	.851	Not Significant
	Job Satisfaction	.260	.189	Not Significant
	Productivity	.372	.020	Significant
Recognition	Motivation	.162	.339	Not Significant
	Job Satisfaction	.304	.140	Not Significant
	Productivity	-.470	.005	Significant

In the statistical analysis of data, the standardized beta coefficients (B-coefficients) and p-values were calculated to determine the strength and significance of the relationships between the workplace culture and employee performance dimensions. A p-value of less than 0.05 indicates a statistically significant relationship. The findings revealed that communication as a dimension of workplace culture is significantly related to job satisfaction and productivity. Thus, the hypothesis for this relationship is rejected. The study found that when communication within the workplace is good, employees tend to be more satisfied and productive with their jobs. This suggests that fostering open, clear, and effective communication is crucial for creating a productive and positive work environment. This supports [Enyan et al. \(2023\)](#) findings that communication channels and tools significantly impact job satisfaction, with clear and concise communication reducing misunderstanding, promoting efficient work processes, and enhancing task performance.

It can also be noted that workplace culture in terms of teamwork, leadership, and recognition were found to be also significantly related to productivity. Thus, the hypotheses for these relationships are rejected. Effective teamwork and leadership as well as the provision of

appropriate recognition and rewards enhance productivity, thus improving one’s job performance. This aligns with [Iskamto \(2023\)](#), who found that organizational culture and employee performance are directly related, where various cultural elements can either enhance or hinder employee effectiveness and engagement. This further supports Schein’s Theory of Organizational Culture that workplace culture enhances the performance and productivity of an organization when employees are committed and have the same norms and values as the organization ([Akpa et al., 2021](#); [Estebal et al., 2024](#)).

The remaining variable pairings yielded non-significant results because the computed p-values of these variables were all greater than the 0.05 level of significance. Thus, the hypotheses for these relationships are accepted. In the context of the subject HEI, the study revealed that there are no statistically significant relationships between workplace culture in terms of communication, leadership, teamwork, and recognition and the two dimensions of employee performance—motivation and job satisfaction. Therefore, workplace culture appeared to not affect employee performance in terms of its dimensions of motivation and job satisfaction. This finding may be due to the probable presence of negative aspects in the workplace culture that can have an adverse impact on employee motivation and job satisfaction, thus negatively affecting employee performance. As pointed out by [Iskamto \(2023\)](#) the negative aspects of workplace culture, which may be due to poor communication, lack of trust, and inadequate support systems, can lead to decreased morale and higher turnover rates. In environments where employees feel disconnected or unsupported, their productivity and engagement levels tend to decline, ultimately affecting organizational performance.

Proposed Strategies to Enhance Workplace Culture

The researchers’ proposed strategies provide a valuable roadmap for subject HEIs to fully transform their workplace culture into a more positive and productive environment (Table 12). By implementing these practical strategies, an institution can create a workplace that attracts and retains talent, fosters innovation, and achieves organizational success. This finding supports [Jordan \(2024\)](#), who highlighted that a positive workplace culture promotes collaboration, creativity, and productivity. The researchers have provided recommendations based on the areas that need improvement because of the assessments of the employees on the practices in the subject HEI within the variables covered in the study.

Table 12. Proposed Strategies

Dimension of Workplace Culture	Areas that Need Improvements	Proposed Strategies
Communication	Non-verbal communication	Implement non-verbal communication trainings, including workshops and feedback sessions; Use body language awareness exercises
	Active listening	Conduct active listening trainings, focusing on techniques like summarizing; Encourage reflective listening practices
Leadership	Decision-making	Develop a structured decision-making process, including clearly defined criteria on every guideline/ policy
Teamwork	Conflict Management	Promote open communication and conflict management skills
	Inclusivity	Establish clear guidelines for equitable participation

Dimension of Workplace Culture	Areas that Need Improvements	Proposed Strategies
Recognition	Policies/ Guidelines	Develop measurable criteria for all processes and decisions
	Policies/ Guidelines	Implement a system for recognizing contributions beyond just outcomes
	Policies/ Guidelines	Establish SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals for all projects and initiatives
	Policies/ Guidelines	Develop detailed implementation plans for all initiatives, including timelines, responsibilities and resource allocation
	Policies/ Guidelines	Develop objective and quantifiable measures for evaluating success; Use data driven approaches to assess performance

CONCLUSION

This study assessed the workplace culture and its relationship to employee performance in an HEI in the Philippines. The findings indicate that HEIs have an appropriate and relevant workplace culture that supports achieving common goals and making employees productively engaged in their work. However, among the dimensions of workplace culture, the provision of recognition needs improvement. Although employee performance can still be enhanced in all the dimensions studied, the study also confirmed that workplace culture is significantly related to employee performance in terms of their productivity. However, no significant relationships were noted between workplace culture and employee performance in terms of motivation and job satisfaction dimensions. This implies that although the overall culture fosters productivity, aspects related to employee motivation and satisfaction should be given further attention by the HEI to enhance the performance of their employees. Although problems related to workplace culture rarely occur in HEIs, the researchers recommend a strategy road map on how the workplace culture of HEIs can be transformed into a more positive and productive environment of highly engaged and satisfied employees.

The findings of this study can provide valuable baseline information for developing a comprehensive workplace culture program through relevant training sessions, structured processes, measurable goals, and detailed plans that can enhance employee performance and foster a healthier workplace within HEIs. Similar institutions can leverage these findings to create targeted interventions and initiatives to improve employee motivation, job satisfaction, and productivity.

LIMITATION & FURTHER RESEARCH

The researchers proposed that future studies should include a more diverse representation of HEIs in the country to broaden its coverage. Likewise, focusing on other aspects of employee performance and workplace culture other than those employed in this study can also be investigated. Moreover, further investigations on employee motivation and job satisfaction and how they correlate with employee performance can be conducted to verify the results of this study. Similarly, to eliminate self-report bias, data can be collected using methods other than surveys, such as interviews, focus group discussions, and observations. Incorporating qualitative data would yield greater insights into employee lived experiences and the intricacies of workplace culture.

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