ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL COMMUNICATION OF THE STUDENT LEADERS AT ONE UNIVERSITY IN THE PROVINCE OF LAGUNA

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ABSTRACT

As the main purpose of this study is to observed the organizational climate of the student organizations and the commitment of the student leaders in the realization of the organization at Laguna State Polytechnic University- Santa Cruz Campus goal and objectives. This study utilized the quantitative research method, which is collecting and analyzing numerical data. Moreover, it also used a purposive process of gathering, analyzing, classifying, and tabulating data about prevailing conditions, practices, beliefs, processes, trends, and cause-effect relationships and then making an adequate and accurate interpretation of such data with or without the aid of statistical methods (Calderon and Gonzales, 2014). A purposive sampling technique is a non-probability sample that is selected based on the characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling. Ninety (90) elected student leaders in different organizations are the respondents of the study at the Laguna State Polytechnic University-Santa Cruz Campus. The findings of the study revealed, that the Quality Service attained the highest among the student leaders and was as shown by the weighted mean of 5.82 with overall standard deviation of 0.19 in the Organization Climate. In the Status of Organizational Commitment, Affective Commitment it denotes that the respondents strongly agree that they are willing to put in a great deal of effort beyond what is normally expected in order to help their organization to be successful, as evident by the highest mean (M=5.88; SD=0.11).

KEY WORDS: *Organizational Climate, Organizational Commitment, Student Leaders*

INTRODUCTION

The organizational climate within student leaders constitutes the prevailing atmosphere, values, and norms that shape the collective experience of its members. It encompasses the emotional tone, inclusivity, and overall well-being of the organization. Understanding the organizational climate is crucial, as it directly influences the motivation, engagement, and satisfaction levels of student leaders, ultimately impacting the effectiveness and longevity of the organization itself. Student organizations allow students to not only get involved with something they have a passion for but also meet others who share a similar interest. The engrossment in campus organizations segues into leadership roles, which offer students the opportunity to not only learn skills that will more than likely benefit them in their future careers but also to network and make connections they can lean on when trying to start a career (Burk, 2013). This means that students learn and develop their leadership skills as they perform their functions.
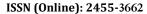
Research on organizational climate can be traced back to the 1930s. With the human relations movement pioneered by Hawthorne, researchers turned their attention from the "hard" physical environment to the "soft" psychological environment. Commitment is a very complex concept that reflects a variety of factors acting together. Everyone would agree that organizational commitment has become the buzzword of the day in daily working life. Though job satisfaction is one of the important factors in organizational commitment, Meyer and Parfyonova (2010) note that there is an interesting paradox in the modern workforce. Now it is even more important than

before for the organizations to have a committed workforce to gain a competitive advantage, but they still conduct many processes, like downsizing and mergers, which have the possibility of decreasing commitment. Meyer & Parfyonova (2010)

Organizational communication, on the other hand, serves as the lifeblood of student leadership. Effective communication channels and strategies are paramount for conveying organizational goals, disseminating information, and fostering collaboration among team members. The ability of student leaders to communicate clearly, transparently, and empathetically plays a pivotal role in establishing trust, promoting cohesion, and mitigating conflicts within the organizational framework.

The intersection between organizational climate and organizational communication within student-led entities presents a dynamic and symbiotic relationship. A positive organizational climate, characterized by a sense of belonging, mutual respect, and shared purpose, enhances the receptivity of organizational communication efforts. Conversely, effective communication practices contribute to the creation and maintenance of a favorable organizational climate, as open lines of dialogue facilitate the resolution of conflicts and the cultivation of a supportive a collaborative environment.

The student organizations at Laguna State Polytechnic University- Santa Cruz Campus contemplate with the student leaders how to deliver quality services to the students. Student leaders' decisions may be influenced by the organizational

climate and commitment to the organization. Prior researchers concentrated on the leadership style of the students and their performance, organizational climate, and commitment in some other areas. However, little is known about the relationship between organizational climate and the organizational commitment of student leaders.

METHODOLOGY
This study utilized the descriptive methods of research. A descriptive study, as described by Best (1989), is the type of research concerned with describing existing conditions and relations, clear effects, opinions held, and developing trends. It is concerned with the present, although it does not disconnect both the events and influences of the past in relation to the present.

A purposive sampling technique is a non-probability sample that is selected based on the characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling. Ninety (90) elected student leaders in different organizations are the respondents of the study at the Laguna State Polytechnic University-Santa Cruz Campus.

The researcher administered a questionnaire checklist as an instrument for collecting data. This questionnaire checklist was composed of questions regarding the organizational climate and organizational communication of the student leaders at One University in the province of Laguna. The first part of the questionnaire deals with the organizational climate in terms of role clarity, reward system, growth and development, teamwork and support, and quality of service. And the second part will define commitment in lieu of affective, normative, and continuance. This study used mean, standard deviation, and simple correlation analysis for the data.

RESULTS AND DISCUSSION
The status of organizational climate in terms of role clarity, reward system, teamwork and support, quality of service, and communication were presented in tables and treated statistically using mean and standard deviation.

The number of variables that influence status of organizational climate in terms of role clarity as revealed by the student leaders strongly agree that I have clear goals and objectives for my position (WM= 5.83, SD= 0.14). I know what my responsibilities are attained (WD= 5.93, SD= 0.06), I know what is expected from me as a student leader. (WD= 5.81, SD= 0.20) I know most of what leaders do in the organization. (WD= 5.73, SD= 0.22), all of which are interpreted strongly agree with Organizational Climate in terms of Role Clarity.
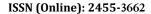
Scale	Range	Remarks	Verbal Interpretation
6	5.15 – 6.00	Strongly Agree	Excellent
5	4.32 – 5.14	Agree	Above Average
4	3.49 – 4.31	Slightly Agree	Average
3	2.66 – 3.48	Slightly Disagree	Below Average
2	1.83 – 2.65	Disagree	Poor
1	1.00 – 1.82	Strongly Disagree	Very Poor

Table 1. Status of Organizational Climate in terms of Role Clarity

Statements	Mean	SD	Remarks
1. I have clear goals and objectives for my position.	5.83	0.14	Strongly Agree
2. I know what my responsibilities are.	5.93	0.06	Strongly Agree
3. I know what is expected from me as a student leader.	5.81	0.20	Strongly Agree
4. I know most of what leaders do in the organization.	5.73	0.22	Strongly Agree
5. Working in a student organization makes the best use of student's experience.	5.81	0.22	Strongly Agree
Weighted Mean	5.82	0.17	
Verbal Interpretation	Excellent		

Table 1 shows that the student leaders strongly agree on knowing their own responsibilities as evident on the highest mean (M=5.93; SD=0.06). They also strongly agree that they have clear goals and objectives for the position assigned to them (M=5.83; SD=0.14). Likewise, they clearly know what most of the leaders do in their organization (M=5.73; SD=0.22).

The status of organizational climate in terms of role clarity is presented to be **"Excellent"** among the respondents as shown by the weighted mean of 5.82 with overall standard deviation of 0.17.

Table 2. Status of Organizational Climate in terms of Reward System

Statements	Mean	SD	Remarks
1. Good work is recognized appropriately.	5.70	0.30	Strongly Agree
2. Work that is not of the highest importance is dealt with appropriately.	5.58	0.43	Strongly Agree
3. In general, people are adequately rewarded in this organization.	5.56	0.59	Strongly Agree
4. I received perks and privilege.	5.14	1.27	Agree
5. I feel a strong sense of work satisfaction.	5.69	0.37	Strongly Agree
Weighted Mean	**5.53**	**0.59**	
Verbal Interpretation	**Excellent**		

As to the extent of factors influencing the status of organizational climate in terms of the reward system, Among the statements above, "Good work is recognized appropriately" (M = 5.70; SD = 0.30). followed by "Work that is not of the highest importance is dealt with appropriately" (M = 5.58; SD = 0.43). Next is "In general, people are adequately rewarded in this organization" (M = 5.56; SD = 0.59). On the other hand, "I received perks and privileges" (M = 5.14; SD = 1.27). And, "I feel a strong sense of work satisfaction" (M = 5.69; SD = 0.37).

Table 2 illustrates that the respondents strongly agree that their organization recognize their good work appropriately, as evident by the highest mean (M=5.70; SD=0.30). They also strongly agree that they a strong sense of work satisfaction on their organization (M=5.69; SD=0.37). Yet, they only agree that they received perks and privilege as shown by the lowest mean (M=5.14; SD=1.27).

The status of organizational climate in terms of reward system is presented to be **"Excellent"** among the respondents as shown by the weighted mean of 5.53 with overall standard deviation of 0.59.

Table 3. Status of Organizational Climate in terms of Teamwork and Support

Statements	Mean	SD	Remarks
1. The organization that I am in collaborates well with other organizations.	5.76	0.25	Strongly Agree
2. Student leaders constantly supports each other.	5.80	0.25	Strongly Agree
3. There is rarely too much work and too	5.37	0.98	Strongly Agree
4. I usually do not have to put in long hours to complete my work.	5.19	1.05	Strongly Agree
5. In general, there is caring and cooperation in the organization.	5.38	0.92	Strongly Agree
Weighted Mean	**5.38**	**0.69**	
Verbal Interpretation	**Excellent**		

From the statements above, it is seen that the organization that I am in collaborate well with other organizations obtained a weighted mean of (M=5.76; SD=0.25). Next is the student leaders constantly supports each other. (M=5.80; SD=0.25). There is rarely too much work and too little time. (M=5.37; SD=0.98). I usually do not have to put in long hours to complete my work. (M=5.19; SD=1.05). Lastly, in general, there is caring and cooperation in the organization. (M=5.38; SD=0.92).
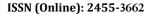
Table 3 points out that the respondents strongly agree that their student leaders constantly support each other, as evident by the highest mean (M=5.80; SD=0.25). They also strongly agree that their organization collaborates well with other organizations (M=5.76; SD=0.25). Similarly, they strongly agree that they usually do not have to put in long hours to complete their assigned work (M=5.19; SD=1.05).

The status of organizational climate in terms of teamwork and support is presented to be **"Excellent"** among the respondents as shown by the weighted mean of 5.38 with overall standard deviation of 0.69.

Table 4. Status of Organizational Climate in terms of Quality of Service

Statements	Mean	SD	Remarks
1. When it comes to the provision of our services, we do our best.	5.88	0.11	Strongly Agree
2. We are proud of the quality of service our organization provides.	5.83	0.19	Strongly Agree
3. We secure high quality of service in our organization.	5.84	0.18	Strongly Agree
4. The quality of service in our organization is at par with the quality of service in other organization.	5.79	0.24	Strongly Agree
5. The quality service in our organization is at par if not higher than those of another student organization in other campuses.	5.73	0.27	Strongly Agree
Weighted Mean	**5.82**	**0.19**	
Verbal Interpretation	**Excellent**		

Table 4 portraits that the respondents strongly agree that they do their best when it comes to the provision of their services, as evident by the highest mean (M=5.88; SD=0.11). They also strongly agree that they secure high quality of service in their organization (M=5.84; SD=0.18). In relation to this, they strongly agree that the quality service provided by their organization is at par if not higher than those of other student organization in other campuses (M=5.73; SD=0.27).

The status of organizational climate in terms of quality of service is presented to be **"Excellent"** among the respondents as shown by the weighted mean of 5.82 with overall standard deviation of 0.19.

Table 5. Status of Organizational Climate in terms of Communication

Statements	Mean	SD	Remarks
1. I receive all the information I need to carry out my position.	5.71	0.30	Strongly Agree
2. I am kept adequately informed about significant issues in the organization as a whole.	5.70	0.26	Strongly Agree
3. I understand clearly how I can contribute to the organization.	5.83	0.16	Strongly Agree
4. The organization that I am in works well with other organizations.	5.81	0.20	Strongly Agree
5. The organization that I am in works well with other organizations in other colleges.	5.72	0.32	Strongly Agree
Weighted Mean	**5.76**	**0.25**	
Verbal Interpretation	**Excellent**		

Table 5 indicates that the respondents strongly agree that they understand clearly how they can contribute to their organization, as evident by the highest mean (M=5.83; SD=0.16). They also strongly agree that their organization works well with other organizations (M=5.81; SD=0.20). In addition, they strongly agree that they kept adequately informed about significant issues in their organization as a whole (M=5.70; SD=0.26).

The status of organizational climate in terms of communication is presented to be **"Excellent"** among the respondents as shown by the weighted mean of 5.76 with overall standard deviation of 0.25.

Status of Organizational Commitment
The status of organizational climate in terms of affective commitment, normative commitment, and continuance commitment were presented in tables and treated statistically using mean and standard deviation.

The second part will define commitment in lieu of affective, normative, and continuance.

Table 6. Status of Organizational Climate in terms of Affective Commitment

Statements	Mean	SD	Remarks
1. I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful.	5.88	0.11	Strongly Agree
2. I am proud to tell others that I am part of this organization.	5.82	0.24	Strongly Agree
3. This organization really inspires the very best in me in the way of service performance.	5.84	0.16	Strongly Agree
4. I am extremely glad that I chose this organization to serve for over others I was considering at the time I joined.	5.84	0.22	Strongly Agree
5. Most often than not, I always agree with the organization's policies on important matters relating to its members.	5.58	0.81	Strongly Agree
Weighted Mean	**5.79**	**0.31**	
Verbal Interpretation	**Excellent**		

Table 6 denotes that the respondents strongly agree that they are willing to put in a great deal of effort beyond what is normally expected in order to help their organization to be successful, as evident by the highest mean (M=5.88; SD=0.11). They also strongly agree that their organization really inspires the very best in them in the way of service performance (M=5.84; SD=0.16) and they are extremely glad that they chose their organization to serve for over others during the time they were considering which one to join (M=5.84; SD=0.22). Likewise, they strongly agree that they always approve the organization's policies on important matters relating to its members (M=5.58; SD=0.81).

The status of organizational climate in terms of affective commitment is presented to be **"Excellent"** among the respondents as shown by the weighted mean of 5.79 with overall standard deviation of 0.31.

Table 7 displays that the respondents strongly agree that their organization really cares for the welfare of other students, as evident by the highest mean (M=5.80; SD=0.31). They also strongly agree that their values and the organization's values are very similar (M=5.56; SD=0.41).
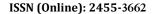
Table 7. Status of Organizational Climate in terms of Normative Commitment

Statements	Mean	SD	Remarks
1. There are too much to be gained by sticking to this organization.	5.29	0.88	Strongly Agree
2. I find that my values and the organization's values are very similar.	5.56	0.41	Strongly Agree
3. It would take a lot of changes in my present situation to cause me to leave this organization.	5.34	0.99	Strongly Agree
4. The organization really cares for the welfare of other students.	5.80	0.30	Strongly Agree
5. I view the organization's problem as my own.	5.31	1.21	Strongly Agree
Weighted Mean	**5.46**	**0.76**	

The status of organizational climate in terms of normative commitment is presented to be **"Excellent"** among the respondents as shown by the weighted mean of 5.46 with overall standard deviation of 0.76.

In the statements below it is seen that, I have few options to consider leaving the organization. (M=5.47; SD=0.68), next is,

I stay in my work as a matter of need. (M=5.24; SD=1.29). I continue working with this organization because leaving would require considerable personal sacrifice. (M=5.40; SD=0.76). I continue giving my service to the organization because another organization may not match the overall benefits that I have here. (M=4.96; SD=1.91). Lastly, I would find it hard to leave my work even if I wanted to. ((M=5.33; SD=0.94)

Table 8. Status of Organizational Climate in terms of Continuance Commitment

Statements	Mean	SD	Remarks
1. I have few options to consider leaving the organization.	5.47	0.68	Strongly Agree
2. I stay in my work as a matter of need.	5.24	1.29	Strongly Agree
3. I continue working with this organization because leaving would require considerable personal sacrifice.	5.40	0.76	Strongly Agree
4. I continue giving my service to the organization because another organization may not match the overall benefits that I have here.	4.96	1.91	Agree
5. I would find it hard to leave my work even if I wanted to.	5.33	0.94	Strongly Agree
Weighted Mean	**5.28**	**1.12**	
Verbal Interpretation	Excellent		

Table 8 establishes that the respondents strongly agree that they have few options to consider leaving their organization, as evident by the highest mean (M=5.47; SD=0.68). They also strongly agree that they continue working with their organization because leaving would require considerable personal sacrifice (M=5.40; SD=0.76). Lastly, they only agree that they continue giving their service to the organization because another organization may not match the overall benefits that they have there (M=4.96; SD=1.91).

The status of organizational climate in terms of continuance commitment is presented to be **"Excellent"** among the respondents as shown by the weighted mean of 5.28 with overall standard deviation of 1.12.
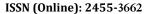
CONCLUSIONS AND RECOMMENDATIONS
Based on the findings and this study, the following conclusions were drawn. Reward System was found to have the lowest weighted mean and standard deviation and have shown by the weighted mean of 5.53 with overall standard deviation of 0.59 in the status of the organizational climate. On the other hand, Teamwork support gained a weighted mean of 5.38 with overall standard deviation of 0.69. In terms of Communication, was found to have a weighted mean of 5.76 with overall standard deviation of 0.25. Next was Role Clarity presented to be "Excellent" among the respondents as shown by the weighted mean of 5.82 with overall standard deviation of 0.17. Lastly, Quality Service attained the highest among the student leaders and was as shown by the weighted mean of 5.82 with overall standard deviation of 0.19 in the Organization Climate. In the Status of Organizational Commitment, continuance commitment is presented to be lowest among the respondents as shown by the weighted mean of 5.28 with overall standard deviation of 1.12. Next, is the normative commitment is presented to be "Excellent" among the respondents as shown by the weighted mean of 5.46 with overall standard deviation of 0.76. Lastly, in terms of Affective Commitment it denotes that the respondents strongly agree that they are willing to put in a great deal of effort beyond what is normally expected in order to help their organization to be successful, as evident by the highest mean (M=5.88; SD=0.11). They also strongly agree that their organization really inspires the very best in them in the way of service performance (M=5.84; SD=0.16) and they

are extremely glad that they chose their organization to serve for over others during the time they were considering which one to join (M=5.84; SD=0.22). Likewise, they strongly agree that they always approve the organization's policies on important matters relating to its members (M=5.58; SD=0.81). The status of organizational climate in terms of affective commitment is presented to be "Excellent" among the respondents as shown by the weighted mean of 5.79 with overall standard deviation of 0.31.

Given that the reward system was found to have the lowest weighted mean and standard deviation in the status of the organizational climate. Researchers must identify the leading factors that affect the reward system and seek different incentive schemes to motivate and encourage student leaders to perform better. Some recommendations were drawn the organization may determine the forces that contribute to this and look into strategies for maintenance or enhancement and also may recognize and reward student leaders for their efforts to maintain high levels of affective commitment. Furthermore, explore ways to maintain or increase the level of commitment that student leaders contribute to the organization's success.

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