

ORGANIZATIONAL INTEGRITY OF THE DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES IN NUEVA VIZCAYA: IT'S CORRELATION WITH EMPLOYEES' ORGANIZATIONAL LOYALTY AND HOLISTIC JOB FULFILMENT

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ABSTRACT

This research investigated the organizational dynamics within the Department of Environment and Natural Resources (DENR) in Nueva Vizcaya, with a focus on organizational integrity, organizational loyalty, and holistic job fulfillment. A quantitative, descriptive-correlational research design was employed to explore the relationships among these variables. The study involved 105 respondents, representing 73.43% of the total workforce of 143 employees, determined using the Slovin Formula, a common statistical method for calculating sample sizes based on a desired margin of error. Data were gathered through validated and reliable research instruments, and the results were analyzed using appropriate statistical tools. The findings revealed that the DENR-Nueva Vizcaya exhibits a generally satisfactory level of organizational integrity, especially in the areas of ethical leadership and community engagement. However, significant improvements are needed in aspects of transparency and accountability. In terms of organizational loyalty, employees rated it as "Good," with a strong sense of cultural and leadership loyalty, although ethical loyalty and mission commitment were identified as areas for enhancement. Holistic job fulfillment was also rated positively, particularly in the domains of job motivation and satisfaction, but there is a need to improve employee engagement and job enrichment to fully realize overall fulfillment. Moreover, the study uncovered a strong positive relationship between perceived organizational integrity and organizational loyalty, indicating that as employees perceive higher integrity in their organization, their loyalty increases. A moderate yet significant relationship was also observed between organizational integrity and holistic job fulfillment, suggesting that better integrity leads to improved job satisfaction. Most notably, a very strong positive correlation was found between organizational loyalty and holistic job fulfillment, implying that higher loyalty correlates with greater overall job satisfaction.

Based on the insights, the researcher developed a set of targeted training programs designed to address the identified gaps, focusing on enhancing transparency, accountability, ethical loyalty, and employee engagement. Additionally, fostering a culture of continuous improvement through regular policy reviews and employee participation in decision-making was recommended to strengthen organizational excellence.

Keywords: organizational integrity, organizational loyalty, holistic job fulfillment

How to cite: GIOVANNIEM. MAGAT, and IMELDAS. OCAMPO, PhD. "ORGANIZATIONAL INTEGRITY OF THE DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES IN NUEVA VIZCAYA: IT'S CORRELATION WITH EMPLOYEES' ORGANIZATIONAL LOYALTY AND HOLISTIC JOB FULFILMENT". International Journal of Educational Excellence and Innovation, vol. 2, no. 10, Oct. 2024, pp. 1-24, <https://doi.org/10.5281/zenodo.17563344>.

INTRODUCTION

The environment stands as the fundamental cornerstone of human existence, ensuring our continued survival and providing the foundation for sustainable human progress. As a result, safeguarding the environment has emerged as a universally acknowledged objective and a critical strategic priority for nations across the globe.

With the onset of the post-industrial era, there has been a concerted effort to achieve a delicate balance with the environment during the later stages of development. It is incumbent upon each nation to shoulder its obligations in environmental stewardship, coming together in collaborative endeavors to synchronize economic growth, social progress, and environmental preservation. This collaborative ethos seeks to yield mutual benefits and nurture the sustainable advancement of our interconnected global society—envisioning a shared planetary home where humanity and the environment coexist in harmonious equilibrium.

Around the world, numerous organizations are dedicated to environmental protection and natural resource preservation. These organizations play a vital role in addressing pressing global challenges and fostering sustainable development. They contribute significantly to shaping policies, conducting research, and implementing initiatives aimed at safeguarding the environment.

One such key player is the United Nations Environment Programme (UNEP), which serves as a focal point for international environmental activities, coordinating efforts to address issues such as climate change, pollution, and ecosystem degradation. The World Wildlife Fund (WWF) focuses on the preservation of biodiversity and the sustainable use of natural resources. Through conservation projects, research, and advocacy, WWF works to protect endangered species and their habitats while promoting responsible resource management.

Organizations such as Greenpeace employ direct action and advocacy to raise awareness about environmental issues, often challenging industries and governments to adopt more environmentally friendly practices. Their role is crucial in holding powerful entities accountable for their impact on natural resources (UNEP, 2024).

These organizations, to name a few, collectively contribute to creating a framework for global cooperation on environmental issues, advocating for policies that balance economic development with ecological sustainability. Their efforts extend beyond conservation; they work towards building a future where human activities harmonize with nature, ensuring the responsible and equitable use of natural resources for generations to come. Public awareness, collaboration, and advocacy are integral components of their mission, emphasizing the interconnectedness of environmental health and overall global well-being.

It is also noteworthy to mention that the escalating awareness of environmental threats, including climate change and global warming, underscores their existential impact on human societies. According to Kulin and Seva (2019), addressing these challenges necessitates the implementation of effective yet potentially resource-intensive environmental policies by governments. The success of such policies is contingent upon public support, emphasizing the need to enhance our understanding of the factors shaping citizens' attitudes toward government initiatives. The focus on examining the interplay between citizens' normative

perspectives on government responsibility and their endorsement of environmental spending is needed. While individuals favoring government responsibility for environmental protection are more likely to support increased spending, this association hinges on the quality of government institutions. In nations where governmental entities exhibit fairness, effectiveness, and integrity, those advocating government responsibility for environmental protection are more inclined to endorse heightened government spending on environmental initiatives. This underscores the broader role of government in environmental safeguarding, extending beyond the formulation of effective policies, as an overall ineffective and corrupt government appears to erode public support for vital environmental policymaking.

In the Philippines, the Department of Environment and Natural Resources (DENR) holds the pivotal responsibility of championing environmental care and protection. Tasked with mobilizing the Filipino citizenry, the DENR is on a mission to safeguard, conserve, and manage the environment and natural resources, ensuring their preservation for both current and future generations. This mandate is underpinned by a visionary pursuit: to see the nation not only reveling in the abundance of its natural resources but also sustaining them conscientiously. The DENR aspires to cultivate a future where the Philippines thrives amid its rich biodiversity, fostering a clean and healthy environment. This commitment reflects the integral role played by governmental agencies in steering a nation towards sustainable practices and responsible stewardship of its environmental heritage.

According to Executive Order 192 (EO 192), the Department of Environment and Natural Resources (DENR) assumes the primary responsibility for conserving, managing, and sustainably utilizing the Philippines' environment and natural resources. This encompasses various domains, including forest and grazing lands, mineral resources, and lands within the public domain. Additionally, the Department oversees the licensing and regulation of all natural resources, aiming to ensure fair distribution of benefits for the welfare of present and future generations of Filipinos. To fulfill this mandate, the Department adheres to specific objectives outlined in EO 192. These objectives include assuring the availability and sustainability of natural resources, enhancing their productivity to meet growing demands, promoting their contribution to national economic and social development, ensuring equitable access to resources across different sectors, and conserving specific terrestrial and marine areas representing the nation's natural and cultural heritage. Guided by these objectives, the Department endeavors to effectively execute its vital role in environmental stewardship and resource management in the Philippines (Executive Order 192).

The attainment of the Department of Environment and Natural Resources (DENR) mission and vision hinges significantly on its organizational integrity. Thornton (2016) defines organizational integrity as the consistent alignment of an organization's actions, behaviors, and values with ethical principles and established standards. It involves a steadfast commitment to upholding moral and legal precepts across all levels of the organization, ensuring that decisions and practices remain transparent, ethical, and in line with the organization's core values. Organizational integrity is fundamental to maintaining trust and credibility with both internal and external stakeholders. As the primary custodian of environmental care and protection in the Philippines, DENR's commitment to integrity is paramount. A transparent, accountable, and ethical organizational culture is essential to effectively mobilize the Filipino citizenry in safeguarding and managing the environment.

Organizational integrity within DENR involves aligning actions with the mission of protecting and conserving natural resources. This includes implementing policies that prioritize environmental sustainability over short-term gains and fostering accountability in resource management. To ensure the longevity of its vision, the DENR must maintain transparency in decision-making processes, engage in meaningful stakeholder consultations, and actively combat corruption. Moreover, organizational integrity is crucial for building public trust. As DENR endeavors to rally the nation towards a clean and healthy environment, the public's confidence is contingent on the department's integrity in enforcing regulations, managing resources judiciously, and championing environmental causes. DENR's organizational integrity is the backbone of the DENR's ability to fulfill its mission and vision. By upholding transparency, accountability, ethical conduct, and fostering collaboration, the DENR can navigate the complex challenges of environmental conservation in the Philippines, ensuring a sustainable future for the nation's natural resources and a clean and healthy environment.

In alignment with the aforementioned concepts, Assistant Secretary Lagunda underscores the core values of the Department of Environment and Natural Resources (DENR): Discipline, Excellence, Nobility, and Responsibility. She emphasizes that employee discipline is foundational, serving as a cornerstone for achieving excellence, leading a noble life, and being accountable for one's actions. The articulation of these core values reflects DENR's commitment to organizational integrity. Discipline ensures adherence to ethical standards, fostering a work culture that upholds excellence in environmental stewardship. Nobility underscores the commitment to noble principles in serving the nation and safeguarding natural resources. Responsibility reinforces the idea of being accountable to the public and the environment. By embodying these values, DENR not only sets a high standard for its employees but also manifests organizational integrity in its mission to protect, conserve, and manage the Philippines' environment and natural resources (Lagunda, 2023).

Moreover, the current researcher contends that fostering a heightened level of organizational loyalty among DENR employees is imperative. Ocampo et al. (2024) define organizational loyalty as a deep-rooted commitment, dedication, and allegiance that employees feel toward their organization. This concept goes beyond mere surface-level attachment, reflecting a profound devotion that influences an employee's attitudes, behaviors, and decision-making processes. Organizational loyalty manifests in an individual's consistent support for the organization's goals, values, and long-term success, shaping their overall engagement and contribution to the workplace.

This perspective underscores the significance of cultivating a strong sense of allegiance and dedication within the workforce, emphasizing that a deeply committed and loyal team is pivotal for the effective execution of DENR's mission in environmental protection and natural resource management. This assertion aligns with the notion that organizational loyalty not only enhances employee morale and job satisfaction but also contributes to a cohesive and harmonious working environment. By advocating for increased organizational loyalty, the researcher emphasizes the positive impact such dedication can have on the overall effectiveness and success of DENR's endeavors in fulfilling its crucial mandate.

Furthermore, the current study also aims to delve into the comprehensive job fulfillment experienced by employees within the DENR. This investigation operates under the assumption that the job fulfillment and overall well-being of DENR employees play a pivotal role in contributing to the fulfillment of the department's mandates. Smith (2023) defines holistic job fulfillment as a comprehensive sense of contentment and satisfaction that individuals experience in their professional roles. This concept goes beyond mere job satisfaction, as it encompasses multiple interconnected aspects of the work environment. It involves not only job engagement and motivation but also opportunities for enrichment and personal growth, contributing to a well-rounded and deeply fulfilling work experience. Holistic job fulfillment emphasizes the integration of these elements to create a workplace where employees feel valued, motivated, and genuinely satisfied in their roles.

The underlying premise is that when employees experience a high level of job fulfillment, it positively influences their commitment, motivation, and performance, ultimately enhancing the effectiveness of DENR's initiatives in environmental protection and natural resource management. By exploring the holistic aspects of job fulfillment, the study seeks to uncover insights that can inform strategies to foster a work environment conducive to employee satisfaction, thus reinforcing the department's capacity to meet its crucial mandates.

However, it is also noted by the researcher that some of the problems encountered in the DENR is the pressure employees feel when dealing with powerful stakeholders who expect preferential treatment or favors. Maintaining integrity becomes challenging when there is a perception that others within the agency are bypassing procedures. This issue is compounded by frustration among employees who strive to enforce environmental laws but hear rumors or observe colleagues seemingly turning a blind eye for some considerations. Such situations create a sense of double standards in the implementation of policies, undermining the agency's commitment to fair and transparent governance.

There were also cases when the organization receives Audit Observation Memorandum (AOM) from the Commission on Audit. The Department of Environment and Natural Resources (DENR) commonly receives Audit Observation Memoranda (AOM) from the Commission on Audit (COA) addressing various financial and administrative concerns. One frequent issue is the failure to liquidate cash advances within the required period, particularly those related to travel or special projects. Additionally, DENR transactions such as Purchase Orders submitted were not substantiated with the required documents indicating weakness in the procurement planning of the agency.

Another common observation involves non-compliance with Government Accounting Manual (GAM), including inaccurate financial reporting, office collections were not regularly deposited with the authorized government bank, thereby exposing government funds to risk or loss or misappropriation. Another area of concern was, the Disposal Committee failed to notify the COA during the public auction of unserviceable properties and equipment.

The DENR may also face criticism for delayed implementation of government-funded projects, particularly those related to environmental protection and infrastructure. Partners' compliance with their responsibilities in their respective agreements with the office was not strictly monitored, thus achievement of the program's objectives was not assured.

Unauthorized disbursements, such as irregular allowances or bonuses, are noted in AOMs, as are excessive or unjustified expenses. Additionally, discrepancies in the collection, reporting, and allocation of environmental compliance fees are a recurring issue. These AOMs aim to promote transparency, accountability, and proper financial management within the DENR.

Building upon the preceding discourse, this study was conducted within the Department of Environment and Natural Resources - Nueva Vizcaya. The primary objective is to investigate and establish the correlation between organizational integrity and two critical research constructs: employees' organizational loyalty and holistic job fulfillment. The choice of this specific department allows for a focused examination within the context of environmental protection and natural resource management. By exploring the intricate connections between organizational integrity, employee loyalty, and overall job satisfaction, the study aimed to provide valuable insights that can inform strategies for enhancing the department's effectiveness in fulfilling its mandates. This localized investigation within DENR - Nueva Vizcaya is anticipated to yield significant findings, contributing to the broader understanding of the interplay between organizational dynamics and employee outcomes in the realm of environmental governance.

THEORETICAL / CONCEPTUAL FRAMEWORK

The current research investigation explores the interrelated concepts of organizational integrity, organizational loyalty, and holistic job fulfillment, drawing upon two foundational theories: Stakeholder Theory by Freeman (1984) and Integrity Theory by Carter (1996). These theories offer distinct but complementary frameworks for understanding how ethical leadership and stakeholder engagement contribute to organizational success, loyalty, and employee fulfillment.

Organizational loyalty and holistic job fulfillment are examined through the lens of Stakeholder Theory, which emphasizes the importance of addressing the needs of all stakeholders. According to Freeman, managers bear the responsibility of developing and implementing processes that not only align with the organization's goals but also satisfy the diverse expectations of stakeholders. Stakeholders include not only shareholders but also employees, customers, suppliers, and the broader community. By fulfilling the needs of these groups, organizations can create long-term value and ensure sustained success. Freeman's framework shifts the focus from traditional profit-centric models to a more holistic approach to value creation, which fosters organizational loyalty and enhances job fulfillment by ensuring that all stakeholders feel invested in the organization's mission.

Freeman's vision for the twenty-first century (2010) envisions an era where value creation for stakeholders drives prosperity and freedom for a growing global population. This notion is further supported by Jones (1995), as cited by Fuerst et al. (2023), who argues that organizations that build relationships with stakeholders based on mutual trust and cooperation gain a competitive advantage. Such organizations are better positioned to foster loyalty among both internal and external stakeholders, creating an environment where employees feel valued, resulting in higher job satisfaction and commitment to the organization. By embedding Stakeholder Theory into organizational practices, companies can foster an inclusive, trust-based culture that enhances loyalty and holistic fulfillment across the board.

On the other hand, organizational integrity is explored through Carter's Integrity Theory. In his 1996 book, "Integrity," Stephen L. Carter introduces the concept of integrity as a critical element in ethical leadership and decision-making. He asserts that integrity is more than just honesty; it is the courage to remain true to one's convictions, even when faced with challenges. Integrity, as Carter explains, involves a deep commitment to aligning one's beliefs, words, and actions in a manner that consistently upholds ethical principles. This moral consistency is what distinguishes true integrity from mere ethical compliance.

Carter's Integrity Theory has become a cornerstone in discussions about ethical behavior in various contexts, including legal, political, and organizational settings. His framework suggests that organizations, like individuals, must act with integrity by ensuring that their operations and decision-making processes are aligned with their stated values. Leaders who model integrity can inspire similar behavior in their employees, creating an organizational culture where ethical practices are not just expected but actively pursued. By embracing Integrity Theory, organizations can build trust, foster loyalty, and ensure that employees experience a deeper sense of job fulfillment as they see their work aligned with their moral and ethical values.

Together, Stakeholder Theory and Integrity Theory provide a comprehensive framework for understanding how organizations can build loyalty, promote ethical leadership, and ensure holistic job fulfillment. Through ethical practices and stakeholder engagement, organizations can create environments that support both individual and collective well-being.

The recognition of organizational integrity emerges as a pivotal element binding the organization with its stakeholders and fostering cohesion among the stakeholders themselves. The significance of organizational integrity lies in its potential to serve as a linchpin for establishing and maintaining trust among all parties involved. The absence of organizational integrity is anticipated to result in adverse consequences for various stakeholders linked to the organization, impacting their loyalty to the organization and overall job fulfillment. As such, this research emphasizes the critical role organizational integrity plays in shaping the dynamics between an organization and its stakeholders, influencing loyalty, and contributing to holistic job fulfillment. In line with the concepts presented above, Paine (2024) argues that adopting a strategy centered on integrity establishes a healthier standard for organizations. Unlike compliance, which focuses on avoiding legal sanctions, organizational integrity is built on the principle of self-governance aligned with a set of guiding principles. Approaching ethics management from the perspective of integrity involves defining and actualizing an organization's guiding values. This includes creating an environment that fosters ethically sound behavior and instilling a sense of shared accountability among employees. The imperative to adhere to the law is framed positively as an integral aspect of organizational life, rather than a burdensome constraint imposed by external authorities.

According to Thornton (2016), organizational integrity extends beyond individual integrity, encompassing full alignment in an organization's thoughts, expressions, and actions. Complete alignment is evident when all aspects of company communication, decisions, leadership, and rewards harmonize. However, mere alignment is insufficient; organizational integrity requires alignment grounded in positive ethical values supported throughout the entire organization.

This alignment around positive ethical values, encompassing what the organization values, communicates, and does, serves as the foundation for cultivating an ethical culture. Leadership plays a pivotal role in achieving values alignment. Effective leaders model and reinforce ethical values, holding individuals accountable for adhering to them. Organizational integrity, at its most impactful, emerges when leaders consistently immerse the organization in positive ethical values and align all facets of leadership, actions, decisions, messages, and reward systems accordingly (Thornton, 2016).

The concept of organizational integrity serves as a crucial framework through which a company can acknowledge its responsibility for ethical and societal concerns. It constitutes a foundational element for enduring corporate success, as ethical challenges inherently translate into economic risks for a company. Contemporary research underscores the efficacy of governance models grounded in integrity in mitigating corporate risks and enhancing business performance (Fuerst et al., 2023).

Furthermore, the assertion by Fuerst and Luetge (2021) posits that organizational integrity stands as a foundational requirement for organizational success. Actions rooted in integrity contribute, among other outcomes, to the establishment of fundamental trust, a critical factor for the long-term health and profitability of an organization. The link between ethical risks and their transformation into economic risks is emphasized (Fuerst & Luetge, 2021). An evident query arising, particularly from the perspective of a board of management overseeing operations, pertains to the integration of organizational integrity into the fabric of organization governance.

Based on the discussion above, organizational integrity can be defined as the intrinsic capability of an organization to uphold self-fidelity. This implies that the organization's activities are grounded in an internally coherent framework of principles, reflecting the extent to which self-legislated norms and prevailing legal standards are integrated into its actions. The concept of organizational integrity revolves around ensuring that an organization's actions, behaviors, and values align with ethical principles and established standards. It necessitates the consistent adherence to both moral and legal principles, encompassing the conduct of individuals within the organization as well as the organization's broader operations (Fuerst and Luetge, 2021).

Furthermore, the authors highlight the significance of ethical leadership, transparency and accountability, compliance with laws and regulations, and community engagement and trust building in the context of organizational integrity. They argue that organizations must exhibit a devoted commitment to core values, including honesty, transparency, accountability, and ethical decision-making. This comprehensive perspective on organizational integrity underscores the organization's conscientious endeavors to function within a framework that not only satisfies legal mandates but also maintains a rigorous commitment to ethical standards throughout its operations.

Another research construct of this current investigation which is anchored on Stakeholder Theory as presented by Freeman (1984) is organizational loyalty which was defined by Fielder (1992) as the profound commitment and allegiance that individuals harbor toward

their employing organization. This multifaceted concept encompasses a strong sense of dedication and commitment, shaping an employee's behavior, attitude, and decision-making processes. It goes beyond mere job satisfaction, reflecting a deep-seated devotion that fosters a genuine concern for the organization's well-being. Employees demonstrating organizational loyalty are inclined to prioritize the organization's interests, contributing to a positive workplace culture. This commitment influences not only the quality of work but also the employee's engagement and willingness to go above and beyond their prescribed duties. As a crucial aspect of employee-employer relationships, organizational loyalty strengthens the bond between individuals and their workplace, fostering a sense of mutual trust and support.

The author highlights diverse manifestations of organizational loyalty, emphasizing its nuanced nature. These expressions include mission commitment, where individuals align with the organization's mission; ethical loyalty, emphasizing adherence to ethical standards; service loyalty, reflecting dedication to serving the organization's goals; leadership loyalty, acknowledging allegiance to organizational leaders; cultural loyalty, embracing the organizational culture; and resilient loyalty, showcasing steadfast commitment even in challenging circumstances. This nuanced perspective underscores that organizational loyalty is a multifaceted concept, encompassing various dimensions that collectively contribute to a robust and enduring connection between individuals and their employing organization (Ocampo et al., 2024).

The above concepts are supported by Mishra (2023) when he emphasized that organizational loyalty (OL) encompasses a spectrum of factors that extend beyond mere job satisfaction. Emotional attachment forms a cornerstone, where employees develop a genuine concern for the organization's success, fostering a long-term perspective. Loyal employees demonstrate discretionary effort, investing additional time and energy into tasks beyond their core responsibilities, which fuels productivity and innovation. They often act as advocates, promoting the organization positively both internally and externally, enhancing its reputation and attracting talent and customers. Moreover, loyal employees exhibit resilience during times of change or crisis, contributing to the organization's adaptability and stability. Reduced turnover rates are a tangible outcome of strong organizational loyalty, underlining its reciprocal nature with the organization's support and recognition of employees' contributions. However, it's essential to balance loyalty with ethical considerations and navigate potential conflicts between organizational and personal loyalties. Cultivating and measuring loyalty through various mechanisms enables organizations to nurture a supportive work environment conducive to sustained employee commitment and organizational success.

The third research construct of this current investigation is holistic job fulfillment which is also anchored on Stakeholder Theory as presented by Freeman (1984). It is the comprehensive state of contentment, satisfaction, and fulfillment an individual experiences in their professional role, encompassing various interrelated components within the work environment. It integrates elements such as job engagement, satisfaction, motivation, and enrichment to create a well-rounded and fulfilling work experience.

Mannaberg (2023) defines job fulfillment as the degree of satisfaction and happiness an individual derives from their job, encompassing a sense of purpose and pride beyond mere financial gain or career advancement. It plays a pivotal role in individual well-being,

organizational success, and societal welfare. Primarily, individual well-being hinges on job fulfillment, given the significant portion of one's waking hours spent at work. Research indicates that job dissatisfaction correlates with adverse effects on mental and physical health, including depression, anxiety, and stress-related ailments. Conversely, individuals experiencing job fulfillment typically exhibit higher levels of happiness, improved work-life balance, and a more positive life outlook, underlining the importance of aligning work with personal fulfillment.

Moreover, organizational success is heavily reliant on employee satisfaction and fulfillment. Contented employees tend to be more productive, innovative, and committed to organizational goals. Their sense of ownership and dedication often translates into enhanced performance and longevity within the organization, thereby mitigating turnover costs. Companies prioritizing employee fulfillment not only foster a positive workplace culture but also attract top talent and establish a reputation for long-term success.

Holistic job fulfillment according to Smith (2023) is comprised of several key components, each contributing to an individual's overall sense of satisfaction and well-being within their work environment. Firstly, job engagement plays a pivotal role in shaping an employee's experience. It pertains to the emotional connection, enthusiasm, and dedication they feel towards their work. Engaged employees are characterized by their high levels of involvement, motivation, and commitment to both their tasks and the overarching goals of the organization. When employees are fully engaged, they are more likely to invest their energy and talents into their work, fostering a sense of purpose and fulfillment.

Secondly, job satisfaction encompasses the broader spectrum of an individual's contentment and positive feelings regarding their job. It encompasses various aspects including the nature of the work itself, relationships with colleagues, compensation, and the overall work environment. A high level of job satisfaction is indicative of an individual feeling fulfilled and gratified by their work experience, which in turn can positively impact their overall well-being and performance.

Thirdly, job motivation serves as a driving force behind an individual's behavior and effort in their job. Motivated employees demonstrate enthusiasm, persistence, and a strong desire to achieve goals within the job context. Motivation can stem from various sources such as intrinsic rewards, recognition, or the pursuit of personal and professional development opportunities. A high level of motivation is crucial for maintaining momentum and productivity in the workplace.

Lastly, job enrichment is a proactive approach to enhancing job satisfaction and motivation by enriching the job itself. This involves adding more meaningful tasks, providing autonomy, and expanding responsibilities to align with the individual's skills and interests. Job enrichment not only increases job satisfaction by making the work more fulfilling and challenging but also fosters personal growth and development within the job role. By offering opportunities for employees to take on new challenges and responsibilities, organizations can cultivate a more engaged and motivated workforce.

Building upon the aforementioned discourse, this study posits the assumption that there exists a significant correlation between organizational integrity and both organizational loyalty and holistic job fulfillment among employees within the Department of Environment and Natural Resources (DENR) in the province of Nueva Vizcaya. Within the context of the DENR in Nueva Vizcaya, organizational integrity serves as a foundational principle that underpins the department's operations, guiding its actions with a commitment to honesty, transparency, and ethical conduct.

Moreover, organizational integrity within the DENR contributes to the cultivation of a positive work culture characterized by fairness, respect, and accountability. When employees feel valued and respected within their workplace, they are more inclined to experience a greater sense of job satisfaction and fulfillment. This holistic job fulfillment extends beyond mere contentment with job tasks to encompass a deeper sense of purpose and meaning derived from contributing to the department's environmental conservation efforts.

This assumption posits that organizational integrity within the DENR in Nueva Vizcaya acts as a key driver in cultivating organizational loyalty and holistic job fulfillment among its employees. By adhering to strong ethical principles and fostering a positive, integrity-based work culture, the department can significantly enhance employee satisfaction, commitment, and overall well-being. This alignment of values and actions not only boosts individual morale but also strengthens the organization's collective ability to meet its environmental stewardship responsibilities. Ultimately, promoting integrity within the DENR creates a more engaged and motivated workforce, contributing to greater organizational effectiveness and long-term success in fulfilling its mission of sustainable environmental management. Through this approach, integrity becomes more than a moral ideal—it becomes a strategic asset that enhances employee loyalty and job fulfillment, benefiting both the workforce and the organization's impact.

REVIEW OF RELATED STUDIES: A SYNTHESIS

The current researcher considered several key concepts while developing this research investigation into organizational integrity in government agencies. Palazzo (2017) suggested that ethical behavior in organizations involves more than just removing unethical individuals; systemic issues can still persist. Perry (2022) pointed out that promoting integrity in government agencies can reduce employee turnover and boost productivity. Additionally, Arjoon (2017) emphasized that organizational integrity means making ethical decisions with long-term benefits in mind.

The researcher also reviewed Ghoshal (2021), who proposed that a culture of integrity can foster better leadership and a more positive work environment in government settings. Horne (2024) highlighted the role of leaders in nurturing integrity by encouraging open communication and rewarding ethical behavior. Watts (2024) stressed that organizational integrity relies on clear values and ensuring that systems like hiring and promotions reflect those values. Lawrence (2024) underscored the importance of integrity in government agencies, with a focus on honesty and transparency. Lastly, Foster (2020) emphasized that organizational integrity in government is crucial for building trust and reducing risks. These varied perspectives provided valuable guidance for the current investigation.

Abun (2021) explored the impact of administrators' integrity on employees' job satisfaction in Divine Word Colleges in the Philippines. The similarity with the present study lies in the focus on how organizational integrity influences employee satisfaction. The key difference is the setting—Abun worked in an educational environment, while the present study is in a government agency. Additionally, Abun's respondents were administrators, whereas the present study looks at DENR employees.

Adekanmbi and Ukpere (2023) examined the influence of organizational culture, psychological safety, and perceived leadership integrity on employee voice in companies across South Africa and Nigeria. The similarity with the present study is in examining integrity's broader impact on organizational dynamics. However, their respondents came from various industries, whereas the present study is within a single government agency. Their data gathering focused on surveys, which is the same method the present study might use.

Perez (2022) studied ethical leadership's relationship with job satisfaction in local colleges in Batangas Province. The common ground with the present study is the focus on how integrity and ethical leadership affect employee satisfaction. The difference is that Perez's study was in academic institutions, while the present study is in a government context. Both studies employed descriptive-correlational analysis.

Alonto (2023) investigated organizational integrity in local government agencies in Southern Mindanao, Philippines, focusing on transparency and accountability. This aligns with the present study's focus on integrity in a government agency. The difference is that Alonto's study looked at local government agencies, while the present study examines a provincial level of a national government agency.

Reyes (2024) examined organizational integrity in national government agencies in the CARAGA Region, Philippines, focusing on community engagement and trust-building. The similarity with the present study is the focus on government agencies and the need for transparency.

Lopez (2024) studied organizational integrity and compliance in government-owned and controlled corporations (GOCCs) in the Philippines. The similarity with the present study is the focus on compliance and organizational integrity in a government setting. However, Lopez's respondents were from GOCCs, while the present study looks at DENR employees.

Santos (2024) examined the correlation between organizational integrity and organizational loyalty among women executives in national government agencies. The common ground with the present study is the exploration of integrity's impact on organizational loyalty. However, Santos's respondents were women executives, while the present study involves a broader group of DENR employees.

Alawi's (2024) study examined the relationship between organizational integrity and job satisfaction among employees of municipal local government units in Sulu, Southern Philippines. The similarity with the present study is the exploration of organizational integrity's impact on employee job satisfaction. The difference is that Alawi's study focused on municipal government units, while the present study is in a provincial-level office of

DENR. Alawi's data gathering used interviews and focus groups, while the present study might use different methods.

In terms of organizational loyalty, the current investigation considered the ideas and concepts of Mishra (2023) that describe organizational loyalty as a multifaceted concept where employees are dedicated to their company's goals; Fan et al. (2021) explain that loyal employees have an emotional attachment to their organization and are willing to go above and beyond their job duties; Fielder's (1992) work emphasizes that effective leadership characterized by transparency and empathy fosters organizational loyalty; Zhang et al. (2022) investigate differential leadership, showing that it positively influences organizational and supervisory loyalty; and Huangfu et al. (2013) & Tomic et al. (2018) that highlight the critical importance of organizational loyalty in retaining talent and maintaining competitiveness in the knowledge economy, were all considered by the present researcher because it helped him in the conceptualization of the present research.

Guillon and Cezanne (2014) studied employee loyalty across various industries, focusing on how it impacts organizational performance. They found that loyalty has different interpretations depending on how it's measured. Unlike the present study, which examines loyalty within a government agency, their work covers a broader corporate setting, exploring how loyalty contributes to success in diverse sectors.

Issa et al. (2022) investigated organizational loyalty among administrative staff at a university in Libya, an academic environment. They found high loyalty but low job performance, suggesting that loyalty doesn't always translate to better outcomes. This contrasts with the present study's focus on government employees at DENR, with different work contexts and administrative structures compared to a university.

Osho (2023) looked at employee loyalty and organizational performance, focusing on profitability and market share in a corporate setting. This is different from the government-focused environment of the present study, which looks at loyalty among public sector employees. While Osho emphasizes financial rewards as a key to loyalty, the present study might consider factors like job security and public service values as drivers of loyalty.

Rub (2022) highlighted organizational loyalty's role in fostering organizational effectiveness, examining various indicators like employee attachment and turnover rates. The study takes a broader view, not tied to a specific sector, whereas the present study is within a government context. While Rub explores multiple indicators, the present study looks at loyalty within DENR, possibly with a focus on public administration and environmental policy.

Syanevets and Sudakova (2019) studied employee loyalty in Russian energy companies, focusing on management quality and loyalty's role in it. This industrial context is different from the government agency focus of the present study. They identified challenges like ineffective communication and a lack of innovation, which contrasts with the public sector dynamics and environmental governance focus of the present study on DENR employees.

Khahande Karnama and Farahmand (2015) explored organizational spirituality, loyalty, and organizational citizenship behavior among copper smelter workers in an industrial setting.

This is quite different from the government context of the present study, with a focus on DENR employees. While both studies consider organizational loyalty, Khahande Karnama and Farahmand's industrial focus offers a unique angle, while the present study addresses loyalty in a public sector framework influenced by government policies and public service ethics.

In terms of holistic job fulfillment, the current researcher also reviewed and considered the ideas and concepts of Tan (2023), who emphasizes the evolution of job fulfillment, where employees now prioritize a holistic approach involving work-life balance, flexibility, and career progression, with employers adapting to support these priorities; Yusim (2024) underscores the importance of achieving holistic job fulfillment by focusing on comprehensive aspects such as mind-body wellness, executive coaching, and stress management, leading to a well-rounded career aligned with personal values and aspirations; De Los Santos & Labrague (2021) highlight the crucial role of job engagement in enhancing employee performance and satisfaction, emphasizing that employees' enthusiastic commitment to their tasks drives productivity and organizational success; and Smith (2023) explains that employee job engagement is critical for organizational success, correlating with job satisfaction and morale, and suggests various methods to promote engagement, including effective communication, recognition, and feedback.

Moreover, the concepts and ideas of the following authors guided also the researcher in conceptualizing this current study. QuestionPro (2024) focuses on job satisfaction, which reflects an employee's sense of fulfillment, self-motivation, and contentment, noting its impact on organizational productivity and interpersonal dynamics within the workplace; Pelago (2024) stresses the importance of job satisfaction in boosting employee productivity, motivation, and engagement, advocating for a supportive work environment to foster contentment and reduce turnover rates; Swofford (2023) discusses the link between job satisfaction and organizational citizenship behaviors, pointing out that high satisfaction levels lead to greater punctuality, reliability, and a reduced likelihood of absenteeism and turnover; and Ryan and Deci (2020) focus on job motivation as a key driver of organizational success, highlighting the need for employers to cultivate intrinsic motivation and explaining how this leads to increased productivity and job performance.

It is also noteworthy that the concepts of Van Vulpen (2023) that job enrichment involves enhancing job roles to make them more engaging and fulfilling, using strategies like job enlargement, diversification of skills, and increased autonomy to motivate employees and improve performance; Indeed Editorial Team (2023) asserts that employee motivation is crucial for fostering a dynamic and productive workplace, emphasizing its role in enhancing work efficiency and creating a positive workplace culture; and Aspire Training Team (2023) stresses that employee motivation is fundamental to organizational success, explaining that motivated employees inject creativity and energy into the company, but maintaining motivation requires continual effort and strategic approaches were all important concepts that served as a compass for this current investigation.

Several studies, including the present study, emphasize a holistic approach to job fulfillment. For example, Kurez and Anderson (2024) explored intrinsic and extrinsic motivational factors, suggesting a dual approach, while Donohoe (2013) delved into resources from

various life domains, indicating a broader perspective on job satisfaction. Both the abstracted studies and the present research consider the impact of job satisfaction on employee performance. For example, Inayat and Khan (2021) and Pandey and Chauhan (2021) explored the link between job satisfaction and employee performance, echoing themes of fulfillment and motivation in the DENR study. Similar to the present study, several abstracts, such as Donohoe (2013) and Kiram (2022), utilized mixed-methods approaches, combining qualitative interviews with quantitative surveys to gain comprehensive insights into job fulfillment and satisfaction.

The studies were conducted in various geographical locations, such as Peshawar (Inayat and Khan, 2021), Sulu (Kiram, 2022), Malaysia (Hee et al., 2020), and the Sultanate of Oman (Al Farsi et al., 2017). In contrast, the present study focuses on DENR employees in Nueva Vizcaya, suggesting different cultural and organizational environments. The nature of respondents varies across the studies. For example, Inayat and Khan (2021) examined employees from hospitals, banks, and universities, while Reyes (2022) focused on national government agencies in Central Luzon. The present study concentrates on DENR employees, indicating a unique demographic with specific work-related dynamics. The reviewed researches encompass a range of specific focus areas, such as transactional leadership (Kurez and Anderson, 2024), job rotation and enrichment (Reyes, 2022), and working environment (Raziq and Maulabakhsh, 2015). These themes differ from the holistic job fulfillment explored in the present study, which may concentrate on other aspects of employee satisfaction and work-life balance.

METHODOLOGY

This research examined the organizational dynamics within the Department of Environment and Natural Resources (DENR) in Nueva Vizcaya. It encompasses an in-depth exploration of organizational integrity, organizational loyalty, and holistic job fulfillment employing quantitative research design utilizing descriptive-correlational procedure. It explored employees' perceptions of organizational integrity, focusing on ethical leadership, transparency, accountability, compliance, and community trust. The study also assessed organizational loyalty, considering factors such as mission commitment, ethical and service loyalty, leadership, cultural, and resilient loyalty. Additionally, it evaluated holistic job fulfillment through job engagement, satisfaction, motivation, and enrichment.

Statistical analyses were conducted to determine significant relationships between organizational integrity, loyalty, and job fulfillment. Based on the findings, the study proposed development interventions to enhance and sustain organizational integrity, loyalty, and job fulfillment within the department.

The respondents of the study consisted of 105 employees from the Department of Environment and Natural Resources (DENR) in Nueva Vizcaya, representing 73.43% of the total workforce of 143 employees. This sample size was calculated using the Slovin Formula, which is a common statistical method for determining the appropriate sample size from a given population while maintaining a specific margin of error.

Data were gathered using a valid and reliable research instrument and was subjected to appropriate statistical procedures.

SIGNIFICANT FINDINGS OF THE STUDY

The study revealed that organizational integrity in the Department of Environment and Natural Resources (DENR) scored a grand mean of 3.25, rated as "Good," indicating a satisfactory level of integrity with areas for improvement. Ethical Leadership received the highest rating, with a mean of 3.56 ("Very Good"), reflecting strong ethical standards among leaders. Community Engagement and Trust Building also scored high with a mean of 3.53 ("Very Good"), highlighting effective relationships with external stakeholders. Compliance with Rules and Regulations scored 3.19 ("Good"), suggesting general adherence with some inconsistencies. The lowest rating, 2.97 ("Good"), was for Transparency and Accountability, indicating a need for improvement in decision-making transparency and accountability mechanisms.

Organizational Loyalty received a "Good" overall rating, with a grand mean of 3.34. Cultural Loyalty scored highest at 3.57 ("Very Good"), reflecting strong employee alignment with the organization's culture. Leadership Loyalty followed closely at 3.53 ("Very Good"), indicating trust in leadership. Resilient Loyalty (3.44, "Good") shows employees' ability to stay loyal during challenges, while Service Loyalty (3.31, "Good") demonstrates commitment to the organization's goals. Mission Commitment scored 3.12 ("Good"), suggesting general alignment with the mission but room for improvement. Ethical Loyalty, the lowest at 3.04 ("Good"), indicates ethical commitment but suggests a need for further enhancement.

Holistic job fulfillment received a "Good" overall rating with a grand mean of 3.35, indicating a generally positive employee experience. Job motivation was the highest-rated dimension at 3.62 ("Very Good"), showing strong motivation among employees. Job satisfaction followed with a mean of 3.37 ("Good"), reflecting general contentment. Job engagement (3.23) and job enrichment (3.18), both rated as "Good," indicate that while employees are engaged and experience some enrichment in their roles, there is room for further improvement in these areas to boost overall job fulfillment.

There is a strong, highly significant positive relationship between perceived organizational integrity and organizational loyalty among the respondents. This is demonstrated by the computed r-value of 0.725, which exceeds the critical r-value of 0.192 at 103 degrees of freedom and a 0.05 level of significance. This indicates that as organizational integrity increases, organizational loyalty also tends to rise significantly.

There is a very significant and moderate relationship between perceived organizational integrity and holistic job fulfillment among the respondents. This is evidenced by a computed r-value of 0.693, which exceeds the critical r-value of 0.192 at 103 degrees of freedom and a 0.05 level of significance. This indicates that higher perceptions of organizational integrity are moderately associated with increased levels of holistic job fulfillment among employees.

There is a very significant and strong positive relationship between organizational loyalty and holistic job fulfillment among the respondents. This is supported by a computed r-value of 0.782, which exceeds the critical r-value of 0.192 at 103 degrees of freedom and a 0.05 level of significance. This suggests that higher levels of organizational loyalty are strongly associated with greater holistic job fulfillment among employees.

Based on the significant findings of the study, the researcher has created a series of training topics, each accompanied by detailed descriptions, for inclusion in the training design. These topics are specifically informed by areas where respondents scored notably low in benchmark statements related to the study's three main constructs.

CONCLUSIONS

The Department of Environment and Natural Resources (DENR)-Nueva Vizcaya has a satisfactory level of organizational integrity, particularly in ethical leadership and community engagement, there are notable areas, especially in transparency and accountability, that require improvement.

Overall, organizational loyalty among employees is rated as "Good," with strong cultural and leadership loyalty, but areas such as ethical loyalty and mission commitment indicate potential for further enhancement.

Holistic job fulfillment is generally positive, particularly in job motivation and satisfaction, yet there remains a need for improvement in employee engagement and enrichment to enhance overall fulfillment.

A strong positive relationship exists between perceived organizational integrity and organizational loyalty, suggesting that increases in integrity lead to higher levels of loyalty among employees.

There is a moderate yet significant relationship between perceived organizational integrity and holistic job fulfillment, indicating that enhanced perceptions of integrity are associated with increased job fulfillment.

A very strong positive relationship between organizational loyalty and holistic job fulfillment indicates that greater loyalty correlates with higher levels of overall job satisfaction among employees.

In response to the findings, the researcher developed targeted training topics aimed at addressing areas of low performance, which will enhance organizational integrity, loyalty, and job fulfillment.

RECOMMENDATIONS

Implement transparency initiatives by developing clear policies and procedures that improve openness in decision-making processes, while regularly communicating these to all employees. Strengthen accountability mechanisms through robust frameworks, including regular audits and feedback loops, to ensure adherence to ethical standards. Continuous leadership training focused on ethical decision-making will reinforce leaders' roles in modeling integrity and positively influencing organizational culture.

Initiate programs that reinforce the organization's values and norms, fostering a deeper cultural connection among employees through team-building activities and recognition programs. Encourage leadership to actively engage with employees via regular town hall meetings or one-on-one check-ins to promote trust and responsiveness to employee concerns.

Develop training on ethical practices to enhance employees' commitment to the organization's ethical standards.

Introduce initiatives that promote active engagement, such as participative decision-making, allowing employees to influence projects and policies. Create job enrichment opportunities—like new responsibilities, cross-functional team participation, or professional development—to increase employees' sense of fulfillment. Regular satisfaction surveys can provide insights into employee engagement levels, enabling necessary adjustments in workplace practices.

Create training programs based on the study's identified low-scoring areas, particularly focusing on transparency, accountability, and ethical loyalty. Implement mentorship and coaching programs to guide employees in their professional development, fostering a stronger sense of belonging. Evaluate training effectiveness through follow-up surveys and assessments to ensure they meet intended objectives.

Establish a recognition program that acknowledges employee contributions, reinforcing loyalty and motivation. Promote work-life balance through flexible working hours and mental health resources to contribute significantly to overall job satisfaction and fulfillment.

Implement regular assessments of organizational integrity, loyalty, and job fulfillment to monitor progress and identify areas for continuous improvement. Use feedback from employees to refine strategies and interventions, ensuring they align with the evolving needs of the workforce.

Encourage a culture of continuous improvement by regularly reviewing policies and practices related to integrity, loyalty, and job fulfillment. Provide platforms for employees to share insights and suggestions, fostering a collaborative environment focused on organizational excellence. By implementing these comprehensive recommendations, the Department of Environment and Natural Resources can enhance its organizational integrity, loyalty, and holistic job fulfillment, ultimately leading to a more engaged and productive workforce.

Future researchers in organization development and planning are encouraged to undertake a comprehensive exploration of the subject using triangulation and immersion methods. By examining constructs that significantly influence the variables studied in this research, scholars can enrich the data and insights obtained. This multifaceted approach not only enhances the depth and breadth of the findings but also fosters a clearer understanding of complex organizational dynamics. Such rigorous investigation will contribute meaningfully to the advancement of knowledge in the field of organization development and planning, ultimately guiding effective practices and strategies for organizational improvement.

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