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Evaluation of the Organizational Culture of Technical Education and Skills Development Authority (TESDA) Training Centers

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Abstract

This study evaluated the organizational culture of TESDA training centers in Nueva Ecija based on the rating of the 50 accredited trainers. It focused on the aspects of managing change, achieving goals, teamwork and organization culture. The study found that TESDA training centers have a strong culture of managing change through its approach of involving its employees in managing change, communication with its employees, and having trust in its

leadership. TESDA training centers have a strong culture of achieving goals through its approach of having clear goals and involving its employees and management in achieving goals. TESDA training centers have a strong culture of teamwork and collaboration in achieving its goals. Finally, TESDA training centers have a strong and united culture where all its employees understand and share its objectives in order to achieve its goals.

Keywords: Assessment, Managing Change, Strong Organizational Culture, TESDA, Trainers

Introduction

Generally, organizational culture is seen to be very significant in terms of its impact on the effectiveness, productivity, and working environment of any organization. Organizational culture is defined as “those values and behaviors shared by people who work in an organization which control the way they cooperate and perform their tasks” (Schein, 2016) ^[9]. In the case of Technical Education and Skills Development Authority (TESDA), knowledge on organizational culture is deemed significant, considering its impact on trainers' response to managing change, achieving goals, coordinating teamwork, and having a strong organizational culture (Sayegh & Sidani, 2023) ^[8]. This study seeks to determine the organizational culture of TESDA training centers in Nueva Ecija, as seen and felt by fifty (50) trainers, about managing change, achieving goals, coordinating teamwork, and having a strong organizational culture.

Organizational culture has been positively related to factors such as increased employee satisfaction, achievement of organizational objectives, and organizational success (Billyard & Donohue, 2016; Kotter, 2017) ^[2, 4]. This is particularly important in learning institutions such as TESDA, whose main objective is the continuous development and training of skills. This will, therefore, be beneficial to the trainers and the trainees. Research has also shown that factors such as employee contribution to decision-making, organizational objectives, and teamwork are critical factors to organizational success (Locke & Latham, 2019; Zaccaro *et al.*, 2018) ^[5, 10]. Understanding the organizational culture of TESDA training centers will be instrumental in understanding the best approaches towards organizational success.

To investigate this, the study employed a descriptive research design, which is suitable for examining the characteristics and distribution of variables without exploring causal relationships (Aggarwal, 2019). Data were collected using a modified version of the “Organizational Culture Assessment Questionnaire” developed by Sashkin and Rosenbach (2013) ^[7], administered face-to-face to ensure clarity and accuracy. The study adhered to ethical research standards, securing the necessary permits and approvals to protect participants.

Methodology

This research used a descriptive research design. According to Aggarwal (2019), “a descriptive study is designed to describe the distribution of one or more variables, without regard to any causal or other hypothesis.” The study was conducted at Technical Education and Skills Development Authority (TESDA) training centers in Nueva Ecija (Portana, 2024) [6]. Fifty (50) TESDA trainers were chosen as respondents of this study.

The researcher secured the necessary permits and ethical approvals from relevant authorities to ensure the safety of participants and adherence to ethical research standards. A modified- adapted questionnaire, entitled “organizational culture assessment questionnaire” by Sashkin and Rosenbach (2013) [7], was used in this study. The questionnaires were administered through face-to-face interactions, accompanied by clear instructions for completion and follow-up reminders to facilitate timely return. The collected data were then analyzed using appropriate statistical tools to ensure a comprehensive and accurate interpretation of the results.

Organizational Culture of Tesda Training Centers:

Table 1: Managing Change

S. No	Managing Change (n=50)	WM	Verbal Description
1	Employees are flexible and adaptable when changes are necessary.	4.43	Strongly Agree
2	Employees feel that most change is the result of reasonable practices from the management in the organization.	4.19	Agree
3	Employees have a clear idea of why and how to proceed throughout the process of change.	4.43	Strongly Agree
4	Most employees believe that change happens gradually and is not disruptive.	4.42	Strongly Agree
5	Employees believe they can influence or affect their workplace through their ideas and involvement.	4.45	Strongly Agree
6	Employees believe that their concerns and anxieties during the period of change are heard and taken into consideration.	4.42	Strongly Agree
	Overall Weighted Mean	4.39	Strongly Agree

Table 1 shows the organizational culture of TESDA training centers in terms of managing change.

The overall weighted mean (OWM) of 4.39 indicates a strong ability to manage change inside the organization, confirming that employees are content with the communication, implementation, and their involvement in those changes.

The highest in terms of weighted mean of 4.45 is item number 5, signifying that employees firmly believe they can impact their workplace through their thoughts and participation. This illustrates a collaborative culture in which employee contributions are esteemed in influencing corporate transformation.

However, item number 2, which has a weighted mean of 4.19, is the lowest, implying that employees view improvements as generally based on sound management practices, which is an indication of confidence in leadership. This is similar to the findings of Kotter (2017) [4], which emphasized change management and the importance of

communication, employee engagement, and confidence in leadership.

Table 2: Achieving Goals

S. No	Achieving Goals (n=50)	WM	Verbal Description
1	Employees and Management have clearly defined goals that relate to the goals or mission of the TESDA Training Center.	4.49	Strongly Agree
2	Employees are often expected to reach goals which they believe are attainable.	4.49	Strongly Agree
3	Employees are measured and rewarded according to how well goals are achieved.	4.46	Strongly Agree
4	Employees participate in defining specific goals.	4.53	Strongly Agree
5	The Management constantly stretch goals to continuously improve.	4.50	Strongly Agree
6	Employees and Management often have complementary goals.	4.17	Agree
	Overall Weighted Mean	4.44	Strongly Agree

Table 2 illustrates organizational culture in TESDA training centers as to achieving goals.

As shown in the table, a high level of satisfaction in goal setting and achievement in the business is indicated by a weighted mean of 4.44. Achieving Specific Goals (item number 4), which recorded the highest weighted mean of 4.53, indicates a strong association and congruence in goals and objectives of both management and employees, while complementary goals of both management and employees (WM=4.17) recorded the lowest value in this section. This pertains to a symbiotic environment wherein both parties are aiming to attain a common goal.

These findings are consistent with Locke and Latham's (2019) [5] theory of goal setting, wherein difficult goals and employee involvement in the goal setting process are believed to boost performance and satisfaction.

The findings indicate that Technical Education and Skills Development Authority (TESDA) training centers have a strong culture of achieving goals, as employees and management work together to set and accomplish clear objectives. This suggests that involving employees in goal setting helps improve performance and satisfaction.

Table 3: Coordinating Teamwork

S. No	Coordinating Teamwork (n=50)	WM	Verbal Description
1	Employees possess the authority needed to get the job done effectively.	4.50	Strongly Agree
2	Employees believe in teamwork (what in it for us approach rather than what in it for me).	4.48	Strongly Agree
3	Employees possess the interpersonal and technical skills needed to work effectively in a team.	4.47	Strongly Agree
4	Employees know what is expected of them to understand their impact on the other people, team and functions.	4.16	Agree
5	Employees believe in working together collaboratively, preferring cooperation over completion.	4.55	Strongly Agree
6	The management team at all levels work together as a team to achieve results for the TESDA Training Center.	4.55	Strongly Agree
	Overall Weighted Mean	4.45	Strongly Agree

Table 3 displays the organizational culture of TESDA training centers in terms of coordinating teamwork.

The overall weighted mean (OWM) of 4.45, categorized as "Strongly Agree," signifies that employees greatly appreciate and engage in successful cooperation, shared authority, and collaboration throughout the organization.

The highest items in terms of weighted mean are 5 and 6, indicating that employees attribute considerable significance to collaborative efforts and perceive that management teams across all tiers collaborate successfully to attain organizational objectives. This finding aligns with the concept of collaborative leadership, as stated in the study by Zaccaro *et al.* (2018) [10], which emphasized that organizations exhibiting robust collaborative leadership and teamwork are more proficient in attaining objectives, particularly in high-pressure settings such as training institutions.

Nonetheless, item number 4 (WM = 4.16), is the lowest in the group. This indicates that although employees understand their expectations, there remains potential for enhancing the clarity on the overall influence of individual roles on team and organizational operations (Chayomchai, 2023) [3].

The findings imply that Technical Education and Skills Development Authority (TESDA) training centers promote a strong culture of teamwork where employees and management collaborate effectively to achieve organizational goals. However, improving employees' understanding of how their individual roles contribute to overall team performance can further strengthen coordination.

Table 4: Strong Culture

S. No	Strong Culture (n=50)	WM	Verbal Description
1	Employees value and make use of one another's unique strengths and different abilities.	4.25	Strongly Agree
2	Everyone knows and understands our objectives.	4.53	Strongly Agree
3	Employees adhere to company policy and procedures to reach operational goals.	4.50	Strongly Agree
4	Business decisions are most often made based on facts, not just perceptions or assumptions.	4.45	Strongly Agree
5	Employees have access to timely and accurate information about what is really happening in the management and why.	4.44	Strongly Agree
	Overall Weighted Mean	4.43	Strongly Agree

The findings under Strong Culture reveal that there is uniform consensus among employees regarding values, commitment to objectives, methods of decision-making, and accessibility of information within the firm. The overall weighted mean (OWM) is 4.43, which is classified as "Strongly Agree," revealing a strong corporate culture where employees are aligned with the objectives and policies of TESDA Training Center.

Item number 2, "Everyone knows and understands our objectives," has the highest weighted mean at 4.53, which shows employees have strong comprehension of the objectives of the organization. This is an indication that the training center has effectively communicated its mission and objectives, ensuring employees are aligned with the

organization's vision. This is in line with Schein (2016) [9], which studied corporate culture and found that "having shared goals is vital in developing a unified and purpose-driven work environment."

The findings indicate that the TESDA Training Center possesses a robust organizational culture defined by explicit objectives, compliance with processes, collaborative utilization of employee capabilities, and evidence-based decision-making. The results align with current research, emphasizing the significance of a unified, well-conveyed culture in promoting employee happiness and organizational efficiency (Billyard & Donohue, 2016) [2].

Conclusions

The following conclusions were derived based on the findings of this study:

1. TESDA training centers exemplify a strong culture of managing change through employee involvement, communication, and trust in leadership.
2. TESDA training centers exemplify a strong culture of goal achievement through objectives and employee/management collaboration.
3. TESDA training centers exemplify a strong culture of teamwork and collaboration that promotes goal achievement.
4. TESDA training centers exemplify a strong and unifying organizational culture wherein all employees have a good understanding of the objectives of the training center.

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