

Organizational Identification of Personnel during a Major Restructuring: The Case of the Agricultural Training Institute

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ABSTRACT. Earlier studies found that extension organizations enjoy strong organizational identification (OID) among their personnel. However, organizational change often negatively impacts on personnel OID and subsequently on organizational performance. To explore these two contrasting views in the Philippine context, this study was conducted to examine the personnel OID of the Agricultural Training Institute (ATI), the country's lead extension agency, while undergoing rationalization. A survey was conducted among staff members of ATI Central Office and Region IV-A Training Center. Responses were analyzed along OID's cognitive and affective components in different demographic and employment characteristics and comparatively in five categories of personnel. Results showed that ATI personnel had an overall moderate OID score. Highest rating was on its affective component indicating their OID was largely based on emotion. Specifically, OID scores appeared higher with males, management, administrative, central office, and affected personnel categories as opposed to those in categories they were compared with. Paradoxically, technical and non-affected personnel had low scores despite being favored by the rationalization. Analysis using correlation, t-test, chi-square, Phi, and Cramer's V did not statistically establish the relationship among age, years in government and in ATI, and OID. Findings suggest that to increase personnel OID of organizations during a major restructuring, there is a need to intensify efforts to mitigate the negative impacts of organizational change.

Keywords: *organizational identification, restructuring, national extension agency, employees*

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INTRODUCTION

The importance of extension in the development of the Philippine agriculture and fisheries sector is recognized under the National Extension Agenda and Programs 2017-2022 of the Agricultural Training Institute (ATI Policy and Planning Division, 2015, p. 1):

“Extension is one of the most crucial services in agriculture and fisheries... Extension equips farmers, fishers and other clients with capabilities of knowledge, skills and attitudes (KSA). It allows them to effectively use the knowledge generated by other forms of services in order to create good results.”

Extension is driven by a strong human resource – the most important organizational asset that is subject to fatigue, stress, and discouragement especially when exposed to extreme conditions. The relationship between personnel’s responses to such extreme conditions have been the subject of many organizational studies. However, there is a dearth of scholarship that looks into the relationship between extension personnel and their organizations particularly during difficult periods, such as during a major restructuring.

Organizational Identification

Ashforth and Mael (1989, p. 34) defines organizational identification (OID) as the “perception of oneness with or belongingness to a group, involving direct or vicarious experience of its successes and failures.” Such perception of oneness includes the degree to which individuals define themselves as organization members and the extent to which they have internalized the organization’s mission and values (Mael & Ashforth, 1992).

Organizational identification traces its origins from the Social Identity Theory (SIT) and Self-Categorization Theory (SCT), which hold the fundamental concept of social identity defined as the individuals’ knowledge that he [or she] belongs to certain groups together with some emotional and value significance to him [or her] of the group membership. Social identity is different from personal identity, which relates to an individual’s distinctive personality traits and characteristics, such as physical appearance. The SIT and SCT suppose that when people distinguish themselves with others as belonging to a social group, members of that group will yearn for constructive self-esteem that is based on a higher-order classification (Tajfel & Turner, 1986; Turner & Reynolds, 2012).

Organizational identification is a concept that has become an important domain of inquiry in recent decades to understand organizations and their interactions with the environment (Hirsch & De Soucey, 2006). OID research examines the causal relations among employees identifying themselves with the organization they are employed (Riketta & van Dick, 2005). OID research helps managers understand the reasons surrounding loyalty of their employees to the organization. It also provides inputs to effectively manage the human resource of the organization. Scholars recognize that OID is key to understanding organizational issues, such as strategic change (Ravasi & Phillips, 2011), decision making (Riantoputra, 2010), and internal conflicts (Humphreys & Brown, 2002).

Previous studies had linked OID to positive outcomes for both the individuals and organizations (Stoner & Gallagher, 2011; Cohen, 1993; Tett & Meyer, 1993). High OID increases loyalty, decreases turnover-intentions, prevents isolation, leads to greater work satisfaction, increases performance, and enables employees to make consistent decisions with organizational goals (Blader et al., 2017; Edwards & Peccei, 2010; van Knippenberg & Sleebos, 2006). When staff members identify themselves with their organization, they experience a sense of self-worth as members of their organization (Simon, 1976; Tompkins & Cheney, 1985). Overall, employees who strongly identify with their home organization tend to be more supportive of the organizational mission. Hence, OID is a construct that is central in understanding organizational behavior, including the tendencies of employees in carrying out their mission and fulfilling their organizational goals (He & Brown, 2013, p. 3).

According to Ashforth and Mael (1989), OID has two components, namely: cognitive and affective. While these two components can be highly related, they are distinct constructs of organizational identification. Cognitive OID refers to one's self-definition in terms of his or her organizational membership. It comprises more of the salience of OID based on the conceptualizations of the two under SIT and SCT. Affective OID, on the other hand, is more closely linked with the emotional aspect of the relationship between individuals and the organization. It stresses the more personal, sentimental side of the identification process, and is thereby more related to the feelings a person has by being a member of the organization. Smidts et al. (2001) noted that when a person feels valued by the organization and is proud, the affective component of OID will increase. Thus, the affective component is more closely linked with the extent the person values his or her membership with the organization and the organization's degree of attractiveness to the person (Ellemers et al., 1999; van Dick & Wagner, 2002).

Change and Organizational Identification

While there are valid reasons for change, especially when referring to organizational growth, some authors contend that organizational change often negatively influences personnel OID. For example, Morgan et al. (2004) note that as organizations decentralize, employees would be coerced to develop identifications with local offices and groups that eventually ward off more centralized functions. Change can also cause tension among employees. This happens when they feel the mission they uphold is being replaced by new principles and beliefs. Sometimes employees cling to the old identities when faced with ideological changes as they cannot cope with the reality and their view on matters and of themselves is falling behind (Albert et al., 2000; Gioia et al., 2000; Bullis & Bach, 1989).

Past research has shown that continuous change always causes anxiety. Personnel tend to suffer from stress, indifference, and/or resistance in response to change. Anxiety can even cause personnel “disidentifying” themselves, i.e., denying membership with their organizations (Torppa & Smith, 2009; DiSanza & Bullis, 1999). Poor identification results in lower loyalty and commitment, and at times, personnel may even begin to work against the organization (Tompkins & Cheney, 1985).

Extension and Organizational Identification

Extension organizations are examples of learning organizations that embrace continuous change. Yet, their personnel are not exempted from suffering change fatigue and being skeptical about the results of organizational change efforts (MacIntosh et al., 2007; Schawrz & Shulman, 2007).

Past research has shown that extension organizations enjoy strong employee identification (Morgan et al., 2004; Scott, 1997; Scott et al., 1998). While there are extension organizations that are centralized, in most cases they are complex, geographically diffused, and include multiple targets with which employees may identify (Scott, 1997). When personnel’s multiple identifications are mutually supporting, these tend to have greater positive outcomes for them and their organization. On the other hand, when such multiple identifications are at odds, personnel tend to experience role strain and conflict of loyalties, resulting in reductions of organizational productivity, absenteeism, employee turnover, and even sabotage (Meyer et al., 2002; Riketta, 2002; van Dick et al., 2004).

While there have been OID studies conducted in different contexts, types of work and work environments worldwide, OID studies are not very common in the Philippines. In the United States, it was found that extension personnel generally have strong OID even during challenging periods of change, such as during organizational restructuring (Torppa & Smith, 2009; Morgan et al., 2004; Scott, 1997; Scott et al., 1998). This is interesting since other studies have shown that organizational changes generally threaten personnel on possible loss of jobs, deterioration of working conditions, lowering of salaries and wages, and limiting upward career mobility, which all point to having lower OID (Kalleberg, 2003; Hirsch & De Soucey, 2006; Bowman & Callan, 2015).

Inspired by the cited phenomenon in the United States, this study was conducted among personnel of ATI, the national extension agency in the Philippines, when it was undergoing a ten-year rationalization from 2004 to 2015. As a background, extension in the Philippines, in the past three decades, has faced serious challenges due to structural reforms, such as the devolution and the rationalization of the bureaucracy as a result of national fiscal crisis (Senate Economic Planning Office, 2005). At first there were merging of agencies that took place when the Bureau of Agricultural Extension, the Philippine Training Center for Rural Development, and the Philippine Agricultural Training Council formed the ATI in 1987. The municipal, city, and provincial agriculture offices as extension units separated from the national government following the passing of the Local Government Code in 1991. This move left ATI with 42 training centers nationwide in 1995 (ATI Policy and Planning Division, 2013).

The rationalization of ATI was also characterized by the merging of training centers to 16 as well as downsizing of its personnel based on the new functions and structure both at its Central Office and training centers. Even before the approval of its Rationalization Plan in 2013, ATI started to gradually merge its training centers in 2007 through a memorandum order issued by its director. The downsizing aimed to reduce personnel from 800 to 500. The ATI management put some measures in place to mitigate the negative impacts of the rationalization. Among these measures was an information and awareness drive to help its personnel appreciate the advantages of rationalization, know their options, and cope if they were affected. Said measures also helped ensure organizational preparedness of ATI and to define potential causes for alarm that had to be attended to (ATI Policy and Planning Division, 2015).

This study sought to examine ATI personnel's OID during the time when it was undergoing staff rationalization, a major form of organizational restructuring. Specifically, it aimed to: 1) describe the demographic and employment characteristics of ATI personnel under study; 2) determine the OID scores of ATI personnel and their relationship with selected variables, such as age, years in public service, years in ATI, and knowledge about the rationalization; 3) analyze the OID scores of groups of ATI personnel along five different categories, namely: sex, position, nature of work, place of assignment, and status during the rationalization; 4) analyze the personnel's satisfaction level about their present designation and their knowledge about the rationalization; 5) determine the association of personnel status during rationalization with their different satisfaction levels of their current designation; and 6) analyze the factor(s) that has/have significant relationship with personnel OID.

METHODOLOGY

Background and the Survey Questionnaire

This study was conducted during the peak of the rationalization process of ATI from 2011 to 2013 in two of its operating units, namely: Central Office in Quezon City and Regional Training Center IV-A located inside the University of the Philippines Los Baños in Laguna. There were 68 randomly selected permanent employees who served as the respondents in this study.

The study employed a survey with a set of questionnaires composed of 1) demographic information about the respondents; 2) effects of rationalization; 3) personnel's knowledge and perceptions about the rationalization plan; and 4) measures of OID. The first three were deliberately developed to understand the OID levels of ATI personnel. The effects of the rationalization were assessed in qualitative terms. For example, the respondents' satisfaction level about their designation under the rationalized setup was measured using a 4-point Likert scale: "very much satisfied," "satisfied," "neither satisfied nor dissatisfied," and "very much dissatisfied." The respondent's knowledge about the rationalization process was assessed using a 10-item true or false questionnaire. The results were interpreted using the following score ranges: 1-4 (*less informed*), 5-7 (*moderately informed*), and 8-10 (*highly informed*).

The fourth set of questionnaire adopted Cheney's (1983) 25-item OID questionnaire which was measured using a 5-point Likert scale: 5 (*strongly agree*), 4 (*agree*), 3 (*neither agree nor disagree*), 2 (*disagree*), and 1 (*strongly disagree*). A high score reflects a positive response, which means a personnel, for whatever reason, still wants to be identified with the organization and is proud of it despite the threat of being rationalized. The mean scores were interpreted as high (3.67-5.00), moderate (2.34-3.66), and low (1.0-2.33).

Data Collection and Analysis

The data gathering followed a triangulation process where the results of the survey corroborated the interviews with key informants and review of pertinent documents. Survey responses were coded, consolidated, and processed using IBM SPSS Statistics for Windows, Version 16. Both descriptive and inferential statistics were employed in analyzing the results of the survey. Inferential statistics employed were Pearson Product Moment correlation, t-test, Chi square, Phi and Cramer's V, and regression analysis.

Key Variables

Independent variables in this study include the demographic and employment characteristics of the respondents as well as their knowledge of the staff rationalization. These independent variables were evaluated comparatively along five dimensions or categories of personnel: sex (male and female); position (management versus rank and file); nature of work (technical versus administrative); work location (Central Office versus Training Center); and status of personnel's position during the rationalization, whether they were affected or not, including the satisfaction level of their designation in the rationalization.

Management under position category refers to ATI personnel occupying division chief positions/designations and above in the Central Office. The counterpart of which in the Training Center is the Center Director post. *Rank and file* are personnel in the same units occupying positions lower than the management. *Technical* under nature of work category refers to technical positions/designations while *Administrative* refers to administrative positions or positions that support technical operations.

On place of employment, *Central Office* refers to the ATI Central Office while *ATI Region IV-A* refers to the Training Center in the region. *Affected* refers to ATI personnel whose current Civil Service Commission-

appointed positions were found redundant relative to the new list of approved personnel. *Not affected* refers to those personnel whose positions remained in the new structure and, therefore, could continue working in ATI.

The OID of personnel during the period of rationalization constitutes the dependent variable, which was determined using Cheney's (1983) 25-item OID Questionnaire (Appendix 1). The conceptual framework (Figure 1) maps out the presumed relationship of the independent variables and the dependent variable.

Hypotheses

This study tested the following null hypotheses:

1. Age, length of service, and knowledge about the rationalization are not related to OID.
2. There is no relationship between OID levels of the following groups of ATI personnel: sex, position, nature of work, place of assignment, and status under rationalization.
3. The status of personnel during the rationalization is independent from their satisfaction level in their designation.

RESULTS AND DISCUSSION

Demographic and Employment Characteristics of ATI Personnel

Age range of the respondents was 29-64 years with a mean of 50 years old. Years of service in government ranged from 6 to 43, with a mean of 25 years. Correspondingly, in ATI, average length of stay was from 5 to 24, with a mean of 20 years. Majority of the personnel were females, in the rank and file positions, assigned in administrative works mostly at the Central Office, and were affected during the rationalization. Table 1 provides details on the respondents' profiles.

OID Scores of ATI Personnel and their Relationship with Selected Variables

Overall, the mean OID score of ATI personnel is 3.54. This moderate score indicates that ATI personnel relatively agree with little reservation to identifying themselves with ATI. Strongest of the OID was seen on its affective component (3.66), which suggests that overall

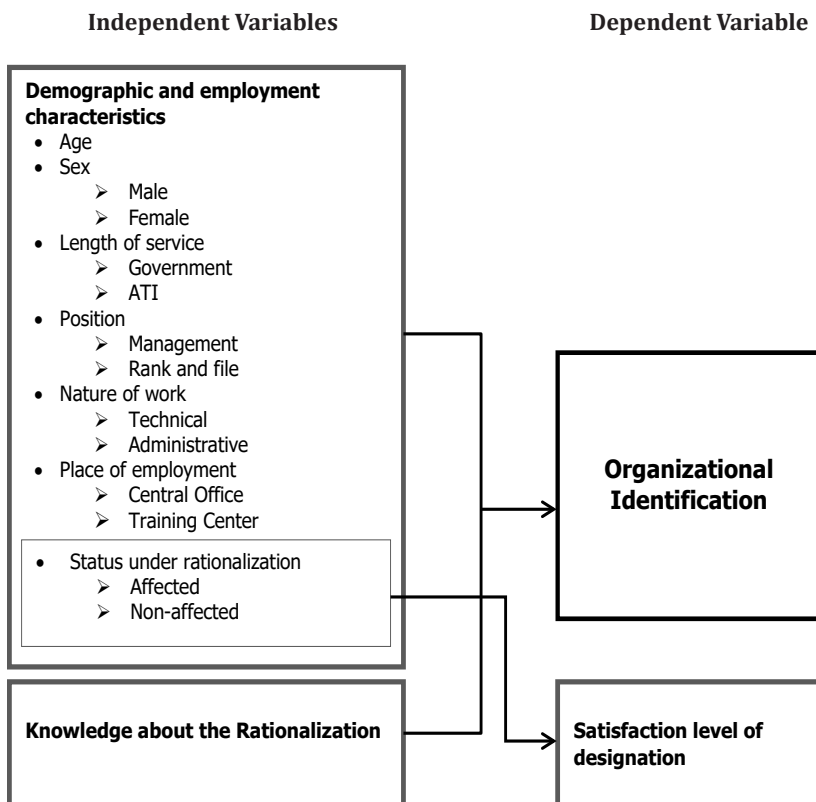


Figure 1. Conceptual framework of the study

identification was largely based on emotion. Notable from the highest scores under affective OID is the indication that personnel's attachment to the organization was not merely because of pride that they belong to ATI but because of their desire to help achieve organizational goals. This is unique because it demonstrates being pro-active on the part of the personnel, which is favorable for ATI.

Using Pearson Product Moment correlation, correlation analysis was done among selected independent variables to determine their relationship with OID. The correlation analysis followed the rule under the 95% confidence level of p value < significance level, $\alpha=0.05$, and criteria for strength of relationship: .01 to .09 (trivial), .10 to .29 (weak), .30 to .49 (moderate), .50 to .69 (substantial), .70 to .89 (strong), and .90 to .99 (very strong/near perfect). Results of computations are summarized in Table 2 and interpreted as follows:

Table 1. Demographic and employment characteristics of respondents

PARAMETER	TOTAL (n=68)	
	Frequency	Percentage
Age		
29-40	10	15
41-50	20	29
51-60	34	50
61-65	4	6
Range = 29-64		
Mean = 50		
Years in Government		
6-15	14	21
16-25	18	26
26-35	30	44
36-45	6	9
Range = 6-43		
Mean = 25		
Years in ATI		
5-10	10	15
11-15	8	12
16-20	4	6
21-24	46	68
Range = 5-24		
Mean = 20		
Sex		
Male	26	38
Female	42	62
Position		
Management	6	9
Rank and file	62	91
Nature of Work		
Technical	22	32
Administrative	46	68
Place of Assignment		
Central Office	59	87
ATI Region IV-A	9	13
Status during Rationalization*		
Affected	39	57
Not affected	27	40

* Two of the respondents did not respond to this part of the questionnaire

Table 2. Correlations of OID with selected variables

	Pearson Correlation	Sig. (2-tailed)	N
Overall OID	1		68
Age	.115	.351	68
Years in government	.084	.495	68
Years in ATI	-.058	.636	68
Knowledge on rationalization	-.408**	.001	67

**Correlation is significant at the 0.01 level (2-tailed)

Age and OID: $r = .115$ shows weak correlation between age and OID. There is also no significant relationship between the two variables since $p (.35) > \alpha = 0.05$. This means that the null hypothesis cannot be rejected and the result is only true to the sample and cannot be generalized.

Years in Government Service and OID: $r = .084$ is trivial and the relationship is insignificant at $p (.495) > \alpha = 0.05$. The null hypothesis cannot be rejected and the relationship cannot be generalized with the population.

Years in ATI and OID: $r = .058$ means the relationship between the two variables is trivial. The null hypothesis cannot be rejected since $p (.64) > \alpha = 0.05$. The relationship is only true to the sample.

Knowledge about the Rationalization and OID: $r = -.408$ means the relationship between the two variables is moderate. This indicates that as ATI personnel know more about the rationalization process, their OID tends to decrease. The level of significance is very high at $p = .001$, which means that it can be generalized to the population where the sample was drawn. The alternative hypothesis is accepted.

Comparative Analysis of the OID Scores of ATI Personnel in Five Different Categories

Relative to sex of the participants, results show that males tended to have higher OID than females. There was no study found linking sex with OID. There is, however, a body of scholarship that tackles the effect of self-esteem on OID (Smidts et al., 2001; Tyler & Blader, 2003; Fuller et al., 2006). In this body of scholarship, men were found to pay more attention to their self-esteem than women (Gkorezis et al., 2012; Gerber, 2009; Putrevu, 2001). In relation to the current study, it can be said that

males had higher self-esteem than females during the rationalization. A word of caution, however, is in order as the study did not investigate the matter relating to self-esteem.

A comparison of OID levels of personnel from other categories reveals two distinctive outcomes in the computation. The first outcome is that the management and Central Office personnel have higher OID scores than the rank and file and Training Center personnel (Table 3). This is expected since they were the initiators of change. It is presumed that such initiative was for the best interest of the organization and that they, as initiators of change, would benefit from the rationalization. Drzensky and van Dick (2013) note that personnel tend to have stronger OID when they see the benefit of change on themselves. Additionally, this result confirms other researches saying that personnel who are ready for change have positive OID (Michel et al., 2010; Madsen et al., 2005).

The second outcome relates with the OID scores of affected and administrative personnel which was found to be higher than the non-affected and technical personnel. Non-affected personnel are presumed to enjoy security of tenure; thus, they do not have to be distressed by

Table 3. OID scores under different categories

PERSONNEL CATEGORY DIMENSION	OID SCORES	ADJECTIVAL RATING
Sex		
Male	3.64	Moderate
Female	3.48	Moderate
Position		
Management	3.72	High
Rand and file	3.52	Moderate
Nature of Work		
Technical	3.47	Moderate
Administrative	3.57	Moderate
Place of Assignment		
Central Office	3.57	Moderate
Region IV-A	3.39	Moderate
Status during Rationalization		
Affected	3.58	Moderate
Not affected	3.49	Moderate
Overall	3.54*	Moderate

*Overall Cognitive OID = 3.38; Overall Affective OID = 3.66

the negative impact of the rationalization. Likewise, technical personnel are those positioned in technical units whose functions are crucial in the delivery of major services of ATI. Hence, they need not worry about any forthcoming organizational change. These findings are counter to the findings of Ullrich et al. (2005) and van Knippenberg et al. (2002) highlighting the negative impact of uncertainty and job insecurity on OID. While this result is surprising, it can also be said that the measures in place by ATI to mitigate the impact of the rationalization appeared to have worked effectively, especially to personnel who are negatively affected.

Overall, the respondents' average score, although moderate, can be construed as relatively strong given the organizational restructuring as a backdrop. This finding confirms the result of earlier studies that extension personnel generally enjoy strong OID even in the period of relative instability (Torppa & Smith, 2009; Morgan et al., 2004; Scott, 1997; Scott et al., 1998).

To further assess the statistical significance of the findings above, t-test or a test of independence of groups under five dichotomous variables was employed following the rule under the 95% confidence level of $p \text{ value} < \text{significance level}$, $\alpha=0.05$.

Sex. Result shows that males had higher OID mean score than females at a difference of 0.16. The t value at 66 degrees of freedom (df) is 1.36. This observed difference, however, is not significant since p (0.178) $> \alpha=0.05$. This means that H_0 cannot be rejected and the result cannot be generalized.

Position. A mean difference in OID score of 0.19 makes management personnel perceive better of themselves with ATI than the rank and file. The t (66) $df = 0.93$ and $p = 0.354$ indicate that this result is not significant and is not true with the population. This means that H_0 cannot be rejected.

Nature of Work. The t value of -0.75 and p of 0.457 mean that there is no significant difference between technical and administrative staff. The administrative personnel, however, had higher OID. This means that H_0 can be accepted.

Place of Assignment. Central Office personnel dominate those of the Training Center at a mean difference in OID score of 0.15. The t (66 df) = 1.01 and $p = 0.318$ indicate non-significance of the result at $\alpha=0.05$ and this is only true to the sample. The H_0 stands.

Status under Rationalization. Result seems surprising when personnel affected by the rationalization had a higher OID score by 0.09 as compared with non-affected personnel whose tenure is believed to be more stable. This difference, however, cannot be generalized with the t value of 0.75 and $p=0.459$. This means that H_0 cannot be rejected.

Analysis of Personnel's Knowledge on the Rationalization and Satisfaction about their Present Designation

Knowledge of the ATI Rationalization Plan. From the 10-item questions to test the knowledge of personnel about the ATI Rationalization Plan, results show that 27% were less informed, 45% moderately informed, and 28% highly informed (Table 4). Overall, the mean score indicates that ATI personnel in general were moderately informed about the Rationalization Plan. This finding can be reflective of the overall personnel's moderate OID score. Following Smidts et al. (2001) and Bartels et al. (2006) who linked OID with good communication in an organization, the result implies that a moderate effort was made to communicate the rationalization process. This suggests that to increase ATI personnel's OID, the ATI management should increase its awareness and information drive on rationalization. Bartels et al. (2006), however, cautioned that employees with high OID tend to demand for more information about change which often leads to dissatisfaction and, consequently, the decrease in their OID.

Satisfaction Level of Current Designation. Result shows that 66% of the respondents were generally satisfied of their current designation (Table 5). While 9% were very much satisfied and 11% were unsure of whether they were satisfied or not, 14% indicated

Table 4. Degree of personnel's knowledge about the ATI Rationalization Plan

SCORE RANGE	DESCRIPTIVE RATING	NO. OF RATEE	PERCENTAGE
1-4	Less informed	18	27
5-7	Moderately informed	30	45
8-10	Highly informed	19	28
Total		67	100
Mean Score: 6			
Descriptive rating: Moderately informed			

Table 5. Satisfaction level of ATI personnel on their designated positions

DESCRIPTIVE RATING	NUMBER OF RATEE	PERCENTAGE
Very much satisfied	6	9
Satisfied	43	66
Neither satisfied nor dissatisfied	7	11
Dissatisfied	9	14
Total	65	100

that they were dissatisfied. Several studies have shown that a sense of job continuity increases OID while the opposite bears negatively on it (Ullrich et al., 2005; van Dick et al., 2006; van Knippenberg et al., 2002). In light of these previous studies, it can be said that while a significant number of personnel were satisfied of their current designation, i.e., showing continuity and acceptability of the job placement during the rationalization, there were also a few who were dissatisfied because of the fear of possible displacement.

Association of Personnel Status During Rationalization with Satisfaction Level of their Current Designation

Using chi-square and Phi and Cramer’s V, the independent relationship between affected and non-affected personnel and satisfaction level was examined. Of the 38 personnel affected by the rationalization and 27 not affected, 43 of them rated that they were satisfied, 6 very much satisfied, 9 dissatisfied, and 7 unsure of their level of dissatisfaction. Computations revealed the following results: chi-square (4.126 and p 0.248) and Phi and Cramer’s V (0.252 and p of 0.248). These results do not statistically establish association between the two variables at $\alpha=0.05$, suggesting that both can stand independently. Again, H_0 cannot be rejected.

Analysis of Variable that has Significant Relationship with OID

From among the variables examined, only knowledge about the rationalization has significant relationship with OID. The data was fitted to a simple linear regression model: $y=4.06-.09X$. This means that when X, knowledge = 0, the value of y, OID is 4.06. The coefficient $-.09$ for X suggests that for every additional knowledge about the rationalization,

here expressed in the respondent's score in the 'knowledge' section of the test, there is a reduction in OID of 0.09. This implies that the more the personnel know about the rationalization, the more that they tend to have lower OID. This may underscore the fact that the rationalization poses a threat to ATI staff members. The R square of 0.167 indicates that 16.7% in the variability of Y, OID is explained by the variability of X, knowledge about the rationalization. The rest can be explained by other factors. This finding is similar with the findings of Bartels et al. (2006) who cautioned that OID of highly identified personnel tends to decrease as a result of dissatisfaction about what they know concerning the change in the organization.

CONCLUSION AND IMPLICATIONS

This study explored the OID of personnel of ATI, the national extension agency in the Philippines, during its rationalization. Findings showed that their OID level is relatively moderate with highest rating on its affective component. This indicates that the respondents' OID was largely based on emotion. Specifically, males, management, administrative, central office, and affected personnel had higher OID scores. Among the major findings of this study is that technical and non-affected personnel had lower OID scores as compared with those holding administrative posts and affected personnel. This is the case despite the technical and non-affected personnel being more favored by the rationalization. Analysis of personnel satisfaction revealed that majority of ATI personnel were satisfied about their designations. However, their knowledge about the rationalization tends to lower their OID level.

A more in-depth analysis using correlation, t-test, chi-square, and Phi and Cramer's V did not statistically establish the relationship of variables, such as age, years in government and in the organization with OID except for knowledge about the rationalization process. Likewise, the null hypotheses regarding the differences of OID levels of categories of personnel compared in this study in terms of sex, position, nature of work, place of assignment, and status under rationalization could not be rejected.

There are two major implications that can be drawn from these findings. The first relates to the relevance of these findings to extension organizations. The results confirm that putting in place mechanisms to mitigate the negative impacts of the ongoing rationalization on personnel can have some positive effects. This study can inform the decisions of extension organizations on how to handle similar situations in the

future. On the other hand, the moderate overall OID score requires some level of attention. The findings showed that increased knowledge on the rationalization results in lowered OID score. Hence, it would be good to look into what level of information would suffice such that it does not result in the personnel having lower OID.

The second implication relates to the relevance of the findings with the larger OID scholarship. The current study's findings reinforce the claim of earlier organizational studies that extension organizations have strong employee OID (Morgan et al., 2004; Scott, 1997; Scott et al., 1998). Additionally, the decrease in the personnel's OID as a result of their increased knowledge on rationalization is similar with the results of past studies on organizational change (Albert et al., 2000; Gioia et al., 2000).

RECOMMENDATIONS

During organizational restructuring, it is recommended that the management should intensify its efforts to mitigate the negative impacts of change. One practical way is to explore areas relative to creating an environment that enhances personnel OID. For instance, although knowledge about the rationalization bears negatively on OID in this study, maintaining strong lines of communication is a universally accepted intervention known to minimize reductions in OID (Bartels et al., 2006; van Dick et al., 2006). The management can also put in place mechanisms for the hearing of grievances of displaced personnel. Another intervention is to invest in capacity building activities that would enhance their capacities so that they would qualify for the positions in the rationalized setup and be the priority for promotion or realignment of positions.

As the findings of this study did not statistically establish the relationship of important variables with OID, it would do well to conduct a similar OID study among extension organizations in different contexts. This research direction would lead to identifying factors or patterns of behavior on what increases and/or decreases OID on personnel. In turn, this information will be helpful in coming up with organizational interventions that may increase personnel OID. In the Philippines, it is recommended to replicate the same study to all ATI training centers and in a different setup, preferably during a period of relative stability. This research direction will strengthen or debunk earlier claims about OID in an extension organization. The same can be done with other extension providers in the country.

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APPENDICES

Appendix 1. Survey Questionnaire

1. I would probably continue working for ATI even if I didn't need the money.
2. In general, the people employed by ATI are working toward the same goals.
3. ATI's image in the community represents me as well.
4. I often describe myself to others by saying, "I work for ATI" or "I am from ATI."
5. I try to make on-the-job decisions by considering the consequences of my actions for ATI.
6. We at ATI are different from others in our field.
7. I am glad I chose to work for ATI rather than another Agency.
8. I talk about ATI to my friends as a great Agency to work for.
9. In general, I view ATI's problems as my own.

10. I have a lot in common with others employed by ATI.
11. I find it difficult to agree with ATI' policies on important matters relating to me.
12. I find it easy to identify with ATI.
13. My association with ATI is only a small part of who I am.
14. I find that my values and the values of ATI are very similar.
15. I am very proud to be an employee of ATI.
16. I am willing to put in a great deal of effort beyond that normally expected in order to help ATI to be successful.
17. I become irritated when I hear others outside ATI criticize the Institute.
18. I have warm feelings toward ATI as a place to work.
19. I would be quite willing to spend the rest of my career with ATI.
20. I feel that ATI care about me.
21. The record of ATI is an example of what dedicated people can achieve.
22. I like to tell others about projects that ATI is working on.
23. I feel very little loyalty to ATI.
24. I would describe ATI as a large "family" in which most members feel a sense of belonging.
25. I really care about the fate of ATI.