

Organizational Commitment among the Personnel of the Select Private College in the Philippines

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Abstract

The study aims to determine the organizational commitment among personnel of the select private college in the Philippines. The respondents of the study were the 143 full time personnel of the organization and they were grouped according to age, sex, length of service and work area (department). The results show that both the young and old category show that the normative commitment received the highest mean while continuance commitment got the lowest mean. When grouped according to sex, the result shows that the female category had a higher mean compared to the male category and both got the slightly positive verbal interpretation. When grouped according to length of service, the result shows that longer category had a higher mean compared to the shorter category and both got the slightly positive verbal interpretation. In the short category the normative commitment received the highest mean, while for the long category the affective commitment had the highest mean. In both categories continuance commitment received the lowest mean. When grouped according to work, the result shows that SARFAID and NTP received the highest overall mean and ANTP received the lowest overall mean. Overall results got the verbal interpretation of slightly positive. In terms of affective commitment, it shows that ADMIN received the highest mean and the lowest mean is from ANTP department. For continuance commitment, it shows that GM received the highest mean with the verbal interpretation of slightly positive while the lowest is from the ADMIN with slightly negative interpretation. The normative commitment results reflect that SARFAID received the highest mean with the verbal interpretation of positive, while the lowest mean with the verbal interpretation of slightly positive is from ANTP department. When grouped according to work area it is significant. Based from the foregoing result, the researcher recommends that: The school should create a program to improve organizational commitment of its employees and minimize their turnover.

Key words: Organizational Commitment, Affective Commitment, Continuance Commitment, Normative Commitment

Introduction

Because committed employees are more productive and committed to their work, committed employees help organizations perform better and accomplish their goals. The level of organizational commitment reflects how deeply team members care about their workplace. High levels of commitment can boost team morale, boost productivity at work, and make it easier for a business to accomplish its goals. Knowing how to develop an organizational culture that prioritizes commitment will improve your capacity to deliver outcomes and meet objectives, whether you're a team lead or a team member.

Employee retention can be decreased by a company's ability to manage its workforce effectively, which is why having people on staff is crucial to improving the efficacy and efficiency of the business. Companies must be able to effectively manage their internal resources, including maximizing the contributions of their human resources, in order to perform at their best. This is due to the fact that improper management of human resources can lead certain human resource behaviors to negatively impact the performance of the firm. One type of conduct is the desire to relocate, which results in the choice to quit one's job.

Employees participate in supporting ongoing business operations, such as establishing plans and goals for the organization to meet. Without workers, it is impossible to manage or use other resources to provide a good or

service. According to Sudarma (2012), any firm needs exceptional human resources of the highest caliber in order to accomplish the specified objectives.

According to research done in 2012 by Guntur, Haerani, and Hasan, emotional commitment, continuation commitment, and normative commitment all simultaneously have a strong negative impact on the intention of employees to leave their jobs. This demonstrates that the presence of trust, a desire to promote the organization, and a desire to join the organization or firm do not cause employees to intend to leave the organization or company. Additionally, the research by Thanacoody, Newman, and Fuchs (2014) demonstrates a negative correlation between affective commitment and turnover intention. Mehmood et al. (2016)'s research demonstrates that affective commitment has a large and detrimental impact on turnover intention.

This study on organizational commitment among employees of the select private college in The Philippines was driven by the researcher's interest in the topic. As previously stated, this would be a true indicator if the employees of the organization are content, satisfied, and committed to their work.

Research Problem

The study sought to determine the organizational commitment among personnel of the select Private College in the Philippines

Specifically it sought to answer the following questions:

1. What was the organizational commitment among personnel of the select Private College in the Philippines?
2. Was there a significant difference on the organizational commitment among personnel of select private college in the Philippines when taken collectively and when grouped according to age, sex, work area (department) and length of service?

Statement of Hypotheses

There is no significant difference on the organizational commitment among personnel of select private college in the Philippines when grouped according to age, sex, work area (department) and length of service.

Methodology

Research Design

The study used the descriptive comparative method since it fits whenever the subjects of any class diverges among themselves and the researcher is fascinated in knowing the extent to which different conditions acquire among these subjects, who were personnel of the select private College in the Philippines.

This descriptive method intended to describe a particular situation or condition, as it exists at the postulated period which was the profile of the personnel and an organizational commitment of the select private College in the Philippines. The most common way of gaining information under this design was the used of questionnaire. The statistical tools were used mean and standard deviation, t-test, and one-way ANOVA. The study's framework is depicted in Figure 1.0 below.

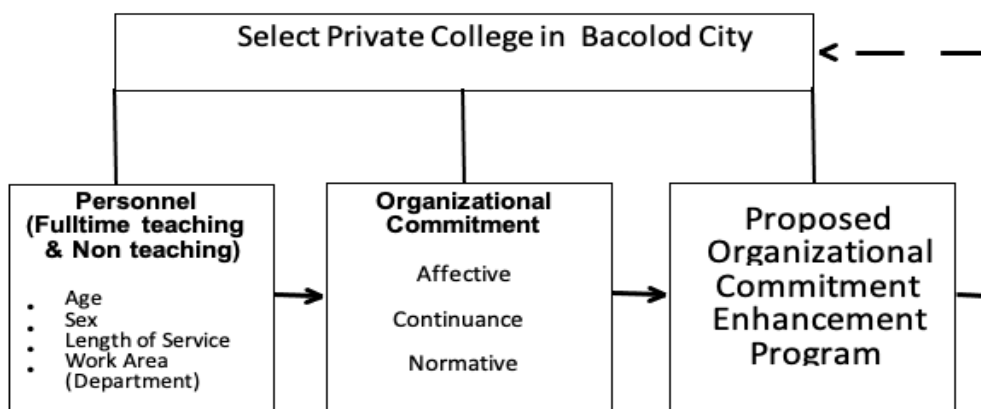


Figure 1. Conceptual Framework of the Study

Results and Discussion

The table shows that the personnel at the Private College in the Philippines are very committed to their careers there. The mean for all of the variables is 4.01, which is interpreted as being slightly positive. The standard deviation for all of the variables is 0.22, which reflects that the commitments vary a bit from person to person. The variables with the highest mean values are affective commitment (4.12) and normative commitment (4.15). The lowest mean value is for continuance commitment (3.75), which is probably because most of the personnel at this college are happy with their current employment situation.

Table 1 : The Organizational Commitment among Personnel of the select Private College in The Philippines When taken as a Whole (N=139)

Variables	Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	4.12	0.32	Slightly Positive
Continuance Commitment	3.75	0.08	Slightly Positive
Normative Commitment	4.15	0.20	Slightly Positive
Over All	4.01	0.22	Slightly Positive

The table shows which groups of people at the Private College in the Philippines are most committed to their work. Younger people are more aggressive and less loyal than older people.

The results show that the older category had a higher mean, and both got the slightly positive interpretation. For the young category, the normative commitment received a standard deviation of 0.14 with the highest mean of 4.12 interpreted as slightly positive, while continuance commitment got a standard deviation of 0.11 with the lowest mean of 3.75. All variables had slightly positive verbal interpretations.

The mean for the normative commitment was 4.20, while the mean for the affective commitment was 4.18 and the mean for the continuance commitment was 3.76. All of these values are slightly positive. McMahan, B. (2007) found that older people are more committed to their work than younger people. Similarly, a study by Meyer et al. (2002) found that locus of control (a person's belief in their own ability to control their own destiny) is also a predictor of affective commitment (how much a person cares about their work).

Table 1A : The Organizational Commitment among Personnel of the select Private College in The Philippines When grouped according to Age (N=139)

Variables	YOUNG			OLD		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	4.06	0.29	Slightly Positive	4.18	0.37	Slightly Positive
Continuance Commitment	3.75	0.11	Slightly Positive	3.76	0.07	Slightly Positive
Normative Commitment	4.12	0.14	Slightly Positive	4.20	0.29	Slightly Positive
Over All	3.98	0.19	Slightly Positive	4.05	0.27	Slightly Positive

The table 1B shows how committed the personnel of the select Private College in the Philippines are to each other based on their sex. It shows that most of the male and female personnel would be happy to stay with the college for the rest of their careers.

The graph shows that the mean for the female category was 4.02, while the mean for the male category was 4.00. Both categories got a slightly positive interpretation based on their means. The male category had a

mean of 4.22 interpreted as slightly positive, while the continuance commitment got a standard deviation of 0.12 with the lowest mean of 3.77. All of these variables have a slightly positive verbal interpretation.

The affective commitment shown by women was highest with a mean of 4.19, followed by the normative commitment with a mean of 4.11. The continuance commitment had the lowest mean with a mean of 3.74 and had a standard deviation of 0.09. All variables in the female category were given the verbal interpretation of slightly positive.

Brian McMahon (2007) found that even if there is a strong connection between people's emotions and their moral values, it doesn't mean that people will always act in accordance with their moral values. However, this does suggest that to understand how an obligation affects someone's behavior, it's important to account for their desire.

Table 1B : The Organizational Commitment among Personnel of the select Private College in the Philippines when grouped according to Sex (N=139)

Variables	MALE			FEMALE		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	4.00	0.32	Slightly Positive	4.19	0.33	Slightly Positive
Continuance Commitment	3.77	0.12	Slightly Positive	3.74	0.09	Slightly Positive
Normative Commitment	4.22	0.24	Slightly Positive	4.11	0.18	Slightly Positive
Over All	4.00	0.24	Slightly Positive	4.02	0.21	Slightly Positive

The table 1C reflects the organizational commitment among faculty of the select Private College in the Philippines when assembled agreeing to length of benefit. It uncovers that the more a long time of remain the more faithful they are to the organization. Longer category accept that devotion is still critical and esteemed when compared with the shorter category.

The result appears that longer category had the next cruel of 4.08 compared to the shorter category with 3.98 and both got the marginally positive verbal translation. For the shorter category, it appears that the standardizing commitment got the standard deviation of 0.18 with the most elevated cruel of 4.11 deciphered as marginally positive, whereas continuation commitment got the standard deviation of 0.10 with the most reduced cruel of 3.78 as a entirety. In all variable it has somewhat positive verbal elucidation. Besides, for the longer category, it appears that emotional commitment had 4.27 as the most elevated cruel with the standard deviation of 0.35, taken after by the regulating commitment with cruel of 4.25 and eventually, continuation commitment had the least cruel of 3.72 with the standard deviation of 0.08. All factors within the loner category gotten the verbal translation of marginally positive.

Table 1C : The Organizational Commitment among Personnel of the select Private College in The Philippines when grouped according to Length of Service (N=139)

Variables	SHORT			LONG		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	4.05	0.31	Slightly Positive	4.27	0.35	Slightly Positive
Continuance Commitment	3.78	0.10	Slightly Positive	3.72	0.08	Slightly Positive
Normative Commitment	4.11	0.18	Slightly Positive	4.25	0.28	Slightly Positive
Over All	3.98	0.21	Slightly Positive	4.08	0.26	Slightly Positive

The table 1D reflects the organizational commitment among work force of the select Private College in the Philippines when gathered agreeing to work. The result appears SARFAID and NTP gotten the most elevated by and large cruel and ANTP got the least in general cruel. All in general comes about gotten the verbal translation of somewhat positive.

In terms of full of feeling commitment, it uncovers that ADMIN gotten the most elevated cruel of 4.70 with the verbal elucidation of positive and standard deviation of 0.85, whereas the most reduced cruel is 3.60 with the verbal elucidation of marginally positive and standard deviation of 0.29 from ANTP division.

A later consider found no relationship between emotional commitment and interpersonal citizenship behavior, which happens when colleagues offer assistance one another exterior of endorsed work parts to the advantage of the organization (Bowler & Brass, 2006). That emotional commitment is related emphatically with organizational citizenship behaviors and contrarily with turnover cognitions outlines its significance to organizations and analysts alike (Meyer, 2002).

For continuation commitment, it appears that GM gotten the most elevated cruel of 4.20 with the verbal translation of marginally positive and standard deviation of 0.17, whereas the most reduced is from the ADMIN with the cruel of 3.30 deciphered as somewhat negative and with a standard deviation of 0.47.

Continuation commitment is said to happen when an worker remains with an organization generally out of the require, whether due to need of choices or costs related with clearing out, such as misplaced wage, rank or retirement benefits. Maybe obviously, seen need of choices or an failure to exchange abilities and instruction to another organization are the essential predecessors of continuation commitment (Meyer et al., 2002). It is coherent to accept that once an representative encounters this confinement of choices the seen got to stay with his or her organization may increment. In any case, one consider in which the commitment levels of brief laborers to their organizations were surveyed, full of feeling commitment was found to be higher than continuation commitment (Van Breugel, Van Olffen, & Ollie, 2005).

Moreover, the regulating commitment comes about reflect that SARFAID gotten the most elevated cruel of 4.79 with the verbal elucidation of positive and standard deviation of 0.34, whereas the least cruel is 3.71 with the verbal translation of marginally positive and standard deviation of 0.18 from ANTP division.

Table 1D : The Organizational Commitment among Personnel of the select Private College in the Philippines when grouped according to Work Area (N=139)

	Department	Mean	Standard Deviation	Verbal Interpretation
SHTM	Affective Commitment	4.34	0.40	Positive
	Continuance Commitment	3.52	0.18	Slightly Positive
	Normative Commitment	4.31	0.26	Slightly Positive
	Overall	4.06	0.30	Slightly Positive
SARFAID	Affective Commitment	4.67	0.25	Positive
	Continuance Commitment	3.31	0.22	Slightly Negative
	Normative Commitment	4.79	0.34	Positive
	Overall	4.26	0.26	Slightly Positive
SLAE	Affective Commitment	3.86	0.21	Slightly Positive
	Continuance Commitment	3.41	0.15	Slightly Negative
	Normative Commitment	3.90	0.19	Slightly Positive
	Overall	3.72	0.19	Slightly Positive
SBIT	Affective Commitment	4.05	0.37	Slightly Positive
	Continuance Commitment	3.56	0.26	Slightly Positive
	Normative Commitment	3.94	0.28	Slightly Positive
	Overall	3.85	0.34	Slightly Positive
IS	Affective Commitment	4.03	0.28	Slightly Positive
	Continuance Commitment	3.77	0.14	Slightly Positive
	Normative Commitment	4.12	0.20	Slightly Positive
	Overall	3.95	0.20	Slightly Positive
ADMIN	Affective Commitment	4.70	0.85	Positive
	Continuance Commitment	3.30	0.47	Slightly Negative
	Normative Commitment	4.58	0.47	Positive
	Overall	4.19	0.60	Slightly Positive
ANTP	Affective Commitment	3.60	0.29	Slightly Positive
	Continuance Commitment	3.45	0.17	Slightly Negative
	Normative Commitment	3.71	0.18	Slightly Positive
	Overall	3.59	0.26	Slightly Positive
NTP	Affective Commitment	4.45	0.31	Positive
	Continuance Commitment	4.02	0.16	Slightly Positive
	Normative Commitment	4.33	0.24	Positive
	Overall	4.26	0.24	Slightly Positive
GM	Affective Commitment	3.70	0.22	Slightly Positive
	Continuance Commitment	4.20	0.17	Slightly Positive
	Normative Commitment	4.03	0.26	Slightly Positive
	Overall	3.98	0.21	Slightly Positive

The table 2A appears a noteworthy contrast on the organizational commitment among work force the select Private College in the Philippines when assembled agreeing to age. Result uncovers that commitment for both youthful and more seasoned category does not truly change be it full of feeling, continuation and standardizing commitment. Besides, It shows that the emotional commitment had a p-value of 0.30311 which is higher than 0.05 level, same as with continuation commitment of 0.92173, regulating commitment of 0.35605 and the in general result of 0.33627 in its p-value and is much higher than 0.05 level, subsequently it isn't noteworthy and the status of theory in all factors was acknowledged. McMahon,

B. (2007) in his consider the discoveries suggest that more seasoned people who accept their claim activities are dependable for self-relevant comes about more habitually recognize with and are included with their organizations than more youthful people and those who tend not to feel mindful for the occasions that influence them. The affiliations between age and organizational residency and locus of control and organizational residency assist recommend the plausibility that the longer a individual works in an organization and the more seasoned they ended up their sentiments of obligation for comes about important to them moreover increments.

Table 2A : Significant Difference on the Organizational Commitment among Personnel of the select Private College in the Philippines when grouped according to Age

Variables	P (T<=t) two-tail	Significance @ 0.05 level	Status of Hypothesis
Affective Commitment	0.30311	Not Significant	Accepted
Continuance Commitment	0.92173	Not Significant	Accepted
Normative Commitment	0.35605	Not Significant	Accepted
Over All	0.33627	Not Significant	Accepted

The table 2B appears a critical contrast on the organizational commitment among faculty of the select Private College in the Philippines when assembled agreeing to sex. Result unveils that commitment for both male and female category does not truly change be it full of feeling, continuation and regulating commitment.

In expansion, it uncovers that the emotional commitment had a p-value of 0.09998 which is higher than 0.05 level, same as with continuation commitment of 0.81528, with regulating commitment p-value of 0.25416 and the generally result of 0.79752 in its p-value and is much higher than 0.05 level, in this manner it isn't noteworthy and the status of speculation in all factors was acknowledged.

Table 2B : Significant Difference on the Organizational Commitment among Personnel of the select Private College in The Philippines When grouped according to Sex

Variables	P (T<=t) two-tail	Significance @ 0.05 level	Status of Hypothesis
Affective Commitment	0.09998	Not Significant	Accepted
Continuance Commitment	0.81528	Not Significant	Accepted
Normative Commitment	0.25416	Not Significant	Accepted
Over All	0.79752	Not Significant	Accepted

The table 2C uncovers the critical contrast on the organizational commitment among staff of the select Private College in The Philippines when gathered concurring to length of benefit. Result uncovers that commitment for both shorter and longer category does not truly shift be it emotional, continuation and regulating commitment.

Additionally, It appears that the full of feeling commitment had p-value of 0.08798 which is higher than 0.05 level, same as with continuation commitment of 0.75166, with standardizing commitment p-value of 0.17408 and the in general result of 0.20538 in its p-value and is much higher than 0.05 level, subsequently it isn't critical and the status of speculation in all factors was acknowledged.

Table 2C : Significant Difference on the Organizational Commitment among Personnel of the select Private College in The Philippines When grouped according to Length of Service

Variables	P (T<=t) two-tail	Significance @ 0.05 level	Status of Hypothesis
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Affective Commitment	0.08798	Not Significant	Accepted
Continuance Commitment	0.75166	Not Significant	Accepted
Normative Commitment	0.17408	Not Significant	Accepted
Over All	0.20538	Not Significant	Accepted

The table 2D uncovers a critical contrast on the organizational commitment among work force of the select Private College in The Philippines when assembled concurring to work range. Result reflect that full of feeling and regulating commitment does not shift when gathered by work range, be that as it may, for continuation commitment it incorporates a critical contrast. This implies that by work region the continuation commitment would truly change in a way that for the Common Maintenance if would be troublesome for them to search for another work when compared to the Admin that may effortlessly seek for another work due to wealthy involvement and exceptionally great capability.

It appears that the continuation commitment got the p-value of 0.0012 which is lower than the centrality level of 0.05, hence it is noteworthy and the status of speculation for continuation commitment is rejected. In addition, when computed on the arrangement of T-test it uncovers that the NTP and GM when compared with other division had a critical distinction.

On the other hand, emotional commitment got a p-value of 6.754 which is higher than 0.05 level, same as with regulating commitment p-value of 4.1799 and the in general impact of 7.17215 in its p-value and is much higher than 0.05 level of significance, subsequently the theory is acknowledged for emotional, regulating and by the large impact.

Table 2D : Significant Difference on the Organizational Commitment among Personnel of the select Private College in the Philippines when grouped according to Work Area

Variables	<i>P-value</i>	Significance @ 0.05 level	Status of Hypothesis
Affective Commitment	6.75425E-06	Not Significant	Accepted
Continuance Commitment	0.001217572	Significant	Rejected
Normative Commitment	4.17993E-05	Not Significant	Accepted
Over All	7.17215E-06	Not Significant	Accepted

Conclusion And Recommendation

From the previously mentioned discoveries, the taking after conclusions were defined. Some of the work force were not 100% committed to the organization. A few of the faculty have famous that they are upbeat to spend the rest of their career within the organization and the personnel still accept within the esteem of being steadfast to their work environment. The more youthful staff were more forceful, and with less enthusiastic connection and less dependability than the more seasoned category. The longer a long time of remain the more steadfast they are to the organization.

The current consider too validate that commitment would shift depending on work range doled out. By work region the continuation commitment would truly change particularly among the GM and NTP. It would be troublesome for them to seek for another work when compared to the Admin and other division that might effortlessly seek for another work due to wealthy encounter and exceptionally great capability.

Based on the discoveries and conclusions, the analyst has the taking after proposals: The school ought to make a program to move forward the organizational commitment of its workers and minimize the turnover within the organization.

The HRD ought to conduct a centered bunch dialog in each office in arrange to know the concerns of the representatives particularly in tending to arrangements or activities to all concerns. This may offer assistance minimize the turnover within the organization and will develop the commitment and dependability of workers.

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