
EMPLOYEES ORGANIZATIONAL COMMITMENT AND PERFORMANCE TOWARD A SUSTAINABLE COMMITMENT MODEL

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ABSTRACT

The study focused on the level of organizational commitment of the Philippine Christian University's employees in terms of affective commitment, continuance commitment, and normative commitment. The researchers opted for a mixed method (quantitative and qualitative research design) in this study. Thirty-seven (37) qualified as valid respondents of the study. The researchers used the Raosoft calculator to get the sample population. This study also encompassed employees' performance during the academic year 2023-2024. On the other hand, a thematic analysis was conducted to identify the challenges employees faced. It can be gleaned that the statement "I would be very happy to spend the rest of my career with this organization" obtained the highest ranking, while the statement "I do not feel like 'part of the family' at my organization" obtained the lowest rank. It can be concluded that "there is a significant relationship between the Level of employee commitment and the employee's performance." This is because the level of employee commitment and employee performance have a very strong relationship for affective, a strong relationship for continuance, and a strong relationship for normative organizational commitment, respectively. Based on the results of this study, it is recommended for a thorough review of several critical factors impacting employee satisfaction and organizational health. Attention should be directed toward job satisfaction and work environment, work-life balance, career growth opportunities, leadership and management styles, organizational values and ethical climate, recognition and rewards systems, as well as interpersonal relationships and team dynamics. Among the different elements, a sustainable commitment model would be particularly beneficial as it can serve as a strategy for administrators to foster a supportive atmosphere that enhances employees' organizational commitment and overall engagement. With these as priority areas, organizations can create a thriving workplace that not only attracts talent but also retains and nurtures them.

Keywords: organizational commitment, organizational performance, affective commitment, continuance commitment, normative commitment, organizational commitment, organizational commitment model

INTRODUCTION

Organizational commitment refers to the level of attachment or loyalty that an employee has towards their organization. It is an important aspect of employee engagement that has a significant impact on organizational outcomes such as job satisfaction, performance, and retention (Nicolas, 2023). It is in fact a basis that provides message to the top management of the organization whether the employees are still committed to the ideals of an organization, still engaged to the organization or are still happy to serve the best interest of the organization its vision, mission and core values. Oftentimes than not the commitment of the employees propels.

Organizational Commitment is a crucial aspect of the workplace dynamics that refers to the emotional attachment and loyalty an employee feels towards their organization. This multi-faceted construct encompasses the willingness of employees to contribute to their organization's goals, the desire to remain a member of the organization, and the belief in the values and mission of the company. A widely recognized framework for understanding organizational commitment is the three-component model developed by John Meyer and Natalie Allen. This model categorizes organizational commitment into 3 distinct types: affective commitment, continuance commitment and normative commitment. Understanding these three types is essential for employers and leaders, as they can significantly employee retention, job satisfaction, and overall organizational performance. Research indicates that higher levels of commitment correlate with increased productivity, lower turnover rates and a more positive organizational culture. As organizations navigate the challenges of a competitive and rapidly changing business environment, fostering a strong sense of commitment among employees becomes imperative for long-term success.

The level of organizational commitment can help predict employee engagement and satisfaction, performance, and distribution of leadership. When an employee feels a strong sense of organizational commitment, they buy into the heart and future vision of the company (both professionally and personally), they understand the goals of the organization, they feel as though they fit in and are well respected and compensated for the work they do. This is likely to lead to an increase in productivity, commitment, and morale and will increase an employee's chances of staying with that organization for a longer period. Given the ever-increasing competitive nature of organizations, this is key to companies retaining their best talent.

By getting the pulse of the employees in terms of their organizational commitment the results could address the weakness either in the engagement and relationship building among employees, intervention on the pull factors why the employees leave the organization and eventually create the values and culture that will sustain the organization, the growth and professional life of the employees.

Statement of the Problem

Specifically, it sought to answer the following questions:

1. What is the demographic Profile of Respondents in terms of:
 - 1.1. age
 - 1.2. gender

- 1.3. highest educational attainment
- 1.4. number of years of working experience
2. What is the level of organizational commitment selected employees in terms of:
 - 2.1. affective commitment
 - 2.2. continuance commitment
 - 2.3. normative commitment
3. What is the employee's performance for academic year 2023-2024?
4. Is there a significant relationship between the level of employee's organizational commitment and their performance for the academic year 2023-2024?
5. Is there a significant relationship between the level of employee organizational commitment when grouped according to their demographic profile?
6. What are the challenges experienced by employees when it comes to organizational commitment?
7. What themes emerged in the challenges experienced by employees on their organizational commitment?
8. Based on the results of the study, what employee commitment model can be proposed?

Scope and Delimitations

The study was focused on the organizational commitment of employees of a University in Cavite on the areas of affective commitment, continuance commitment, and normative commitment.

It also dealt with the performance of employees for the academic year 2023-2024.

The researchers considered only 37 as valid respondents of the study of the 144 staff in the University, for only they have completed all the questions in the Google form. The Rao soft calculator was used to determine the sample population with a margin of error of 5% and a significant alpha level of 95%.

Moreover, as a limitation of the study the results can only be considered as applicable to the respondents of the study.

Review of Related Literature

Organizations oftentimes fail due to the kind of human resources it has. In fact, human resources can propel the life of the organizations if the employees are engaged, work closely with one another to achieve the goals of the organization for without their commitment the organization will be weak. Usually, any organization would like to attract the best and the brightest but this is easier said than done.

In a study on the Role of Organizational Commitment in Enhancing Organizational Effectiveness among the faculty members in Zarqa University revealed 3 important model of Organizational commitment developed by Meyer and Allen (1991, 1997): affective, continuance, and normative commitment. These dimensions were adopted and administered to 266 employees to assess the relationship between these commitment types and organizational effectiveness. The results of a multiple regression analysis found that continuance and normative commitment had a significant positive impact on organizational effectiveness, while affective commitment did not. Additionally, the impact of organizational commitment on effectiveness did not differ significantly based on gender, age, experience, or academic rank.

The findings suggest that focusing on continuance and normative commitment can enhance organizational effectiveness.

In an article written by Shani Jay titled 7 Ways to Boost Organizational Commitment, highlights that the employee's commitment help the organization to be more productive and dedicated. It helps organizations perform better and achieve their goals. When the employees feel engaged and connected to the vision of the company their commitment is high and noticeable in their everyday work. They are understood by the supervisors, and they feel best fit, well respected, and compensated for the work they do. With organizational commitment employees are led to increase in productivity, morale and greater chance of staying in the organization for longer period.

A study conducted by Dirani and Kuchinke (2011) indicated a strong correlation between job commitment and job satisfaction and found that satisfaction is a reliable indication of commitment. In fact, one of the top reasons employees leave their job is job dissatisfaction, which means ensuring employees are happy and enjoying their work should be a top priority in all organizations. In a related study of Meyer, JP and Allen, N.J. (1991) a Three -component conceptualization of organizational commitment “, Influences on Organizational Commitment include job satisfaction, perceived organizational support, leadership styles and work experiences. On job satisfaction, it has a positive correlation with organizational commitment. High levels of job satisfaction encourage employees to be more committed.

Furthermore, in the study of Hansini, H., Dharmadasa, M., and Fernando, M (2023), on the “Impact of organizational culture on employees’ commitment: A study in the Sri Lankan state banking sector, the role of the employees has significant contribution to the performance level of the organization. The employee commitment which has become a significant requirement must be enriched. The results show that organizational control has an opposing effect on employees’ commitment; while the employee engagement and teamwork, innovativeness, and organizational values have positive influences on the employees’ commitment. These emphasize the importance of reducing excessive organizational control, encouraging innovation, strengthening shared values and developing employee involvement and teamwork.

Affective Commitment

As stated by McMullan, R., Schwarz, G., Harrison, R., Chauhan, A., and Minbashian, A (2022), "Change failure is omnipresent in health care, ranging from small technical errors within new systems, processes, or technologies through to breakdowns and large-scale disaster." This is despite the demand for ongoing change and progress. Even after decades of research funding, consulting, and efforts, it is still difficult to establish a healthcare environment that encourages physician involvement in change, with little real progress having been made. Rather than being motivated by a sense of duty or the need to minimize costs, affective commitment to change is motivated by a desire to support the change because it is seen to have benefits or value. Change preparedness is driven more by affective commitment to change than by self-efficacy for coping with the change, according to recent research from health care environments. We may need to reposition our existing change management practices in light of the data regarding the impact of affective commitment to change on the

individual and group readiness for change among health-care professionals. By implementing values-based methods in the development and implementation of change proposals with clinicians and service users, we investigate the potential to improve affective commitment to change and, consequently, change readiness.

According to Grund, C., Titz, K. (2022), “Unlike earlier research that primarily focused on the relationship between an individual's involvement in additional training and affective commitment, or the relationship between the firm's support for additional training and affective commitment, this paper combines the two aspects and examines the relationship between training participation and affective commitment by considering the firm's perspective on training provision. Furthermore, the data's structure enables us to account for a variety of HRM tools that have not been taken into account in earlier research but which may possibly be connected to a person's emotional commitment. In independent investigations, we discover a substantial positive relationship between employees' affective commitment and their involvement in further training as well as the assistance their company provides for it. The reported relationship between affective commitment and participation in additional training is diminished when HR measures are included as controls. Therefore, our findings suggest that earlier research on the relationship between additional training and affective commitment may have overestimated it.

"Employee-organizational relationships can be assessed to achieve the goal of the organization in general and create a good working environment, specifically," according to a study by Gessesse, K. T., and Premanandam, P. (2023). this study looked at the mediating role of affective commitment in the link between job satisfaction and turnover intention. The study population consisted of full-time academic staff members in higher education institutions. The study employed a correlational research design and a quantitative research methodology. By employing a proportionate stratified random selection technique, 319 respondents were chosen. Structured questionnaires that were self-administered were used to gather data, and structural equation modeling (SEM) was used for analysis. The association between job satisfaction and turnover intention was found to be totally mediated by affective commitment in this study, since the direct influence between the two variables ceased to be significant at $p < 0.05$. Support for research as well as programs for academic staff members' training and development are therefore advised.” In another study by Salahuddin, M., & Khatun, M. (2022) - highlighted that workplace incivility negatively affects normative commitment, but job satisfaction acts as a mediator. Employees who experience low levels of civility feel less obligated to remain committed to their organization, but increased job satisfaction can restore their sense of commitment. In a similar study of Wang, Y., & Wei, Y. (2024) "Workplace Diversity and Normative Commitment: A Study of Multicultural Teams", the results found out that multicultural teams may face challenges in normative commitment, but when diversity is managed positively, it can result in stronger identification with the organization and a heightened sense of moral obligation.

As stated by Herrera, C. (2023), “Every employee has a personal life, yet not every employer appreciates this fact. A family-friendly workplace is one that respects that employees have commitments outside of the organization and intentionally creates a work environment that allows them to honor those commitments. Building a family-friendly work culture isn't just a

benefit to employees; it creates a more connected, trusting team. If your employees are hesitant to discuss their hobbies or interests, avoid taking allocated time off, skip their children's after-school activities or apologize when they have to step away from the computer, then you might not have the family-friendly culture you think you do."

Similarly, Bhat, A. (2025) defined organizational commitment "as a view of an as a view of an organization's member's psychology towards his/her attachment to the organization that he/she is working for. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization's goal." Unwavering organizational commitment assists foresee the employee's satisfaction, engagement, distribution of leadership, job performance, job insecurity and other attributes. The level of commitment of the employee in his work must be known from a manager's point of view to determine the employee's dedication to the responsibilities given to him daily.

According to a study by Godlewski, C., and Le, H. (2024), family ties which is a component of a country's culture, performs a vital part in the firm performance. Family companies developed in a society with strong family ties display better performance than to those family companies in a society with weak family ties. These results show a noteworthy impact of family ties on firm performance.

The study states that "family relationships within family firms are the primary factor that generates performance differences between family and nonfamily firms, while also reflecting the diversity within family firms."

Moreover, Carter, L. (2025) stressed that organizational commitment denotes to the psychological attachment of the feelings of the employees to their organization. Such commitment motivates the employees to support their personal goals with the mission of the company that promotes a cooperative and supportive environment. Companies that have a strong sense of belonging among their personnel experience greater customer involvements that boost loyalty and positive word-of-mouth.

Findings show engaged employee extend extra mile for customers expressing the values and mission of the company which are vital in carrying a customer experience. Customer satisfaction scores improve as organizations prioritize employee engagement.

On the other hand, Murad, M., et.al. (2022) examined the impact of transformational leadership on affective organizational commitment and job performance inter mediating the role of employee engagement. The results showed that that transformational leadership has a positive effect on affective organizational commitment and job performance. The relationship between transformational leadership, affective organizational commitment, and job performance are moderately mediated by employee engagement.

Continuance commitment

Chegida, F., Munyaradzi, N., and Steyn, R. (2022, June 15), "The results of this study demonstrated a strong correlation between employees' ongoing organizational commitment

and support for work-life balance. That means that when respondents thought their employers supported work-life balance better, they saw more benefits to staying rather than quitting their current jobs. Since many of the organizations under study found it difficult to offer their workers competitive pay, they could improve work-life balance support interventions, such as annual, emergency, paternal, maternal, study, or sick leave policies, flexible work schedules, and mental health and well-being initiatives, to better inspire and encourage their workforce. Such actions would encourage excellent workplace habits and highlight the price of leaving compared to staying with the company for the employees, regardless of their devotion and faith in their respective environment.” In another study, "The effects of organizational justice on employee anxiety and continuance commitment during the COVID-19 pandemic" by Sadiq, M., & Surr, K. 2020, found out that perceptions of organizational justice significantly impacted employee anxiety levels and continuance commitment during the pandemic, highlighting the importance of fair practices to maintain employee retention.

In a study on The Role of Employee Commitment in Boosting Engagement and Reducing Turnover by Athira, V. (2025), conferred that the emotional and professional dedication an employee has toward the goals, values and mission of the organization is the employee commitment. Employee’s commitment manifests how they align themselves with their workplace and how they see themselves as essential contributor of its success. Committed employees show their loyalty and sincere interest in contributing to the organization. They devote extra service in their tasks, company values and create a positive work atmosphere.

How employees interact with colleagues, handle challenges and adjust to change are all influenced by their commitment which makes their work more than just a job that initiates long-term success for them and the organization. A staff committed to the workplace is more engaged and serve as the foundation for organizational stability and innovation.

Al Balushi, AK, Thumiki VRR, Nawaz N, Jurcic A, Gajenderan V. (2022) stated that the study explored “the relationship between career growth and organizational commitment, and whether, affective commitment, continuance commitment, and normative commitment mediates the relationship between career growth and employee turnover intention among the employees working in the public sector of the Sultanate of Oman. The results indicate that career growth is very essential element that motivates employees’ turnover intention in the public sector of the Sultanate of Oman. In addition, the findings also confirm that affective and continuance except normative commitment significantly mediates the relationship between career growth and employee turnover intention. According to this study, the public sector in Oman failed to retain talented employees due to two main interconnected reasons: the lack of a clear career program by the employers that lead to the lack of strong organizational commitment among employees. This study provided significant insights in identifying career growth by utilizing the four components as a second-order that influence employee turnover intention in the public sector of the Sultanate of Oman. Furthermore, this study has also identified the key dimensions of organizational commitment (e.g. affective, continuance and normative commitment) that mediate the relationship between career growth and employee turnover intention. The findings of this research have confirmed that affective and continuance commitment are the key factors that mediate career growth and employees’ turnover intention relationship in the public sector of the Sultanate of Oman context.”

In another study related to "Work-life balance and continuance commitment: The mediating role of job satisfaction" by Uğur, N. 2021 indicated that work-life balance positively influences job satisfaction, which in turn enhances continuance commitment, suggesting that organizations should promote work-life balance to retain employees. The relationship between emotional intelligence, job burnout, and continuance commitment" by Javed, B. et al. in 2022 concluded that higher emotional intelligence in employees is associated with lower job burnout levels, leading to increased continuance commitment. Employees with high emotional intelligence are less likely to feel the need to leave their jobs.

In relation to "Digital transformation and its effect on employee commitment: A focus on continuance commitment" by Chen, Y. et al. 2023, the findings revealed how digital transformation initiatives affect employee commitment levels. It highlighted that while digital transformation can enhance affective commitment, it had mixed effects on continuance commitment based on employees' adaptability and perception of the changes. A similar study was highlighted in the study of Lee, J., & Mitchell, T. R. (2020), that higher levels of continuance commitment were associated with increased levels of creativity in the workplace. Employees who perceived themselves as invested in their organization were more likely to engage in innovative behaviors. Another research supports the continuance commitment positively influences employee resilience, particularly when mediated by job embeddedness. Employees who feel embedded in their workplace are better equipped to handle stress and challenges, which strengthens continuance commitment. Zhang, Y., & Liu, Q. (2022). On the other hand, the study by Bal, P. M., & De Lange, A. H. (2023) found out that high job demands negatively affected employee well-being, which in turn diminished continuance commitment. The results indicate that organizations should strive to improve employee well-being to enhance commitment. At hindsight Nguyen, L. T., & Masood, M. (2024), revealed the differences in the impact of workplace culture on continuance commitment across various industries revealing that a supportive and inclusive culture led to stronger continuance commitment, while a more competitive culture resulted in lower commitment levels.

Normative Commitment

Studies of Meyer, J. P., & Allen, N. J. (2019), on the "Commitment in the Workplace: Theory, Research, and Application." revisits the three-component model of commitment, providing evidence that normative commitment is influenced by organizational culture and leaders' behaviors. High normative commitment was found to correlate positively with employee retention and support for organizational change. The study also found out that normative commitment, characterized by a perceived obligation to remain, is influenced by organizational norms and socialization practices. It highlighted those employees with strong normative commitment tend to engage in behaviors that support organizational goals while feeling a moral duty to stay with the organization, thus enhancing overall retention rates.

In a similar study by Riketta, M., & Latham, G. P. (2020) on "Normative Commitment and Employee Performance: A Meta-Analytic Review", the results revealed that normative commitment had a moderate positive effect on employee performance. Employees with strong normative ties felt a moral obligation to contribute significantly to their firms, leading to higher productivity and better teamwork. In another study conducted by Meyer, J. P., & Herscovitch, L. (2021) on the "Commitment in Organizations that highlighted the social and ethical

dimensions of normative commitment, the findings indicate that organizations fostering a sense of obligation and shared values tend to experience stronger normative commitment among employees, which enhances loyalty and reduces turnover. Deng, X., & Huo, Y. (2022) - "The Role of Ethical Leadership in Fostering Normative Commitment among Employees", demonstrated that ethical leadership significantly enhances normative commitment among employees. Leaders who exhibit ethical behavior create a moral framework that encourages employees to feel obligated to remain with the organization, leading to decreased turnover intentions. The study can also be supported by the research of Patnaik, A., & Ganguly, A. (2023) "Impact of Normative Commitment on Employee Engagement: Mediating Role of Trust", revealed that normative commitment positively affects employee engagement, with trust acting as a significant mediator in this relationship. Employees who feel a normative obligation to their organization are more likely to engage actively and enthusiastically in their work. Likewise, in the study of Bani-Melhem, S., & Alhrash, S. (2020), indicated that transformational leadership positively influences employees' normative commitment. Leaders who inspire and motivate their teams foster a strong sense of loyalty among employees, leading to an increased sense of moral obligation to contribute to organizational success.

As stated by Fazal, S. and Siddiqui, D. (2020), "This study was on the impact of employee participation in decision making on organizational productivity. Three objectives were raised which included: To assess the impact of employee participation in management decision, to investigate the impact of employee participation in management decision on Organizational commitment." The employee's participation in decision making on organizational performance was examined "to incorporate, reorganize and inspect the employees' participation in an organization and to bring focus on the factors that affect workers' participation in decision making." The findings showed that the participation in decision-making can create a difference in workers' performance, raises productivity, production, and efficiency of the employee of any organization. Also, participation in the decision-making method allows each employee to voice their opinions, and to share their knowledge with others. While this improves the relationship between managers and staff, it also encourages a strong sense of teamwork among workers. The researcher, therefore, recommends that employees should be involved in the decision-making of organizations because it raises the morale of workers by making them feel they are part of the organizations, increase workers' performance, raises productivity, production and efficiency of the employee of any organization. The research concludes that the way employees' participation in decision making is entrenched is reflective of the overall efficiency of the organization."

The study of Yadav, R., & Yadav, R. (2021), highlighted that psychological safety within teams is a significant predictor of normative commitment. Employees who feel safe to express their thoughts and ideas are more likely to develop a sense of obligation toward their organization, resulting in higher levels of engagement and commitment. Salahuddin, M., & Khatun, M. (2022) did a study that workplace incivility negatively affects normative commitment, but job satisfaction acts as a mediator. Employees who experience low levels of civility feel less obligated to remain committed to their organization, but increased job satisfaction can restore their sense of commitment. Another study by Wang, Y., & Wei, Y. (2024) on "Workplace Diversity and multi-cultural teams may face challenges, but when diversity is managed

positively, it can result in stronger identification with the organization and a heightened sense of moral obligation.

In the study of Tian, Q., & Li, Y. (2023) on the "CSR Perception and Employee Normative Commitment: The Mediating Role of Organizational Trust.", showed that employees' perceptions of corporate social responsibility (CSR) initiatives significantly enhance normative commitment. When employees trust that their organization is socially responsible, they feel a greater moral obligation to stay, leading to lower turnover intentions. The study of Meyer, J. P., & Allen, N. J. (2019) – revealed that employees with strong normative commitment tend to engage in behaviors that support organizational goals while feeling a moral duty to stay with the organization, thus enhancing overall retention rates. In another study written by Bani-Melhem, S., & Alhrash, S. (2020) on "the Influence of Transformational Leadership on Employee Normative Commitment" highlights that transformational leadership positively influences employees' normative commitment. Leaders who inspire and motivate their teams foster a strong sense of loyalty among employees, leading to an increased sense of moral obligation to contribute to organizational success. Similarly, the study on "Examining the Role of Psychological Safety in Enhancing Normative Commitment." Yadav, R., & Yadav, R. (2021) revealed that psychological safety within teams is a significant predictor of normative commitment. Employees who feel safe to express their thoughts and ideas are more likely to develop a sense of obligation toward their organization, resulting in higher levels of engagement and commitment.

In a study of Donkor, F., Dongmei, Z., & Sekyere, I. (2021) on the mediating effects of organizational commitment on three leadership styles, transformational, transactional and laissez-faire, and subordinate performance in state-owned enterprises in Ghana, the results show that organizational commitment mediates transformational and laissez-faire leadership. Those two leadership styles have positive and significant relationship with job performance whereas transactional leadership was insignificant. This indicates that leaders should help ways to progress the commitment of subordinates and proper leadership behavior affects job performance.

Theoretical Framework



This research is anchored on Meyer and Allen's three-component model of organizational commitment developed in the 1990 that identifies three distinct types of commitment that employees may have towards their organization: affective commitment, continuance commitment, and normative commitment. Nicolas (2023) <http://www.freepik.com>

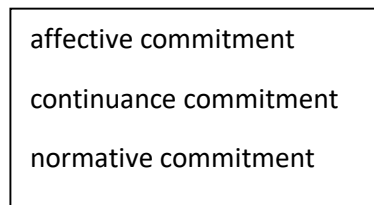
Affective Commitment is an emotional attachment that an employee feels towards their organization. It is based on the belief that the organization shares their values and goals and provides a positive work environment. Employees with high levels of affective commitment are passionate about their work and willing to go above and beyond what is required of them. They have a strong sense of belonging to the organization and feel that their work is meaningful. One of the cornerstones of affective commitment is a relationship built through the years with superiors and employees that are meaningful to the employees reciprocated by the organization's support of their personal and professional growth are more likely to have higher levels of affective commitment.

Continuance Commitment is based on the perception that an employee will stay due association of the cost associated with leaving the organization. Continuance commitment is often driven by factors such as the availability of job alternatives, financial obligations, and the time and effort invested in the organization.

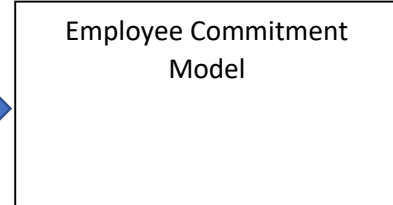
Normative Commitment is based on an employee's sense of obligation or duty towards their organization. Employees with high levels of normative commitment feel that they have a moral obligation to stay with their organization and contribute to its success. This type of commitment is often driven by personal values such as loyalty and responsibility. Normative commitment is also reinforced by the organization's culture and values. Organizations that place a strong emphasis on ethical behavior and social responsibility are more likely to develop normative commitment among their employees.

Conceptual Framework

INDEPENDENT VARIABLE



DEPENDENT VARIABLE



MODERATING VARIABLES

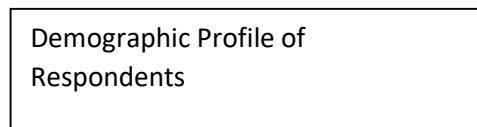


Fig. 1 The Conceptual Paradigm

METHODOLOGY

Research Design

The researchers used the mixed method. Mixed methods research design integrates quantitative and qualitative methods to address complex research questions through complementary strengths. Creswell & Plano Clark (2018) proposed convergent, explanatory sequential and exploratory sequential using the mixed method design; while Fetter (2020) emphasized mixed methods as a standalone methodology combining post-positivist and interpretivist frameworks to enhance intervention studies' rigor and comprehensiveness. This approach is widely used in behavioral, health, and social sciences to contextualize findings, improve generalizability, and strengthen credibility via triangulation

In this study quantitative research design was used for the first part of the study because it dealt with numeric data, and it was easier for them to analyze numerical data. The second part required the thematic analysis and themes that emerged were identified by researchers after coding.

Population and Sampling Technique

The actual population of the study is 37 employees with valid answers to the questions asked in the Google Form. The total staff in the University is 144. However, only 96 employees participated and only the 37 respondents were valid and statistically treated. The Rao soft calculator was used to determine the sample population with a margin of error of 5% and a significant alpha level of 95%.

Data Gathering Procedure

The researchers used an adopted questionnaire for the study. The researcher secured permission to distribute the survey through the heads of the different units via an email blast to all Unit heads. There was one method by which the survey questionnaire was sent to reach the selected respondents. Using the Google form for online management is the alternative approach. The researchers gathered, assembled, organized, reviewed, and assessed the data. Then, the data was provided to the statistician for the proper statistical computation.

Data Analysis

The weighted mean and standard deviation were used to determine the organizational commitment in terms of affective, continuance and normative.

In SOP 1, the researcher used the frequency and percentages. In SOP 2 of the study, the researcher used weighted mean and standard deviation. The 5 Likert-scale to rate the indicators of every dimension in which the verbal descriptions used were as follows:

Scale Verbal Interpretation and extended meanings of the results

- 5 - Always (shows full willingness to share time and effort)
- 4 - Often (shows willingness to share time and effort with very few lapses)
- 3 - Sometimes (shows willingness to share time and effort occasionally)
- 2 - Seldom (seldom shows willingness to share time and effort)
- 1 - Never (not willing at all to share time and effort)

Regression analysis was used to look for the significant relationship between the employees' organizational commitment and their performance.

RESULTS AND DISCUSSION

1. What is the demographic Profile of Respondents in terms of:

1.1 Age

Table 1.1.

AGE	FREQUENCY	PERCENTAGE
18 – 27 years old	15	41
28 – 43 years old	11	30
44 – 59 years old	8	22
60 years old and above	3	8
Total	37	100

Table 1.1 showed that the profile of the respondents in terms of Age is 15 (41 percent) for 18 to 27 years old, 11 (30 percent) for 28 to 43 years old, 8 (22 percent) 44 to 59 years old, and 3 (8 percent) for 60 years old and above. The table also showed that the highest percentage of the respondents in terms of Age is 18 to 27 years old, followed by 28 to 43 years old. While the lowest percentage of the respondents in terms of Age is 60 years old and above. Thus, this means that majority of the respondents is 18 to 27 years old. The is age group is young. Young adults often rate **interesting work**, **job security**, and **opportunities for growth** higher than high income when evaluating job satisfaction. However, they tend to view work as less central to their lives compared to older generations. This generation is also characterized by frequent

job changes ("job surfing") as they seek roles that align with their values and career aspirations. The work behaviors of young adults aged 18–27 reflect a desire for flexibility, meaningful work, and mental health support while grappling with challenges like burnout, imposter syndrome, and workplace safety risks.

1.2 Gender

Table 1.2

AGE	FREQUENCY	PERCENTAGE
Male	14	38
Female	20	54
Lesbian	0	0
Gay	1	3
Bisexual	1	3
Transgender	0	0
Queer	1	3
Total	37	100

Table 1.2 showed that the profile of the respondents in terms of Gender is 14 (38 percent) for Male, 20 (54 percent) for Female, 0 (0 percent) for Lesbian, and 1 (3 percent) for Gay, 1 (3 percent) for Bisexual, 0 (0 percent) for Transgender, and 1 (3 percent) for Queer. The table also showed that the highest percentage of the respondents in terms of Gender is Female, followed by Male. While the lowest percentage of the respondents in terms of Sex is Gay, Lesbian and Queer. The increasing representation of women in the workplace marks remarkable progress but may underscore ongoing challenges such as pay inequities, limited career advancement opportunities, and work-life balance struggles.

Number of years of working experience

Table 1.3

YEARS IN SERVICE	FREQUENCY	PERCENTAGE
5 Years and Below	28	76
6 – 10 Years	2	5
11 Years and above	7	19
Total	37	100

1. Table 1.3 showed that the profile of the respondents in terms of Number of years of work experience is 28 (76) for 5 years and below, 2 (5 percent) for 6 – 10 years, and 7 (19 percent) for 11 years and above. The table also showed that the highest percentage of the respondents in terms of Number of years of work experience is 5 years and below. While the lowest percentage of the respondents in terms of Number of years of work experience is 6 – 10 years. The result reveals that the non-teaching personnel composed of majority young blood with minimal old tenured employees. Young professionals seek roles that contribute positively to society and align with their personal values. They like to find meaningful work with a purpose. They seek opportunities for learning and flexible schedule that supports personal well-being.
2. What is the level of organizational commitment of non-teaching personnel (NTP) in terms of:

2.1 Affective Commitment

Table 2.1

Statement	Weighted Mean	Std. Deviation	Descriptive
I would be very happy to spend the rest of my career with this organization.	4.66	0.60	Very High
I really feel as if this organization problems are my own	3.63	0.28	High
I do not feel a strong sense of "belonging" to my organization	2.52	0.44	Medium
I do not feel "emotionally attached" to my organization	2.54	0.37	Medium
I do not feel like "part of the family" at my organization	2.28	0.46	Low
This organization has a great deal of personal meaning for me	4.48	0.87	High
Weighted Mean	3.35	0.50	Medium

Legends: 4.21 – 5.00 = Very High (VH), 3.41 – 4.20 = High (H), 2.61 – 3.40 = Medium (M), 1.81 – 2.60 = L (L), 1.00 – 1.80 = Very Low (L)

Table 2.1 showed the level of organizational commitment of non-teaching personnel (NTP) in terms of Affective Commitment has “Very High”, “High”, “Medium”, “Medium”, “Low” and “High” with a weighted mean of 4.66, 3.63, 2.52, 2.54, 2.28 and 4.48, respectively.

The table also showed that the statement “I would be very happy to spend the rest of my career with this organization.” obtained the highest ranking with a weighted mean of 4.66. While, the statement “I do not feel like "part of the family" at my organization” obtained the lowest rank with a weighted mean of 2.28.

Thus, this means that to increase the level of organization commitment in terms of Affective Commitment the management should make sure that the individuals in the organization are treated as family.

The above is supported by the idea of Bhat, A. (2025) who defined organizational commitment “as a view of an as a view of an organization’s member’s psychology towards his/her attachment to the organization that he/she is working for. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization’s goal.” Unwavering organizational commitment assists foresee the employee’s satisfaction, engagement, distribution of leadership, job performance, job insecurity and other attributes. The level of commitment of the employee in his work must be known from a manager’s point of view to determine the employee’s dedication to the responsibilities given to him daily.

Bhardwaj et al. (2020) conducted a study on the relationship between organizational culture and employee commitment in various industries. The study revealed that companies with a family-like culture, where employees are treated with empathy and care, tend to have lower turnover rates. The feeling of being treated as family instills a sense of security and emotional stability, which strengthens employees' identification with the organization’s values and goals. According to a study by Godlewski, C., and Le, H. (2024), family ties which is a component of a country’s culture, performs a vital part in the firm performance. Family companies developed in a society with strong family ties display better performance than to those family

companies in a society with weak family ties. These results show a noteworthy impact of family ties on firm performance.

The study states that “family relationships within family firms are the primary factor that generates performance differences between family and nonfamily firms, while also reflecting the diversity within family firms.”

As stated by Herrera, C. (2023), “Every employee has a personal life, yet not every employer appreciates this fact. A family-friendly workplace is one that respects that employees have commitments outside of the organization and intentionally creates a work environment that allows them to honor those commitments. Building a family-friendly work culture isn’t just a benefit to employees; it creates a more connected, trusting team. If your employees are hesitant to discuss their hobbies or interests, avoid taking allocated time off, skip their children’s after-school activities or apologize when they have to step away from the computer, then you might not have the family-friendly culture you think you do.”

In the study conducted by Carter, L. (2025), he stressed that organizational commitment denotes to the psychological attachment of the feelings of the employees to their organization. Such commitment motivates the employees to support their personal goals with the mission of the company that promotes a cooperative and supportive environment. Companies that have a strong sense of belonging among their personnel experience greater customer involvements that boost loyalty and positive word-of-mouth.

Findings show engaged employee extend extra mile for customers expressing the values and mission of the company which are vital in carrying a customer experience. Customer satisfaction scores improve as organizations prioritize employee engagement.

The above result goes also with Murad, M., et.al. (2022) who examined the impact of transformational leadership on affective organizational commitment and job performance inter mediating the role of employee engagement. The results showed that that transformational leadership has a positive effect on affective organizational commitment and job performance. The relationship between transformational leadership, affective organizational commitment, and job performance are moderately mediated by employee engagement.

2.2 Continuance Commitment

Table 2.2

Statement	Weighted Mean	Std. Deviation	Descriptive
Right now, staying with my organization is a matter of necessity as much as desired	3.98	0.11	High
It would be very hard for me to leave my organization right now, even if I wanted to	4.08	0.10	High
Too much of my life would be disrupted if I decided I wanted to leave my organization now	3.71	0.29	High
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here	4.05	0.08	High

I feel that I have too few options to consider leaving this organization. I might consider working elsewhere	2.85	0.37	Medium
Weighted Mean	3.73	0.19	High

Legends: 4.21 – 5.00 = Very High (VH), 3.41 – 4.20 = High (H), 2.61 – 3.40 = Medium (M), 1.81 – 2.60 = L (L), 1.00 – 1.80 = Very Low (L)

Table 2.2 showed the level of organizational commitment of non-teaching personnel (NTP) in terms of Continuance Commitment has “High”, “High”, “High”, “High”, “High” and “Medium” with a weighted mean of 3.98, 4.08, 3.71, 4.05 and 2.85 respectively.

The table also showed that the statement “It would be very hard for me to leave my organization right now, even if I wanted to” obtained the highest ranking with a weighted mean of 4.08. While, the statement “I feel that I have too few options to consider leaving this organization. I might consider working elsewhere” obtained the lowest rank with a weighted mean of 2.85.

Thus, this means that to increase the level of organization commitment in terms of Continuance Commitment the management implement employee engagement activities.

In a study on The Role of Employee Commitment in Boosting Engagement and Reducing Turnover by Athira, V. (2025), conferred that the emotional and professional dedication an employee has toward the goals, values and mission of the organization is the employee commitment. Employees commitment manifests how they align themselves with their workplace and how they see themselves as essential contributor of its success. Committed employees show their loyalty and sincere interest in contributing to the organization. They devote extra service in their tasks, company values and create a positive work atmosphere.

How employees interact with colleagues, handle challenges and adjust to change are all influenced by their commitment which makes their work more than just a job that initiates long-term success for them and the organization. A staff committed to the workplace is more engaged and serve as the foundation for organizational stability and innovation. This aligns with earlier findings that employee recognition enhances their sense of belonging to the organization (Kashyap & Rangnekar, 2021).

Leadership plays a crucial role in implementing successful engagement strategies. Murad, M., et.al. (2022) examined the impact of transformational leadership on affective organizational commitment and job performance inter mediating the role of employee engagement. The results showed that that transformational leadership has a positive effect on affective organizational commitment and job performance. The relationship between transformational leadership, affective organizational commitment, and job performance are moderately mediated by employee engagement.

Providing employees with opportunities for skill development is another effective engagement strategy. According to a study by Al Balushi, AK, Thumiki VRR, Nawaz N, Jurcic A, Gajenderan V. (2022) stated that the study explored “the relationship between career growth and organizational commitment, and whether, affective commitment, continuance commitment, and normative commitment mediates the relationship between career growth and employee turnover intention among the employees working in the public sector of the Sultanate of Oman. The results indicate that career growth is very essential element that motivates employees’ turnover intention in the public sector of the Sultanate of Oman. In addition, the findings also confirm that affective and continuance except normative commitment significantly mediates the relationship between career growth and employee turnover intention. According to this study, the public sector in Oman failed to retain talented employees due to two main interconnected reasons: the lack of a clear career program by the employers that lead to the lack of strong organizational commitment among employees. This study provided

significant insights in identifying career growth by utilizing the four components as a second-order that influence employee turnover intention in the public sector of the Sultanate of Oman. Furthermore, this study has also identified the key dimensions of organizational commitment (e.g. affective, continuance and normative commitment) that mediate the relationship between career growth and employee turnover intention. The findings of this research have confirmed that affective and continuance commitment are the key factors that mediate career growth and employees' turnover intention relationship in the public sector of the Sultanate of Oman context."

2.3 Normative Commitment

Table 2.3

Statement	Weighted Mean	Std. Deviation	Descriptive
I do not feel any obligation to remain with my current employer.	2.57	0.45	Low
Even if it were to my advantage. I do not feel it would be right to leave my organization now	3.71	0.34	High
I would feel guilty if I left my organization now	4.13	0.09	High
This organization deserves my loyalty	4.56	0.73	Very High
I would not leave my organization right now because I have a sense of obligation to the people in it	4.45	0.80	Very High
I own a great deal to my organization	4.34	0.92	Very High
Weighted Mean	3.96	0.56	High

Legends: 4.21 – 5.00 = Very High (VH), 3.41 – 4.20 = High (H), 2.61 – 3.40 = Medium (M), 1.81 – 2.60 = L (L), 1.00 – 1.80 = Very Low (L)

Table 2.3 showed the level of organizational commitment of non-teaching personnel (NTP) in terms of Normative Commitment has "Low", "High", "High", "Very High", "Very High" and "Very High" with a weighted mean of 2.57, 3.71, 4.13, 4.56, 4.45, and 4.32 respectively. The table also showed that the statement "This organization deserves my loyalty." obtained the highest ranking with a weighted mean of 4.56. While, the statement "I do not feel any obligation to remain with my current employer." obtained the lowest rank with a weighted mean of 2.57.

Thus, this means that to increase the level of organization commitment in terms of Normative Commitment the management implement employee engagement activities.

Work-life balance has emerged as a critical factor in employee engagement and organizational commitment. A study by García-Chas, Neira-Fontela, and Varela (2020) demonstrated that companies offering flexible work arrangements and wellness programs not only reduce employee stress but also increase organizational loyalty. Engaged employees are more committed when they feel their personal well-being is valued by their employers.

A practical examination by Singh and Jain (2022) highlighted how a manufacturing firm implemented an employee engagement program that included regular team-building activities, mentorship programs, and health and wellness initiatives. The study found a direct correlation between these engagement activities and an increase in organizational commitment among employees, resulting in improved retention rates and productivity.

What is the employee's performance for academic year 2023-2024?

Table 3.1

Performance rating	FREQUENCY	PERCENTAGE
2.51 – 3.00 (Poor)	0	0
30.1 – 3.50 (Barely Satisfactory)	0	0
3.51 – 4.00 (Satisfactory)	1	2.7
4.01 – 4.50 (Very Satisfactory)	7	18.9
4.51 – 5.00 (Excellent)	29	78.4
Total	37	100

Table 3.1 showed that the employee performance for the academic year 2023-2024 is 0 (0 percent) for Poor, 0 (0 percent) for Barely Satisfactory 1 (2.7 percent) for Satisfactory, 7 (18.9 percent) for Very Satisfactory, and 29 (78.4 percent) for Excellent.

The table also showed that the highest percentage of the employee performance for the academic year 2023-2024 is 29 (78.4 percent) or Excellent, While the lowest employee performance for the academic year 2023-2024 is 1 (2.7 percent) or Satisfactory.

Meyer and Allen's (1991) three-component model of organizational commitment—affective, continuance, and normative—remains a foundational framework in recent literature. Affective commitment, which refers to an emotional attachment to the organization, has been found to be the most significant predictor of enhanced employee performance (Kim, 2020). Employees who exhibit strong affective commitment are more likely to go above and beyond their job requirements, leading to higher productivity and lower turnover rates (Nguyen et al., 2021).

Organizations have implemented various strategies to boost commitment among employees, particularly by creating a positive work environment, recognizing employee efforts, and promoting work-life balance. For instance, Fazal, S. and Siddiqui, D. (2020) mentioned that “This study was on the impact of employee participation in decision making on organizational productivity. Three objectives were raised which included: To assess the impact of employee participation in management decision, to investigate the impact of employee participation in management decision on Organizational commitment.” The employee's participation in decision making on organizational performance was examined “to incorporate, reorganize and inspect the employees' participation in an organization and to bring focus on the factors that affect workers' participation in decision making.” The findings showed that the participation in decision-making can create a difference in workers performance, raises productivity, production, and efficiency of the employee of any organization. Also, participation in the decision-making method allows each employee to voice their opinions, and to share their knowledge with others. While this improves the relationship between managers and staff, it also encourages a strong sense of teamwork among workers. The researcher, therefore, recommends that employees should be involved in the decision-making of organizations because it raises the morale of workers by making them feel they are part of the organizations, increase workers performance, raises productivity, production and efficiency of the employee of any organization. The research concludes that the way employees' participation in decision making is entrenched is reflective of the overall efficiency of the organization.”

Similarly, Li et al. (2021) noted that clear communication of organizational goals and values helps employees feel more connected to their workplace, thereby boosting their willingness to contribute to organizational success.

Leadership style plays a critical role in fostering organizational commitment. Transformational leadership, characterized by the ability to inspire and motivate employees, has been shown to significantly impact affective commitment (Wang et al., 2022). Leaders who provide consistent feedback and development opportunities can cultivate a sense of loyalty and engagement, which in turn enhances employee performance. Moreover, job satisfaction acts as a mediating factor between organizational commitment and performance. Employees who are satisfied with their job are more likely to develop a strong sense of loyalty to the organization, leading to improved productivity (Kumar & Gupta, 2020).

The findings from recent literature especially that of Donkor, F., Dongmei, Z., & Sekyere, I. (2021) on the mediating effects of organizational commitment on three leadership styles, transformational, transactional and laissez-faire, and subordinate performance in state-owned enterprises in Ghana, the results show that organizational commitment mediates transformational and laissez-faire leadership. Those two leadership styles have positive and significant relationship with job performance whereas transactional leadership was insignificant. This indicates that leaders should help ways to progress the commitment of subordinates and proper leadership behavior affects job performance.

3. Is there a significant relationship between the level of employee's organizational commitment and their performance for the academic year 2023-2024?

Table 4.1

Relationship of Level of employee's commitment to Employee's Performance	R-value	Interpretation	p-value	Decision
Affective Commitment	.705	Very Strong Relationship	.000	Rejected
Continuance Commitment	.520	Strong Relationship	.000	Rejected
Normative Commitment	.451	Strong Relationship	.000	Rejected

**Very Strong Relationship ≥ 0.70 ; Strong Relationship 0.40-0.69; Moderate Relationship 0.30-0.39; Weak Relationship 0.20-0.29; No or Negligible Relationship 0.01-0.19 (Adapted from Dancey and Reidy, 2004)*

Table 4.1 showed that the Relationship between Level of employee's commitment and the employee's performance have Very Strong relationship, Strong relationship and Strong relationship with R-value's equivalent to .705, .520, and .451, respectively.

Table also shows that the Spearman Rho p-value is equivalent to 0.000 for Affective Commitment, Continuance Commitment and Normative Commitment, which is less than 0.05 significance level, which means that there is significant relationship between Level of employee's commitment and the employee's performance

The results also implies that the null hypothesis that there is no significant relationship between Level of employee's commitment and the employee's performance is rejected. Relative to the data gathered, the researcher succeeded in providing evidences that there is a significant relationship between Level of employee's commitment and the employee's performance.

4. Is there a significant relationship between the level of employee organizational commitment when grouped according to their demographic profile?

Table 5.1

Relationship of Level of employee's commitment to Demographic Profile (Age)	R-value	Interpretation	p-value	Decision
Affective Commitment	.712	Very Strong Relationship	.000	Rejected
Continuance Commitment	.521	Strong Relationship	.000	Rejected
Normative Commitment	.452	Strong Relationship	.000	Rejected

**Very Strong Relationship ≥ 0.70 ; Strong Relationship 0.40-0.69; Moderate Relationship 0.30-0.39; Weak Relationship 0.20-0.29; No or Negligible Relationship 0.01-0.19 (Adapted from Dancey and Reidy, 2004)*

Table shows that the Relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Age have Very Strong relationship, Strong relationship and Strong relationship with R-value's equivalent to .715, .521, and .452, respectively.

Table also shows that the Spearman Rho p-value is equivalent to 0.000 for Affective Commitment, Continuance Commitment and Normative Commitment, which is less than 0.05 significance level, which means that there is significant relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Age.

The results also implies that the null hypothesis that there is no significant relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Age is rejected. Relative to the data gathered, the researcher succeeded in providing evidences that there is a significant relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Age.

Table 5.2

Relationship of Level of employee's commitment to Demographic Profile (Gender)	R-value	Interpretation	p-value	Decision
Affective Commitment	.521	Strong Relationship	.000	Rejected
Continuance Commitment	.542	Strong Relationship	.000	Rejected
Normative Commitment	.432	Strong Relationship	.000	Rejected

**Very Strong Relationship ≥ 0.70 ; Strong Relationship 0.40-0.69; Moderate Relationship 0.30-0.39; Weak Relationship 0.20-0.29; No or Negligible Relationship 0.01-0.19 (Adapted from Dancey and Reidy, 2004)*

Table 5.2 showed that the Relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Gender have Strong relationship, Strong relationship and Strong relationship with R-values equivalent to .521, .542 and .432, respectively.

Table also shows that the Spearman Rho p-value is equivalent to 0.000 for Affective Commitment, Continuance Commitment and Normative Commitment, which is less than 0.05 significance level, which means that there is significant relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Gender. The results also implies that the null hypothesis that there is no significant relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Gender is rejected. Relative to the data gathered, the researcher succeeded in providing evidences that there is a significant relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Gender.

Table 5.3

Relationship of Level of employee's commitment to Demographic Profile (Years in service)	R-value	Interpretation	p-value	Decision
Affective Commitment	.521	Strong Relationship	.000	Rejected
Continuance Commitment	.452	Strong Relationship	.000	Rejected
Normative Commitment	.512	Strong Relationship	.000	Rejected

**Very Strong Relationship ≥ 0.70 ; Strong Relationship 0.40-0.69; Moderate Relationship 0.30-0.39; Weak Relationship 0.20-0.29; No or Negligible Relationship 0.01-0.19 (Adapted from Dancey and Reidy, 2004)*

Table 5.3 showed that the Relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Years in service have Strong relationship, Strong relationship and Strong relationship with R-values equivalent to .521, .452 and .512, respectively.

Table also shows that the Spearman Rho p-value is equivalent to 0.000 for Affective Commitment, Continuance Commitment and Normative Commitment, which is less than 0.05 significance level, which means that there is significant relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Years in service.

The results also implies that the null hypothesis that there is no significant relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Years in service is rejected. Relative to the data gathered, the researcher succeeded in providing evidences that there is a significant relationship between Level of employee's commitment and the demographic profile of the respondents in terms of Years in service.

SOP#6 What are the challenges experienced by employees when it comes to organizational commitment?

Respondent 1: *"Conflict with co-worker"*

Respondent 2: *"Time Constraints, Lack of Awareness, Emotionally Attached, Loyalty and Honesty"*

Respondent 3: *"Always excited doing my job"*

Respondent 4: *"Always, Team Collaboration, I am consistently committed to supporting colleagues and contributing to teamwork. Challenges arise only when there are misunderstanding or conflicting priorities within the team, but this doesn't diminish my commitment to collaboration"*

Respondent 5: *"Aside from my commitment and my loyalty in PCU for 28 years, I really praise and thanks God that I am belong to PCU considering that is my ministry also. One of the challenges that makes me contented is the benefits that PCU given to us and of course I am happy to work in a Christian institution that have Faith Character and Service. Thanks to the PCU employees who applied this three core. God bless everyone."*

Respondent 6: *"Dealing with parents and students."*

Respondent 7: *"Dealing with technical problems of other department"*

Respondent 8: *"Dealing with technical problems of other department."*

Respondent 9: *"Dealing with technical problems that I am not familiar with or as in I have zero knowledge about it."*

Respondent 10: *"Dealing with the aggressive clients"*

Respondent 11: *"Difficulty in communication with other department."*

Respondent 12: *"Feeling not part of the family of this organization."*

Respondent 13: *"Fixing technical issues that I don't have a knowledge"*

Respondent 14: *"Heavy work load, and the attitude of some of your co workers."*

Respondent 15: *"In transportation aspects its hard to commute because of the traffic"*

Respondent 16: *"It's only politics within the organization"*

Respondent 17: *"Lack of manpower resulting to multiple portrayal of job descriptions."*

Respondent 18: *"Misunderstanding sometimes"*

Respondent 19: *"My challenges is a work hard"*

Respondent 20: *"Project that needs outside contractors/workers was done by yours truly (pinakialaman mo to minimize expenses, the organization save lot)"*

Respondent 21: *"Salary distortion is the main concern for me, because there are new regular employees that receives higher monthly basic salary than me. I'm still hoping that this problem will be solved soon. Thank You PCU and more power!"*

Respondent 22: *"Some challenges that I encountered is leaving the organization because I am having a second thought. Half of my life I spent here is full of sacrifices and self fulfillment."*

Respondent 23: *"Staying committed to due rushed requirements, sudden changes, frequently delayed and low salary"*

Respondent 24: *"Super late salary"*

Respondent 25: *"Family - can affect my commitment indirectly"*

Respondent 26: *"too much tax deductions and sometimes salary is delayed"*

Respondent 27: *"treatment"*

Respondent 28: *"Unappreciated efforts and work from the heads"*

Respondent 29: *"Work ethics in terms of initiative and willingness to serve the stakeholders even if it is beyond the JD"*

Respondent 30: *"workload and support"*

Based on the opinion of the respondents the challenges they've experienced as employees when it comes to organizational commitment are Conflicts with co-worker, Time Constraints, Lack of Awareness, Emotionally Attached, Loyalty and Honesty, Misunderstanding or conflicting priorities within the team, Dealing with parents and students, Dealing with technical problems of other department, Dealing with technical problem that they are not aware about, Dealing with the aggressive clients, Difficulty in communication with other department, Feeling not part of the family of this organization, Heavy work load, and the attitude of some of co-workers, Transportation, Politics, Lack of Manpower support, Doing job that is not written on their job description, Salary Distortion, Too much sacrifice, organizational change, low compensation package, late crediting of salary, Work-life balance, no recognition and rewards system, unequal treatment to all employees, and work ethics of the individual in the organization.

SOP #7 What themes emerged in the challenges experienced by employees on their organizational commitment?

Theme	Statements on Organizational Commitment Challenges	Factors affecting employee experience
Job Satisfaction and Work Environment	Respondent 5: <i>"Aside from my commitment and my loyalty in PCU for 28 years, I really praise and thanks God that I am belong to PCU considering that is my ministry also. One of the challenges that makes me contented is the benefits that PCU given to us and of course I am happy to work in a Christian institution that have Faith Character and Service. Thanks to the PCU employees who applied these three cores. God bless everyone."</i>	Lack of Competitive Compensation Package
Work-life Balance	Respondent 15: <i>"In transportation aspects its hard to commute because of the traffic"</i> Respondent 25: <i>"Family - can affect my commitment indirectly"</i>	Lack of Workplace Flexibility and Work-life Balance
Career Development and Growth Opportunities	Respondent 7: <i>"Dealing with technical problems of other department"</i> Respondent 8: <i>"Dealing with technical problems of other department."</i> Respondent 9: <i>"Dealing with technical problems that I am not familiar with or as in I have zero knowledge about it."</i>	Lack of Career Development and Growth Opportunities

	Respondent 13: <i>“Fixing technical issues that I don’t have a knowledge”</i> Respondent 14: <i>“Heavy work load, and the attitude of some of your co workers.”</i>	
Leadership and Management Style	Respondent 17: <i>“Lack of manpower resulting to multiple portrayal of job descriptions.”</i> Respondent 19: <i>“My challenges is a work hard”</i> Respondent 20: <i>“Project that needs outside contractors/workers was done by yours truly (pinakialaman mo to minimize expenses, the organization save lot)”</i> Respondent 23: <i>“Staying committed to due rushed requirements, sudden changes, frequently delayed and low salary”</i> Respondent 24: <i>“Super late salary”</i> Respondent 26: <i>“too much tax deductions and sometimes salary is delayed”</i> Respondent 27: <i>“treatment”</i> Respondent 30: <i>“workload and support”</i>	Weak Leadership
Organizational Values and Ethical Climate	Respondent 2: <i>“Time Constraints, Lack of Awareness, Emotionally Attached, Loyalty and Honesty”</i> Respondent 16: <i>“It’s only politics within the organization”</i> Respondent 29: <i>“Work ethics in terms of initiative and willingness to serve the stakeholders even if it is beyond the JD”</i>	Lack of corporate direction
Recognition and Reward Systems	Respondent 21: <i>“Salary distortion is the main concern for me, because there are new regular employees that receives higher monthly basic salary than me. I’m still hoping that this problem will be solved soon. Thank You PCU and more power!”</i>	Lack of employee recognition and rewards system

	Respondent 22: <i>“Some challenges that I encountered is leaving the organization because I am having a second thought. Half of my life I spent here is full of sacrifices and self fulfillment.”</i> Respondent 28: <i>“Unappreciated efforts and work from the heads”</i>	
Interpersonal Relationship and Team Dynamics	Respondent 1: <i>“Conflict with co-worker”</i> Respondent 4: <i>“Always, Team Collaboration, I am consistently committed to supporting colleagues and contributing to teamwork. Challenges arise only when there are misunderstanding or conflicting priorities within the team, but this doesn't diminish my commitment to collaboration”</i> Respondent 6: <i>“Dealing with parents and students.”</i> Respondent 10: <i>“Dealing with the aggressive clients”</i> Respondent 11: <i>“Difficulty in communication with other department.”</i> Respondent 12: <i>“Feeling not part of the family of this organization.”</i> Respondent 18: <i>“Misunderstanding sometimes”</i>	Lack of Interpersonal relationship skills and team dynamics

Based on the table the researcher was able to establish the following themes; Job Satisfaction and Work Environment, Work-life Balance, Career Development and Growth Opportunities, Leadership and Management Style, Organizational Values and Ethical Climate, Recognition and Reward Systems, and Interpersonal Relationship and Team Dynamics.

Based on the identified themes the following must be improved on Compensation Package, Workplace Flexibility and Work-life Balance practices, providing Career Development and Growth Opportunities, Management and Leadership, corporate direction, employee recognition and rewards system and the Interpersonal relationship skills and team dynamics of individual in the workplace.

SOP#8. Based on the results of the study, what employee commitment model can be proposed?

Possible areas for Sustainable Commitment Model

The findings from the qualitative input gathered from employees regarding their experiences related to organizational commitment highlight several interconnected challenges. These challenges are organized into distinct themes that reflect areas needing improvement within the organization. Below is a thorough discussion on each theme, the documented statements, and the implications for employee experience and organizational effectiveness.

1. Job Satisfaction and Work Environment

Respondent feedback emphasizes the crucial role of job satisfaction and a supportive work environment in fostering commitment. Many respondents noted their contentment with the organization's values and the meaning they derive from their work, particularly within a Christian institution. The positive remarks suggest a strong alignment between personal values and organizational mission. However, to maintain and enhance this commitment, it is essential to ensure competitive compensation packages and a work environment that nurtures well-being and satisfaction. Organizations should actively engage in developing programs that promote a meaningful connection to work and evaluate how job design can better meet employee needs.

2. Work-life Balance

Several respondents illustrated challenges regarding work-life balance, including transportation difficulties and family responsibilities influencing their commitment. The emphasis on commutes and family ties reflects the ongoing struggle for employees to juggle personal and professional demands. Organizations should consider implementing flexible work arrangements that accommodate these realities, fostering a balance that encourages commitment by reducing stress and enhancing overall job satisfaction. Furthermore, providing resources for managing family and professional obligations can improve employee morale and retention.

3. Career Development and Growth Opportunities

A recurrent theme in the responses was the lack of technical knowledge and opportunities to develop skills, which hindered employees from performing their tasks effectively. Many respondents expressed frustration over being assigned responsibilities outside of their expertise, leading to feelings of overwhelm and inadequacy. To address these challenges, organizations should invest in ongoing professional development initiatives, mentorship programs, and cross-department training. Equipping employees with the tools to succeed not only enhances performance but also strengthens their commitment to the organization through a sense of competence and growth.

4. Leadership and Management Style

The data revealed concerns regarding leadership effectiveness, particularly in managing workloads and providing support. Respondents identified issues stemming from unclear expectations, heavy workload, and political dynamics within the organization. These factors can contribute to a climate of dissatisfaction and disengagement. Thus, leaders need to adopt transformational leadership styles that inspire and support their teams. Training programs that focus on developing effective communication, clarity of roles, and team management can significantly improve both leadership practices and employee relationships.

5. Organizational Values and Ethical Climate

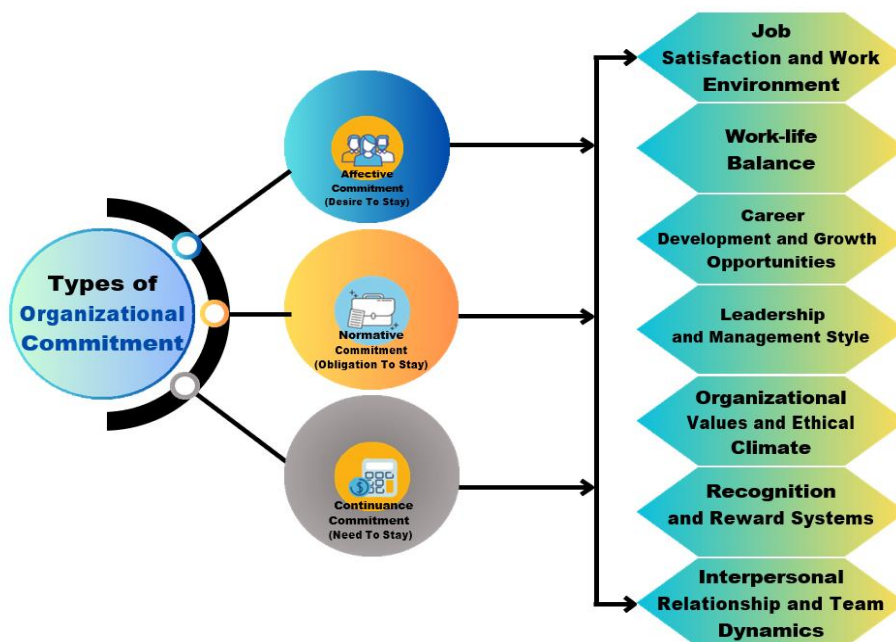
Another challenge addressed by respondents included the lack of direction and integrity within the organization. Concerns about organizational politics and the ethical climate indicate a potential disconnect between the expressed values of the organization and the lived experiences of its employees. To cultivate a robust organizational culture, it is vital to develop clear corporate values and ethics training, ensuring consistency in practice. Establishing an open environment for feedback can help create trust and alignment between employees and the organization's objectives.

6. Recognition and Reward Systems

The feedback also revealed frustrations with salary disparities and a lack of recognition for employee contributions. Many respondents articulated feelings of being undervalued, which can lead to decreased morale and motivation. Establishing a structured recognition and reward system that acknowledges employee efforts and contributions can enhance job satisfaction and loyalty. Organizations should examine their compensation systems to ensure fairness and transparency, subsequently fostering a motivated workforce that recognizes and appreciates individual and team achievements.

7. Interpersonal Relationships and Team Dynamics

Responses point to conflicts with co-workers and communication difficulties as significant barriers to fostering a supportive team environment. The lack of effective interpersonal relationships can disrupt teamwork, leading to misunderstandings and conflicts that undermine commitment. Focusing on team-building initiatives and training to develop interpersonal skills will enhance collaboration and support a more cohesive work atmosphere, benefiting organizational performance.



CONCLUSION

The research underlines the importance of understanding the intricate relationship between organizational commitment and employee performance, influenced by demographic factors. Organizations are encouraged to foster a positive work culture, support employee's growth, and recognize contributions to enhance commitment and drive performance. Implementing structured engagement strategies specifically tailored to the workforce demographics will not only enhance commitment but also contribute to sustained organizational success.

The themes identified from employee responses encapsulate prevalent challenges that affect organizational commitment. Addressing these challenges through targeted interventions in the areas of compensation, leadership development, career growth opportunities, and work-life balance can significantly enhance employee satisfaction and performance. Organizations that prioritize these domains are likely to cultivate a committed workforce, improve retention rates,

and achieve sustainable success in their operations. By actively engaging with employee feedback and adapting to their concerns, organizations can foster a culture of inclusivity, recognition, and empowerment that aligns with their mission and values.

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