

Organizational Commitment of Employees of a Private Higher Institution

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DOI: 10.47760/cognizance.2025.v05i01.047

ABSTRACT: Organizational Commitment refers to the bond between the employee and the organization where he/she feels fit in and has understood the organizational goals and objectives thereby contributing actively to its attainment. The purpose of the study was to determine the organizational commitment employees. Employing a quantitative research design, the study used 165 stayers and leavers. They answered a research questionnaire with a Likert scale. Statistical techniques used were the mean and ANOVA – one way. Findings revealed that employees have normative commitment who feel obligated to the organization although they are no longer happy with the roles they perform. The study concludes that organizational commitment is the primary reason why employees chose to stay.

Keywords: organizational commitment, stayers, leavers, descriptive, Cebu City

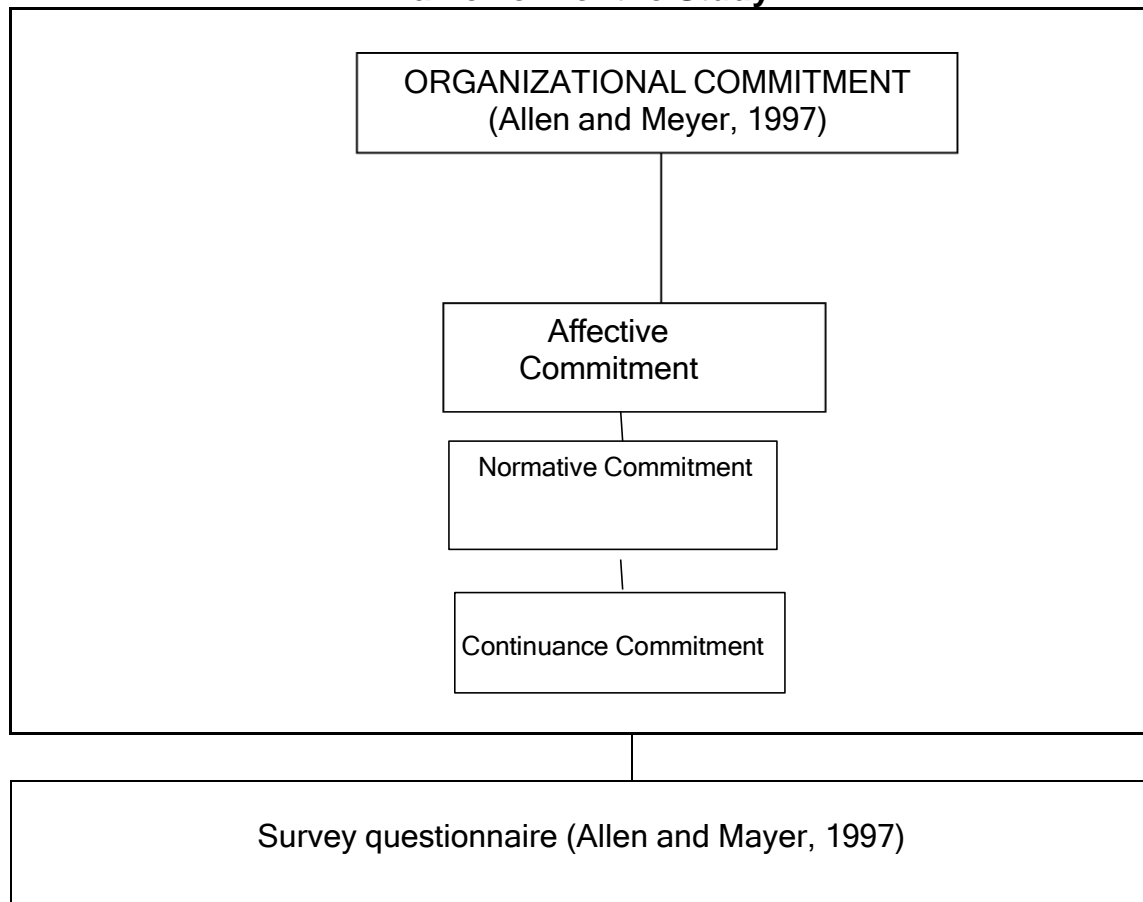
INTRODUCTION

Employee turnover, habitual absence from work, and poor performance output are significantly associated with non-commitment to an organization (Mowday, Steers & Porter, 1979; Romzek, 1990). The organizational commitment approach is often viewed as an affective attachment for an individual who shares the organization's values and desires to serve. It is willing to exert effort on behalf of the institution (Mowday, Steers, & Porter, 1979). Moreover, there are examinations of commitment associated with the covenant of the individual's identification and contribution to the organization he/she is in. (Porter et al., 1974). Further, commitment can also be considered passive loyalty, for it encompasses a dynamic relationship manifested when individuals are willing to present themselves to contribute to the organization's well-being (Mowday et al., 1979). Employees who are strongly committed to an organization are least likely to leave because their psychological state has already attached an individual to an organization (Meyer, Allen, & Gellatly, 1990).

The problem on Organizational Commitment is also experienced in Southland College, Kabankalan City, Negros Occidental, Philippines. The institution has embarked on quality assurance with the BS Hospitality Management program as the first accredited program by the PACUCOA. The school is owned by the Villaluz Family has existed for 11 years. The school offers complete basic and higher education catering to students in the surrounding areas. In the last five years, there has been turnover of faculty who transferred to public schools. Some teachers left in search for better employment opportunities.

The study aims to determine the level of organizational commitment of employees. This is the first study of employees' turnover intentions in Southland College. However, there is no study on turnover intentions conducted in the province of Negros Occidental focusing on the job satisfaction and work-life balance. This study intends to address the gap.

Framework of the Study



Brief Literature Review

A better predictor of positive attitudes toward an organization is organizational commitment than job satisfaction because it is an enduring response to the organization from a greater perspective aside from it being more global. (Robbins, 1998).

Intention to stay mirrors an individual's level of commitment to his organization and their willingness to remain employed (Hewitt, 2004). Several research studies have suggested that the concept of intention is the most important determinant of actual turnover (Tett & Meyer, 1993; Igharia & Greenhaus, 1992). When individuals are committed to an organization, their intent to remain with the organization and work towards its goals is high (Mowday, Porter, & Steers, 1982). Conversely, if the organization's commitment is low, the employee's intention to leave is high (Mowday et al., 1982). Dalessio et al. (1986) suggested that more emphasis and concern should be given to retention rather than attrition. Whenever an employee does exit, an organization requires the cost of recruiting, training, and retaining another employee.

To determine factors influencing job satisfaction allows leaders with essential and meaningful information to make the right choices to increase employee job satisfaction (Cranny, Smith and Stone, 1992). Besides job satisfaction, increasing organizational commitment, and decreasing employees' turnover intention are essential for managers and organizations (Ilhami, 2012).

Morris, M. G., & Venkatesh, V. (2010) shows that job satisfaction can be explained by factors such as organizational factors, work, environmental factors, work itself, and personal characteristics. These factors are also known as structural variables, psychological variables, and organizational loyalty referred to as job and personal related factors.

Since employees in organizations will either like or dislike their jobs, it is intuitive to recommend that, given the right conditions unique to the employee, some employees may stay or leave the organization (turnover) (Yücel, İ. 2012). The study of job satisfaction challenges explains this behavior, which is essential from a humanitarian and utilitarian perspective (Spector, 1997). The humanitarian perspective suggests that employee's merit to be treated fairly and appropriately, and the level of employee satisfaction or dissatisfaction may reflect the extent to which they experience good or bad treatment in an organization for this may also be suggestive of the emotional and psychological wellbeing of the employees (Spector, 1997). The utilitarian perspective presupposes that employees' satisfaction or dissatisfaction can signify behaviors that affect the functioning of the organization (Spector, 1997). Job satisfaction "is by far one of the most studied job attitudes by organizational behavior researchers" (Ghazzawi,

2008). Job satisfaction is "a positive emotional condition resulting from the evaluation of one's job or job experiences" (Locke, 1993).

Job satisfaction may be tested as part of employee involvement, as it is a combination of organizational commitment and intentions to stay (Ferguson, 2005). A crude measurement of turnover would be (Morrell et al., 2001): leavers in a year over the average number of employees multiplied by a hundred. Turnover intention is defined as the mediating factor between attitudes affecting the intent to quit and quitting an organization (Glissmeyer, Bishop, & Fass, 2008). A meta-analysis of the antecedents and associates to employee turnover (Griffeth, Hom, & Gaertner, 2000), intention to quit, job satisfaction, and organizational support were shown to be forecasters of employee turnover. Job satisfaction is closely related to intentions to leave an organization (Chen & Spector, 1992) and turnover intentions (Rusbult & Farrell, 1983; Coomer & Barriball, 2007). Job satisfaction also was also shown to be associated with employee health and psychological well-being ((Ilhami, 2012). Increasing job satisfaction subsequently decreases rates of turnover intentions (Hellman, 1997). There is a negative connection between job satisfaction and turnover intention. In other words, it was found in this study that job satisfaction is one of the most important antecedents of organizational commitment and turnover intention of employees (Ilhami, 2012). Employees, especially the skilled ones, are always searching for better jobs, working environment and experience, and training to enhance their skills and sustain their jobs. In the Philippine educational institutions, staff turnover is continuously increasing, but it remains low in Mindanao (Kukano, 2011). The studies on organizational commitment among teachers are quite not common.

Research in Vigan, Northern Philippines revealed that grade school teachers have the least intensity of attachment, even though all of them find a sense of economic security in the school (Tabuso, 2007).

Turnover intentions are among the strongest forecasters of actual turnover, and organizational commitment is one of the most important precursors to turnover intention. These findings underscored the importance of organizational commitment in retaining employees and the appropriate use of intention to leave as the dependent variable because of the link to actual turnover (Kuean et al., 2010).

The foregoing discussion provided the empirical background of the present study on organizational commitment of employees.

Research Method

The study used the descriptive research design with questionnaire as the main data collection tool. The study was conducted at Southland College of Kabankalan City, Negros Oriental, Philippines (9.9837° N, 122.8208° E). Southland College has a total of 110 employees. Eleven (11) full time permanent College Instructors, twelve (12) Full Time probationary College Instructors, fourteen (14) full time permanent Basic Education Faculty, Thirty-three (33) full time probationary Basic Education Faculty, thirty-five (35) permanent Full Time non- teaching staff, and five probationary non- teaching staff. Respondents of this study were the employees who have rendered service to the Institution from Pre – school to College as well as those who left. These employees have the age range of 21 to 65 years old and have served the institution for one (1) year 11 years. The age and length of service were part of the demographics as the researcher would like to identify whether these factors have effects on the results of the study. These employees were chosen since they have already served the institution for a long period which means they have known the organizational culture well and much is expected of them. The study employed the Likert scale modified to four (4) point scale to remove uncertainties.

To those who left the institution, sampling was done as it will be difficult to reach them as they have been in the different areas of the globe. From a total of sixty- three noted turnover over the past ten years, a sample size of 55 was taken. The sample size was determined using Cochran's formula with the aid of the raosoft.com sample size calculator.

The researcher collected data from the respondents through questionnaires that require them to answer simple questions. The questionnaire was adapted from Meyer and Allen (1997).

The survey questionnaire dealt with organizational commitment with a total of twenty – four (24) items as it was composed of eight (8) questions per dimension was adapted from Meyer and Allen (1997) in determining the level of organizational commitment of the employee.

An informed consent form was signed by the respondents. The questions herein were asked for the reason of determining the intention to remain working in this school and the results will not affect the career in this school. The respondents were also assured that their honesty is appreciated.

RESULTS AND DISCUSSION

Extent of the Organizational Commitment of Employees

ORGANIZATIONAL COMMITMENT OF EMPLOYEES				INTERPRETATION
	Stayers \bar{x} SD	Leavers \bar{x} SD	Total \bar{x} SD	
Affective Commitment	2.52	2.44	2.48	Less Committed
Continuance Commitment	2.53	2.40	2.46	Less Committed
Normative Commitment	2.55	2.50	2.52	Committed

1.00 – 1.75	Not Committed;	2.51 – 3.25	Committed
1.76 – 2.50	Less Committed	3.26 – 4.00	Very Committed

Of the three (3) organizational commitment of employees, stayers are committed while leavers are less committed. Both stayers and leavers are less committed in terms of affective and continuance commitment and committed in terms of normative commitment. Employees feel obligated to the organization even though they are unhappy with the roles assigned to them. They feel that they should stay or be staying for this is the right thing to do and they can be measured with the reflecting plans to remain in the organization in the next two years. (Allen and Mayer, 1998).

Several factors stemmed from this sense of obligation from the investment of the organization on training to the rewards given in advance like in faculty and staff developments of various forms (Flamholtz, E. G. (1999). Employees who are bored and unmotivated are in this type of commitment. They have the tendencies to block enthusiastic employees to the extent of lowering the morale of the whole group (Mind tools content team, 2020).

Proposal for normative commitment showed that this type of commitment advances from a combination of socialization processes including early socialization like socialization into family and culture and organizational socialization like newcomer socialization into an organization. Strong messages about the appropriateness of particular behaviors and attitudes are the results of the experience in socialization (Wiener, 1982). These processes then lead an individual to acquire what is valued and what is expected of them by their family, culture, and employing organizations as a

whole (Meyer & Allen, 1997).

The suitability of organizational loyalty was the focus of this early socialization process where the self with the moral values like “People should not job-hop,” is consistent with the approach that an occupational commitment measures the normative commitment (Meyer et al. (1993). A view that an individual’s belief in and the need to fulfill an obligation to others reflected the measure that is shaped by early socialization (Wiener, 1982). Further, this view was not correlated with affective commitment by is significantly correlated with continuance commitment.

The influence of organizational socialization has also played a role in the development of normative commitment in the workplace (Dunham et al., 1994; Grube, 1990). The argument about signals being communicated among employees affected the size and magnitude of organizational commitment where employee’s normative commitment was significantly associated with the other employees’ normative commitment (Wiener, 1982). The Social Information Processing Theory (SIP) confirmed this finding where the attitude of an employee is based on the immediate social environment (Salancik & Pfeffer, 1978).

On the other hand, the mean computation revealed that the previous and present employees are less dedicated in terms of continuance commitment. This simply implies that the employees are not apprehensive being unemployed as a result of leaving the organization. Moreover, in the aspect of a passive type of organizational commitment, the mean results signified that the previous employees left the organization due to dissatisfaction. The aforesaid could also be the same reason for the current employees to leave the organization (Hiroaki, 2018). It is concluded then that there is a lack of mutual relationship between the employees and the management.

The findings conformed to Homan’s Exchange Theory that organizational commitment is a result of a give and take relationship between the employees and workplace. Further, the theory conforms that this exchange relationship is favorable, organizational commitment is more visible otherwise employee’s attrition is increased. However, the results do not conform to the study conducted by Sow, et.al. (2015) where they pointed that when normative commitment is high, turnover intention is low.

The type of organizational commitment affects the turnover intentions of employees of all types of organization. The succeeding tables showed how the job and personal related factors have contributed to the type of commitment the employees have.

CONCLUSION

The study concludes that both stayers and leavers exhibited a normative type of commitment where employees feel obligated to perform tasks rather than the better affective commitment where employees are attached to the vision and mission of the organization. This is due to the fact that the school is only 11 years old and employees come and go. Moreover, there is no concrete staff development program.

The organizational culture of the Institution encourages self - enhancement, allows self-expression and nurture productivity. These characteristics of an organization foster a bigger chance of employee retention.

Further, the concept that employees stay in an organization are committed does not always stand correct for they also are having quit thoughts. In the same manner, not all employees who have departed from the workplace are committed to quitting because it just came at the right time and the reasons for quitting were not about the organization but about serving the personal and family needs.

RECOMMENDATIONS

1. Develop employees retention program
2. Crating of staff development program to nourish organizational commitment

ACKNOWLEDGEMENT

Southland College of Kabankalan City, Inc., Administrators, Past and Present Employees for the support.

Adviser, Dr. Ma. Lourdes C. Umlas for the expertise, motivation, and encouragement to keep moving to complete this endeavor. For meticulously went over the paper for hundred times to achieve veracity.

Members of the research panel, chaired by the Dean, Dr. Jestoni P. Babia, Dr. Glenn G. Pajares, Dr. Sergio M. Sarza, Dr. Roxan A. Consolacion, for imparting valuable insights and suggestions in transforming this study into an explicit one.

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