

# Organizational Commitment and Turnover Intention of Southland College Employees

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**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. Turnover Intention refers to the plan or resolution of the employee to leave the organization at a specific time. The purpose of the study was to determine the organizational commitment and turnover intention of Southland College employees. Employing a quantitative research design, the study used 165 stayers and leavers. They answered a validated self-made questionnaire with a Likert scale. Statistical techniques used were the mean and multiple regression analysis and dominance analysis. Findings revealed that employees have normative commitment who feel obligated to the organization although they are no longer happy with the roles they perform while turnover intention is strongly correlated to conflict of interest, confidentiality, and promotion among the factors under organizational loyalty. The study concludes that organizational commitment is the primary reason why employees chose to stay and among the variables, the structural variables affecting turnover, work environment, independence, and communication are among the top three (3) reasons for quit thought.

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

## INTRODUCTION

Retraction of employees from any workplace produces negative impact on their productivity, services, and even on cost to the Institution for recruitment, acquisition, training, and overseeing of new hires. Serious morale and productivity problems might arise when an esteemed and dynamic employee departs from the organization (Phillips, 1990).

Perpetual employee turnover has been a trend in almost all countries, and the Philippines is not exempted from it. A survey conducted by Towers Watson reveals that seventy (70) percent of the employees said they left the company for better pay opportunity, thirty – two (32) percent due to family migration, twenty - nine (29) percent on rapport with supervisor, fifteen (15) percent on health-related issues, and fourteen

(14) percent on work-life-balance. (Remo, 2016). Hiring a new employee is always time-consuming and is costly. In school set-up, administrators need to plan and give time to properly train newly recruited teachers annually to update and prepare the majority of the new faculty members in the job. The higher the turn-over, the more training costs required to realize the academic institution's vision-mission. Moreover, it is also one of the costly and arduous challenges many organizations are addressing today (Surji, 2013).

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).

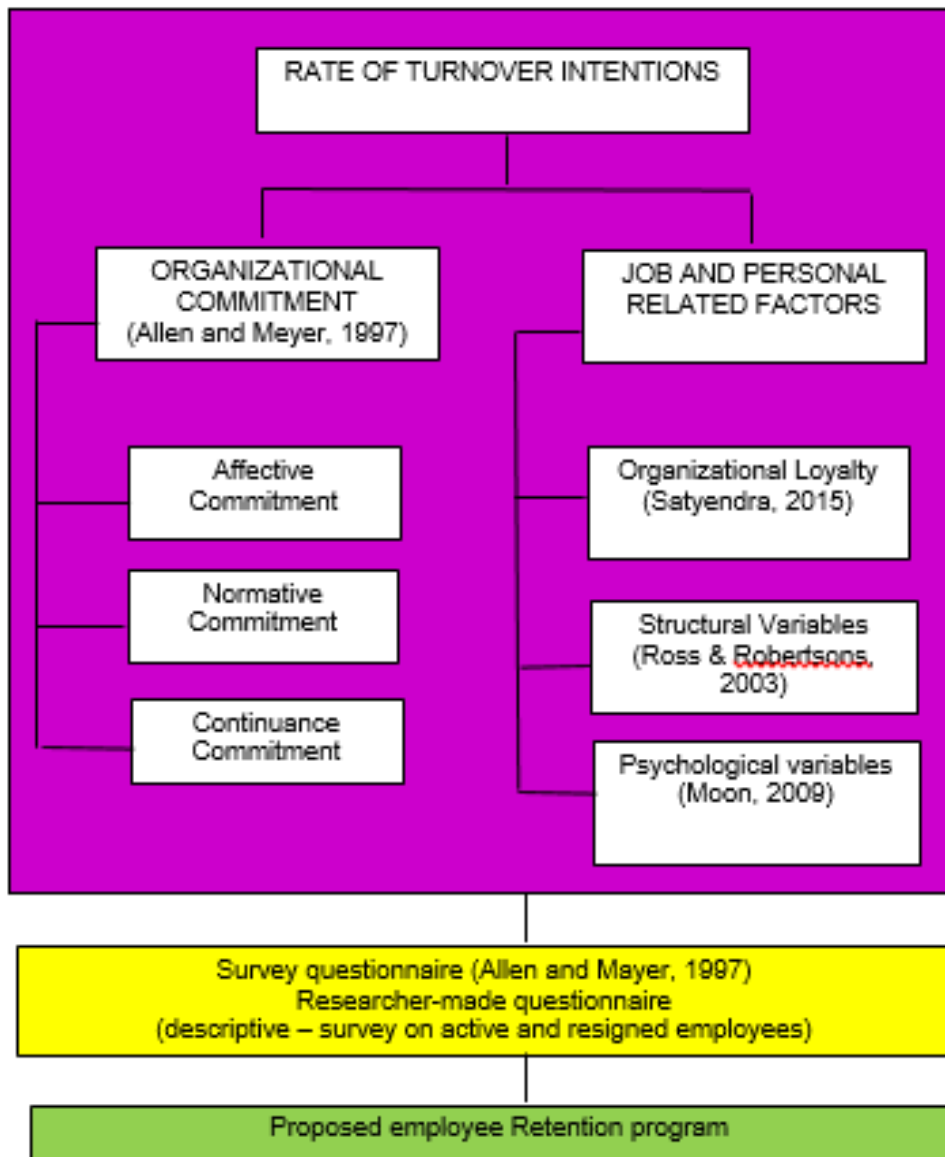
In Southland College, preparation for academic year starts in the second month, February, when the Human Resource is collecting the intention form from all employees. This intention serves as the office's basis to determine how many employees are leaving so as the vacancy is posted and starts the recruitment. This practice has been part of the Institution for eleven (11) years now and, at times effective as it enables us to give ample preparation for the neophytes.

However, despite the reminder that the intention, though not notarized, is considered as binding between the employee and the employer, there are incidences that the employee decides to leave in May when almost no preparation can be done. The worst-case scenario is that the employee decides to leave when classes are to start in a few weeks or even when classes have already started. Further, it has been noted that over the past five (5) years, the rate of turnover among employees of Southland College is between twenty (20) percent to fifty (50) percent of which the most recent is the fifty-three (53) percent in one department only. When the turnover rate exceeds 5% per annum, it becomes alarming, and the result of the exit interview must be examined as to its effect on job satisfaction necessary administrative adjustments (Buenaventura, 2013).

The level of organizational commitment and turnover intention is not yet explored

in Southland College. The researcher's interest is to assess the level of these factors concerning Southland College employees' turnover intentions as there are employees committed to the organization, but there is still turnover. This is being seen among those who left have in full support of the organizational endeavors like marketing and accepting various school invitations. Some employees are not committed, but they still are in the organization because they are just waiting for the right time or preparing themselves for the next stage of their career. The outcomes of this study served as the starting point in crafting the proposed employee retention program.

### 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). Further, a committed employee believes in the vision, mission, goals, and objectives, displays willingness to multiply effort in their accomplishments, and intends to remain working there.

There is evidence supporting the position although its only empirical that an employee's plan to stay or leave is strongly and consistently related to intended turnover (Dalessio, Silverman & Shuck, 1986; Mathieu & Zajac, 1990). Intention to stay is defined as employees' intention to continue in the present employment relationship with their current employer on a long-term basis. Inversely, Vandenberg and Nelson (1999) defined employees' intention to quit as an individual's estimated probability that they are permanently leaving their organization at some point in the near future.

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.

The rate at which an employer loses its manpower is termed turn-over, staff turnover, or labor turnover. If high skilled workers leave the company, it becomes harmful for the company and is left with novice workers, thereby, affecting productivity. Employees look for a new employer that will give them necessary satisfaction at work. It may be favorable or unfavorable to the organization if an employee is doing his job but not given the recognition at work (Fernando, 2012). High turnover often means that employees are disappointed with the work or remuneration but it can also indicate conditions which are not healthy or that too few employees give unsatisfactory performance which may be due to unrealistic expectations, inappropriate routes or tools, or poor candidate screening (Buenaventura, 2013).

When employees are satisfied, healthy, safe, and have been rated satisfactory by the employer, it indicates that turnover is low. This can be further articulated to

corporate culture, recognition, and satisfying workplace.

The factors influencing job satisfaction allows leaders with essential and meaningful information to make the right choice 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). 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.

Nevertheless, research in Vigan 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).

Data in the business management ideas noted that there are factors that are controlled by the management that affects turnover. Among these are the Security, Fringe benefits, Co-workers, Flow of communication, Working conditions, Responsibility, Supervision, Wages, Opportunities for advancement.

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).

### **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 hundred and ten (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 5 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 to eleven (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 was 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) and self-made questionnaire.

Two (2) sets of questionnaires were used for data collection, one (1) is adapted, while the other was self-made. However, to obtain maximum and exact responses, the researcher used the modified four (4) rating scale so as to eliminate uncertainties in the responses.

The first part of the survey questionnaire dealt with organizational commitment while the second part determined the factors affecting turnover. The first questionnaire 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. This questionnaire was administered to all respondents. The second one was a self- made questionnaire with a total of seventy – three (73) items composed of four (4) statements per dimension to determine the turnover index of the employees. This questionnaire underwent validity testing with Lawshe Content Validity Ratio and reliability testing with Cronbach's Alpha result of 95.61%.

The consistency of the instrument was also checked by the researcher by establishing the reliability using Cronbach's alpha which was the most common measure of internal consistency. The reliability value of  $0.8 > \alpha > 0.7$  is considered as acceptable. The result in Cronbach's alpha was 95.61% which means that there is a high level of internal consistency with the given set of scale or test items. It implies that the given set of scales is highly reliable which is greater than the 75.00% norms of the Cronbach's Alpha.

The respondents were selected to participate in a study on organizational commitment and rate of turnover intention of Southland College Employee. An informed consent form was attached together with the questionnaire. 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

### Job and Personal Related Factors as Correlates of Turnover Intentions of Southland College Employees in terms of Structural Variables

DIMENSIONS	Coefficient	P-values	INTERPRETATION
Independence	14.21%	0.000	Significant
Communication	11.71%	0.000	Significant
Equity	3.89%	0.158	Not Significant
Compensation	9.42%	0.000	Significant
Advancement Opportunities	11.97%	0.000	Significant
Training & Development	3.50%	0.118	Not Significant
Work Environment	15.55%	0.000	Significant
Employee Roles	12.16%	0.000	Significant
Workload	10.81%	0.000	Significant

*\*p<0.05, significant @ 0.05 alpha level of significance*

Among the job and personal related factors that affects the turnover intentions of Southland College employees in terms of structural variables, the work environment with 15.55% coefficient of linear regression have greater contribution to turnover intentions while the training and development least contributes with 3.50% coefficient of linear regression where together with equity they are not significantly contributes to turnover intentions. Further, the results imply that among the job and personal related factors, the work environment of the school does strongly affect the turnover intention of employees while training and development least affects the turnover intentions.

The findings of the study agree with Ahmady (2016) where he says the achievement of goals relies on how the structural variables are taken care of as they served as the framework. These are the relations on jobs, systems, the operation process and the people.

To work in a supportive work environment is what the 80% of the employees' desire (Guchait and Cho, 2010). Thus, in order to reduce turn over and retain talents, the provision of having a supportive work environment is necessary (Ghosh & Sahney, 2011). This is also being supported by Luthans, et.al. (2008) by his statement that in order to maintain desirable developments and achievement of goals, having a supportive work



environment should be mandatory. Further, the interest of employees in their assigned tasks associated with the increasing performance is attributed to a supportive type of work environment (Ma Prieto & Pilar Pérez- Santana, 2014).

Among the factors that positively foster employee retention and minimize turnover among employees are practices in the workplace like salary, leadership and supervisory styles, professional development to include training and development, and work life balance (Hytter, 2007). When these practices are given attention, it gives a signal that the employees are valued. Ramlall (2003) alleged then that these perceived practices of a supported work environment significantly decrease turnover intentions. The factors were also being pointed out in one of the sponsored articles of the Philippine star on June 8, 2016. The said article as well stressed that coming to work is not an issue at all when employees are happy in the workplace.

The finding of this study was supported by Chair, et.al. (2019) on the study pertaining to the influence of the work environment towards turnover intention of employees of 4-star hotels in Padang City which stated that turnover intentions are positively affected by the kind of working environment the employee has. Further, the study mentioned that if the non – physical and physical working environment is felt by each employee, there is a decrease in the turnover rate.

On the other hand, the equity, training and development in Southland College has been doing good because it only has a 3.89 & and 3.50% coefficient of linear regression as to factors that may affect rate of turnover intention respectively. These two factors did not significantly affect turnover intentions in terms of organizational factors.

The said finding agrees with Fitzroy and Hulbert as cited by Edralin (2011), that organizations must make use of their assets and know-how in order to create the best strategy to combat in this competitive world. Further, in her study on Training and development practices of large Philippines companies in April 2011, with the respondents, she mentioned that training and development is one of the very important strategy that will foster innovation among employees thereby decreasing turnover. Based on this study, the bulk of frequently mentioned response on the importance of training and development is that it improves job performance. Moreover, help to improve and acquire technical skills, develops creativity and problem-solving skills along with help in the retention of competent and efficient workforce are among the reasons why training and development is important in any kind of organization. Further, among the training and development opportunities for employees are employee education, technical and behavioral programs.

The Equity Theory on motivation as presented in the theoretical framework

confirms that motivational factors are inherent to work and yield positive satisfaction where an employee strives for superior performance. Further, equity theory of Adams pointed out that the employee's high level of motivation can be achieved when they perceive that there is fair treatment relative to others as they are comparing themselves with other employees outside the organization.

**Job and Personal Related Factors that Affects the Turnover Intentions of Southland College Employees in terms of Psychological Variables**

DIMENSIONS	Coefficient	P-values	INTERPRETATION
Job Satisfaction	41.47%	0.000	Significant
Organizational Commitment	42.99%	0.000	Significant

\* $p < 0.05$ , significant @ 0.05 alpha level of significance

Among the job and personal related factors that affect the turnover intentions of employees in terms of psychological variables, organizational commitment with 42.99% coefficient of linear regression has a higher percentage. This implies that between the two factors organizational commitment has higher contribution to the rate of turnover intentions of the employees.

Satisfaction of a job in employees is characterized by higher levels of passion and the creation of a more positive attitude in the workplace. They are more than willing to work longer hours to the extent of taking additional responsibilities even though there is no monetary value. Further, employees who are satisfied with their jobs displays excellence performance and is willing to participate in the problem – solving activities of the organization (Boundless).

The study conducted by Nacpil (2018) on the Job Satisfaction and Organizational Commitment: The Case of Employees of a Government Agency in Region III, Philippines revealed that job satisfaction is significantly correlated with organizational commitment ( $r = .491$ ,  $p < .05$ ). This implies that when there is positive coefficient correlation, the level of job satisfaction increases as organizational commitment level increases. Furthermore, Nacpil also pointed out job satisfaction does not come with educational qualification and employment status. The study of Nacpil has been supported by other researchers like Srivastava in 2013 and Azeem in 2010 where job satisfaction is positively related to organizational commitment. However, in another study conducted by Tabatabaei in 2013 showed that job satisfaction comes with sex, marital status and salary.

The study of Manalo, et.al (2019) on The Mediating Role of Job Satisfaction on the

Effect of Motivation to Organizational Commitment and Work Engagement of Private Secondary High School Teachers in Metro-Manila affirmed that when employees are satisfied with the job their high level of dedication is the result of high level of work engagement. Moreover, these employees are engaged to find their tasks challenging, able to find meaning and purpose of the task and more importantly they found fulfillment in what they are doing.

On the aspect of organizational commitment and its significance to the type of organizational commitment, when employees show a relatively high level of commitment to the organization, fidelity in work ethics, commitment to the tasks assigned and involvement in activities are manifested. Further, employees with high organizational commitment significantly contributes to the success of the organization (Nacpil, 2018). However, when there are unsatisfactory extrinsic and intrinsic rewards, the typical level of positive and desirable behavior of staying and doing beyond the call of duty is not manifested (Poliquit, et.a., 2018). Poliquit, et.al. (2018) on their study pointed out that highly committed employees are willing to give their best to the success of the organization and are more than willing to exert more effort beyond circumstance just to bring out the best contribution to the success of all.

In another study conducted by Labrague, et.al. (2018) on Organizational Commitment and Turnover Intention Among Rural Nurses in the Philippines: Implications for Nursing Management, finding showed that the commitment of a particular employee evolves due to self- reinforcement as she cited Allen and Meyer. Moreover, according to the study, as an employee stays longer in the organization, the higher is its commitment as compared to those who are new in the workplace.

### Job and Personal Related Factors as Correlates of Turnover Intentions of Southland College Employees in terms of Organizational Loyalty

DIMENSIONS	Coefficient	P-values	INTERPRETATION
Promotion	26.49%	0.001	Significant
Conflict of Interest	31.86%	0.000	Significant
Confidentiality	28.38%	0.001	Significant
Caring for the Company	-15.48%	0.080	Not Significant
Offering Assistance	8.21%	0.250	Not Significant
True Loyalty	5.06%	0.347	Not Significant

\* $p < 0.05$ , significant @ 0.05 alpha level of significance

Among the job and personal related factors that affects the turnover intentions of

employees, in terms of organizational loyalty conflict of interest has greater contribution with 31.86% coefficient of linear regression, followed by confidentiality and promotion with 28.88% and 26.49% coefficient of linear regression consecutively. Then, the least factor is caring for the company with - 15.48% coefficient of linear regression. This implies that among the organizational loyalty factors, about 86% contribution of the three (3) factors namely; conflict of interest, confidentiality, and promotion affects the rate of turnover intentions of the employees. On the other hand, caring for the company, offering assistance and true loyalty as factors in organizational loyalty does not significantly contribute to the factors affecting turnover intentions.

Vanderbilt University Faculty Manual defined the conflict of interest as the distribution of an employee effort between the present with the external professional activities. Most of the external activities done by employees do not necessarily receive compensation like being part of the review boards education assemblies, welfare work, discussions, and even consultations thus being referred to as conflict of commitment. These activities are usually part of the professional development of an employee for these are part of the ranking and promotion. However, these only become a conflict of commitment when these activities outside the organization become an obstruction to the main responsibility of the employee (Vanderbilt University). Many employees leave their jobs because of conflicts in the workplace or conflict of interest for this brings disorder and communication gaps in the workplace (Shrestha, 2017).

One of the most common forms of conflict of interest is illustrated when an employee joins an organization. In the positive aspect of employees having organizations is there are new skills learned which in the long run will benefit the organization. The employee will be given the chance to improve their jobs and skills at the expense of the other organization (Banerjee, 2012). As discussed earlier, the joining of organization and other exposures are encouraged by the school as part of its training and development at the expense of organization other the school. In order to avoid conflict of interest, Banerjee pointed out that the other employer should not be of the same business as with the principal employer. Further, the employee cannot perform the other tasks within the scheduled working hours of the organization.

The coefficient of determination for the descriptor caring for the company is - 15.48%. This implies that among the job and personal related factors affecting turnover under organizational loyalty this descriptor has the least influence. The famous statement “take care of your employees, and they’ll take care of your business” by Richard Branson is a clear illustration that to engage the stakeholders is to engage the workforce. A study on Exploring the Main Factors which Contribute to Teacher Attrition in

Philippine Schools conducted by Cabigas (2019) pointed out that failing in the environmental standards in most schools of the Philippine provinces has also one of the causes of teacher’s attrition. Further, he pointed out that these instances contributed to problems in congestion and underutilization of the school facilities that has been added to the burdens of the teachers in the Philippines. He also suggested that the personnel in the Department of Education should allocate certain budgets for renovation, improvement, and maintenance of these facilities. This finding then is opposite to the finding of the study where the exhibition of the care of the company is the least factor in employee turnover for majority of the employees significantly express positive attitudes about the physical facilities than those with unsatisfactory facilities (21st Century School Fund, Washington, DC).

**Relationship between the Organizational Commitment of Employee and the Turnover Intentions of those who are still employed and those who resigned**

<b>DIMENSIONS</b>	<b>PEARSON R</b>	<b>INTERPRETATION</b>
Resigned Employees	0.0701	<i>Negligible correlation</i>
Active Employees	0.4304	<i>Low positive correlation</i>
<b>As a whole</b>	<b>0.2800</b>	<b><i>Negligible correlation</i></b>

.90 – 1.00 (-.90 – (-1.00) – very high positive (negative) correlation  
 .70 – .90 (-.70 – (-.90) – high positive (negative) correlation  
 .50 – .70 (-.50 – (-.70) – moderate positive (negative) correlation  
 .30 – .50 (-.30 – (-.50) – low positive (negative) correlation  
 .00 – .30 (-.00 – (-.30) – negligible correlation

The extent of the relationship between the organizational commitment of employees and the rate of turnover intentions of those who are active employees with the r of 0.4304 which interpreted as low positive correlation and in terms of resigned employees with the r of 0.0701 which interpreted as negligible correlation. And as a whole with the r of 0.2800 which interpreted as negligible correlation.

The negligible correlation result of the resigned employees implies that the type of organizational commitment they have does not affect their rate of turnover intentions. This negligible correlation has been significantly correlated to continuance commitment where the resigned employees had the least mean among the three types of commitment. These employees who left the school do not have the fear of losing. This group of employees failed to commit to the organization because they might have seen better alternatives. This phenomenon is exactly the opposite of the concept that employees need to stay because of the consequences they will meet apart from the

organization (Balassiano & Salles, 2012).

On the other hand, the low positive correlation on the relationship between the type of organizational commitment and rate of turnover intentions of employees who are active implies that their rate of turnover intentions is related to their type of commitment. As the year progresses when the current type of organizational commitment changes, their turnover intention also changes. There is only very slight difference as to the type of commitment the active employees have and we if are going ranked them accordingly, these employees have high normative commitment, and low in affective commitment. Further, the active employees have a high sense of obligation to stay and have low affection to their job.

At present, the moral obligation to stay active employees is high and they feel they must stay (Balassiano & Salles, 2012). This phenomenon occurs when employed see the need to return after being able to receive benefits from the organization (Gelaidan & Ahmad, 2013).

**Dominating Factors Influencing Organizational Commitment**

DIMENSIONS	Coefficient	df	F	P	INTERPRETATION
STRUCTURALVARIABLES	5.99%	143	3.982169	0.0093	Significant
PSYCHOLOGICAL VARIABLES	8.57%				
ORGANIZATIONAL LOYALTY	4.18%				

\* $p < 0.05$ , significant @ 0.05 alpha level of significance

Table 7 above shows that the job and personal related factors that dominate the influence of organizational commitment among the three dimensions, the value of r which is 8.57% can be attributed to psychological variables. This implies that respondents are supportive of the plans, programs, and activities of the school, supportive in the realization of the mission, vision of the school. Furthermore, the respondents have harmonious working relationships among colleagues in the workplace. Moreover, this result highlights the notion that when the psychological variables are maintained and developed among the employees, the rest of the dimensions follow.

Predominantly, job satisfaction is a precursor of organizational commitment (Tatar, 2020). It is dependent on feelings or subjective to a given work situation. Organizational policy, type of supervision and administration, salary and wages and the most important



work life balance are among the factors that contribute to job satisfaction (Farooqui and Nagendra, 2014).

Satisfaction of a job in employees is characterized by higher levels of passion and the creation of a more positive attitude in the workplace. They are more than willing to work longer hours to the extent of taking additional responsibilities even though there is no monetary value. Further, employees who are satisfied with their jobs display excellence performance and are willing to participate in the problem – solving activities of the organization (Boundless).

As previously discussed, the study of Nacpil (2018) and Manalo, et.al. (2019) showed how these factors affect the organizational commitment

On the opposite, results showed that organizational loyalty contributes less to organizational commitment of the employees. Promotion, conflict of interest, confidentiality, caring for the company, offering assistance, and true loyalty are among the factors contributing the loyalty of an employee to the organization. Satyendra (2015) stressed that the employee loyalty is a psychological commitment and it is being developed when the satisfaction is increased brought about by certain processes in the internal assessment and when the expectation of each member of the organization has been met to the extent of being exceeded.

The loyalty of an employee results in a generalized emotional attitude. Further, this loyalty is the most important factor among the many in determining whether or not the organization is effective and efficient where achievement of the goals and aspirations mean a lot. Being steady in an organization where support and attachment are manifested during difficult times also refers to organizational loyalty. It is also being referred to as a virtue and it is more than commitment (Opatha, 2018).

## CONCLUSION

In the light of the findings of the study, it is concluded that both active and resigned employees 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. 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. However, in spite of these organizational cultures, among the reasons for quit thought are the salary discontentment, workload dissatisfaction, and dissatisfaction towards the management. The quantitative results of the study on the factors affecting quit thoughts among employees are consistent with the qualitative results.

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
3. Review and amend policies concerning ranking and promotion, conflict of interest, and workload.
4. Review and amend policies pertaining to salary standardization, aswell as training and development.
5. Develop policies so conflict of interest be managed and that sensitive data of the institution are safeguarded.
6. Develop an effective means of communication, improve the working environment as well as allow some independence to employees.

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