

Organizational Commitment Among Employees of Pag-Ibig Fund Zamboanga Branch: An Assessment

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Abstract. This study investigated the employees' level of commitment to the organization of the Pag-IBIG Fund Zamboanga Branch during the Fiscal Year 2023. The study utilized a non-probability sampling method called purposive sampling, with 100 employee respondents. The weighted mean, standard deviation, One-way ANOVA, t-test for independent samples, and Pearson's r were used to examine the data. The findings of the study are as follows: 1) Out of the 100 employee respondents, the majority were female, single, aged between 27-42 years old, had a bachelor's degree, and were employed on a contractual basis; 2) On average, the employees of the Pag-IBIG Fund Zamboanga Branch showed a high level of organizational commitment to their agency; 3) Generally, variables such as age, civil status, educational attainment, and employment status significantly influenced how employees assessed the level of organizational commitment at the Pag-IBIG Fund Zamboanga Branch, except for gender; 4) It can be inferred that the same group of employee respondents who assessed the level of organizational commitment in terms of Continuance Commitment as Agree or with a High Level also assessed the Affective Commitment and Continuance Commitment, respectively; and 5) The Three Component Model of Organizational Commitment proposed by Meyer and Allen, which holds that an employee's choice to continue their membership in an organization and their feelings toward it are influenced by three separate psychological states, is supported by the results of this study.

Keywords: Affective commitment; Continuance commitment; Normative commitment; Organizational commitment; PAG-IBIG Fund.

1.0 Introduction

One of the biggest challenges faced by the Pag-IBIG Fund Office - Zamboanga Branch is the significant decline in employees' organizational commitment. High organizational commitment is often associated with lower turnover rates, as dedicated workers are more likely to stay with their employer, resulting in cost savings in terms of hiring and training new employees. This study provides an opportunity for HR professionals to customize retention programs, training initiatives, and other HR practices to better meeting the needs and expectations of workforce. By using the Meyer and Allen Theory, the employer of the Pag-IBIG Fund can identify the level of organizational commitment among its employees and analyze any differences based on their demographic profile.

The Three Component Model of Commitment includes: 1) Affective Commitment; 2) Normative Commitment; and 3) Continuance Commitment. Therefore, this study aims to evaluate the commitment level of employees at Pag-IBIG Fund Zamboanga Branch, with the following hypotheses: a. The degree of organizational commitment does not significantly vary among the employees of Pag-IBIG Fund Zamboanga Branch when data is categorized according to their demographic profile in terms of age, gender, civil status, educational attainment, and

employment status; and b. The subcategories that contribute to the employees' organizational commitment level at Pag-IBIG Fund Zamboanga Branch do not significantly correlate with each other.

Through this study, the employer of the Pag-IBIG Fund - Zamboanga Branch can assess key factors that may influence employees' organizational commitment and implement corrective measures to enhance commitment levels. This, in turn, can lead to employees being more motivated in their work, more proactive on offering support, and potentially achieving higher levels of productivity.

2.0 Methodology

2.1 Research Design

The type of research used by the researcher in achieving the objectives of this study was a descriptive-quantitative research. The researcher collected data from the 100 participants, as the sample size, through survey questionnaire. Descriptive survey involves collecting data from a sample of individuals in order to test hypothesis or to answer questions concerning the current status of the subject of the study (Gay, 1992; Check and Schutt, 292, P.160).

2.2 Research Participants

The researcher conducted a survey through a research questionnaire to the Pag-IBIG Fund Zamboanga Branch employees, with a total population of 100 employees with the following employment status: permanent and contractual. A non-probability sampling design through purposive sampling method was employed in this study. A total representative sample of one hundred (100) was purposively chosen based on the availability of employees of Pag-IBIG Fund Zamboanga Branch. The use of purposive sampling in this study ensured the proper representation of age, gender, civil status, educational attainment and status of employment.

2.3 Research Instrument

The tools used by the researcher to execute the process was through survey questionnaires, adapted from the study of Ma. Antonietta et al. (2015). Using the 5-Point-Likert's Scale for agreement such as strongly agree, agree, neutral, disagree and strongly disagree. The adoption and construction of the instrument were made with one of the Three-Model of Commitment being the foundation. However, to suit its applicability to the present study and its local settings, the questionnaire was subjected for perusal of at least two experts from among the faculty members of the Graduate Studies of Sulu State College.

2.4 Data Gathering Procedure

Firstly, the researcher secured a letter from the Office of the Dean of Graduate Studies, a letter was also to the head of Pag-IBIG Fund Zamboanga Branch for approval to the personnel concern. Secondly, the researcher launched and administered the questionnaire personally. Lastly, after the retrieval of the instrument, the researcher endorsed it to the statistician for statistical instrument and analysis.

2.5 Data Analysis

The data gathered through survey method was arranged and organized using the table and calculated using the relevant statistical tools to derive with a reliable result. Frequency and percentage were used to determine the demographic profile of the employees of Pag-IBIG Fund-Zamboanga Branch in terms of age, gender, civil status, educational attainment, and status of employment. Mean and standard deviation assessed the level of organizational commitment of employees of Pag-IBIG Fund-Zamboanga in the context of affective commitment, normative commitment, and continuance commitment. T-test for independent samples and one-way analysis of variance (ANOVA) were used if there is a significant difference in the level of organizational commitment of the employees of Pag-IBIG Fund Zamboanga Branch when the data are categorized according to their demographic profile in terms of age, gender, civil status, educational attainment, and status of employment. Lastly, Pearson Product - Moment Correlation was used to examine if there is a significant correlation among the sub-categories subsumed under the level of organizational commitment of the employees.

3.0 Results and Discussion

3.1 Demographic Profile of Employees

The demographic profile of the Pag-IBIG Fund - Zamboanga Branch staff is shown in Table 1. This table shows that, of 100 employee responders, 11 (11.0%) are between the ages of 26 and under, 55 (55.0%) are between the

ages of 27 and 42, 31 (31.0%) are between the ages of 43-58 and above, and 3 (3.0%) are between the ages of 59 and higher. This shows that more than half of the employees at the Pag-IBIG Fund-Zamboanga Branch are middle-aged, which suggests that they are gregarious and engaged. For the gender profile, it indicates that, of the 100 employee responders, 43 (43.1%) are men and 57 (57.0%) are women. This suggests that the Pag-IBIG Fund - Zamboanga Branch employs a slightly higher proportion of female employees than male employees—more than 50%, or the majority. This result indicates that the majority of the workforce for the Pag-IBIG Fund - Zamboanga Branch in Fiscal Year 2023 consists of female employees.

Table 1. Demographic profile of the employees in terms of age

Age	FREQUENCY	PERCENTAGE
26 years old & below	11	11.0%
27-42 years old	55	55.0%
43-58 years old	31	31.0%
59 years old & above	3	3.0%
Gender		
Male	43	43.0%
Female	57	57.0%
Civil Status		
Single	57	57.0%
Married	43	43.0%
Separated/Widowed	0	0
Educational Attainment		
Bachelor's degree	41	41.0%
With master's units	24	24.0%
Master's degree	34	34.0%
With doctoral units	1	1.0%
Doctorate degree	0	0
Length of Service		
Contractual	50	50.0%
Permanent/Plantilla	50	50.0%

For the civil status profile, it indicates that of the 100 employee responses, 57 (57.0%) are single, 43 (44.0%) are married, and none of them are widowed, according to the statistics shown in this table. This suggests that more than half of the Pag-IBIG Fund - Zamboanga Branch employees who participated in the study are single, giving them more time to devote to their work and the advancement of their careers. For the educational attainment profile, it indicates that out of the 100 employee-respondents, 41 (41.0%) held a bachelor's degree, 24 (24.0%) had a bachelor's degree plus master's units, 34 (34.0%) held a master's degree, 1 (1.0%) held a master's degree plus doctorate units, and none held a PhD. This indicates that almost 50% of the workers at the Pag-IBIG Fund - Zamboanga Branch hold bachelor's degrees, which is the required minimum to work for a government agency. Moreover, for the status of employment profile, it indicates that of the 100 employee responses, it reveals that 50 (50.0%) have contractual status and 50 (50.0%) have permanent/plantilla items. This indicates that the Pag-IBIG Fund - Zamboanga Branch employees are fairly represented in this survey with regard to their job status.

3.2 Organizational Commitment of Employees

Affective Commitment

Table 2. Level of organizational commitment of employees in the context of Affective Commitment

INDICATORS	MEAN	SD	RATING
1. I feel a strong emotional attachment to the Pag-IBIG Office.	3.9800	.75183	Agree
2. I take pride in being a part of the Pag-IBIG Office.	4.2200	.67540	Agree
3. I often think about the long-term future of Pag-IBIG Office.	3.9900	.83479	Agree
4. I have a deep sense of belonging to the Pag-IBIG Office.	3.9600	.85185	Agree
5. I would be upset if I had to leave the Pag-IBIG Office.	3.8500	.82112	Agree
6. I am genuinely committed to the values and goals of the Pag-IBIG Office.	4.1300	.73382	Agree
7. I have a strong emotional bond with my colleagues at the Pag-IBIG Office.	4.2600	.77355	Agree
8. I enjoy discussing the Pag-IBIG Office with others.	3.9900	.78490	Agree
9. I am proud of the Pag-IBIG Office's achievements.	4.2600	.69078	Agree
10. I am excited about the prospects of my long-term career at the Pag-IBIG Office.	4.0300	.83430	Agree
Total Weighted Mean	4.0670	.58189	Agree

Legend: (5) 4.50-5.0=Strongly (SA); (4) 3.50 - 4.49=Agree (A); (3) 2.50 - 3.49=Neutral (N); (2) 1.50 - 2.49=Disagree (D); (1) 1.00 - 1.49=Strongly Disagree (SD)

Table 2 presents the organizational commitment level of the Pag-IBIG Fund - Zamboanga staff with connection to emotional commitment. According to the table, this subcategory received an Agree or High-Level score, with a weighted mean score of 4.0670 overall and a standard deviation of .58189. Employee feedback consistently indicated that employees at the Pag-IBIG Fund - Zamboanga had a high level of affective commitment and organizational connection. In other words, there was a great sense of emotional connection, affiliation, and devotion among this agency's staff members to the business. These employees also have a strong feeling of community at work and are willing to exert a significant amount of effort to further the goals of the business.

Lok and Crawford (2001) in Nguyen et al., (2020) found relationship between Participative Decision making (PDM) and affective commitment. They proposed that affective commitment can be predicted by leadership that includes the participation and centralization in decision-making and awareness of employees about working conditions and also as beliefs about the supervision, participation in work and leadership styles.

Normative Commitment

Table 3. Level of organizational commitment of employees in the context of Normative Commitment

INDICATORS	MEAN	SD	RATING
1. I feel a sense of moral obligation to remain with the Pag-IBIG Office.	3.8600	.75237	Agree
2. Leaving the Pag-IBIG Office would be ethically wrong due to the support it has provided me.	3.3400	.86713	Neutral
3. I believe it is my duty to stay loyal to the Pag-IBIG Office.	3.8200	.99879	Agree
4. Leaving the Pag-IBIG Office would be a breach of my ethical commitments.	3.2100	.91337	Neutral
5. I stay with Pag-IBIG Office because I feel a strong sense of obligation.	3.4600	.90364	Neutral
6. My commitment to Pag-IBIG Office is based on moral principles.	3.6900	.78746	Agree
7. I would feel guilty if I left the Pag-IBIG Office.	3.1400	.85304	Neutral
8. I have a strong belief in honoring my commitments to the Pag-IBIG Office.	3.6900	.72048	Agree
9. Leaving the Pag-IBIG Office would be a betrayal of trust.	3.0300	.97913	Neutral
10. I stay with the Pag-IBIG Office because it's the right thing to do.	3.4600	.83388	Agree
Total Weighted Mean	3.4700	.66172	Neutral

Employees at the Pag-IBIG Fund - Zamboanga's organizational commitment level is shown in Table 3 in relation to normative commitment. According to the table, this subcategory had a weighted mean score of 3.4700 with a standard deviation of .66172 and was rated as Neutral or with Moderate Level. Employee responses agreed that the Pag-IBIG Fund - Zamboanga employees have a moderate level of organizational connection in terms of normative commitment. That is to say, employees at this organization showed a modest level of dedication to staying put because they believed they owed the Pag-IBIG Fund - Zamboanga a moral or ethical obligation.

Mayer and Parfyonova (2009) argued that normative commitment has a dual nature and that it manifests itself differently depending on the strength of other components in an employee's commitment profile. Normative commitment can be experienced either as a moral duty or a sense of indebtedness, each having different implications for work behavior.

Continuance Commitment

Table 4. Level of organizational commitment of employees in the context of Continuance Commitment

INDICATORS	MEAN	SD	RATING
1. I remain with the Pag-IBIG Office because the cost of leaving is too high.	3.4400	.82045	Neutral
2. Leaving the Pag-IBIG Office would result in significant financial loss for me.	3.5200	.81004	Agree
3. I feel locked into my job at the Pag-IBIG Office due to financial constraints.	3.2400	.75371	Neutral
4. The benefits of staying at the Pag-IBIG Office outweigh the costs of leaving.	3.3200	.72307	Neutral
5. I am aware of the sacrifices I would have to make if I left the Pag-IBIG Office.	3.5000	.71774	Agree
6. Leaving the Pag-IBIG Office would require a significant personal sacrifice.	3.3400	.74155	Neutral
7. I don't have many viable job alternatives outside of the Pag-IBIG Office.	3.1200	.93506	Neutral
8. I remain with the Pag-IBIG Office because the thought of finding another job is daunting.	2.9600	.88671	Neutral
9. The financial implications of leaving the Pag-IBIG Office are a significant factor in my decision to stay.	3.2000	.82878	Neutral
10. I don't have many other job prospects that would match the benefits I receive from the Pag-IBIG Office.	3.3100	.89550	Neutral
Total Weighted Mean	3.2950	.54926	Neutral

In the context of continuity commitment, Table 4 displays the amount of organizational commitment exhibited by Pag-IBIG Fund - Zamboanga staff members. This subcategory was assessed as Neutral or with Moderate Level based on its overall weighted mean score of 3.2950 with a standard deviation of .54926, as this table reveals. Employee responses concurred that, in terms of normative commitment, Pag-IBIG Fund - Zamboanga staff members have a modest level of organizational connection. In simpler terms, agency staff members exhibited a modest level of commitment when it came to staying with the company owing to the anticipated expenses of quitting or being willing to go on with the organization.

Chigeda (2022) in her study on "Continuance in organizational commitment: The role of emotional intelligence, work-life balance support, and work-related stress" reported that emotional intelligence significantly moderated the effect of work-related stress on organizational continuance commitment. Results of her study highlight the importance of factors including work-related stress, work-life balance, and emotional intelligence in efforts to help inadequately resourced entities retain employees.

3.3 Difference in Organizational Commitment

Table 5. Difference in level of organizational commitment grouping data by age

SOURCES OF VARIATION		SS	DF	MEAN SQUARE	F	SIG.	DESCRIPTION
Affective Commitment	Between Groups	11.974	3	3.991	17.782*	.000	Significant
	Within Groups	21.547	96	.224			
	Total	33.521	99				
Normative commitment	Between Groups	4.405	3	1.468	3.619*	.016	Significant
	Within Groups	38.945	96	.406			
	Total	43.350	99				
Continuance Commitment	Between Groups	.502	3	.167	.547	.651	Not Significant
	Within Groups	29.365	96	.306			
	Total	29.867	99				

*Significant alpha .05

Table 5 displays the differences in the employees' level of organizational commitment when the data are categorized according to the age distribution of the Pag - IBIG Fund Zamboanga Branch staff. Except for "Continuance Commitment," this table demonstrates that all other subcategories included in the organizational commitment level of Pag-IBIG Fund Zamboanga Branch staff showed significant F-ratios and P-values at alpha.05. This suggests that despite the age differences among the employee respondents, there are differences in their assessments of the level of organizational commitment demonstrated by the Pag-IBIG Fund Zamboanga Branch staff.

Table 6. Post hoc analysis result

DEPENDENT VARIABLES	(I) GROUPING BY AGE	(J) GROUPING BY AGE	MEAN DIFFERENCE (I-J)	STD. ERROR	SIG.
Affective Commitment	26 years old & below	27-42 years old	-.26000	.15648	.350
		43-58 years old	-.91349*	.16627	.000
		59 years old & above	-1.05758*	.30858	.005
Normative Commitment	26 years old & below	27-42 years old	-.28000	.21037	.546
		43-58 years old	-.64839*	.22353	.024
		59 years old & above	-.50000	.41486	.625

*The mean difference is significant at the 0.05 level.

A Post Hoc Analysis using the Tukey Test is used when data are categorized based on the age demographic profile to determine which age-classified groups have different levels of means in areas covered by the organizational commitment level of the Pag - IBIG Fund Zamboanga Branch employees. The analysis's conclusion, which is presented in Table 6, indicates that the means of affective and normative commitment differ in the lower group

mean less the higher group mean. For the Affective Commitment, it shows that the group of employee-respondents between 43-58 years old obtained a mean difference of -.91349* with a Standard Error of .16627 and p-value of .000 which is significant at $\alpha=.05$ over the group of employee-respondents within 26 years old & below. So, under this sub-category, no other group of employee-respondents are supposed to have better ways of assessing the level of organizational commitment of the employees of Pag - IBIG Fund Zamboanga Branch in terms of Affective Commitment than those employee-respondents within the age range of 43-58 years old.

For the Normative Commitment, it shows that the group of employee-respondents between 43-58 years old obtained the mean difference of -.64839* with a Standard Error of .22353 and p-value of .024 which is significant at $\alpha=.05$ over the group of employee-respondents within 26 years old & below. So, within this specific sub-category, no other group of employee-respondents should have superior methods for evaluating the level of organizational commitment of the employees of Pag - IBIG Fund Zamboanga Branch in terms of Normative Commitment than those employee-respondents within the age range of 43-58 years old.

Table 7. Difference in level of organizational commitment grouping data by gender

VARIABLES	GROUPING	MEAN	S. D.	MEAN DIFFERENCE	T	SIG.	DESCRIPTION
Affective Commitment	Male	3.9442	.65622	-.21546	-1.856	.067	Not Significant
	Female	4.1596	.50528				
Normative Commitment	Male	3.3581	.72907	-.19625	-1.477	.143	Not Significant
	Female	3.5544	.59883				
Continuance Commitment	Male	3.1326	.60424	-.28499*	-2.645	.010	Significant
	Female	3.4175	.47326				

*Significant at alpha 0.05

Table 7 shows the differences in the level of organizational commitment among the Pag - IBIG Fund Zamboanga Branch employees when data are categorized according to their gender demographic profile. According to this table, the Pag-IBIG Fund Zamboanga Branch employees' level of organizational commitment does not significantly differ across any of the other subcategories at $\alpha.05$. This is accurate, with the exception of "Continuance Commitment," which shows that opinions regarding the level of organizational commitment displayed by Pag-IBIG Fund Zamboanga Branch staff members are the same for male and female employees. The implication of this study is that a male employee-respondent's perspective on evaluating the degree of employees' organizational commitment of Pag-IBIG Fund Zamboanga Branch.

As a result, it is reasonable to conclude that respondents who are workers of Pag-IBIG Fund Zamboanga Branch did not significantly differ in their assessments of the employees' organizational commitment. Thus, the hypothesis that reads, "When data are grouped according to their demographic profile in terms of gender, there is no significant difference in the level of organizational commitment of the employees of Pag - IBIG Fund Zamboanga Branch" is accepted.

Table 8. Difference in level of organizational commitment grouping data by civil status

VARIABLES	GROUPING	MEAN	S. D.	MEAN DIFFERENCE	T	SIG.	DESCRIPTION
Affective Commitment	Single	3.8105	.52019	-.59645	-5.870	.000	Significant
	Married	4.4070	.47928				
Normative Commitment	Single	3.2228	.68583	-.57487	-4.745	.000	Significant
	Married	3.7977	.46058				
Continuance Commitment	Single	3.2649	.59085	-.06997	-.629	.531	Not Significant
	Married	3.3349	.49275				

*Significant alpha .05

When data are grouped based on the civil status of the employees, Table 8 shows the variations in the level of organizational commitment of the Pag - IBIG Fund Zamboanga Branch employees. This table shows that, with the exception of "Continuance Commitment," the P-values and mean differences of all other subcategories that are included in the measurement of the organizational commitment of Pag-IBIG Fund Zamboanga Branch personnel

are not significant at alpha.05. This indicates that although the respondents who are teachers have different civil statuses, they do have different perspectives on how committed the staff members of the Pag-IBIG Fund Zamboanga Branch are to the organization. According to this conclusion, an employee-respondent who is married will likely have an advantage over single respondents when it comes to evaluating the degree of organizational commitment displayed by Pag-IBIG Fund Zamboanga Branch staff members, or vice versa.

However, it is reasonable to conclude that the variable civil status did have a substantial mediating role in the manner in which employee respondents evaluated the organizational commitment of Pag-IBIG Fund Zamboanga Branch personnel. As a result, the hypothesis that "When data are grouped according to their demographic profile in terms of civil status, there is no significant difference in the level of organizational commitment of the employees of Pag – IBIG Fund Zamboanga Branch" is rejected.

Table 9. Difference in level of organizational commitment grouping data by educational attainment

VARIABLES	GROUPING	MEAN	S. D.	MEAN DIFFERENCE	T	SIG.	DESCRIPTION
Affective Commitment	Between Groups	16.566	3	5.522	31.264*	.000	Significant
	Within Groups	16.956	96	.177			
	Total	33.521	99				
Normative Commitment	Between Groups	8.369	3	2.790	7.656*	.000	Significant
	Within Groups	34.981	96	.364			
	Total	43.350	99				
Continuance Commitment	Between Groups	.482	3	.161	.525	.666	Not Significant
	Within Groups	29.385	96	.306			
	Total	29.867	99				

*Significant alpha .05

Table 9 presents the differences in the level of organizational commitment among the staff of Pag-IBIG Fund Zamboanga Branch, categorized by their educational attainment and demographic profile. Except "Continuance Commitment," all other subcategories in the organizational commitment level of the staff showed significant F-ratios and P-values at alpha.05. This indicates that the opinions on organizational commitment vary among the employee respondents, despite their different educational backgrounds. Specifically, those with a master's degree and doctoral units may have a better perspective when evaluating the organizational commitment of the branch employees compared to those with a bachelor's degree, master's units, or just a master's degree.

However, it is important to note that the extent to which the employee respondents assessed the organizational commitment of the branch personnel was significantly influenced by their educational attainment. Consequently, the hypothesis stating that there is no significant difference in the level of organizational commitment among the employees of Pag-IBIG Fund Zamboanga Branch, when categorized by their demographic profile in terms of educational attainment, is rejected. Furthermore, it is worth mentioning that when the data are categorized based on the demographic profile in terms of educational attainment, specifically for affective commitment and normative commitment, a post hoc analysis is conducted. This analysis helps identify which groups, based on educational attainment, have different mean levels in the areas encompassed by the organizational commitment of the branch employees. This is necessary because one of the groups, namely those with a master's degree and doctoral units, has a sample size of less than two cases.

Table 10 shows the differences in the organizational commitment of the Pag - IBIG Fund Zamboanga Branch staff when data is based on their work title and demographic profile. According to this table, all of the subcategories that make up the organizational commitment level of the staff at the Pag-IBIG Fund Zamboanga Branch have mean differences and P-values that are significant at alpha.05. The Pag-IBIG Fund Zamboanga Branch staff members' replies vary regarding their job status, but they also range when it comes to their level of commitment to the organization, as evidenced by the data on "Continuance Commitment." This finding suggests that having a permanent job status may provide an employee-respondent an advantage over those with a contractual status when it comes to evaluating the organizational commitment of Pag – IBIG Fund Zamboanga Branch personnel, or vice versa.

Table 10. Difference in level of organizational commitment grouping data by status of empolymnet

VARIABLES	GROUPING	MEAN	S. D.	MEAN DIFFERENCE	T	SIG.	DESCRIPTION
Affective Commitment	Cont'l	3.7060	.46791	-.72200	-7.895	.000	Significant
	Perm	4.4280	.44632				
Normative Commitment	Cont'l	3.1140	.64429	-.71200	-6.363	.000	Significant
	Perm	3.8260	.45929				
Continuance Commitment	Cont'l	3.2780	.55191	-.03400	-.308	.759	Not Significant
	Perm	3.3120	.55167				

*Significant alpha .05

However, it is reasonable to conclude that the manner teacher respondents evaluated the degree of organizational commitment exhibited by Pag - IBIG Fund Zamboanga Branch employees was significantly mediated by the employees' changing job position. Thus, the hypothesis that "When data are grouped according to their demographic profile in terms of status of employment, there is no significant difference in the employees' level of organizational commitment of Pag - IBIG Fund Zamboanga Branch" is rejected.

Table 11. Correlation among the sub-categories subsumed under the level of organizational commitment of the employees

Variables		Pearson <i>r</i>	Sig	N	Description
Dependent	Independent				
Continuance Commitment	Affective Commitment	.198**	.048	100	Low
	Normative Commitment	.422**	.000	100	Moderate

*Correlation Coefficient is significant at alpha .05

Table 11 presents the relationship between the affective, normative, and continuity commitment subcategories that make up the organizational commitment level of employees at the Pag-IBIG Fund Zamboanga Branch. The table shows that the estimated Pearson Correlation Coefficients (Pearson *r*) for these variables are statistically significant at alpha 0.05. Specifically, the degrees of correlation between Sulu State College faculty members and the subcategories included in the outcome-based teaching approach's efficacy are as follows: a) There is a low positive correlation between Continuance Commitment and Affective Commitment, and b) There is a moderate positive correlation between Continuance Commitment and Normative Commitment.

Based on these findings, it can be inferred that the group of employee respondents who rated the organizational commitment of Pag-IBIG Fund Zamboanga Branch employees as Agree or with a High Level is likely the same group that rated the employees' affective and continuity commitments. Therefore, it is reasonable to conclude that there is a moderate correlation between the subcategories of organizational commitment (affective, normative, and continuity commitment) among employees at the Pag-IBIG Fund Zamboanga Branch. As a result, the hypothesis suggests that there is no significant association between these subcategories is rejected. Empirical evidence shows that organizational commitment is related to important work outcomes such as employee well-being (Harnes & Cameron, 2005; Seu, 2002), organizational citizenship behaviors (Meyer et al., 2002), contextual performance (Scotter, 2000), and withdrawal cognitions (Tett, 2005).

4.0 Conclusion

The following conclusions are made in light of the study's findings:

- Pag-IBIG Fund's Zamboanga Branch employee-respondents are properly represented in terms of age, gender, marital status, degree of education, and employment position.
- Generally, workers at the Zamboanga Branch of the Pag-IBIG Fund expressed a strong sense of organizational loyalty.
- Aside from gender, major influences on employees' evaluations of the degree of organizational commitment among staff members at the Pag-IBIG Fund's Zamboanga Branch were age, marital status, educational attainment, and appointment status.
- Conversely, it is probable that the same group of employee respondents who assessed the organizational commitment of the employees at the Zamboanga Branch of the Pag-IBIG Fund as Agree or with a High Level also scored the employees' affective and continuing commitments.

e) This study appears to support the Meyer and Allen's Three Component Model of Organizational Commitment, which defines commitment as a psychological state with three distinct components that influence employees' decision to remain with the organization, reflect their attitudes about the company they work for, and characterize their relationship with the company.

The study's results and conclusions lead to the following suggestions being made:

- a) The administrators of Pag-IBIG Fund Zamboanga Branch should consider incorporating the findings of this study into their programs and policies to enhance employee commitment to the agency.
- b) Employees of Pag-IBIG Fund Zamboanga Branch should utilize the results of this study to improve their work performance.
- c) The top management of the Pag-IBIG Fund Zamboanga Branch should apply the results of this study to enhance the workplace environment for their employees.
- d) Public administration students who are interested in conducting similar studies are urged to do so in various contexts, taking into account additional factors including worker involvement, the atmosphere at work, and stress and anxiety at work.

5.0 Contributions of Authors

The author solely written this article. Thus, there are no co-authors for this study.

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7.0 Conflict of Interests

The author declared that he has no conflicts of interest as far as this study is concerned.

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