

## AN ASSESSMENT OF ORGANIZATIONAL COMMITMENT AMONG SELECTED ADMINISTRATIVE EMPLOYEES OF YAZAKI-TORRES MANUFACTURING, INC.

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### **Abstract**

*The assessment of the level of organizational commitment among the administrative employees of Yazaki-Torres Manufacturing, Inc. (YTM, Inc.) was done as a response to the view of organizational commitment as an issue of prime importance in managing organizations and running companies. Organizational commitment reduces absenteeism and increases profitability that is why there is a constant need to study, monitor, and control it. Seventy seven administrative employees answered an 18-item standardized Organizational Commitment Questionnaire (Meyer, Allen, and Smith, 1993) in order to determine whether organizational commitment varies based on age, gender, civil status highest educational attainment, employment status, and tenure. The results show that all demographic factors impact organizational commitment, except for gender that did not. Also, it has been found that affective commitment is the component in which most significant difference was recorded. The following respondents were revealed as having high levels of affective organizational commitment: aged 40 years old to 49 years old and 50 years old to 59 years old, married, high school level as the highest educational attainment, regular employees, and whose tenure range from 11 to 40 years. Moreover, widowed respondents show a very high level of affective organizational commitment. On the other hand, respondents who reached high school and college levels both have a high level of normative organizational commitment.*

**Keywords:** *organizational commitment, affective commitment, continuance commitment, normative commitment, tenure.*

### **INTRODUCTION**

Organizational commitment is the desire of an employee to stay and serve the company they are working for. There are numerous ways an

employee could commit to an organization. It could be the way they identify to the goals and values of the organization or the benefits they got from it, the feeling of obligation to repay the company could also be a reason. Committed employees are one of the most important assets a company can pride for. Ario Morita of Sony Corporations stated that an employee is the most valuable part of the company and is the only permanent factor in the whole establishment (Halan, 2005). Behind every successful organization is a group of skilled, productive, and dedicated members who identify themselves with the goals of the group, working to promote a common good (Parker and Wright, 2001). The goals and values alone are not enough to promote organizational success, because the difference lies on how deeply the employees care about and are committed to the organization to which the goals and values are embedded. Furthermore, committed employees are those who are willing to contribute more than what is expected of them, they perform on the basis of securing that the organizational goals are met and values are maintained. This study used Meyer and Allen's three-component model to further understand the concept of organizational commitment and its importance to both the employee and the industry they work for.

The context of organizational commitment (OC) has attracted remarkable notice (Khalili and Asmawi, 2012). To date, extensive research has been done to investigate the impact of organizational commitment on behavior and attitudes at the workplace (Milliman et al., 2003; Peterson, 2011). This study included age, gender, civil status, highest educational attainment, employment status, and tenure as factors in order to test if there is a difference in the level of organizational commitment among administrative employees when they are grouped according to their demographic profile.

Tenure, along with age, seemed to affect the commitment of employees, with higher commitment shown for higher age and tenure, whereas gender did not show significant change in the commitment levels of employees. Additionally, Abdullah and Ramay (2011) also noted that security of the job and organizational commitment has the most significant relationship. This leads to the assumption that employment status can be a measure of commitment as well. The researchers would like to test which concept applies to the administrative employees of Yazaki-Torres Manufacturing, Inc. and which factors impact their organizational commitment.

Failure to establish organizational commitment is too costly on the part of both the employer and the employee (Walker, 2000); costly on the part of the employers because of separation costs and training costs for new employees (Newstorm, 2011) while employees spend much for repeatedly applying for jobs. More than that, organizational commitment is also regarded as a predictor of employee performance (Haslem, 2001), absenteeism and potential turnover, and generally, organizational profit. That is why there is a need to study, monitor, and try to manipulate it.

### Conceptual Framework

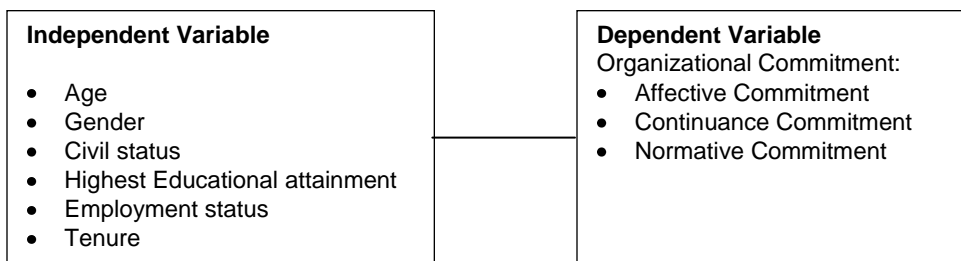


Figure 1. Conceptual framework

The above figure shows the research variables used in this study. Age, gender, civil status, highest educational attainment, employment status, and tenure were the demographic profile taken from the respondents. On the other box, each demographic profile underwent the test for organizational commitment testing specifically affective, continuance, and normative commitment.

### **Objectives of the Study**

This study aimed to determine the level of organizational commitment of selected probationary and regular administrative personnel of Yazaki- Torres Manufacturing, Inc.

Specifically, this study sought to achieve the following:

1. to determine the demographic profile of the respondents when grouped according to:
  - 1.1. age;
  - 1.2. gender;
  - 1.3. civil status;
  - 1.4. highest educational attainment;
  - 1.5. employment status; and,
  - 1.6. tenure.
  
2. to determine the level of organizational commitment in terms of:
  - 2.1. affective organizational commitment;
  - 2.2. continuance organizational commitment; and,
  - 2.3. normative organizational commitment.

3. to determine if there is a significant difference between the mean score of organizational commitment (affective, continuance, and normative) when grouped according to their profile.

## **METHOD**

A descriptive design was applied to the study. This meant to describe the current status of an identified variable by way of accurate treatment of data and proper interpretation of the responses to the test instrument.

The study was a quantitative type of research. Quantitative research is used to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics.

The respondents of the study were composed of regular and probationary administrative employees from Yazaki–Torres Manufacturing, Inc. located in Makiling, Calamba City, Laguna.

YTM Inc. employs 173 administrative employees. One hundred five from the population are regular employees while the remaining 68 are probationary employees. However, G power analysis has been applied to determine the sample size, which arrived at a total number of 77; no other specific qualifications were observed in choosing the respondents.

### **Procedure**

The following are the procedures that the researchers have followed in conducting the study. These are specific steps used so as to make the completion of the paper organized and timely.

The researchers submitted a thesis proposal and upon approval, extensive library work was done to collect literature and studies that will support and will not support the study. After that, the researchers looked for a company where they can conduct the survey, and then submitted a letter of permission to the institution. After receiving an affirmation from Yazaki-Torres Manufacturing, Inc., the researchers looked for a standardized test to be used in the study. They coordinated with the institution to set a schedule confirming when and where the survey will be held. Survey was made on the agreed schedule and upon retrieval of the test instruments, the researchers used the appropriate statistical procedures for data analysis. Careful and intensive interpretation of data gathered was done. Based on the interpretations, the researchers formulated the conclusions of the study parallel to the problem addressed in the research. The researchers also made provided recommendations based on the scope and limitation as well as the significance of the study.

## **RESULTS AND DISCUSSION**

Below are the results of the data gathered:

### **Demographic Profile**

#### **1. Age**

Table 1 shows the distribution of respondents in terms of their age. The group who dominated the study were composed of 33 individuals whose ages fall under the 40-49 age bracket, they comprised 43 percent of the total respondents. There were 29 respondents whose ages fall under 18-29 years old and they comprised 38 percent of the total respondents. Meanwhile, nine respondents under the 30-39 age bracket comprised 12 percent of the total respondents. To complete the total percentage were six persons who

comprised eight percent of the total population and their ages fall under the 50-59 age bracket.

**Table 1. Distribution of respondents in terms of age**

<b>Age</b>	<b>F</b>	<b>%</b>
<b>50-59</b>	6	8
<b>40-49</b>	33	43
<b>30-39</b>	9	12
<b>18-29</b>	29	37
<b>TOTAL</b>	<b>77</b>	<b>100</b>

## **2. Gender**

Table 2 shows the distribution of respondents in terms of their gender. Twenty-nine percent of the respondents were 22 males and the remaining 71 percent of the respondents were composed of 55 females. Female respondents dominated in the study. Gender has been included as a factor in this study to test whether the claim of Singh and Vinnicombe (2000) in Fisher et al. (2013) stating that no consistent relationship has been found between gender and organizational commitment also applies to the respondents of this study

**Table 2. Distribution of respondents in terms of gender**

<b>Gender</b>	<b>F</b>	<b>%</b>
<b>Male</b>	22	29
<b>Female</b>	55	71
<b>TOTAL</b>	<b>77</b>	<b>100</b>

### 3. Civil Status

The table below presents the distribution of the respondents in terms of their civil status. The study was dominated by 40 married employees who comprised 52 percent of the total respondents. On the other hand, 36 persons among the respondents were single and they comprised 47 percent of the total respondents. However, only one person from the respondents was widowed and comprised the remaining one percent of the total respondents.

**Table 3. Distribution of respondents in terms of civil status**

Civil Status	F	%
Single	36	47
Married	40	52
Widowed	1	1
<b>TOTAL</b>	<b>77</b>	<b>100</b>

### 4. Employment Status

Shown below is the distribution of the respondents in terms of their employment status. Forty-six regular employees dominated and comprised 60 percent of the total respondents. On the contrary, 40 percent was composed of 31 employees who were under probationary period.

**Table 4. Distribution of respondents in terms of employment status**

Employment Status	F	%
Regular	46	60
Probationary	31	40
<b>TOTAL</b>	<b>77</b>	<b>100</b>



## 5. Highest Educational Attainment

Table 5 shows the distribution of the respondents in terms of their highest educational attainment. Forty-nine respondents who reached college level dominated in this study, comprising 64 percent of the total respondents. Twenty four persons from the respondents reached high school and they comprised 31 percent of the total respondents. Four among the respondents took up vocational courses, this group comprised five percent of the total respondents. None of the respondents earned post-graduate degrees.

**Table 5. Distribution of respondents in terms of highest educational attainment**

<b>Highest Educational Attainment</b>	<b>F</b>	<b>%</b>
<b>College</b>	49	64
<b>Vocational</b>	4	5
<b>High School</b>	24	31
<b>TOTAL</b>	<b>77</b>	<b>100</b>

## 6. Tenure

The table below presents the distribution of the respondents in their tenure or length of service to the company. Respondents whose tenure fall under the bracket 0-10 and 21-30 dominated the study with equal frequencies of 33; both groups comprised 43 percent of the total respondents. Nine persons from the respondents were employees whose tenure falls under the 11-20 years bracket and they comprised 12 percent of the total respondents. Only two from the respondents fall under the 31-40 years of tenure bracket, and this comprised three percent of the total respondents. However, none from the respondents belong to the last tenure bracket of 41 to 50 years.

**Table 6. Distribution of respondents in terms of tenure**

<b>Tenure</b>	<b>F</b>	<b>%</b>
<b>31-40</b>	2	3
<b>21-30</b>	33	43
<b>11-20</b>	9	12
<b>0-10</b>	33	43
<b>TOTAL</b>	<b>77</b>	<b>100</b>

### **Level of Organizational Commitment**

#### **Affective Commitment**

The table below shows the mean score for each item for affective organizational commitment. Item number 5, *this organization has a great deal of personal meaning for me* got the highest mean score of 5.94 with a corresponding verbal interpretation of high level of commitment. Thirty eight percent of the respondents answered this statement with *moderately agree*. It implies that majority of the respondents feel that staying in the company is so much more than just working, but something personal in them is being satisfied and being nourished by their daily experience in the organization. Staying longer in the company could usually mean an attempt to sustain one's career growth, but with the case of the administrative employees of YTM Inc., staying is more for the sake of personal growth. Whereas, the item that got the least mean score is item number 6, *I do not feel a strong sense of belonging to my organization* with a score of 4.71 which is equivalent to moderately high level of commitment. Thirty percent among the employees responded *moderately agree* to this statement. It explains that most of the respondents feel left out, that they are not a member of the organization in the truest sense of the word.

The overall mean score of 5.49 for affective commitment indicated a moderately high level of commitment. It implies that the respondents are characterized by a firm acceptance of the organizational values and partial willingness to exert efforts to remain with the organization. Pertaining to affective commitment, it also indicates the respondents' positive emotional attachment to the organization and that there is the desire and intention to remain as part of the organization.

**Table 7. Mean score per item for affective commitment**

Affective Commitment Scale Statement	Mean	Verbal Interpretation
This organization has a great deal of personal meaning for me.	5.94	High level of commitment
I would be very happy to spend the rest of my career in this organization.	5.74	High level of commitment
I do not feel like “part of the family” in my organization.(R)	5.74	High level of commitment
I do not feel “emotionally attached” to this organization.(R)	5.47	Moderately high level of commitment
I really feel as if this organization's problems are my own.	5.36	Moderately high level of commitment
I do not feel a strong sense of belonging to my organization.(R)	4.71	Moderately high level of commitment
<b>Mean for Affective Commitment</b>	<b>5.49</b>	<b>Moderately high level of commitment</b>

### **Continuance Commitment**

Table 8 presents the mean score per item under continuance organizational commitment. Item number 1, *it would be very hard for me to*

*leave my organization right now, even if I wanted to* got the highest mean score of 5.78 with a corresponding verbal interpretation of high level of commitment. From all the respondents, 39 percent answered *slightly agree* to this statement. It further explains that most of them chose to stay even if they want to leave. One reason could be the satisfaction for the salary they receive. They may not be really happy with the organization, but the financial gains for staying are viewed as more important. On the other hand, item number 2, *so much of my life would be disrupted if I decided I wanted to leave my organization right now* got the least mean score of 5.34 with a verbal interpretation of moderately high level of commitment. Out of the respondents, 44 percent answered *moderately agree* to this statement. Meaning to say, majority of the respondents have gained so much from staying with the organization, and leaving will put them at the verge of losing those that they have gained.

For the overall mean for continuance commitment, the respondents scored 5.47 which is verbally interpreted as *moderately high level of commitment*. They are therefore characterized by a firm acceptance of the organization's values and partial willingness to exert efforts to remain with the organization. There is an established recognition of the ideals the organization upholds, which is a reason enough to make the employees want to stay. The respondents refuse to leave because that would be very costly and they exert more efforts to remain due to the benefits and profits they will receive.

**Table 8. Mean score per item for continuance commitment**

Continuance Commitment Scale Statement	Mean	Verbal Interpretation
It would be very hard for me to leave my organization right now, even if I wanted to.	5.78	High level of commitment
Right now, staying with my organization is a matter of necessity as much as desire.	5.48	Moderately high level of commitment
If I had not already put so much of myself into this organization, I might consider working elsewhere.	5.47	Moderately high level of commitment
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	5.44	Moderately high level of commitment
I believe that I have too few options to consider leaving this organization.	5.38	Moderately high level of commitment
So much of my life would be disrupted if I decided I wanted to leave my organization right now.	5.34	Moderately high level of commitment
<b>Mean for Continuance Commitment</b>	<b>5.47</b>	<b>Moderately high level of commitment</b>

### Normative Commitment

Table 9 shows the distribution of respondents per item under normative commitment. Item number 4, *this organization deserves my loyalty* got the highest mean score of 6.16 with a corresponding verbal interpretation of high level of commitment. Among the respondents, 42 percent *strongly agreed* to this statement. It is an indication that nearly half of the administrative employees of YTM Inc. believes that they are serving a very good organization, which in return, deserves their loyalty. The employees view their company to be worthy of their devotion since they owe a great deal to it. On the other hand, items 1 *I don't feel any obligation to remain with my*

*current employer* and *3 I would feel guilty if I left my organization* both got the least mean score of 5.12 with a verbal interpretation of moderately high level of commitment. From all the respondents, 35 percent *strongly disagreed* to item 1, which implies that most of the respondents feel morally obliged to remain to their company and that they stay because they believe that it is the right thing to do. However, 45 percent or the respondents *strongly agreed* to item 3. It only shows that almost half of the respondents have no plans of leaving the organization because it will probably strike them with guilt feelings. The respondents cannot leave their current organization because it will be very unsettling for them to leave the company to which they owe a lot.

Furthermore, the computed overall mean for normative commitment is 5.63 which indicates a high level of commitment. This is an indication of employees' strong acceptance of the organization's values which gives them a sense of obligation to stay and uphold the same values. This moderately high level of commitment also indicates high willingness to exert efforts to remain with the organization because they feel that they are obliged to do so, and that leaving would surely cause guilt feelings.

**Table 9. Mean score per item for normative commitment**

<b>Normative Commitment Scale Statement</b>	<b>Mean</b>	<b>Verbal Interpretation</b>
<b>This organization deserves my loyalty.</b>	6.16	High level of commitment
<b>I would not leave my organization right now because I have a sense of obligation to the people in it.</b>	6.09	High level of commitment
<b>I owe a great deal to my organization.</b>	6.00	High level of commitment

<b>Even if it were to my advantage, I do not feel it would be right to leave my organization now.</b>	5.31	Moderately high level of commitment
<b>I would feel guilty if I left my organization.</b>	5.12	Moderately high level of commitment
<b>I do not feel any obligation to remain with my current employer. (R)</b>	5.12	Moderately high level of commitment
<b>Mean of Normative Commitment</b>	<b>5.63</b>	<b>High level of commitment</b>

The table below shows that there is a significant difference in affective commitment ( $p= 0.03$ ) when respondents are grouped according to age. This is so because the computed level of significance is lower than the set value of  $t$ -critical  $p = 0.05$ . Furthermore, it is an indication that the respondents' age group shows different levels of affective commitment. On the other hand, the level of continuance and normative commitment is about the same among the respondents' age group. Hence, the data above rejects the null hypothesis stating that there will be no significant difference in the level of affective commitment in terms of age.

**Table 10. Test for significant difference for age**

<b>Commitment Component</b>	<b>Computed Level of Significance</b>	<b>Decision</b>
<b>Affective</b>	0.03*	Significant
<b>Continuance</b>	0.92	Not Significant
<b>Normative</b>	0.65	Not Significant

\*Significant at 0.05 level (2-tailed)

The table below shows the mean scores of respondents when grouped according to age. For affective commitment, the group who got the highest mean score of 5.84 were respondents whose ages fall under the bracket of 40-49 with a verbal interpretation of high level of commitment. The

respondents whose ages fall under the age bracket of 50-59 got a mean score of 5.58 which indicates a high level of commitment. Both age groups are therefore characterized by a strong acceptance of the organization's values and high willingness to exert efforts to remain with the organization. On the other hand, respondents under the bracket of 30-39 years of age scored of 5.44 with a verbal interpretation of moderately high level of commitment. Employees under the age bracket of 18-29 scored the least with 5.08, indicating a moderately high level of commitment.

**Table 11. Affective commitment score in terms of age**

<b>Age</b>	<b>Mean</b>	<b>Verbal Interpretation</b>
<b>40-49</b>	5.84	High level of Commitment
<b>50-59</b>	5.58	High level of Commitment
<b>30-39</b>	5.44	Moderately high level of Commitment
<b>18-29</b>	5.08	Moderately high level of Commitment

The table below shows that there is no significant difference in any component of organizational commitment when respondents are grouped according to gender. In other words, gender does not affect a person's tendency to commit to an organization. Whether there is a high or a low level of commitment, or whatever the level of commitment is, it cannot be explained by their gender. Therefore, the null hypothesis stating that there is no significant difference in the level of organizational commitment in terms of gender is accepted.



**Table 12. Test for Significant Difference for Gender**

<b>Commitment Component</b>	<b>Computed Level of Significance</b>	<b>Decision</b>
<b>Affective</b>	0.14	Not Significant
<b>Continuance</b>	0.36	Not Significant
<b>Normative</b>	0.76	Not Significant

*\*Significant at 0.05 level (2-tailed)*

As shown in the table below, there is a significant difference in affective commitment based on the respondents' civil status. The level of affective commitment differs among single, married, and widowed respondents. However, civil status does not show significant difference in terms of the respondents' level of continuance and normative commitment. Therefore, the null hypothesis stating that there is no significant difference in affective commitment in terms of civil status is rejected.

**Table 13. Test for significant difference for civil status**

<b>Commitment Component</b>	<b>Computed Level of Significance</b>	<b>Decision</b>
<b>Affective</b>	0.000*	Significant
<b>Continuance</b>	0.60	Not Significant
<b>Normative</b>	0.96	Not Significant

*\*Significant at 0.05 level (2-tailed)*

Table 14 shows that the widowed respondent scored the highest with 6.83 which indicates a very high level of commitment. This denotes that the widowed respondent can be characterized by a very strong acceptance of the organization's values and intense willingness to exert efforts to remain with the organization. The workplace becomes an extension of the widow's family. The colleagues now play a vital role in a widow's attempt of building

up emotional attachment with people of the same age that a widow has missed. On the other hand, the married respondents scored 5.83 which denotes a high level of commitment. Meaning to say, married respondents can be characterized by a strong acceptance of the organization's values and high willingness to exert efforts to remain with the organization. Awareness of their family accountabilities reflects their tendency to be equally conscious of their errands in the workplace. More so, married persons develop a deeper family orientation, and they tend to radiate their value for healthy relationships to the workplace. On the other hand, single employees of YTM Inc. scored the least for affective commitment with 5.07 indicating a moderately high level of commitment. The single respondents; therefore, can be characterized by a firm acceptance of the organization's values and partial willingness to exert efforts to remain with the organization.

**Table 14. Affective commitment score in terms of civil status**

<b>Civil Status</b>	<b>Mean</b>	<b>Verbal Interpretation</b>
<b>Widow</b>	6.83	Very high level of Commitment
<b>Married</b>	5.83	High level of Commitment
<b>Single</b>	5.07	Moderately high level of Commitment

Shown in the table below is the value of affective commitment ( $p=0.000$ ) indicating a highly significant difference when respondents are grouped according to their highest educational attainment. It denotes a varying degree of emotional attachment to the organization based on respondents' educational attainment. Identically, there is also a significant difference in normative commitment ( $p=0.02$ ) in terms of highest educational attainment. Meaning to say, educational attainment affects the respondents' feeling of obligation to stay with the organization. Only in continuance commitment significant difference is not found. It is an indication that the

perceived amount of loss, financially or economically, once they decided to leave the organization does not at all differ based on the respondents' highest educational attainment. The data above rejects the null hypothesis that there will be no significant difference in the level of affective and normative commitment in terms of highest educational attainment.

**Table 15. Test for significant difference for highest educational Attainment**

<b>Commitment Component</b>	<b>Computed Level of Significance</b>	<b>Decision</b>
<b>Affective</b>	0.000*	Significant
<b>Continuance</b>	0.39	Not Significant
<b>Normative</b>	0.02*	Not Significant

*\*Significant at 0.05 level (2-tailed)*

The table below shows that respondents whose highest educational attainment is high school level scored the highest in affective commitment with 6.07 which is verbally interpreted as high level of commitment. They are characterized by a strong acceptance of the organization's values and high willingness to exert efforts to remain with the organization. This can be explained by the fact that highly educated individuals may have other opportunities of employment, eventually limiting their tendency to commit to their current organization. Affective commitment, being driven by the 'desire' to stay is higher among less educated because of the awareness that there are less opportunities for them outside their company. Being aware that they are less competent in terms of educational background, makes them want to stay for good. Respondents under this group take the organizational goals and values as their own and exert more effort to serve the organization knowing that it is needed for them to maintain long-term employment.

Respondents whose highest educational attainment is college level come next with a mean of 5.25 indicating a moderately high level of commitment. They are therefore characterized by a firm acceptance of the organization's values and partial willingness to exert efforts to remain with the organization. The values of the organization are established on these employees and this is enough to make them want to stay. They may exert extra efforts for the sake of the organization, but only half-hearted. Furthermore, employees who are more educated may have the tendency to question some aspects of the organization's values and not fully take them as their own. This can cause employees to experience more difficulties in adapting and forming strong relationships inside the organization.

The group who got the least affective commitment were those who took vocational courses. They got a mean score of 4.95 with a verbal interpretation of moderately high level of commitment. Respondents under this group are also characterized by a firm acceptance of the organization's values and partial willingness to exert efforts to remain with the organization. The company goals and values are established enough to make them stay and they do exert extra efforts, though not as willingly as those in high school level. Employees who took vocational courses are bound by skills, more than relationships with co-workers. Continuous update on their skills is given more importance even if it would mean leaving their current organization. They are not very much troubled about leaving as long as it is for the opportunity of working in a different firm that can help them improve on their skills-based competence.

**Table 16. Affective commitment score in terms of highest educational Attainment**

<b>Highest Educational Attainment</b>	<b>Mean</b>	<b>Verbal Interpretation</b>
<b>High School</b>	6.07	High level of Commitment
<b>College</b>	5.25	Moderately high level of Commitment
<b>Vocational</b>	4.95	Moderately high level of Commitment

Table 17 below shows that respondents who only reached high school level still scored the highest in normative commitment. These respondents got 5.93 which is verbally interpreted as a high level of commitment. They are distinguished by a strong acceptance of the organization's values and high willingness to exert efforts to remain with the organization. Meaning to say, respondents under this group have the highest perception that they need to stay, they perceive the highest obligation to stay with the company to which they believe they are indebted. They tend to be more grateful for being hired, eventually becoming more devoted and loyal to that organization.

On the other hand, respondents who reached college level scored 5.53 which is verbally interpreted as high level of commitment as well. They have a strong acceptance of the organization's values and high willingness to exert efforts to remain with the organization. These attributes increase their perceive obligation to remain part of the organization. The values and goals of the company may reflect the same values the employee upholds that is why they show high willingness to continuously perform and participate for good. On the other hand, respondents who took vocational courses got the least mean for normative commitment with 4.95 indicating a moderately high level of commitment. Employees who reached vocational level are therefore

characterized by a firm acceptance of the organization's values and partial willingness to exert efforts to remain with the organization.

**Table 17. Normative commitment score in terms of highest educational attainment**

<b>Highest Educational Attainment</b>	<b>Mean</b>	<b>Verbal Interpretation</b>
<b>High School</b>	5.93	High level of Commitment
<b>College</b>	5.53	High level of Commitment
<b>Vocational</b>	4.95	Moderately high level of Commitment

Table 18 shows that there is a significant difference in affective commitment ( $p = 0.000$ ) when respondents are grouped according to employment status. The t-obtained value for affective commitment indicates a highly significant difference in the responses of regular and probationary employees. Therefore, employment status is a measure of affective commitment. On the other hand, when it comes to continuance and normative commitment, no significant difference has been found. It indicates that regardless of the level of their continuance and normative commitment, they are still committed all the same. Hence, the data above rejects the null hypothesis saying that there will be no significant difference in the level of affective commitment in terms of employment status.

**Table 18. Test for significant difference for employment status**

<b>Commitment Component</b>	<b>Computed Level of Significance</b>	<b>Decision</b>
<b>Affective</b>	0.000*	Significant
<b>Continuance</b>	0.84	Not Significant
<b>Normative</b>	0.67	Not Significant

\*Significant at 0.05 level (2-tailed)

The table below shows that regular employees scored higher with 5.78 which is an indication of high level of commitment. They are characterized by a strong acceptance of the organization's values and high willingness to exert efforts to remain with the organization. It denotes that regular employees have confidence on the values of the organization which is why they take them as their own and serves extra effort to sustain those organizational goals and values. On the contrary, probationary employees got a mean score of 5.07 with a verbal interpretation of moderately high level of commitment. Compared to regular employees, they only have a firm acceptance of the organization's values and partial willingness to exert efforts to remain with the organization. There is an established recognition of the values and goals the organization upholds, but not so strong, only enough to make them want to stay.

**Table 19. Affective commitment score in terms of employment status**

<b>Employment Status</b>	<b>Mean</b>	<b>Verbal Interpretation</b>
<b>Regular</b>	5.78	High level of Commitment
<b>Probationary</b>	5.07	Moderately high level of Commitment

The table below shows that there is a significant difference in affective commitment ( $p = 0.01$ ) when respondents are grouped according to tenure. Therefore, tenure is a measure of affective commitment. On the other hand, when it comes to continuance and normative commitment, no significant difference has been found based on employees' tenure. It indicates that the level of respondents' continuance and normative commitment is about the same regardless of their tenure. Hence, the null hypothesis stating that there will be no significant difference on the level of affective commitment is rejected.

**Table 20. Test for significant difference for tenure**

<b>Commitment Component</b>	<b>Computed Level of Significance</b>	<b>Decision</b>
<b>Affective</b>	0.01*	Significant
<b>Continuance</b>	0.99	Not Significant
<b>Normative</b>	0.97	Not Significant

\*Significant at 0.05 level (2-tailed)

The table below illustrates affective commitment among respondents with different tenures. The group who scored the highest were employees whose tenure is within the bracket of 31 to 40 years, with 6.75 indicating a very high level of commitment. These employees have a very strong acceptance of the organization's values and intense willingness to exert efforts to remain with the organization. These employees developed a very strong connection with the organization and the people they work with, which makes leaving not an option. Their positive relationship within the organization and very strong acceptance of organizational goals and values have helped them become very much willing to initiate and perform beyond what is required of them. On the other hand, employees under the tenure bracket of 11-20 and 21-30 both manifested a high level of commitment. These employees are regarded as having a strong acceptance of the organization's values and high willingness to exert efforts to remain with the organization. These employees identify themselves with the goals and values of the organization, and affirmative bonds with co-workers make them want to further lengthen their membership in the organization. Exerting extra efforts is not a problem to them, as long as it helps achieve organizational goals. The group who got the least affective score is composed of employees under 0-10 years, with 5.08 indicating a moderately high level of commitment. Employees under this group are characterized by a firm acceptance of the organization's values and partial willingness to exert



efforts to remain with the organization. Furthermore, employees with this level of commitment have established recognition of the values and goals the organization upholds, but not so strong, only enough to make them want to stay. They are half-hearted when it comes to showing extra effort because fulfillment of organizational goals does not have a strong impact on them.

**Table 21. Affective commitment score in terms of tenure**

<b>Tenure</b>	<b>Mean</b>	<b>Verbal Interpretation</b>
<b>31-40</b>	6.75	Very high level of Commitment
<b>21-30</b>	5.77	High level of Commitment
<b>11-20</b>	5.75	High level of Commitment
<b>0-10</b>	5.08	Moderately high level of Commitment

## **CONCLUSION AND RECOMMENDATION**

### **Conclusions**

The researchers have come up with the following conclusions based on the statements of the problems:

1. The respondents of the study were dominated by employees under the age bracket of 40 to 49, while the age bracket of 30 to 39 was least populated.
2. In terms of gender, the female respondents got higher frequency than male respondents.
3. For civil status, married employees participated the most, while the widowed respondent participated the least.
4. Respondents whose highest educational attainment is college level dominated the study, whereas respondents who took vocational courses were the least among the group.

5. In terms of employment status, regular employees got more frequency over probationary employees.
6. For tenure, 0 to 10 years bracket and 21 to 30 years bracket got equal number of respondents, while the 31 to 40 years bracket was the least populated.
7. The employees of YTM Inc. reached a moderately high level of commitment in terms of affective and continuance commitment. On the other hand, respondents have a high level of commitment in terms of normative commitment.
8. There is no significant difference in the level of organizational commitment when respondents are grouped according to gender. This indicates that gender is not a measure of organizational commitment.
9. There are significant differences in the level of affective and normative commitment in terms of highest educational attainment. It shows that the level of education affects an employees' tendency to commit.
10. In affective commitment, the results show a significant difference in terms of age, civil status, employment status, and tenure. It means that those independent variables do have an effect on affective commitment.

## **Recommendations**

Based on the conclusions extracted, the following recommendations are formulated:

1. The researchers are encouraging the YTM Inc. human resource management to work better on their cooperative program for employees so the respondents can have other means of financial gains that can even help employees more to stick to their organization.
2. In order to even strengthen affective commitment, the YTM Inc. human resource management is also advised to improve existing programs that promote camaraderie among all employees. Such programs may be in the form of team building activities that can help improve interdependence so that every member can work effectively for the benefit of the organization.
3. The respondents are encouraged to have other investments or source of income so that they won't feel totally dependent on the organization in financial or economic terms.
4. The future researchers who desire to conduct a related study are recommended to explore on other factors that may contribute to affective commitment like emotional intelligence, and estimated monthly gross income for continuance commitment.

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