Component Model of Job Commitment of Employees in The Municipality of San Manuel, Pangasinan

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Abstract— The study assessed the level of dedication to work among the Municipality of San Manuel, Pangasinan personnel. The study employed the three-component model of commitment to assess the respondents' affective, continuance, and normative commitments. For this article, 396 respondents completed the poll. Regarding their affective, normative, and continuance commitments, most respondents were in agreement. Consequently, the employees' dedication to their work is a reflection of their commitment to their jobs. The assessment of an employee's job commitment takes into account several aspects, including age, position, employment status, and years of service. It was not clear from these data how committed the responders were. Therefore, there is no correlation between these variables and the employees' level of job dedication.

Indexed Terms— Community, Disaster Resilience, Rehabilitation, Recovery, Staff

I. INTRODUCTION

Mishra and Kasim (2023) stated that work commitment is an employee's attitude toward a certain job that influences his actions. An organization cannot succeed in reaching its objective if its personnel do not have a sense of belonging in their workplace. Affective, normative, and continuity commitments are the three different types of employment commitments that stem from the research of Allen and Meyer. The degree to which employees desire to remain with their company is a measure of emotional commitment. Most of the time, they are happy with their jobs, feel like they belong in the organization, and identify with its aims. Conversely, normative commitment pertains to the extent to which workers believe they ought to remain with their company (Sismiati, et al., 2022). This kind of worker feels guilty about the prospect of quitting and believes that leaving their company would have terrible repercussions. Last but not least, continuity commitment describes how much a worker feels compelled to remain with their company (Mitafan, 2020). Employees who exhibit continuing commitment do it mostly because they feel compelled to remain with the company. According to the findings of other studies, employee dedication affects the quality of services provided by the staff. An employee's work attitude and level of dedication are influenced by their biographical details, including age, gender, job status, education level, and job level. According to their research, motivation is essential for workers to succeed at work (Mishra and Kasim, 2023 and Sismiati, et al., 2022). Work-life initiatives are programs and policies offered by businesses and organizations to address the work-life balance that employees face. Employers recognize the value of organizational commitment, which is why work-life initiatives like these seek to increase employee commitment. This is truly experienced in the military forces. In this connection, the military environment has implemented the practice of civilianizing military training programs and establishments. Consequently, hiring civilians has a significant impact on the military training that institution members get (Belandres, 2012). Furthermore, through job satisfaction and organizational commitment, these social comparisons have an indirect impact on retention attitudes. Benefits have an impact on each civilian employee's level of dedication to their task at work. The employees of the municipality of San Manuel have been voicing a lot of concerns, which is making them anxious at work. This study aims to ascertain the extent to which the aspects of job dedication are associated with employee performance, which is what spurred the researchers to conduct this investigation. The study's scope is restricted to San Manuel municipality personnel alone. The researcher concentrated on the issues they faced and their commitment to their jobs. This study may serve as a foundation for any solutions addressing any issues discovered; however, it does not include the search for answers or other solutions. To ascertain whether or not employees' job commitment truly has a beneficial impact on their service, this study examines the employees' level of job commitment and how it relates to the various dimensions of commitment. Better job commitment perception results in enhanced productivity.

II. METHODOLOGY

For this investigation, the researcher employed a quantitative design. The objective of this research design is to ascertain the relationship between the independent and dependent variables within a population while concentrating on the individuals' current circumstances. The people who work for the San Manuel municipality and provide public services to the locals are the study's respondents. For the time being, the employees work for the municipality, and they are the ones that see many changes there. Three hundred ninety-six (396) people make up the overall population, and as they are all within the researcher's employment and limited in number, they will all be considered study respondents. The researcher utilized a modified 4-point Likert scale, with four points for strongly agreeing and one for strongly disagreeing, to assess the level of commitment among the employees of the municipality of San Manuel. (1). The weighted mean, several scales with corresponding explanations and interpretations, and a mean range column that presented the value of each scale were used to analyze the questionnaire data. T-tests and ANOVA were utilized to determine the significant difference between the profiling factors and the employees' job commitment levels.

III. RESULTS AND DISCUSSION

Table I. Weighted Mean result of the Affective Commitment

No	Affective Commitment Indicators	WM	Description
1	I would be very happy to spend the rest of my career with the organization.	3.21	A
2	I enjoy discussing about my organization with people outside it.	2.99	A
3	I really feel as if this organization's problems are my own.	2.64	A
4	I think that I could easily become as attached to another organization as I am to this one.	2.91	A
5	I feel like 'part of the family' at my organization.	3.37	SA
6	I feel 'emotionally attached' to this organization.	3.06	A
7	This organization has a great deal of personal meaning for me.	3.27	SA
8	I feel a 'strong' sense of belonging to my organization.	3.18	A
9	I feel I belong in the organization with my friends and peers	3.24	A
10	I genuinely feel at home in the organization	3.33	SA
Affective Commitment Overall Weighted Mean		3.12	Agree

*Legend
A- Agree
SA- Strongly Agree

Workers spend a great deal of their long hours at work; as a result, they develop close ties with coworkers and foster a familial atmosphere (Nitafan, 2020). Cooperative workers assist one another through challenges, celebrate successes together, and provide emotional support when things become tough, fostering a sense of familial unity. According to Firstiani (2022), when coworkers collaborate on projects and are dependent on one another, long-lasting bonds and trust that resemble those in families grow. Workers that have the same vision and aim feel united and connected in a way that is akin to family members cooperating to accomplish a shared goal. Furthermore, with a weighted mean of 3.33, the respondents strongly agree that they genuinely feel at home at the company. Matching the values and mission of the business with those of its workers fosters a sense of fulfillment and connection, as well as a shared sense of identity and dedication, much like the shared ideals upheld within a family. This promotes inclusivity and a feeling of belonging among employees, which helps to create a friendly workplace where workers are respected and accepted for who they are. Furthermore, giving workers the chance to build solid relationships with their supervisors and coworkers strengthens the links between familial support and camaraderie. They believe that their problems are the organization's problems, with a mean score of 2.64, which suggests that even though they firmly agree that they are loyal to their organizations, they disagree the most. Employees who feel a great sense of personal accountability for the company's

success or failure may take on its issues (Okereka and Abasili, 2024). Furthermore, staff members who have a strong connection to the organization's mission, values, and culture may view its issues as their own since they consider themselves to be integral parts of its identity.

Table 2. Weighted Mean result of the Continuance Commitment

No	Continuance Commitment Indicators Description	WM	
1	I am not afraid of what might happen if I quit my job without having another one lined up.	2.44	D
2	It would be very hard for me to leave the organization right now, even if I wanted to.	2.89	A
3	Too much in my life would be disrupted if I decided to leave the organization now.	2.64	A
4	It wouldn't be too costly for me to leave my organization now.	2.57	A
5	Right now, staying in this organization is a matter of necessity as much as desire.	2.95	A
6	I feel that I have very few options to consider leaving this organization.	2.71	A
7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	2.78	A
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here	2.93	A
9	I feel the need to stay in the organization since it's difficult to look for a new job	3.01	A
10	I have no choice but to stay in the organization	2.63	A
Continuance Commitment Overall Weighted Mean		2.76	A

*Legend
A- Agree
DA- Disagree

The respondents' belief that they must stay with the company because it is difficult to find an alternative job was the highest, with a mean score of 3.01. It is possible for employees to feel comfortable and accustomed to their current role, teammates, and work environment, making the thought of leaving and beginning anew unpleasant or daunting. When it comes to money, employees continue in their current role even when they are dissatisfied with it because of things like guaranteed income, benefits, retirement plans, or bonuses that they would forfeit if they left (Bahri, et al., 2021). Furthermore, the respondents, with a mean score of 2.93, believed that one of the primary reasons they remain with the company is that quitting would require making a large personal sacrifice, even though switching would result in lower overall benefits from another employer and higher retention rates when benefits are competitive. When workers believe their company recognizes and supports them with perks like health insurance, wellness programs, and chances for professional development, employee retention rates are higher (Elban, 2021). The employees' mean level of dedication is 2, indicating that the least important aspect is 2. 44, whereby the participants express little fear over the potential consequences of leaving their current employment without securing a new one. Workers that are committed to their jobs may have a clear understanding of their career goals and a well-planned approach to achieving them. They view leaving their current job as a deliberate choice to pursue other opportunities that align with their long-term objectives. Practically and emotionally, having a network of supportive friends, family, mentors, and business contacts can be helpful during this time of transition. With advice, connections for careers, and support, this network helps lessen the stress that comes with leaving without a job in hand. Because it is harder for them to find other employment if they were to depart, employees are therefore more loyal to a company. Moreover, a great many of them convey contentment with the benefits the company offers. Employees cannot risk their job by working for companies that do not provide them with the same benefits as their current employer (Nguyen Thi, 2019). On the other hand, other workers in the company do not fear losing their jobs, even though they have no other choice. This could happen in an organization if no one plans to leave their current position.

Table 3. Weighted Mean result of the Normative Commitment

No	Normative Commitment	WM	Description
1	I think that people these days move from company to company too often.	2.87	A

2	I believe that a person must always be loyal to his or her organization.	3.31	SA
3	Jumping from organization to organization does not seem at all unethical to me.	2.87	A
4	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	3.28	SA
5	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	2.82	A
6	I was taught to believe in the value of remaining loyal to one organization.	3.19	A
7	Things were better in the days when people stayed in one organization for most of their careers.	2.89	A
8	I think that to be a 'company man' or 'company woman' is sensible anymore.	2.91	A
9	It is the right thing to stay in the organization	3.08	A
10	Transferring to another job is good, but it's my duty to stay	2.83	A
Normative Commitment Overall Weighted Mean		3.00	A

*Legend
A- Agree
SA- Strongly Agree

Dedicated workers often believe that staying with their organization allows them to feel stable and secure in their work, which helps them grow professionally and learn new skills over time. They think that having a long-term relationship with the employer increases the likelihood of both retaining employment and receiving internal promotions. The next statement, which has a weighted mean of 3.28, claims that feeling a moral obligation to stay is one of the main reasons employees stick with the organization. When workers dedicate themselves to their company, they believe that, in the end, their effort and labor will be recognized and rewarded. They see hard work as a way to get incentives, promotions, or other benefits from the company. Additionally, motivated staff members frequently see the company as a source of stable

employment and a means of subsistence. The least favorable of these variables, with a weighted mean of 2.82, was that the respondents valued their loyalty to the firm, although they would not consider it proper to leave the company in the event that they obtained a better job offer elsewhere. Regarding internal organizational elements, individuals are happy in their existing roles, despite not just the rewards. Opportunities for growth and development, coworkers, and job responsibilities can all have a big impact on how satisfied employees are with their jobs. Since they regard it as their duty, employees consequently have a tendency to be more devoted to the company (Jimenez, et al., 2021). They continue to work for the organization because they believe it to be their moral obligation. As supported by Riwukore, et al (2022), only a small percentage of the employees are willing to stay with the company if another company gives them greater perks and income, as the least significant factor showed. Given that their employer provides their salary, it appears from the results that employees take into account the financial security the company can offer. Nonetheless, the staff members will demonstrate their dedication to the company as long as they work there.

Table 4. Regression Result in the level of Job Commitment in the profile of the respondents

Employees Indicators	R	R Square	F	Sig
Years of Service	0.548	0.300	1.187	0.267
Employment Status	0.556	0.321	1.123	0.160
Age	0.545	0.297	1.101	0.359
Position	0.572	0.327	1.376	0.129

Long-term workers show some consistency and stability in their commitment to the company. Their long tenure suggests a dedication to sticking with it through numerous changes and issues, given the amount of time they have committed to the organization and their responsibilities (Pratama, et al., 2019). Their continued involvement with the organization in spite of setbacks, challenges, and changes demonstrates their commitment to both their work and the organization's success. Their ability to adapt, persevere, and remain committed in the face of difficulty demonstrates their resilience and loyalty, and as time goes on, they usually make a substantial contribution to the organization. Long-term employee loyalty could be a sign that the organization's vision and goals are in alignment (Nitafan, 2020). Their consistent attendance suggests a shared commitment

to the goals and missions of the company, but it's important that they understand that years of service do not always equate to dedication. Certain employees may prolong their stay at an organization because of complacency or a lack of other options, rather than demonstrating genuine dedication. Conversely, workers who are genuinely happy, dedicated, and aligned with the goals of the company will exhibit high levels of loyalty and dedication, even if their employment is short (Okereka, et al., 2024). Because employees' levels of dedication vary based on where they are in their careers, age by itself does not always indicate a level of loyalty to a company. While younger employees are more willing to explore new possibilities and gain experience, older employees place a higher emphasis on stability and long-term commitment (Firstiani, 2022). Generational differences result in different attitudes and behaviors about labor and organizational commitment. For example, older generations stress loyalty, whereas younger generations place more value on work-life balance, career progression, and long-term retention with an organization. Empirical evidence suggests that a range of life circumstances, such as monetary worries, personal goals, and responsibilities to one's family, may influence an employee's dedication to a company. People of all ages may prioritize different aspects of their professions and make different judgments due to different life stages.

The employment status of an employee—whether full-time, part-time, or contract—is a reliable indicator of their commitment to the company. Full-time employees typically have a greater stake in the company since they typically work regular hours, receive benefits, and are better familiar with its policies and procedures (Bahri, et al., 2021). However, contractual employees and part-timers may be more or less devoted, depending on their unique situation and the type of employment. Consequently, an individual's performance and level of engagement provide a more accurate indicator of commitment than their job title alone. Regardless of their job rank, highly engaged, motivated, and productive employees demonstrate a commitment to their work and the organization. A person's commitment to an organization usually requires them to be in alignment with its mission and vision. Employees who are passionate about the goals and mission of the company, regardless of their position, are far more likely to demonstrate dedication (Mishra and Kasim, 2023).

Despite the possibility that an employee's position within the company affects their level of commitment, leadership positions do not always imply a higher level of commitment because they entail greater accountability and duty. Leadership positions are indicative of a high level of organizational commitment, but this is not a given because organizational culture, work satisfaction, and personal values all have an impact on commitment. Employees in specialized roles, on the other hand, focus on improving their abilities and furthering the organization's performance in their area of specialization. Contractual or temporary workers can demonstrate their commitment by being trustworthy, professional, and contributing value to project results (Jimenez, et al., 2021). Their commitment to attaining results might be interpreted as a sign of their dedication to the organization's goals, even when their employment terms may restrict their tenure. However, it's not just the role that matters; an individual's degree of engagement and congruence with the organization's goals also play a big role in defining their level of commitment. It follows that there is no proof of a connection between the employees' age, duration of service, or emotive, normative, and continual dedication to their work. According to Pratama and Nurhidayah (2019), employee involvement is ultimately necessary to sustain organizational effectiveness over an extended period of time. Shared vision, goals, and fundamental values among employees motivate them to work for the company, which in turn promotes innovation, growth, and adaptation. In conclusion, businesses value employee commitment because it results in higher output, retention of staff, outstanding customer service, improved organizational culture, innovation, lower absenteeism, higher employee morale, successful change management, employee advocacy, and sustainable growth.

CONCLUSION

The respondents expressed their level of emotional attachment to their employer. The fervor of the responses suggests that the majority of them concur in terms of their continued commitment to their organization. Furthermore, the majority of employees agreed on their normative commitment. Because of this, workers' commitment to their jobs demonstrates how committed they are to their work. The findings show that regular employees have higher emotional commitment levels. Conversely, contract and temporary employees showed the least amount of commitment. Regular and casual employees have demonstrated the highest amount of commitment to continuity, whereas contractual employees have demonstrated the lowest level of devotion. Across all work statuses, regular employees and casual employees show the highest level of normative commitment to the organization. Years of service, employment status, age, and position were the criteria

utilized to evaluate the employees' devotion to their jobs. Therefore, there is no correlation between these variables and the employees' level of job dedication.

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