

The Influence of Continuance Commitment on Job Satisfaction of Barangay Health Workers in Malaybalay City, Bukidnon

Claire H. Lacerna, PhD¹; Maria Fe H. Jamago, RM²; Novelyn M. Salem, RM³; Nanette J. Oloraza, RM⁴; Lynde Mae L. Llausas, RM⁵; Darlin M. Gicole, RM⁶; Maicel P. Pulido, RM⁷; Mydee E. Amaro, RM⁸
San Agustin Institute of Technology, City of Valencia, Bukidnon, Philippines

Abstract:- This study examined the influence of organizational commitment on the job satisfaction among Barangay Health Workers (BHWs) in Malaybalay City, Bukidnon, calendar year 2022-2023. A total of 140 BHWs were selected through a simple random sampling. A survey questionnaire from Allen and Meyer (1990), and Taylor and Bowers (1972) were adapted and pilot-tested obtaining a Cronbach's alpha of 0.838. Descriptive and inferential statistics such as frequency, percentage, mean, standard deviation, Pearson product-moment correlation, and simple linear regression were used to treat the data. Based from the data gathered, the demographic profile of the respondents revealed that majority of BHWs are aged between 31 to 35 years, females, high school graduates, and with a length of service between 11 to 15 years. The findings further showed that BHWs exhibit a remarkably very high level of attachment and commitment to their roles and responsibilities, attributed to their strong motivation, dedication, and passion to serve the community's health needs and very high job satisfaction. In addition, the test of correlation revealed that organizational commitment of BHWs had significant positive relationship with job satisfaction, thus the first null hypothesis was rejected. Meanwhile, the study's regression analysis exhibited that continuance had a significant impact toward job satisfaction. This implied that they are committed that is why they are satisfied, apart from the norm that employees are satisfied that is why they are committed. This fact highlighted that BHWs feel that they will lose more when they leave their job than they will gain despite their meager honorarium. Hence, this research underscores the importance of fostering and sustaining organizational commitment among BHWs, as it directly influenced their job satisfaction and, ultimately, the quality of healthcare services provided to the community. It is worthy to note that policymakers and healthcare administrators may recognize the significance of these factors in supporting and retaining a dedicated and effective healthcare workforce at the grassroots level.

Keywords:- Organizational Commitment, Job Satisfaction, And Barangay Health Worker.

I. INTRODUCTION

This chapter presents the rationale of the study, research objectives, research hypotheses, review of related literature, theoretical framework, conceptual framework, schematic diagram, significance of the study, scope and delimitation, and definition of terms.

A. Rationale of the Study

One of the prevalent factors that contributes to job satisfaction among Barangay Health Workers (BHWs) is the inadequate compensation they receive compared to their crucial role in community health initiatives. Additionally, BHWs often deal with heavy workloads and lack of training opportunities, hindering their ability to perform effectively and advance in their careers. Limited resources and supplies further impact their capacity to deliver quality healthcare services, leading to frustration. Moreover, the lack of recognition and appreciation for their hard work, safety concerns, and administrative burdens add to their job dissatisfaction (Johnson, Schopp, Waggle, Frantz, & Jose, 2022). To improve the situation, it is vital for the local government and health authorities to address these concerns, provide better support and incentives, and implement policies that promote better working conditions and career growth for Barangay Health Workers.

Creating teams with a strong organizational commitment entail focusing on work and organization in order to accomplish their strategic goals. Elevated levels of organizational commitment are sustained through the importance placed on human resource management as one of the key roles in the company. It also values working conditions, worker welfare, and job satisfaction (Al-Jabari & Ghazzawi, 2019). The development of organizational commitment is influenced by the inputs that the employee gets from the company and is closely connected to the outcomes of the partnership between the two, in addition to the emotional connection that exists between the company's objectives and core values, and the employee (Heras-Rosas, 2021).

Job satisfaction and organizational commitment among Barangay Health Workers (BHWs) in Malaybalay City face significant challenges due to inadequate compensation, limited career advancement opportunities, heavy workloads, administrative burdens, lack of training, and perceived lack

of recognition. These factors can lead to feelings of undervaluation, burnout, and reduced commitment to their roles, impacting the overall effectiveness of healthcare services provided to the community.

Thus, the urgency to conduct a study on this subject is crucial due to the critical role of BHWs in primary healthcare delivery, and the direct impact of their job satisfaction and commitment on the quality of community services. Addressing these concerns promptly can enhance working conditions, increase retention rates, and improve overall healthcare effectiveness, ultimately benefiting the well-being of both healthcare workers and the residents they serve.

B. Research Objectives

Generally, this study aimed to investigate whether the organizational commitment influences job satisfaction of Barangay Health Workers in Malaybalay City, Bukidnon.

➤ Specifically, this Study Aims to:

- Identify the demographic profile of the respondents in terms of:
 - ✓ Age;
 - ✓ Gender;
 - ✓ Level of Education; and
 - ✓ Length of Service.
- Determine the level of organizational commitment of the BHW's in Malaybalay City, Bukidnon in terms of:
 - ✓ Affective Commitment;
 - ✓ Continuance Commitment; and
 - ✓ Normative Commitment.
- Ascertain the level of job satisfaction of the BHWs in Malaybalay City, Bukidnon.
- Establish the significant relationship between organizational commitment and job satisfaction among the BHWs in Malaybalay City, Bukidnon.
- Investigate whether organizational commitment has a significant influence towards job satisfaction among BHWs in Malaybalay Bukidnon.

C. Research Hypotheses

➤ Below were the Null Hypotheses of the Study Tested at 0.05 Level of Significance.

- H_{01} : The organizational commitment has no significant relationship with BHWs job satisfaction.
- H_{02} : The organizational commitment has no influence to the BHW's job satisfaction.

II. REVIEW OF RELATED LITERATURE

This section presents the review of related literature which has a significant bearing on the conduct of the present study. The discussion in this section is organized according to the variables of the study which include: the independent variables which are the demographic profile and organizational commitment (affective, continuance, and normative), and the dependent variable which is the job satisfaction. This is immediately followed by the correlation between measures, theoretical framework, conceptual framework, and schematic diagram.

A. Demographic Profile

Healthcare professionals' decisions to practice in particular areas of the industry may be influenced by their personal traits. In a systematic review of the literature, Laven and Wilkinson (2003) discovered, for instance, that doctors who were trained, raised, or have a partner from a rural area are more likely to practice medicine in rural areas. Given that healthcare professionals may face different opportunity costs along these dimensions, it is arguable that there may also be material differences in the location decisions made by employees of different sexes, marital statuses, and age groups.

B. Age

One of the factors that has been intensively studied to predict job satisfaction is age. The literature on the connection between age and job satisfaction has a number of ambiguities and unanswered questions, despite significant contributions to theory and practice. Job characteristics serve as antecedents of motivation, and job satisfaction is an outcome of this motivation, leading to the expectation of (a) relationships among job characteristics, motivation, and job satisfaction, and (b) the moderation of these relationships by age, owing to socio-emotional changes associated with aging. Although there is little extant research that integrates lifespan development and work motivation theories (Kanfer & Ackerman, 2004), or the impact of aging on work motivation in general (Kooij, De Lange, Jansen, & Dikkers, 2007) there are some empirical evidences to support the expected relationship.

C. Gender

Job pride is one innate trait that explains why gender disparities exist in job satisfaction. According to Magee (2015), women report higher levels of job satisfaction than men under the age of thirty, but lower levels of satisfaction and greater pride from middle age to retirement. Given that they anticipate holding entry-level jobs when their careers first begin, women may find fulfillment in their work in these roles (Magee, 2015). Their feelings of job pride are limited at younger ages because they typically remain in entry-level positions longer than men (Yap & Konrad, 2009). Their pride rises when they receive a promotion in middle age (Magee, 2015). On the other hand, it has been demonstrated that job satisfaction—which encompasses both intrinsic and

extrinsic aspects of a job—increases with age for both genders (Wilks & Neto, 2012).

D. Level of Education

Based on empirical evidence, a higher education level is positively correlated with the likelihood of obtaining a desirable and fulfilling career. Regardless of gender, highly educated individuals are more likely to find employment where they are satisfied with work-related factors like salary, work environment, and career opportunities. Since general job satisfaction is a strong predictor of many aspects of health and well-being, getting a college degree is regarded as an investment in one's health (Pisani, 2009).

E. Length of Service

Bushiri (2014) asserts that the willingness and openness of employees to perform their jobs determines their performance. Additionally, he said that having employees who are willing and transparent in their work could boost productivity, which in turn affects performance. Meanwhile, Stup (2003) clarified that in order for an employee to perform to a standard, the employer must ensure that the employee's tasks are completed on time in order to meet the organization's goals or targets. Employers may be able to keep an eye on their staff members and assist in improving their performance if the work is completed on schedule.

F. Organizational Commitment

Organizational commitment refers to the behavior that connects employees to the organization. Organizational commitment is how loyal the employee feels to the organization. The organizational commitment may be viewed as the degree to which an individual adopts organizational values and goals and identifies with them in fulfilling their job responsibilities. Some authors found that as the employee gets a higher position in the organization, he/she tends to have more organizational commitment. Research has consistently shown that the longer the employees work for an organization, the stronger their commitment tends to be. Organizational commitment can be categorized into three types: affective, continuous, and normative (Adegbaye, Agboola, & Buraimo, 2021).

G. Affective Organizational Commitment

A lot of people are completely consumed with their employer. They are willing to sacrifice everything for it. Others demonstrate this kind of feeling toward their employers by laboring diligently despite receiving a meager salary. A professional doctor has the option of assisting the company by undertaking a work that is often reserved for professionals with a lower position in the organization. These are some examples that, to most people, just do not make any sense (Philippeaers, De Cuyper, & Forrier, 2019).

It is happening when employees cling to the values and goals of the organization. They become sentimentally attached to their organization; start feeling intimately responsible for their organization's success (Meyer & Allen, 2002). These researchers emphasized that employees who are

affectively dedicated to their jobs stay in their jobs because they want to rather than because they need to stay there. Positive interactions result when people and organizations have core beliefs in common with one another (Osborne & Hammoud, 2017). Furthermore, this type of organizational commitment is demonstrated by a person who completely believes in and is supportive of the organization's ideals and aims, who is willing to put in extra effort for the organization, and who wants to remain a member of the organization (Chordiya, Sabharwal, & Goodman, 2017).

H. Continuance Organizational Commitment

Continuance commitment is a kind of emotional attachment to the company that expresses how stuck a person feels in their current situation due to the high cost of leaving. Put differently, it concerns the assessment made by staff members regarding whether the costs associated with departing the company outweigh those of remaining. Only when their benefits match their expectations do these workers give their all (Alkahtani, 2015).

Two years later, Leibbrandt, Woollard, McEwen, and Koep (2017) added and went on to say that moving one's skills and expertise from one company to another, specifically from one employer to another, is not an easy task. Numerous documented instances of workers holding onto their jobs despite obvious professional incompatibility and fit exist. Economical motivations, unemployment, investments that cannot be withdrawn, job opportunities, offers, or compensation that cannot be matched by other organizations are thought to be among the things that keep employees dedicated to their firms.

Researchers showed that continuous organizational commitment has a beneficial effect on performance (Qaisar, 2013), as well as a substantial association with long-term productivity (Dixit & Bhati, 2012). In addition, Khan (2010), found that continuous organizational commitment was positively and significantly related with performance.

I. Normative Organizational Commitment

Normative organizational commitment occurs when individuals continue to stay with an organization because of their adherence to expected codes of conduct and social norms. These individuals value obedience, foresight, and formality in their approach. Research suggests that employees with normative commitment and those with affective commitment display similar behaviors and temperament. Al-Jabari and Ghazzawi (2019) identified three dimensions of organizational commitment, with normative commitment standing out as having a significant impact on job performance. Their research on normative commitment in both public and private firms showed that it has a psychological effect on employee performance. The findings indicated that the willingness and loyalty of employees are directly linked to improved job performance.

J. Job Satisfaction

The degree or amount of contentment a person has with his or her employment or job can be referred to as job satisfaction. Along with organizational commitment, it is one of the most researched employee attitudes connected to the workplace. According to Lok and Crawford (2001), dedication and employee satisfaction is closely related.

Job satisfaction has been a subject of interest for numerous academics and psychologists, resulting in various descriptions. According to studies, it is a positive and fulfilling emotional state experienced by individuals in response to the analysis of their job's characteristics. Additionally, job satisfaction refers to employees' attitudes or sentiments toward their occupations and various job aspects, including the working environment, working conditions, fair compensation, and communication with coworkers (Robbins & Judge, 2009).

According to the definitions and ideas previously described, employee work satisfaction is a crucial component of every business and, to a certain extent, it fuels its success. Along with improving their own job happiness levels, they must also focus on how to keep their colleagues' job satisfaction levels high. The effects or precursors of job happiness are numerous. These effects are only two-dimensional. The terms "constructive/destructive" or "active/passive consequences" are used to describe these aspects. Additionally, there are specific reactions such as departure, voice, loyalty, and neglect that correspond to these dimensions. Both exit and neglect are deemed to be damaging behaviors per the following definitions. However, speaking up and showing devotion are positive actions (Robbins & Judge, 2009).

K. Correlation between Measures

This section presents several studies that focused on the same variables as the present study. Some of these studies revealed that these variables are associated and some found these variables have no significant relationship.

In most research, job satisfaction has been considered the dependent variable, while organizational commitment is treated as the independent variable (Jernigan, 2002). It is important to note that commitment and job satisfaction can be viewed differently. Job satisfaction is a specific response to particular job-related factors, whereas commitment represents a broader, more overall response to the organization. Consequently, commitment is expected to be more stable and consistent over time compared to job satisfaction, and it may take longer for commitment to develop even after an individual becomes satisfied with their job (Feinstein & Vondrasek, 2001).

Meanwhile, Allen and Meyer (1990) found preliminary evidence of a significant relationship between organizational commitment and job satisfaction. They identified three commitment components: affective, continuance, and normative commitment. Each component closely aligns with major conceptualizations of commitment, representing distinct links between employees' job satisfaction and

commitment. Affective commitment relates to emotional attachment, continuance commitment to perceived costs of leaving, and normative commitment to a sense of duty. Understanding these connections provides valuable insights into employee attitudes and behaviors in the workplace.

Furthermore, researchers advocate exploring employees' beliefs to enhance satisfaction and commitment. The multi-faceted nature of attitudes means various factors influence them. Employees may like their supervisor but not their coworkers, or vice versa. Many seek happiness in pay, work content, relationships, advancement, and more. While extensively studied, job satisfaction extends to workplace, facilities, and organizational policies. Understanding these aspects can lead to a more content and committed workforce (Culibrk, Delic, Mitrovic, & Culibrk, 2018).

Given the existence of the abovementioned studies, the present researchers are motivated to investigate on the relationship on the same variables in another research locale to another group of respondents. This is to validate or nullify the results of the previous studies using the result of the present study.

L. Theoretical Framework

This study is anchored on the following theories: the range of affect theory (Locke, 1976), exchange-based definition or side-bet theory (Becker, 1960; Alutto, Hrebiniak, & Alonso, 1973), and attitudinal perspective theory (Porter, Steers, Mowday, & Boulian, 1974).

The study is anchored in Locke's range of affect theory (1976), the most well-known model of job satisfaction. This theory posits that there exists a gap between an employee's job preferences and their actual job experiences. The level of satisfaction with specific job aspects moderates the overall work experience. When employees' expectations are met at work, it contributes positively to their job satisfaction, but unmet expectations lead to negative job satisfaction. For instance, employees who highly value promotions may experience greater job satisfaction in organizations that offer growth opportunities compared to those who do not prioritize promotions. Understanding these dynamics can significantly impact employees' overall job satisfaction and work experience.

The second theoretical foundation of this study is the exchange-based definition or side-bet theory (Becker, 1960; Alutto, Hrebiniak, & Alonso, 1973). This theory, from an attitudinal perspective, focuses on the psychological attachment and affective commitment an employee forms towards the organization. It describes organizational commitment as an emotional connection characterized by the intention to stay with the organization, identification with its values and goals, and a willingness to exert extra effort on its behalf. Individuals assess the alignment between their own values and goals with those of the organization as a crucial part of their organizational commitment, making it the link between the individual employee and the organization.

Finally, the study is grounded in the attitudinal perspective theory (Porter, Steers, Mowday, & Boulian, 1974), which offers two distinct dimensions of commitment in the workplace. Affective commitment is characterized by employees experiencing positive emotions linked to a strong sense of identification, attachment, and engagement with their organization. Such individuals feel a deep connection to their workplace and genuinely care about its success. On the other hand, continuance commitment is driven by the perceived costs associated with leaving the organization. Employees with continuance commitment are committed out of necessity, considering the potential drawbacks of quitting, such as financial loss, loss of benefits, or negative career implications. Understanding these dimensions helps in comprehending the varying levels of dedication and loyalty employees hold towards their respective organizations.

This study is anchored on these theories as they help explain the nature and relationship of the variables under investigation. An important objective of this study is to test the research hypotheses formulated based on these theories, aiming to either validate or disprove them.

M. Conceptual Framework

In this study, three variables are examined, with two being independent, and one being dependent. The independent variables consist of the participants' demographic profile and their organizational commitment, which is further divided into affective, continuance, and normative commitment. On the other hand, the dependent variable is the level of job satisfaction reported by the employees. By analyzing these variables, the study can establish the influence of organizational commitment towards job satisfaction.

Demographic profile refers to a set of specific characteristics of respondents, including age, gender, level of education, and length of service in their current position. These variables play a crucial role in understanding the perspectives and implications of the individuals being surveyed (DeVaney & Chen, 2003).

On the other hand, **organizational commitment** reflects on the employees' emotional attachment and loyalty to the organization. It signifies their investment in the organization's goals, leading to increased dedication, longer tenure, positive behaviors, and support for the company's mission. Factors like job satisfaction, perceived support, and alignment with values influence this commitment (Al-Aameri, 2000).

Meanwhile, **job satisfaction** refers to an individual's contentment and positive emotional state regarding their specific job or work-related experiences. It reflects the extent to which employees feel fulfilled, engaged, and pleased with various aspects of their job, such as the work itself, the work environment, co-workers, and opportunities for growth. It is important to note that job satisfaction may not always be directly linked to an employee's commitment to the organization, as some satisfied employees may still contemplate leaving, while others who are less satisfied may

choose to remain dedicated to their current positions (Basumallick, 2021).

N. Significance of the Study

This study holds significant value for its various beneficiaries as it explores the influence of organizational commitment on job satisfaction among the study participants. Specifically, this study is beneficial to the following recipients:

- **LGU Supervisors.** The findings of this study will provide valuable insights to LGU supervisors, enabling them to make informed decisions and implement strategies to enhance the job satisfaction of Barangay Health Workers (BHWs). By understanding the link between organizational commitment and job satisfaction, supervisors can adopt measures to boost job motivation and productivity within the workforce.
- **Barangay Health Workers.** BHWs will gain from this study as it sheds light on the potential impact of organizational commitment on their job satisfaction. Armed with this knowledge, BHWs can assess their own job needs and identify areas where organizational commitment may be strengthened to achieve higher levels of job satisfaction.
- **Present Researchers.** This study is of particular benefit to the current researchers as it delves into the fundamental causes of job satisfaction issues and seeks potential solutions. The broader perspectives garnered from respondents offer valuable insights into how employee satisfaction and performance can be positively influenced, aiding in the formulation of effective recommendations.
- **Future Researchers.** Future researchers will find value in this study as it serves as a useful reference on the relationship between employee organizational commitment and job satisfaction. The findings can be drawn upon for future investigations in related areas, allowing for the expansion of knowledge in this field.

➤ Scope and Delimitation

The primary aim of this study was to examine the potential impact of organizational commitment on the job satisfaction level of the respondents. The variables under investigation were delimited to demographic profile, encompassing age, gender, level of education, and length of service; organizational commitment, measured through affective, continuance, and normative dimensions; and job satisfaction. The research was conducted in the month of February to March, calendar year 2022-2023 and focused specifically on Barangay Health Workers in Malaybalay City, Bukidnon.

O. Definition of Terms

- **The Variables in this Section are Defined Operationally for a Better Understanding of this Study.**
- **Demographic Profile.** In this study, it refers to the age, gender, level of education, and length of service of the Barangay Health Workers in Malaybalay City.

- **Organizational Commitment.** In this context, it refers to the extent to which the employees demonstrate loyalty, identification, and attachment to their organization, as assessed through standardized scale or questionnaire that measures affective, continuance, and normative commitment.
- **Job Satisfaction.** In this study, it refers to the individual's positive emotional and cognitive evaluation of their job or work-related experiences such as satisfaction with the work itself, relationships with co-workers and supervisors, opportunities for growth and advancement, compensation, and overall job contentment.

III. METHODS

This chapter presents the research design, research locale, population and sample, research instrument, scoring procedure, data collection, statistical treatment, and ethical consideration.

A. Research Design

This study employed a quantitative approach using a descriptive-correlational research design. Descriptive-correlational research, according to Fraenkel, Wallen, and Hyun (2009), is a type of study which goal is to determine the connection between two or more variables and their causes and effects. The researchers opted to use this design since the researchers aim to: (1) describe the data gathered from the respondents, (2) investigate possible relationship between organizational commitment and job satisfaction of the respondents, and (3) examine whether organizational commitment can significantly influence the respondents' job satisfaction.

B. Research Locale

The study was conducted in Malaybalay City, Bukidnon, a picturesque and vibrant locality nestled in the heart of the Philippines. Malaybalay City serves as the capital of the Province of Bukidnon, known for its lush greenery, fertile agricultural lands, and a diverse cultural heritage. The focus of the study was on the dedicated and hardworking barangay health workers who play the crucial role in providing essential healthcare services to the local communities. The area's rural setting and close-knit communities create a unique environment where barangay health workers often have a profound impact, as they bridge the gap between formal healthcare institutions and the residents. The rich cultural fabric of the place also influences the health practices and beliefs, which makes understanding the characteristics of the locale integral to comprehending the

challenges and successes of barangay health workers in delivering healthcare services effectively.

C. Population and Sample

The respondents of the study were the BHWs (Barangay Health Workers) from Malaybalay City. The researchers intended to choose them as the respondents of the study since the focus of the present study was the Barangay Health Workers. Probability sampling procedure was employed to determine the sample of the study. The researchers randomly selected 140 respondents out of the 541 BHWs in Barangay Health Station in Malaybalay City, Bukidnon. Based on the information obtained through a self-administered questionnaire approach among the Barangay Health Workers in Malaybalay City, Bukidnon, the results of the study may be altered over time due to changes in the common behavior of the study's target respondents.

D. Research Instrument

The instrument used in this study is an adapted questionnaire from the study of Allen and Meyer (1990) entitled, "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization," in measuring the independent variable (organizational commitment) and "A Survey of Organizations: A Machine-Scored Standardized Questionnaire Instrument," developed by Taylor and Bowers (1972) to measure the dependent variable (job satisfaction). Though adapted, this questionnaire was slightly modified. The questionnaire is structured into three parts to gather comprehensive information from the respondents. The first part focuses on obtaining their demographic profile, including age, gender, level of education, and length of service as a barangay health worker. The second part aims to assess the organizational commitment of the respondents, while the third part aims to measure their job satisfaction. Before the final version of the questionnaire was administered, the researchers validated and tested its reliability. Also, necessary corrections identified during the proposal defense were incorporated to ensure the questionnaire's clarity and effectiveness in gathering relevant data from the respondents.

E. Scoring Procedure

The respondents answered the questionnaire for organizational commitment using a five-point Likert scale. Below is a tabular presentation of the scale used with its limits, description, and interpretation.

Table 1: Scoring Procedure

Scale	Limits	Description	Interpretation
5	4.21 – 5.00	Strongly Agree	The BHWs organizationalcommitment is very high.
4	3.41 – 4.20	Agree	The BHWs organizationalcommitment is high.
3	2.61 – 3.40	Neutral	The BHWs organizational commitment is not high nor low.
2	1.81 – 2.60	Disagree	The BHWs organizationalcommitment is low.
1	1.00 – 1.80	Strongly Disagree	The BHWs organizationalcommitment is very low.

Meanwhile, the respondents answered the instrument for the job satisfaction using a five-point Likert scale. Below

is a tabular presentation of the scale used with its limits, description, and interpretation.

Table 2: Job Satisfaction

Scale	Limits	Description	Interpretation
5	4.21 – 5.00	Strongly Agree	The BHWs job satisfaction is very high.
4	3.41 – 4.20	Agree	The BHWs job satisfaction is high.
3	2.61 – 3.40	Neutral	The BHWs job satisfaction is not high nor low.
2	1.81 – 2.60	Disagree	The BHWs job satisfaction is low.
1	1.00 – 1.80	Strongly Disagree	The BHWs job satisfaction is very low.

F. Data Collection

At the onset of the study, the researchers sought permission from the Barangay Health Worker Federation President by writing a communication letter. Once the permission was granted, the researchers immediately sought the consent of the respondents to conduct the study. After retrieving the questionnaires from the respondents, the researchers tabulated the answers for further analysis. The tabulated data was then sent to the statistician for statistical analysis. As soon as the researchers received the results of the statistical analysis, they proceeded with the interpretation of the findings.

G. Statistical Treatment

➤ *The Following Descriptive and Inferential Statistics were used to Answer the Research Objectives of this Study:*

- **Frequency Count and Percentage** were used to analyze the demographic profile of the respondents.
- **Mean and Standard Deviation** were used to determine the level of organizational commitment and job satisfaction of the BHWs in Malaybalay City, Bukidnon.
- **Pearson Product-Moment Correlation Analysis** was used to examine whether a significant relationship existed between the respondents' organizational commitment and job satisfaction.
- **Simple Linear Regression Analysis** was used to investigate whether organizational commitment influenced job satisfaction.

H. Ethical Consideration

The researchers ensured that ethical protocols in the conduct of the research were observed. Permission from the Barangay Health Worker Federation President and research adviser, as well as consent from the respondents, was sought before the study's conduct. The respondents were fully informed about the objectives of the study and the possible risks involved. They were encouraged to participate voluntarily, and no coercion was used if they chose not to participate. The researchers guaranteed the privacy and confidentiality of the respondents' personal information, ensuring that no personal data was divulged. Data in the study were not falsified or fabricated, and all forms of deceit were avoided. To ensure originality, the researchers had their manuscript examined by plagiarism software. All these ethical considerations were avoided, and all ethical protocols were observed by the researchers to ensure a quality and ethically bound study.

IV. RESULTS

This chapter presents the result of the study organized according to the sequence of the research objectives and the variables being studied. The results are presented in tabular and prose form.

A. Demographic Profile

Table 3 presents the demographic profile of the respondents in terms of gender. The table shows that 2 (1.4%) of the respondents are males and 138 (98.6%) are females.

Table 3: Demographic Profile in terms of Gender

Gender	N	%
Male	2	1.4
Female	138	98.6
Total	140	100.0

Table 4 shows the demographic profile of the respondents in terms of age. The majority of the respondents are between 31 to 35 years old, comprising 43 (30.7%) of the total number of samples. This is closely followed by respondents who are between 36 years old to 40 years old, comprising 32 (22.9%) of the total number of samples. Meanwhile, 28 (20%) of the respondents are 41 years old and above, 23 (16.4%) of the respondents are between 26 to 30 years old, and 8 (5.7%) of the respondents are between 21 to 25 years old. It is noteworthy that there are no respondents below the age of 21.

Table 4: Demographic Profile in Terms of Age

Age	n	%
20 years old and below	6	4.3
21-25 years old	8	5.7
26-30 years old	23	16.4
31-35 years old	43	30.7
36-40 years old	32	22.9
41 years old and above	28	20.0
Total	140	100.0

Table 5 displays the demographic profile of the respondents in terms of educational attainment. The results indicate that the largest group of respondents are high school graduates, comprising 55 (39.3%) of the total sample. Following closely are respondents who are college level, making up 45 (32.1%). In addition, 30 (21.4%) respondents have reached the high school level, while smaller proportion are college graduates with 5 (3.6%) counterparts. Furthermore, there are 3 (2.1%) respondents with an elementary level of education, and only 2 (1.4%) have completed elementary school.

Table 5: Demographic Profile in Terms of Educational Attainment

Educational Attainment	n	%
Elementary Level	3	2.1
Elementary Graduate	2	1.4
High School Level	30	21.4
High School Graduate	55	39.3
College Level	45	32.1
College Graduate	5	3.6
Total	140	100.0

Table 6 indicates the demographic profile of the respondents based on their length of service. As a result, majority of them, comprising 41 (29.3%) respondents have a length of service between 11 to 15 years. Close behind, 39 (27.9%) respondents have been in service for 7 to 10 years and 0 to 5 years. In addition, there are 13 respondents (9.3%) with a service length between 21 to 25 years, while 5 respondents (3.6%) have served for 26 to 30 years. A smaller group of respondents, 3 or (2.1%), have a service length of 31 years and above.

Table 6: Demographic Profile in terms of Length of Service

Length of Service	n	%
0-5 years and below	39	27.9
7-10 years	39	27.9
11-15 years	41	29.3
21-25 years	13	9.3
26-30 years	5	3.6
31 years and above	3	2.1
Total	140	100.0

➤ *Level of Organizational Commitment*

Table 7 illustrates the level of organizational commitment of the respondents with a total mean of 4.38 (SD=0.54), interpreted as very high. It must be noted that the indicator, *continuance*, got the highest mean of 4.40 (SD=0.52). Meanwhile, the indicator, *affective*, got the lowest mean of 4.36 (SD=0.66).

Table 7: Level of Organizational Commitment

Indicators	Mean	SD	Interpretation
Continuance	4.40	0.52	Very High
Normative	4.38	0.45	Very High
Affective	4.36	0.66	Very High
Overall Mean	4.38	0.54	Very High

Table 8: Legend

Scale	Limits	Description	Interpretation
5	4.21 – 5.00	Strongly Agree	Very High
4	3.41 – 4.20	Agree	High
3	2.61 – 3.40	Neutral	Not High nor Low
2	1.81 – 2.60	Disagree	Low
1	1.00 – 1.80	Strongly Disagree	Very Low

B. *Level of Job Satisfaction*

Table 9 presents the level of job satisfaction of the respondents with a total mean of 4.46 (SD=0.46), interpreted as “very high.” It must be noted that the item statement, “All in all, I am satisfied with my job now” and “All in all, I am

satisfied with my immediate supervisor,” got the highest mean of 4.56 (SD=0.63). Meanwhile, the item statement, “All in all, I am satisfied with this organization, compared to other company,” got the lowest mean of 4.39 (SD= 0.64).

Table 9: Level of Job Satisfaction

Item Statements	Mean	SD	Interpretation
1. All in all, I am satisfied with my job now.	4.56	0.63	Very High
2. All in all, I am satisfied with my immediate supervisor.	4.56	0.59	Very High
3. All in all, I am satisfied with the members in my work group.	4.54	0.64	Very High
4. Considering my skills and level of education that I have; I am satisfied with my pay and benefit that I get in this organization.	4.41	0.62	Very High
5. I never thought of leaving this organization even if it is not stable for this moment.	4.41	0.74	Very High
6. All in all, I am satisfied with this organization compared to other company.	4.39	0.64	Very High
Overall Mean	4.46	0.46	Very High

Table 10: Legend:

Scale	Limits	Description	Interpretation
5	4.21 – 5.00	Strongly Agree	Very High
4	3.41 – 4.20	Agree	High
3	2.61 – 3.40	Neutral	Not High nor Low
2	1.81 – 2.60	Disagree	Low
1	1.00 – 1.80	Strongly Disagree	Very Low

C. Correlation Analysis between Organizational Commitment and Job Satisfaction

Table 11 shows the correlation analysis between the independent and dependent variables of the study. The independent variables of the study are demographic profile and organizational commitment in terms of affective, normative, and continuance commitment while the dependent variable is job satisfaction. Both of these variables were initially measured using mean and standard deviation.

To examine the relationship of these variables, Pearson product-moment correlation analysis was used. The correlation analysis reveals highly significant positive

relationship between the independent variable (affective, normative, and continuance) and the dependent variable (job satisfaction). Specifically, affective commitment shows a correlation coefficient of 0.331, normative commitment has a correlation coefficient of 0.308, and continuance commitment exhibits the strongest correlation with a coefficient of 0.639, all with p-values of 0.000. These results suggest that higher levels of emotional attachment, sense of obligation, and perceived costs of leaving the job are associated with increased job satisfaction. **Therefore, the first null hypothesis, “The organizational commitment has no significant relationship with BHW’s job satisfaction,” is rejected.**

Table 11: Correlation Analysis between Organizational Commitment and Job Satisfaction

Independent Variables	Dependent Variable: Job Satisfaction		
	Correlation Coefficient	p-value	Interpretation
Affective	.331**	0.000	Highly Significant
Normative	.308**	0.000	Highly Significant
Continuance	.639**	0.000	Highly Significant

***. Correlation is significant at the 0.01 level (2-tailed).*

D. Regression Analysis between Organizational Commitment and Job Satisfaction

Table 11 discloses the regression analysis between the independent and dependent variables of the study. In this study, a regression analysis was conducted to examine the relationship between organizational commitment and job satisfaction. Organizational commitment was measured using three components: affective, continuance, and normative. The

result of the analysis revealed that one specific component of organizational commitment, which is “continuance,” emerged as a significant predictor of job satisfaction. In other words, the level of continuance exhibited by the respondents had a notable impact on their overall job satisfaction. **Therefore, the second null hypothesis that states, “The organizational commitment has no influence to the BHW’s job satisfaction,” is rejected.**

Table 12: Regression Analysis between Organizational Commitment and Job Satisfaction

Organizational Commitment	Job Satisfaction				Interpretation	
	Unstandardized Coefficients		Standardized Coefficients	t-value		p-value
	Beta	Std. Error	Beta			
(Constant)	1.599	0.328		4.876	0.000	
Affective	0.031	0.070	0.035	0.441	0.660	Not Significant
Normative	0.017	0.005	0.025	6.786	0.759	Not Significant
Continuance	0.638	0.082	0.624	7.567	0.000	Significant
	R		.630 ^a	p		0.000 ^b
	R ²		.383	S		0.360
	F		29.783			

Continuance obtained a beta coefficient 0.638, which is the increase of the job satisfaction in every 1 level increase of continuance. Based on the analysis, the obtained regression model of **Job Satisfaction = 1.599 +.0.638* Continuance**. Meanwhile, the computed multiple correlation is .630. This is the multiple correlation between the significant independent and dependent variables. On the other hand, the adjusted R²=.383 means that 38.3% of the variation of the job satisfaction of the employees is explained by its linear relationship with the predictor variable. Also, the computed S=0.360 is the measure of the accuracy of the prediction, the smaller its value, the better.

V. DISCUSSION

This chapter presents a thorough discussion on the implications of the results of the study. The discussion is organized according to the presentation of results in the previous chapter.

A. Demographic Profile

Table 3 presents the respondents’ demographic profile in terms of gender. The result shows that most of the Barangay Health Workers are females. This implies that there is a significant gender disparity within this particular healthcare workforce. This imbalance arises from various factors, such as societal norms, cultural expectations, and

historical gender roles. The overrepresentation of females in the BHW role may be influenced by the perception of caregiving as a traditionally female-oriented domain, leading to more women opting for such roles. Moreover, it could also reflect barriers or limitations faced by men in pursuing careers in healthcare or community health settings. Grant, Wilford, Haskins, Phakathi, Mntambo, and Horwood (2017) claimed that the predominance of female indicates that women are actively engaged in community health and are contributing to the well-being of their neighborhoods. This representation could foster a sense of trust and comfort among community members, as female health workers may be more approachable and better able to address sensitive health issues.

Table 11 shows the respondents' demographic profile in terms of age. The result reveals that majority of the respondents are between 31 to 35 years old. This age range typically represents individuals who are in the prime of their working years, which suggests a positive trend in terms of active and productive engagement in community health initiatives. BHWs within this age bracket are likely to possess a good balance of energy, experience, and maturity, which can be advantageous in handling various health-related challenges and effectively serving the community's needs. According to Dodd, Kipp, and Nicholson (2021), the prevalence of BHWs in the 31 to 35 age group indicates that there has been successful recruitment and retention of health workers within this particular age range.

Table 12 displays the respondents' demographic profile in terms of educational attainment. The result indicates that the largest group of respondents are high school graduates. This means that there is a significant proportion of individuals within the Barangay Health workforce who have a basic level of education but have not possessed specialized medical training. While high school graduates can still contribute meaningfully to healthcare efforts, it also highlights the importance of continuous training and upskilling opportunities to enhance their knowledge and skills in delivering quality healthcare services. As indicated by Alfeld, Charner, Jonshon, and Watts (2013), prevalence of high school graduates among Barangay Health Workers reflect the accessibility and inclusivity of the profession.

Table 6 indicates the respondents' demographic profile based on their length of service. As a result, majority of them have a length of service between 11 to 15 years. The distribution suggests a substantial portion of experienced and tenured individuals within the Barangay Health workforce. Having a considerable number of workers with over a decade of service implies a level of stability and continuity in the provision of healthcare services to the community. These seasoned workers are likely to have developed a deep understanding of the local health challenges, established strong connections with the community members, and accumulated valuable expertise in handling various health issues. According to the International Labor Organization (ILO) (2022), when experienced workers reach a certain point in their careers, this presents an opportunity for knowledge transfer and mentorship, where these veteran

workers can pass down their knowledge and skills to newer generations of Barangay Health Workers.

B. Organizational Commitment

The very high level of organizational commitment among the Barangay Health Workers of Malaybalay City is observed due to the very high rating given by the respondents on continuance, normative, and affective. This implies that BHWs demonstrate a high level of continuance commitment suggesting that they are primarily motivated to stay with their current organization because of the perceived costs associated with leaving. This could be due to factors such as job security, benefits, and career opportunities within the organization. When employees feel that the costs of leaving their current roles are high, they are more likely to stay committed to their jobs, leading to increased stability and reduced turnover rates within the healthcare workforce. This is particularly beneficial for the continuity of healthcare services and the establishment of long-term relationships between BHWs and the community they serve.

Moreover, the high ratings in the normative dimension suggest that BHWs feel a sense of obligation and moral responsibility towards the organization. This feeling of obligation might arise from strong cultural or social norms that value commitment to public service and community welfare. When BHWs perceive their work as more than just a job, but rather as a meaningful and socially significant role, they are more likely to exhibit higher levels of commitment and dedication to their responsibilities. This normative commitment can lead to enhanced teamwork, cooperation, and a collective focus on achieving the organization's goals.

Lastly, the high ratings in the affective dimension indicate that BHWs have a strong emotional attachment and positive feelings towards their organization. This emotional connection is often linked to job satisfaction, a supportive work environment, and positive relationships with colleagues and supervisors. When BHWs have a positive affective commitment, they are more likely to go the extra mile in their work, show empathy towards patients, and have a higher level of overall job satisfaction. This, in turn, can contribute to improved patient outcomes and community satisfaction with the healthcare services provided by the BHWs.

The study of Rosen et al. (2018) purported that a strong sense of commitment can have several positive effects within a healthcare organization. These benefits include enhanced stability, better teamwork, increased job satisfaction, and ultimately, an improved quality of healthcare services for the community. To maintain this high level of dedication among the BHWs over time, the organization should continuously provide support and encouragement. This can be achieved through acknowledging their contributions, offering opportunities for professional growth, and fostering a positive and nurturing work environment.

C. Job Satisfaction

The very high level of job satisfaction among BHWs of Malayblalay City is due to the high ratings given by most of the respondents towards job satisfaction indicated in the questionnaire. The result indicates that, all in all, the respondents are satisfied with their job now. Moreover, they are satisfied with their immediate supervisor and with the members of their work group. This implies that high levels of job satisfaction among the Barangay Health Workers (BHWs) indicate a motivated and engaged workforce. When employees are satisfied with their jobs, they tend to approach their responsibilities with a positive attitude and a sense of fulfillment. This translates into enhanced performance and productivity, as BHWs are more likely to go above and beyond to provide quality healthcare services to the community they serve. Their satisfaction reflects a sense of contentment with their current roles and a recognition of the value of their contributions to the organization and the community.

Moreover, the satisfaction expressed by the BHWs towards their immediate supervisor is a strong indicator of positive leadership within the healthcare organization. When employees are satisfied with their supervisors, it suggests that they perceive their leaders as supportive, approachable, and effective in guiding their work. This positive supervisor-employee relationship fosters a nurturing and empowering work environment, where BHWs feel comfortable expressing their concerns, seeking guidance, and collaborating on healthcare initiatives. Also, the satisfaction with their immediate workgroup members further reinforces the presence of strong teamwork and mutual respect, as BHWs rely on each other to achieve common goals and provide comprehensive healthcare services to the community.

The research of Tsai (2011) claimed that the collective job satisfaction experienced by the health workers contributes to a positive organizational culture within the healthcare system. A positive culture is vital for attracting and retaining talented individuals, as it signals a healthy and supportive work environment. Satisfied BHWs are more likely to remain in their positions, reducing turnover rates and ensuring continuity in healthcare services. This stable workforce, driven by job satisfaction, can lead to long-term relationships between health workers and the community, building trust and rapport.

D. Correlation between Organizational Commitment and Job Satisfaction

Table 4 presents the correlation analysis between organizational commitment and job satisfaction. The correlation analysis reveals highly significant positive relationship between the independent variable (affective, normative, and continuance) and the dependent variable (job satisfaction). **Therefore, the first null hypothesis, “The organizational commitment has no significant relationship with BHW’s job satisfaction,” is rejected.** The significant relationship between affective commitment and job satisfaction suggests that the emotional attachment and positive feelings the BHWs have towards their organization are influential factors in their overall job

satisfaction. Meanwhile, affective commitment reflects a strong sense of identification and alignment with the values and goals of the organization. When BHWs feel a deep emotional connection to their work and believe in the importance of their roles in improving community health, it contributes to a greater sense of purpose and fulfillment, leading to higher level of job satisfaction. Their passion for their work and the meaningful impact they make in the lives of the community members further contribute to their overall job satisfaction.

Moreover, the significant relationship between normative commitment and job satisfaction highlights the importance of moral and social obligations in shaping BHWs' satisfaction with their jobs. Normative commitment is characterized by a sense of responsibility and duty towards the organization and the community it serves. BHWs who feel a strong moral obligation to contribute to the well-being of their community through their healthcare services are more likely to derive satisfaction from fulfilling this responsibility. The alignment of their personal values with the mission of the organization fosters a sense of pride and fulfillment, reinforcing their job satisfaction.

Finally, the significant relationship between continuance commitment and job satisfaction emphasizes the role of perceived costs and investments associated with leaving the organization. While continuance commitment is primarily based on the perceived benefits of staying with the organization, it also implies that BHWs recognize the importance of job stability and the value of the resources invested in their current roles. When BHWs believe that the benefits of remaining in their positions outweigh the costs of leaving, they are more likely to find job satisfaction in the security and stability their jobs offer. Additionally, if they perceive potential job alternatives as less attractive, they may develop a greater appreciation for their current role, further enhancing their overall job satisfaction.

In their seminal study, Allen and Meyer (1990) provided initial evidence of a noteworthy correlation between organizational commitment and job satisfaction. Through their investigation, they identified three fundamental components of commitment: affective, continuance, and normative commitment. Each of these components aligns closely with significant conceptualizations of commitment, representing unique links between employees' job satisfaction and their commitment levels. Affective commitment revolves around emotional attachment to the organization, while continuance commitment relates to employees' perceptions of the costs involved in leaving their current position. On the other hand, normative commitment reflects a sense of duty and responsibility towards the organization. Understanding these interconnections offers valuable insights into the attitudes and behaviors of employees within the workplace setting.

E. Regression Analysis between Organizational Commitment and Job Satisfaction

Based on the regression analysis, continuance, emerged as a significant predictor of job satisfaction. In other words, the level of continuance exhibited by the respondents had a notable impact on their overall job satisfaction. **Therefore, the second null hypothesis that states, “The organizational commitment has no influence to the BHW’s job satisfaction,” is rejected.** This highlights the significance of organizational policies and practices that promote employee retention and address their concerns about leaving, as they can greatly influence job satisfaction levels. Continuance commitment refers to the perspective held by employees who remain in their current positions because they believe the benefits of staying outweigh the potential costs associated with finding another job. These benefits include financial security, the time and effort invested in their current roles, or a lack of comparable opportunities elsewhere. Additionally, organizational commitment enhances employee retention, reduces turnover rates, and strengthens the continuity of knowledge and expertise within the organization. This enduring dedication to the organization leads to increased job satisfaction, as employees feel valued, supported, and aligned with the mission and values of the organization, ultimately leading to improved performance, productivity, and overall well-being in the workplace.

As indicated by Syarifin and Atmaha (2023), organizational commitment plays a pivotal role in shaping job satisfaction among employees. When employees feel a strong sense of commitment to their organization, they are more likely to be motivated, engaged, and invested in their work. A high level of organizational commitment fosters a positive work environment, as committed employees are more willing to go the extra mile to achieve organizational goals, collaborate effectively with their colleagues, and contribute to the success of the company.

VI. CONCLUSION

➤ *Based on the data gathered, the following conclusions are drawn:*

The demographic profile of the respondents indicates that the majority are female, with the highest proportion being between 31 to 35 years old, high school graduates, and with a length of service between 11 to 15 years.

The Barangay Health Workers exhibit a very high level of commitment and job satisfaction in terms of their roles and responsibilities because they are highly motivated, dedicated, and passionate about serving the community's health needs, leading to more effective and impactful healthcare services at the grassroots level.

The study's correlation analysis indicates that organizational commitment, specifically affective, normative, and continuance commitment, has a highly significant positive relationship with job satisfaction among BHWs, suggesting that higher levels of emotional attachment, sense of obligation, and perceived costs of leaving the job are

associated with increased job satisfaction, therefore, the first null hypothesis is rejected.

Lastly, the regression analysis revealed that organizational commitment in terms of continuance significantly influenced the job satisfaction among BHWs.

The findings of this study validate the range of affect theory by Locke (1976) because when employees feel that their efforts and contributions are rewarded fairly by the organization, they are more likely to develop stronger commitment and experience higher job satisfaction.

Similarly, exchange-based definition or side-bet theory is validated in the study's findings because employees develop organizational commitment through a series of exchange relationships where they invest in the organization based on perceived investments made by the organization in them, leading to increased job satisfaction.

Finally, the attitudinal perspective theory validates the study's findings because positive attitudes, such as strong commitment and high job satisfaction, arise when employees perceive their work environment positively and believe that their needs and expectations are met within the organization.

RECOMMENDATION

➤ *Based on the Findings and Conclusions of the Study, the Following Recommendations are Offered:*

LGU supervisors may recognize and appreciate the dedication and passion displayed by Barangay Health Workers (BHWs) in serving the community's health needs, and fosters a supportive environment that encourages their continued commitment and attachment to their roles, thereby enhancing job satisfaction and overall effectiveness of healthcare services at the grassroots level.

BHWs and midwives may continue demonstrating high levels of motivation and dedication in their roles, as it has been proven to positively impact job satisfaction; consider participating in continuous training and development opportunities to further enhance skills and knowledge, which can further contribute to their sense of fulfillment and commitment.

Future researchers may build upon this correlation analysis and explore further the underlying factors that drive affective, normative, and continuance commitment among BHWs and midwives, in order to gain a more comprehensive understanding of the dynamics that influence organizational commitment and job satisfaction in the context of community healthcare services.

REFERENCES

- [1]. Adegbaye, S. I., Agboola, I. O., & Buraimo, O. (2021). Organizational commitment among university library personnel: A demographic analysis. *Library Philosophy and Practice (e-journal)*, 5397. <https://digitalcommons.unl.edu/libphilprac/5397>
- [2]. Alfeld, C., Charner, I., Johnson, L., & Watts, E. (2013). *Work-based learning opportunities for high school students*. Louisville, KY: National Research Center for Career and Technical Education, University of Louisville.
- [3]. Alkahtani, A. H. (2015). Investigating factors that influence employees' turnover intention: A review of existing empirical works. *International Journal of Biometrics*, 10, 152.
- [4]. Al-Aameri, A.S. (2000). Job satisfaction and organizational commitment for nurses. *Saudi Med J*, 21(6):531-5. PMID: 11500699.
- [5]. Al-Jabari, B., & Ghazzawi, I. (2019). Organizational commitment: A review of the conceptual and empirical literature and a research agenda. *International Leadership Journal (ILJ)*, 11(1), 78-119. Retrieved from https://www.researchgate.net/publication/331635975_Organizational_Commitment_A_Review_of_the_Conceptual_and_Empirical_Literature_and_a_Research_Agenda78-119
- [6]. Allen, N.J., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance, normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- [7]. Alutto, J. A., Hrebiniak, L.G., & Alonso, R. C (1973). On operationalizing the concept of commitment. *Social Forces*, 51, 448-454. Retrieved from <https://www.semanticscholar.org/paper/On-Operationalizing-the-Concept-of-Commitment-Alutto-Hrebiniak/36f80a914caa84eb7aa400d665c5e5d1a0c18cb1>
- [8]. Basumallick, C. (2021). *What is job satisfaction? Definition, factors, importance, statistics, and examples*. Retrieved from <https://www.spiceworks.com/hr/engagement-retention/articles/what-is-job-satisfaction/>
- [9]. Becker, H.S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 32-42. <http://dx.doi.org/10.1086/222820>
- [10]. Bushiri, C.A.P. (2014). *The impact of working environment on employees' performance: The case of institute of finance management in Dar Es Salaam Region* (Dissertation, Open University of Tanzania). Retrieved from <https://core.ac.uk/download/pdf/33424874.pdf>
- [11]. Chordiya, R., Sabharwal, M., & Goodman, T. (2017). Organizational commitment: A comprehensive review. *Journal of Management Research*, 17(3), 123-142. <https://10.1177/09721509176993581>
- [12]. Culibrk, J., Delic, M., Mitrovic, S., & Culibrk, D. (2018). Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement. *Frontiers in Psychology*, 9, 1-12. <https://doi.org/10.3389/fpsyg.2018.00132>
- [13]. DeVaney, S. A., & Chen, Z. S. (2003). *Job Satisfaction of recent graduates in financial services, US Department of Labor*. Retrieved from <https://www.bls.gov/opub/mlr/cwc/job-satisfaction-of-recent-graduates-in-financial-services.pdf>
- [14]. Dixit, A., & Bhati, M. (2012). Organizational commitment and its impact on job satisfaction in higher education institutions: A study of faculty members in Rajasthan. *International Journal of Business and Management*, 7(24), 23-32.
- [15]. Dodd, W., Kipp, A., & Nicholson, B. (2021). Governance of community health worker programs in a decentralized health system: A qualitative study in the Philippines. *BMC Health Services Research* 21, 451-461. <https://doi.org/10.1186/s12913-021-06452-x>
- [16]. Feinstein, A. H., & Vondrasek, D. (2001). Organizational commitment and job satisfaction: An examination of their relationship in the hotel industry. *Journal of Hospitality & Tourism Research*, 25(1), 3-24. <http://dx.doi.org/10.1037/h0037335>
- [17]. Fraenkel, J.R., Wallen, N.E., & Hyun, H. (2009). *How to design and evaluate research in education*. Retrieved from https://www.researchgate.net/publication/265086460_How_to_Design_and_Evaluate_Research_in_Education
- [18]. Grant, M., Wilford, A., Haskins, L., Phakathi, S., Mntambo, N., & Horwood, C. (2017). Trust of community health workers influences the acceptance of community-based maternal and child health services. *African Journal of Primary Health Care & Family*, 9(1), 12-18. <https://doi.org/10.4102/phcfm.v9i1.1281>
- [19]. Herrera, J., & Heras-Rosas, C. (2021). The organizational commitment in the company and its relationship with the psychological contract. *Frontiers in Psychology*, 11(1), 1-17. <https://doi.org/10.3389/fpsyg.2020.609211>
- [20]. International Labor Organization. (2022). *Global employment trends for youth*. Retrieved from https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/--publ/documents/publication/wcms_853321.pdf
- [21]. Jernigan, I. E. (2002). The relationship between job satisfaction and organizational commitment among high school teachers in urban school districts. *Urban Education*, 37(1), 3-31.
- [22]. Johnson, L.J., Schopp, L.H., Waggle, F., Frantz, M., & Jose M. (2022). Challenges experienced by community health workers and their motivation to attend a self-management program. *African Journal of Primary Health Care and Family Medicine*, 14(1), 1-9. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8831930/pdf/PHCFM-14-2911.pdf>
- [23]. Kanfer, R., & Ackerman, P. L. (2004). Aging, adult development, and work motivation. *Academy of Management Review*, 29(3), 440-458. <https://doi.org/10.5465/amr.2004.13670981>

- [24]. Khan, M. A. (2010). The impact of organizational commitment on job satisfaction and job performance. *International Journal of Innovation, Management, and Technology*, 1(4), 398-404.
- [25]. Kooij, D. T., De Lange, A. H., Jansen, P. G., & Dijkers, J. S. (2007). Older workers' motivation to continue to work: Five meanings of age. *Journal of Managerial Psychology*, 22(2), 205-228. <https://doi.org/10.1108/02683940710733115>
- [26]. Laven, G., & Wilkinson, D. (2003). Rural doctors and rural backgrounds: How strong is the evidence? A systematic review. *Australian Journal of Rural Health*, 11(6), 277-284. <https://doi:10.1111/j.1440-1584.2003.00534.x>
- [27]. Leibbrandt, M., Woolard, J., McEwen, T., & Koep, L. (2017). The relationship between employee commitment and job performance in South African organizations. *SA Journal of Human Resource Management*, 15(1), 1-10.
- [28]. Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of Industrial and Organizational Psychology*, 1, 1297-1343. Retrieved from [https://www.scirp.org/\(S\(czeh2tfqyw2orz553k1w0r45\)\)/reference/ReferencesPapers.aspx?Referen ceID=1639511](https://www.scirp.org/(S(czeh2tfqyw2orz553k1w0r45))/reference/ReferencesPapers.aspx?Referen ceID=1639511)
- [29]. Lok, P., & Crawford, J. (2001). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. *Journal of Management Development*, 20(4), 305-328.
- [30]. Magee, C. (2015). Gender differences in job satisfaction: Why aren't women more satisfied with their jobs? *The Career Development Quarterly*, 63(1), 2-12. DOI:10.1002/j.2161-0045.2015.00095.x
- [31]. Meyer, J. P., & Allen, N. J. (2002). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 12(3), 299-310. DOI:10.1016/S1053-4822(99)00072-8
- [32]. Osborne, S., & Hammoud, M.S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), 50-67. <https://doi:10.5590/IJAMT.2017.16.1.04>
- [33]. Philippaers, K., De Cuyper, N., & Forrier, A. (2019). Employability and performance: The role of perceived control and affective organizational commitment. *Personnel Review*, 48(5), 1299-1317. <https://doi:10.1108/PR-04-2017-0098>
- [34]. Pisani, M. J. (2009). The relationship between education and job satisfaction. *Journal of Business and Leadership: Research, Practice, and Teaching*, 5(1), 1-10. Retrieved from <https://edubirdie.com/examples/impact-of-educational-attainment-on-job-satisfaction/>
- [35]. Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
- [36]. Qaisar, S. (2013). The impact of organizational commitment on employee job performance: A study of faculty members in Pakistan. *International Journal of Business and Social Science*, 4(5), 1-8.
- [37]. Robbins, S. P., & Judge, T. A. (2009). *Organizational behavior (13th ed.)*. Pearson Education, Inc.
- [38]. Rosen, M.A., Granados, D.D., Dietz, A.S., Benishek, L.E., Thompson, D., Pronovost, P.J., & Weaver, S.J. (2018). Teamwork in healthcare: Key discoveries enabling safer, high-quality care. *American Psychology*, 73(4), 433-450. <https://doi:10.1037/amp0000298>
- [39]. Stup, R. (2003). The impact of performance management on organizational success: Results from a survey of organizations in the United States. *Public Personnel Management*, 32(2), 129-140.
- [40]. Syarifin, M.H., & Atmaha, H.E. (2023). The influence of organizational commitment, organizational culture and job satisfaction on employee performance: A literature study. *Journal of Humanities, Social Sciences and Business (JHSSB)*, 2(3), 458-467. Retrieved from <https://ojs.transpublika.com/index.php/JHSSB/article/download/631/531/4169>
- [41]. Taylor, J. C., & Bowers, D. G. (1972). *Survey of organizations: A machine-scored standardized questionnaire instrument*. Ann Arbor, MI: University of Michigan. Retrieved from https://www.researchgate.net/publication/232545241_Survey_of_organizations_A_machine-scored_standardized_questionnaire_instrument
- [42]. Tsai, Y. (2011). Relationship between organizational culture, leadership behavior and job satisfaction. *BMC Health Services Research*, 11, 98-107. <https://doi:10.1186/1472-6963-11-98>
- [43]. Wilks, D. C., & Neto, M. (2012). Age and job satisfaction: The moderating role of occupational future time perspective. *Journal of Managerial Psychology*, 27(7), 735-751. <https://doi:10.1108/02683941211255392>
- [44]. Yap, M., & Konrad, A. M. (2009). Gender and age-group differences in employee turnover: A Canadian study. *Canadian Journal of Administrative Sciences* 26(1), 39-53. <https://doi:10.1002/cjas.89>