

Organizational Commitment and Job-Performance of Personnel

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ABSTRACT

This study determined the organizational commitment and job performance of personnel in 2026. Specifically, it described the respondents according to sex, position, and years of service; determined the level of organizational commitment according to these profile variables and in terms of affective, continuance, and normative commitment; assessed the level of job performance in terms of task, contextual, and adaptive performance; and examined the relationship between organizational commitment and job performance. A descriptive-correlational research design was employed, with permanent personnel selected through total enumeration. Data were gathered using a standardized questionnaire adapted from a previous study and analyzed using appropriate descriptive statistics and Spearman rank-order correlation. Findings revealed that the respondents demonstrated a high level of organizational commitment across their profile groups and dimensions, with affective commitment emerging as the strongest dimension. Their overall job performance was very satisfactory, with adaptive performance being the strongest dimension. Furthermore, organizational commitment was significantly related to job performance. The findings highlight the importance of strengthening organizational commitment to support effective employee performance and quality public service delivery.

Keywords: adaptive performance, organizational commitment, job performance, permanent personnel

INTRODUCTION

Organizational commitment and job performance are important concerns in public-sector organizations because employees' attitudes toward their institution can influence how they perform their responsibilities. Globally, recent research has shown that organizational commitment is positively associated with employee performance. Pham et al. (2024), for example, found that organizational commitment contributed significantly to job performance among employees in Vietnam's public sector. Similarly, Pangaribuan and Satrya (2024) emphasized the importance of organizational commitment in improving employee performance in public-sector organizations. These findings indicate that employees who feel attached to and responsible for their organization may be more motivated to perform their duties effectively.

In the Philippine context, organizational commitment is likewise relevant to the effectiveness of government institutions. Government employees are expected to provide efficient and responsive services despite varying administrative demands and workplace conditions. A recent Philippine study by Maravilla and Tuble (2025) found a significant relationship between organizational commitment and job performance among employees of a national government agency. This finding is particularly relevant to the Department of Agrarian Reform (DAR), whose employees perform responsibilities related to land reform implementation, program administration, and services for agrarian reform beneficiaries. The commitment and performance of DAR employees are therefore important in ensuring that the agency's programs are translated into meaningful services for its intended beneficiaries.

At the local level, however, there remains a need to examine organizational commitment and job performance specifically among DAR personnel in the setting of the present study. Although existing research has established relationships between commitment and performance in other public organizations, findings may differ depending on the agency, workplace environment, and local conditions. This creates a gap that the present study

seeks to address. Specifically, the study aims to determine the level of organizational commitment and job performance of DAR personnel and establish whether a significant relationship exists between the two variables. The findings may provide useful evidence for administrators in strengthening employee support, motivation, organizational practices, and performance improvement initiatives.

METHODOLOGY

Research Design

This study employed a descriptive-correlational research design. The descriptive component was used to determine the level of organizational commitment and the level of job performance of the personnel in one of the Department of Agrarian Reform (DAR) offices in the Negros Island Region. The correlational component was utilized to examine the significant relationship between organizational commitment and job performance. This design is appropriate because it allows the researcher to describe the variables as they naturally occur and determine the degree of association between them without manipulating any of the study variables (Creswell & Creswell, 2023; Polit & Beck, 2021).

Subject and Respondents of the Study

The subject and respondents of this study were the 147 permanent personnel of the Department of Agrarian Reform (DAR) Provincial Office in the Negros Island Region.

Population and Sample Size

The population of this study consisted of the 147 permanent personnel of the Department of Agrarian Reform (DAR) Provincial Office in the Negros Island Region. Since the total number of permanent personnel was manageable, the study employed total enumeration, wherein all 147 employees were included as respondents.

Data Gathering Instrument

The study utilized a standardized questionnaire as the primary data-gathering instrument to assess the organizational commitment and job performance of the permanent personnel of the Department of Agrarian Reform (DAR). The instrument was adapted from the study of Maravilla and Tuble (2025) entitled Organizational Commitment and Job Performance of Employees in a Select National Government Agency.

The questionnaire consisted of three parts. Part I gathered the respondents' demographic profile, which included age, sex, position, and years of service. Part II measured the respondents' organizational commitment through 23 items, consisting of 7 items for affective commitment, 8 items for continuance commitment, and 8 items for normative commitment. Part III assessed the respondents' job performance through 21 items, comprising 6 items for task performance, 8 items for contextual performance, and 7 items for adaptive performance. Overall, the questionnaire contained 50 items, excluding the demographic profile.

The instrument employed a four-point Likert scale to determine the respondents' level of agreement with each statement, with 4 – Strongly Agree, 3 – Agree, 2 – Disagree, and 1 – Strongly Disagree. As a standardized instrument, it provides a consistent and systematic means of collecting data, making it appropriate for measuring the organizational commitment and job performance of the permanent personnel included in the study (Maravilla & Tuble, 2025).

Data Analyses

The study used the following statistical methods to analyze the data in accordance with its research objectives.

To answer the statement of the problem number 1 which states, what is the demographic profile of the respondents in terms of sex, position, and year of service, frequency and percentage were used, with the formula:

$$\% = \frac{f}{N} \times 100$$

Where:

f – number of respondents

N – total number of respondents

$\%$ – percentage

x – scores

n – number of scores or sample size

To answer the statement of the problem number 2 which states, what is the level of the organizational commitment of personnel in terms of sex, position, and year of service, the mean and standard deviation were used, with the formula:

$$\bar{x} = \frac{\sum x}{n}$$

Where:

$\bar{x}$ – mean

Σ – summation notation

x – scores

n – number of scores or sample size

$$SD = \sqrt{\frac{\sum (x - \bar{x})^2}{N - 1}}$$

Where:

SD = Standard Deviation

X = Individual score

$\bar{X}$ = Mean

N = Number of respondents

Below is the interpretation guide of the level of organizational commitment of personnel.

Scale	Description	Mean Score Range	Interpretation	Verbal Interpretation
4	Strongly Agree	3.26 – 4.00	Very High	The permanent personnel demonstrate a very high level of organizational commitment.
3	Agree	2.51 – 3.25	High	The permanent personnel demonstrate a high level of organizational commitment.
2	Disagree	1.81 - 2.50	Low	The permanent personnel demonstrate a low level of organizational commitment.
1	Strongly Disagree	1.00 – 1.75	Very Low	The permanent personnel demonstrate a very low level of organizational commitment.

To answer the statement of the problem number 3 which states, what is the level of organizational commitment of personnel when taken as a whole and in terms of affective commitment, continuance commitment, and normative commitment, the mean and standard deviation were used.

Below is the interpretation guide of the level of organizational commitment of personnel.

Scale	Description	Mean Score Range	Interpretation	Verbal Interpretation
4	Strongly Agree	3.26 – 4.00	Very High	The permanent personnel demonstrate a very high level of organizational commitment.
3	Agree	2.51 – 3.25	High	The permanent personnel demonstrate a high level of organizational commitment.
2	Disagree	1.81 - 2.50	Low	The permanent personnel demonstrate a low level of organizational commitment.
1	Strongly Disagree	1.00 – 1.75	Very Low	The permanent personnel demonstrate a very low level of organizational commitment.

To answer the statement of the problem number 4, which states, what is the level of job performance of personnel when taken as a whole and in terms of task performance, contextual performance, and adaptive performance, the mean and standard deviation were used.

Below is the interpretation guide for the level of job performance of personnel.

Scale	Description	Mean Score Range	Interpretation	Verbal Interpretation
4	Strongly Agree	3.26 – 4.00	Very Satisfactory	The permanent personnel consistently demonstrate excellent performance in carrying out their duties and responsibilities, exceeding expected work standards through effective task accomplishment, positive workplace behaviors, and adaptability to changing work demands.
3	Agree	2.51 – 3.25	Satisfactory	The permanent personnel generally demonstrate satisfactory performance in carrying out their duties and responsibilities by meeting expected work standards and exhibiting effective task accomplishment, positive workplace behaviors, and adaptability.
2	Disagree	1.81 - 2.50	Poor	The permanent personnel demonstrate below-average performance in carrying out their duties and responsibilities, indicating the need for

				improvement in task accomplishment, workplace behaviors, and adaptability to work demands.
1	Strongly Disagree	1.00 – 1.75	Very Poor	The permanent personnel demonstrate substantially limited performance in carrying out their duties and responsibilities, reflecting significant deficiencies in task accomplishment, workplace behaviors, and adaptability to work demands.

To answer the statement of the problem 5 which states, is there a significant relationship between the level of organizational commitment and the level of job performance of personnel, Spearman Rank Order Coefficient Correlation was used with the formula:

$$r_s = 1 - \frac{6 \sum D^2}{n(n^2 - 1)}$$

where:

r_s = Spearman Rank Order Coefficient Correlation

$\sum D^2$ = sum of the squares of the difference between rank x and rank y

n = number of data pairs

6 = constant

RESULTS AND DISCUSSION

This chapter presents the collected data and provides a thorough analysis and interpretation of the findings. The results are organized based on the order of the research questions and are discussed using appropriate statistical tools to clearly explain and support the outcomes of the study.

Frequency and Percentage Distribution of the Respondents According to Profile

Table 1 below shows the frequency and percentage distribution of the respondents according to profile.

Profile	Category	f	%
Sex			
	Male	53	36.05
	Female	94	63.95
	Total	147	100.00
Position			
	Agrarian Reform Program Technologist	78	53.06
	Agrarian Reform Program Officer I	13	8.84
	Senior Agrarian Reform Program Technologist	10	6.80
	Agrarian Reform Program Officer II	2	1.36
	Senior Agrarian Reform Program Officer	4	2.72
	Municipal Agrarian Reform Program Officer	12	8.16
	Others	28	19.05
	Total	147	100.00
Years in Service			
	1-5 years	64	43.54
	6-10 years	59	40.14
	11-15 years	15	10.20

	16 years and above	9	6.12
	Total	147	100.00

Table 1 presents the frequency and percentage distribution of the respondents according to sex, position, and years in service. In terms of sex, the majority of the respondents were female ($f = 94$, $\% = 63.95$), while male respondents accounted for ($f = 53$, $\% = 36.05$). This indicates that female employees comprise a larger proportion of the personnel in the Department of Agrarian Reform (DAR) Provincial Office included in the study. The predominance of female respondents suggests that women play a significant role in the agency's workforce and actively contribute to the implementation of agrarian reform programs and services. This finding reflects the continuing growth of women's participation in government employment and professional positions.

The result is consistent with the report of the Philippine Statistics Authority (2024), which noted the increasing representation of women in the Philippine public sector. Likewise, the United Nations Development Programme (2022) emphasized that greater female participation in public institutions strengthens inclusive governance and enhances public service delivery.

With respect to position, Agrarian Reform Program Technologists comprised the largest group of respondents ($f = 78$, $\% = 53.06$), followed by employees classified under Others ($f = 28$, $\% = 19.05$). Agrarian Reform Program Officer I accounted for ($f = 13$, $\% = 8.84$), Municipal Agrarian Reform Program Officer ($f = 12$, $\% = 8.16$), Senior Agrarian Reform Program Technologist ($f = 10$, $\% = 6.80$), Senior Agrarian Reform Program Officer ($f = 4$, $\% = 2.72$), and Agrarian Reform Program Officer II ($f = 2$, $\% = 1.36$). These findings indicate that the workforce is primarily composed of technical personnel responsible for implementing agrarian reform programs and delivering frontline services. The results imply that the responses gathered in this study largely represent employees directly involved in technical and operational functions, thereby providing meaningful insights into organizational commitment and job performance within the agency.

This observation supports the Civil Service Commission (2023), which reported that technical and professional personnel constitute a substantial portion of the Philippine government workforce because of their essential role in delivering public services.

Regarding years in service, the largest proportion of respondents had 1–5 years of service ($f = 64$, $\% = 43.54$), followed by those with 6–10 years ($f = 59$, $\% = 40.14$). Meanwhile, respondents with 11–15 years of service accounted for ($f = 15$, $\% = 10.20$), while those with 16 years and above comprised the smallest group ($f = 9$, $\% = 6.12$). These findings indicate that the majority of the respondents are in the early to middle stages of their careers in the Department of Agrarian Reform. This suggests that many employees have accumulated sufficient work experience while remaining actively engaged in professional growth and organizational development. The relatively smaller proportion of long-serving employees may also reflect workforce renewal and succession within the agency.

The Organization for Economic Co-operation and Development (2023) emphasized that a balanced workforce composed of both experienced and relatively newer employees contributes to organizational effectiveness by combining institutional knowledge with innovation and adaptability. Similarly, the International Labour Organization (2022) noted that employees in the early and middle stages of their careers often demonstrate strong potential for professional development and sustained organizational contribution.

Level of Organizational Commitment in terms of Profile

Table 2 below shows the level of organizational commitment in terms of profile.

Table 2. Level of Organizational Commitment in terms of Profile.

Profile	Category	Mean	SD	Interpretation
Sex	Male	2.86	.46	High
	Female	2.73	.34	High

Position				
	Agrarian Reform Program Technologist	2.78	.46	High
	Agrarian Reform Program Officer I	2.81	.32	High
	Senior Agrarian Reform Program Technologist	2.70	.34	High
	Agrarian Reform Program Officer II	2.67	.03	High
	Senior Agrarian Reform Program Officer	2.89	.28	High
	Municipal Agrarian Reform Program Officer	2.74	.21	High
	Others	2.79	.32	High
Years in Service				
	1-5 years	2.84	.37	High
	6-10 years	2.68	.40	High
	11-15 years	2.90	.49	High
	16 years and above	2.78	.18	High

Table 2 presents the level of organizational commitment of the permanent personnel according to their profile, specifically sex, position, and years in service. In terms of sex, male respondents obtained a slightly higher mean ($M = 2.86$, $SD = 0.46$) than female respondents ($M = 2.73$, $SD = 0.34$), with both groups interpreted as high.

These findings indicate that both male and female permanent personnel demonstrate a high level of organizational commitment, suggesting that they possess a strong sense of attachment, loyalty, and dedication to the Department of Agrarian Reform (DAR). The relatively small difference in mean scores implies that organizational commitment is consistently evident regardless of sex.

This finding is consistent with the study of Meyer et al. (2021), which emphasized that organizational commitment is influenced more by employees' workplace experiences and organizational support than by demographic characteristics such as sex. Similarly, Kim and Park (2023) reported that employees who perceive supportive work environments tend to demonstrate high levels of organizational commitment regardless of gender.

With respect to position, all occupational groups exhibited a high level of organizational commitment. Senior Agrarian Reform Program Officers recorded the highest mean ($M = 2.89$, $SD = 0.28$), followed by Agrarian Reform Program Officer I ($M = 2.81$, $SD = 0.32$), Others ($M = 2.79$, $SD = 0.32$), Agrarian Reform Program Technologists ($M = 2.78$, $SD = 0.46$), Municipal Agrarian Reform Program Officers ($M = 2.74$, $SD = 0.21$), Senior Agrarian Reform Program Technologists ($M = 2.70$, $SD = 0.34$), and Agrarian Reform Program Officer II ($M = 2.67$, $SD = 0.03$). The consistently high mean scores across all positions suggest that employees, regardless of their job designation, maintain a positive level of commitment to the organization. This implies that permanent personnel share a common sense of responsibility and dedication in fulfilling the agency's mandate.

These findings support the study of Al Halbusi et al. (2022), who found that employees occupying different organizational positions can exhibit similarly high organizational commitment when they perceive fair organizational practices, supportive leadership, and opportunities for professional growth.

Regarding years in service, respondents with 11–15 years of service obtained the highest mean ($M = 2.90$, $SD = 0.49$), followed by those with 1–5 years ($M = 2.84$, $SD = 0.37$), 16 years and above ($M = 2.78$, $SD = 0.18$), and 6–10 years ($M = 2.68$, $SD = 0.40$). Despite these variations, all groups were interpreted as having a high level of organizational commitment. These findings indicate that permanent personnel consistently demonstrate commitment to the organization regardless of their length of service. The slightly higher commitment among employees with 11–15 years of service may reflect a period in which employees have established strong organizational attachment while remaining actively engaged in their careers.

The findings are consistent with Nguyen and Lan (2022), who reported that employees with greater organizational experience often develop stronger commitment through continued involvement and familiarity with organizational values and goals.

Level of Organizational Commitment of Personnel

Table 3 below shows the level of organizational commitment of personnel when taken as a whole and in terms of affective commitment, continuance commitment, and normative commitment.

Table 3. Level of Organizational Commitment of Personnel.

Statements	Mean	SD	Interpretation
Affective Commitment	2.82	.46	High
1. I would be very happy to spend the rest of my career in this organization.	3.25	.72	High
2. I enjoy discussing my organization with people outside it.	3.21	.80	High
3. I really feel as if this organization's problems are my own.	2.82	.84	High
4. I think that I could easily become as attached to another organization as I am to this one.	2.90	.76	High
5. I do not feel like part of the family at my organization.	2.13	.84	Low
6. I do not feel emotionally attached to this organization.	2.22	.82	Low
7. This organization has a great deal of personal meaning for me.	3.20	.65	High
Continuance Commitment	2.78	.48	High
1. I am not afraid of what might happen if I quit my job without having another lined up.	2.29	.84	Low
2. It would be very hard for me to leave my organization right now, even if I wanted to.	2.98	.77	High
3. Too much in my life would be disrupted if I decide I decided to leave my organization now.	2.90	.80	High
4. It wouldn't be too costly for me to leave my organization now.	2.48	.89	Low
5. Right now, staying with my organization is a matter of necessity as much desire.	2.99	.79	High
6. I feel that I have too few options to consider leaving this organization.	2.77	.75	High
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	2.84	.73	High
8. One of the major reasons I continue to work for this organization require considerable personal sacrifice—another organization may not match the overall benefits I have.	2.98	.68	High
Normative Commitment	2.74	.47	High
1. I think that people these days move from organization to organization too often.	2.78	.72	High
2. I do not believe that a person must always be loyal to his or her organization.	2.54	.80	High
3. Jumping from organization to organization does not seem at all unethical to me.	2.59	.80	High
4. One of the main reasons I continue to work for this organization is my sense of moral obligation to remain.	2.98	.69	High
5. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	2.70	.85	High
6. I was taught to believe in the value of remaining loyal to one organization.	2.94	.78	High
7. Things were better in the days when people stayed with one organization for most of their careers.	2.82	.77	High

8. I do not think that wanting to be a "company man" or "company woman" is sensible anymore.	2.59	.71	High
Organizational Commitment As a Whole	2.78	.39	High

Table 3 presents the level of organizational commitment of the personnel in terms of affective commitment, continuance commitment, and normative commitment. Among the three dimensions, affective commitment obtained the highest mean ($M = 2.82$, $SD = 0.46$), interpreted as high. This indicates that the respondents generally possess a strong emotional attachment and sense of belonging to the organization. The highest-rated indicator was "I would be very happy to spend the rest of my career in this organization" ($M = 3.25$, $SD = 0.72$), followed by "I enjoy discussing my organization with people outside it" ($M = 3.21$, $SD = 0.80$) and "This organization has a great deal of personal meaning for me" ($M = 3.20$, $SD = 0.65$). These findings suggest that many personnel value their organization and identify with its mission and objectives. Meanwhile, "I do not feel like part of the family at my organization" ($M = 2.13$, $SD = 0.84$) and "I do not feel emotionally attached to this organization" ($M = 2.22$, $SD = 0.82$) received low ratings. Since these are negatively worded statements, the lower means indicate that respondents generally disagreed with them, further reflecting their positive emotional attachment to the organization. These findings imply that employees remain with the organization primarily because they feel emotionally connected and take pride in being part of it.

The findings support the study of Meyer et al. (2021), who emphasized that affective commitment is the strongest predictor of employees' willingness to remain in an organization and contribute beyond their formal responsibilities. Likewise, Kim and Park (2023) reported that employees with strong affective commitment exhibit greater motivation, engagement, and organizational involvement.

Continuance commitment ranked second with a mean of ($M = 2.78$, $SD = 0.48$), interpreted as high. This indicates that the respondents recognize the value of remaining in the organization and the personal and professional costs associated with leaving. The highest-rated indicator was "Right now, staying with my organization is a matter of necessity as much as desire" ($M = 2.99$, $SD = 0.79$), followed by "It would be very hard for me to leave my organization right now, even if I wanted to" ($M = 2.98$, $SD = 0.77$) and "One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice" ($M = 2.98$, $SD = 0.68$). On the other hand, "I am not afraid of what might happen if I quit my job without having another lined up" ($M = 2.29$, $SD = 0.84$) and "It wouldn't be too costly for me to leave my organization now" ($M = 2.48$, $SD = 0.89$) obtained low ratings, suggesting that respondents generally disagreed with these statements and acknowledged the consequences of leaving their employment. These findings imply that employees perceive their continued employment as beneficial because of job security, stability, and organizational benefits.

The results are consistent with Al Halbusi et al. (2022), who found that continuance commitment is strengthened when employees perceive greater benefits and fewer alternatives outside their current organization.

Among the three dimensions, normative commitment obtained the lowest mean ($M = 2.74$, $SD = 0.47$), although it remained at a high level. This indicates that the respondents generally possess a sense of moral responsibility and loyalty toward the organization. The highest-rated indicator was "One of the main reasons I continue to work for this organization is my sense of moral obligation to remain" ($M = 2.98$, $SD = 0.69$), followed by "I was taught to believe in the value of remaining loyal to one organization" ($M = 2.94$, $SD = 0.78$) and "Things were better in the days when people stayed with one organization for most of their careers" ($M = 2.82$, $SD = 0.77$). These findings suggest that many employees continue serving the organization because they value loyalty and believe they have an ethical responsibility to remain committed. Although normative commitment received the lowest mean among the three dimensions, it still indicates that moral obligation and professional values contribute to employees' organizational commitment.

These findings are supported by Nguyen and Lan (2022), who reported that public sector employees often demonstrate normative commitment because of their sense of duty, professional ethics, and commitment to public service.

Overall, organizational commitment obtained a high level ($M = 2.78$, $SD = 0.39$). This indicates that the permanent personnel generally demonstrate a strong sense of attachment, loyalty, and commitment to the Department of Agrarian Reform. The relatively low standard deviation suggests that the respondents shared similar perceptions regarding their organizational commitment. The findings revealed that affective commitment emerged as the strongest dimension, followed by continuance commitment, while normative commitment obtained the lowest, though still favorable, rating. This suggests that employees remain committed primarily because of their emotional attachment to the organization while also recognizing the benefits of continued employment and maintaining a sense of moral obligation to remain. The findings imply that sustaining a supportive work environment, recognizing employee contributions, and providing opportunities for professional growth may further strengthen employees' organizational commitment and promote long-term organizational stability.

These findings support the study of Ribeiro et al. (2023), who concluded that positive organizational experiences and supportive workplace practices strengthen employees' commitment and encourage greater dedication to achieving organizational goals.

Level of Job Performance of Personnel

Table 4 below shows the level of job performance of personnel when taken as a whole and in terms of task performance, contextual performance, and adaptive performance.

Table 4. Level of Job Performance of Employees.

Statements	Mean	SD	Interpretation
Task Performance	3.05	.65	Satisfactory
1. I offer ideas to improve the functioning of the organization.	3.33	.68	Very Satisfactory
2. I worked weekends or other days off to complete a project or task.	2.95	.92	Satisfactory
3. I volunteered for extra work assignments.	2.93	.90	Satisfactory
4. I came in early or stayed late without pay to complete a project or task.	3.01	.82	Satisfactory
5. I volunteered to attend meetings or work on committees on own time.	2.84	.81	Satisfactory
6. I keep up with developments in the organization.	3.23	.66	Satisfactory
Contextual Performance	3.41	.57	Very Satisfactory
1. I maintain emotional balance in difficult situations.	3.30	.67	Very Satisfactory
2. I helped new employees get oriented to the job.	3.45	.69	Very Satisfactory
3. I accept good ideas from my co-workers.	3.58	.67	Very Satisfactory
4. I socialize with my co-workers during my free time.	3.43	.69	Very Satisfactory
5. I am willing to help my co-workers if needed.	3.56	.62	Very Satisfactory
6. I avoid criticism and back fighting of co-workers in my workplace.	3.16	.76	Satisfactory
7. I can handle disagreement with the people inside the organization.	3.28	.71	Very Satisfactory
8. I maintain good relationship with my co-worker.	3.50	.67	Very Satisfactory
Adaptive Performance	3.50	.61	Very Satisfactory

1. I easily adapt to physical demands or changes at work.	3.38	.66	Very Satisfactory
2. I seek colleagues' or supervisors' support when overwhelmed.	3.39	.72	Very Satisfactory
3. I'm open to new ideas when solving complex problems.	3.58	.68	Very Satisfactory
4. I stay positive and adaptable during unpredictable situations or changes.	3.48	.72	Very Satisfactory
5. I seek learning opportunities to enhance my skills and knowledge.	3.59	.66	Very Satisfactory
6. I maintain professionalism and respect in all interactions.	3.52	.67	Very Satisfactory
7. I respect cultural differences, fostering an inclusive environment.	3.56	.67	Very Satisfactory
Job Performance of Employee As a Whole	3.34	.56	Very Satisfactory

Table 4 presents the level of job performance of the personnel in terms of task performance, contextual performance, and adaptive performance. Among the three dimensions, adaptive performance obtained the highest mean ($M = 3.50$, $SD = 0.61$), interpreted as very satisfactory. This indicates that the permanent personnel are highly capable of adjusting to changes, learning new skills, and responding effectively to workplace challenges. The highest-rated indicator was "I seek learning opportunities to enhance my skills and knowledge" ($M = 3.59$, $SD = 0.66$), followed by "I'm open to new ideas when solving complex problems" ($M = 3.58$, $SD = 0.68$), "I respect cultural differences, fostering an inclusive environment" ($M = 3.56$, $SD = 0.67$), and "I maintain professionalism and respect in all interactions" ($M = 3.52$, $SD = 0.67$). These findings suggest that the employees demonstrate a strong willingness to embrace change, continuously improve their competencies, and maintain professionalism in a dynamic work environment. The relatively consistent standard deviations indicate that these adaptive behaviors are commonly practiced among the respondents.

The findings support the study of Charbonnier-Voirin et al. (2021), who emphasized that adaptive performance enables employees to respond effectively to organizational changes and evolving job demands. Likewise, Pulakos et al. (2022) noted that employees with strong adaptive capabilities contribute to greater organizational resilience and service effectiveness.

Contextual performance ranked second with a mean of ($M = 3.41$, $SD = 0.57$), interpreted as very satisfactory. The employees generally demonstrated positive interpersonal behaviors and willingly contributed to a harmonious work environment. The highest-rated indicator was "I accept good ideas from my co-workers" ($M = 3.58$, $SD = 0.67$), followed by "I am willing to help my co-workers if needed" ($M = 3.56$, $SD = 0.62$), "I maintain good relationship with my co-worker" ($M = 3.50$, $SD = 0.67$), and "I helped new employees get oriented to the job" ($M = 3.45$, $SD = 0.69$). Meanwhile, "I avoid criticism and back fighting of co-workers in my workplace" obtained the lowest mean ($M = 3.16$, $SD = 0.76$), although it remained satisfactory. These findings indicate that personnel consistently exhibit cooperation, respect, and teamwork, which contribute to a positive organizational climate. The comparatively lower rating on avoiding workplace criticism suggests that interpersonal conflicts may occasionally arise and may benefit from continuous reinforcement of positive workplace relationships.

These findings are consistent with the study of Koopmans et al. (2021), who found that contextual performance enhances teamwork, organizational citizenship behaviors, and overall organizational effectiveness. Similarly, Pradhan and Jena (2020) emphasized that employees who demonstrate supportive and cooperative behaviors contribute significantly to organizational success.

Among the three dimensions, task performance obtained the lowest mean ($M = 3.05$, $SD = 0.65$), interpreted as satisfactory. This indicates that the respondents are able to perform their assigned duties and responsibilities effectively, although there remains room for improvement. The highest-rated indicator was "I offer ideas to improve the functioning of the organization" ($M = 3.33$, $SD = 0.68$), followed by "I keep up with developments

in the organization" ($M = 3.23$, $SD = 0.66$). In contrast, "I volunteered to attend meetings or work on committees on own time" ($M = 2.84$, $SD = 0.81$), "I volunteered for extra work assignments" ($M = 2.93$, $SD = 0.90$), and "I worked weekends or other days off to complete a project or task" ($M = 2.95$, $SD = 0.92$) received comparatively lower ratings, although all remained within the satisfactory level. These findings imply that while personnel perform their core responsibilities effectively, they are relatively less inclined to engage in voluntary activities that require additional time beyond their regular duties.

The findings support the study of Koopmans et al. (2021), who emphasized that task performance primarily reflects employees' effectiveness in accomplishing their formal job responsibilities, while discretionary efforts beyond assigned tasks may vary depending on workload and organizational conditions.

Overall, job performance obtained a very satisfactory level ($M = 3.34$, $SD = 0.56$). This indicates that the personnel consistently perform their duties effectively and demonstrate positive work behaviors that contribute to the achievement of organizational goals. The relatively low standard deviation suggests that the respondents shared similar perceptions regarding their job performance. The findings revealed that adaptive performance emerged as the strongest dimension, followed by contextual performance, while task performance received the lowest, though still favorable, rating. This suggests that employees are particularly effective in adapting to workplace changes and maintaining positive relationships with colleagues while consistently fulfilling their assigned responsibilities. The findings imply that sustaining professional development initiatives, fostering collaboration, and encouraging innovation may further strengthen employees' overall job performance and enhance organizational effectiveness.

These findings are consistent with the study of Alshaikh et al. (2023), who concluded that employees with strong adaptive and contextual performance are more capable of sustaining high levels of job performance and contributing to organizational success.

Relationship between Level of Organizational Commitment and Level of Performance of Personnel

Table 5 below shows the relationship between level of organizational commitment and level of performance of personnel.

Table 5. Relationship between Level of Organizational Commitment and Level of Performance of Personnel.

Variable	Test Statistics (r_s)	p-value	Decision for H_0	Interpretation
Level of Organizational Commitment vs. Level of Performance of Employee	.227**	.006	Reject H_0	Significant

Table 5 presents the relationship between the level of organizational commitment and the level of job performance of the personnel. The results revealed a significant relationship between organizational commitment and job performance ($r_s = .227$, $p = .006$). Since the p-value is less than the 0.05 level of significance, the null hypothesis is rejected. This indicates that a significant relationship exists between organizational commitment and job performance among the personnel.

The findings imply that strengthening personnel' organizational commitment through supportive leadership, recognition, career development opportunities, and a positive work environment may enhance their overall job performance. When employees feel valued and committed to their organization, they are more likely to exert greater effort, demonstrate positive workplace behaviors, and contribute to the achievement of organizational goals. Consequently, fostering a work environment that promotes commitment may help improve personnel productivity and the quality of public service delivery.

The findings are consistent with the study of Ribeiro et al. (2023), who reported that employees with higher organizational commitment consistently demonstrate better job performance and are more willing to contribute beyond their formal job responsibilities. Likewise, the study of Al Halbusi et al. (2022) found that organizational

commitment is a significant predictor of employee performance, emphasizing that committed employees are more engaged, productive, and capable of achieving organizational objectives. These studies support the present findings that cultivating organizational commitment is essential in improving the performance of permanent personnel within public sector organizations.

CONCLUSION

Based on the findings of the study, the following conclusions were formulated: The respondents were predominantly female Agrarian Reform Program Technologists with 1–5 years of service. The personnel demonstrated a high level of organizational commitment regardless of sex, position, and years in service. The personnel exhibited a high level of organizational commitment, with affective commitment as the strongest dimension. The personnel exhibited a very satisfactory level of job performance, with adaptive performance as the highest-rated dimension. Higher organizational commitment is associated with better job performance of personnel.

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