



Organizational Commitment Of Job Order Employees: Basis For Human Resource Development Plan

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Abstract: The study evaluated the organization commitment of Job order employees in Central Luzon, Philippines. It first described the profile of the Job order employees in Central Luzon, Philippines along with: Office Assignment, Age, Sex, Educational attainment, Salary, and Length of Service as Job Order employee. Second it evaluates the level of organizational commitment of the Job order employees along with: Affective commitment, Continuance commitment and Normative commitment. Third, it determines if there is a significant relationship between their organizational commitment and employment status based on their profile. The challenges encountered by these Job order employees were also identified to wit plan of action was proposed to solve this problem.

Index Terms – Human Resources; Organizational Commitment; Job Order Employees; Public Administration

I. INTRODUCTION

Worldwide, there is performance crisis in public service as it is necessary to produce more for less and these economic difficulties hit the less fortunate, while developing and developed countries have increased their desire for efficiency. Consequently, evaluation or monitoring procedures are required to assist in evaluating the government's performance or organizations or agencies. Hence, employee's quality in terms of work values and attitude has a significant impact on performance and consider the backbone of the agencies or the government itself, playing the crucial role in ensuring the efficient implementation or application of government policies in the new generations of national development. Without the dedication of every employee to the agency goal, no organization can function at its best in the current competitive climate. Therefore, it's critical to comprehend the idea of commitment and how it affects practical results.

Committed personnel make bonds with the agency which improves organizational effectiveness. They perform better and benefit the agency more when they have an emotional connection to their current task and responsibilities to their work, good relationship with colleagues. Hence, employee excellence is essential for successful agencies or organizations to achieve their goals. High work performance from their staff is necessary to meet their strategic goals and maintain their competitive edge. Additionally, recent research has demonstrated that high commitment behaviors may complement one another and serve as a reflection of broader commitment techniques. Lastly, worker performance, labor productivity, and service quality are all enhanced by high organizational commitment methods.

One of the prominent concerns in employment in the Philippines in contractual employment or utilizing individuals for extended periods, they were hired for certain duration and duty rather than being hired as permanent employment status. According to the data from the Philippine statistics Authority, there were 6.65 million employees in the Philippine government workforce with contractual appointments including Job Order and Casual employees. These untenured employees expressed their intent to work more hours at their current positions but were not eligible for overtime pay or other government benefits, which turns to a rate of 14.1 % (PSA,2023). Although most Philippine government agencies frequently adopt this form of

employment status to cut labor expenses, these untenured employees have the same obligations and responsibilities as the permanent employees but are not entitled to the benefits and job security they have. Central Luzon region of the Philippines serves as a compelling area for research due to its diverse socio-economic landscape, strategic geographical location and rich cultural heritage. With the population of over 12 million people residing in seven provinces, enumerate as Aurora, Bataan, Bulacan, Nueva Ecija, Pampanga, Tarlac, and Zambales. Also, Central Luzon offers more and unique setting for studying various aspects development, governance, and community dynamics.

The researcher works at the Municipal Human Resource and Management Office in the Local Government Unit of Concepcion, Tarlac. One of their functions as a human Resource practitioner is to monitor and guide employees and their workplace well-being. The researcher intends that by monitoring and guiding the workplace well-being of the employees, it will result in efficient and motivated employees. This study would contribute to the attainment of the agency's goals for its employees. The problems encountered by the respondents that affect their organizational commitment were identified and used to address the respondents' issues and concerns with their current employment status and workplace well-being. Through this, interventions like programs, seminars, and services were proposed to help them cope with their current situation and improve their perspective on understanding and dealing with their current employment status.

II. REVIEW OF RELATED LITERATURES AND STUDIES

This section presents a review of related literature and studies that are somehow connected to the present study. Reports and publications relevant to this study were reviewed and summarized to provide insights and directions for the present study.

2.1 Job order Employees

Workers who are engaged by an agency for a specific period and whose services are vital to the agency are categorized as job order, casual, and contractual. In essence, job order personnel aim to do a given assignment within a certain budget and timeline, while adhering to the set specification. Although they are governed by a contract rather than the mandates and regulations of the Civil Service Commission, casual employees are subjected to the laws and regulations of the Civil Service but do not have job security. (Civil Service Commission, 2017)

2.2 Organizational Commitment

Organizational commitment is defined as a strong belief in and alignment with the organization's aims and values. It comprises an unwavering commitment to exerting considerable effort in support of the organization's goal and mission. Additionally, it includes a sincere desire to maintain a long-term collaboration with the organization, cultivating a sense of devotion and commitment that goes beyond simple duty. (Dajani, 2015). The cornerstone of developing productive and healthy working relationships within the organization is the work ethics of the employees. It includes a deep understanding of and alignment with the organization's aims and values in addition to strong feelings of commitment and perseverance in carrying out one's job.

2.3 Affective Communication

Affective commitment—the emotional attachment, sense of belonging, and identification an employee feels toward an organization—remains a central construct in organizational research because it powerfully predicts performance, citizenship behavior, and retention (Meyer & Allen, 1991; see validation studies). Contemporary reviews show that affective commitment is especially sensitive to organizational treatment: perceived organizational support, fair supervision, inclusion in training, and meaningful work elevate affective commitment even among non-regular employees (Efthymiopoulos, 2024; Grødal, 2019). These findings imply that JO workers' affective commitment will depend less on contract status per se and more on whether organizations create inclusive, supportive conditions.

2.4 Continuance Commitment

Continuance commitment is defined as the perceived cost associated with leaving an organization—employees with high continuance commitment stay because they feel they would lose valued investments or face high personal costs if they resigned (Meyer & Allen, 1991). Contemporary research affirms that continuance commitment is particularly relevant among contingent or non-regular workers, whose limited job security and economic constraints heighten the cost of leaving (van Rossenberg, 2018). This type of

commitment, often driven by financial dependency rather than emotional attachment, forms a central focus in understanding job order (JO) employees' tenure behavior in public institutions.

2.5 Normative Commitment

Normative commitment refers to an employee's sense of moral obligation to remain with an organization due to feelings of loyalty, indebtedness, or a belief that staying is the "right thing to do" (Meyer & Allen, 1991). In the context of precarious employment arrangements such as those held by job order (JO) employees, normative commitment becomes a complex issue—balancing between personal gratitude for employment and a perceived duty to contribute to public service despite limited benefits or security. Global and local studies have consistently emphasized that normative commitment is influenced not only by personal ethics but also by organizational culture, leadership fairness, and perceived support (Kaur & Mittal, 2020).

2.6 Problems Encountered by Job Order Employees

In the global labour market, temporary and contract-based employment arrangements have become increasingly prevalent. Research from the European Foundation for the Improvement of Living and Working Conditions shows that among temporary employees, sustained organisational commitment is more likely when job control is high, participative safety is strong, organisational fairness is present and psychological strain is low. These findings highlight that temporary workers — often lacking job security and embedded in precarious employment relationships — face unique challenges with commitment, as their employment status often undermines their investment in the employing organisation.

III. METHODOLOGY

3.1 Research Design

Quantitative correlational research design was used in this study. The term descriptive research refers to the type of research question, design, and data analysis that will be applied to a given topic. This design was used in gathering information about personal opinions, problems, and experiences to gather different ideas in forming recommendations. The study will describe and evaluate the organizational commitment of job order employees in central Luzon, Philippines. In quantitative studies, information gathering follows an organized approach and is usually carried out on larger groups that reflect the whole population. The researcher gathered numerical data, which is then analyzed using statistical techniques to identify important results. This method has proved useful in both experimental and social studies, adding informed decision-making and reliable conclusions based on numerical evidence.

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3.2 Population and Sampling

The Local Government Units in the cities of Central Luzon will be the focus of the study. Located in the center of Luzon, central Luzon also known as Region III is an administrative area in the Philippines. It covers 7 provinces, namely, Aurora, Bataan, Nueva Ecija, Pampanga, Tarlac, and Zambales. Also, Central Luzon is composed of 116 municipalities, and 14 cities, 2 of which are highly urbanized cities administered independently from any province. The 14 cities include: Angeles City, Balanga City, Cabanatuan City, Gapan City, Malolos City, Meycauayan City, Olongapo city, Palayan City, San Fernando City, san Jose Del Monte City, Muñoz Nueva Ecija, Tarlac City, and City of San Fernando.

3.3 Instruments

The data-gathering instrument for this study will be a structured survey questionnaire, which will be divided into three major sections corresponding to the three-dimensional model of organizational commitment as proposed by Meyer and Allen (1991). These dimensions are:

(1) Affective Commitment, which pertains to the employee's emotional attachment to, identification with, and involvement in the organization.

(2) Normative Commitment, which reflects the sense of obligation an employee feels to remain with the organization; and

(3) Continuance Commitment, which relates to the perceived costs or losses associated with leaving the organization.

Data Collection

To ensure a comprehensive and well-rounded approach to data collection, this study utilized three (3) instruments, namely: (1) Survey Questionnaire, (2) Interview, and (3) Documentary Analysis. The use of these complementary tools aims to generate valid, reliable, and triangulated data necessary to obtain significant and meaningful research results.

3.4 Treatment of Data

To ensure a structured and empirical approach to data interpretation, various statistical techniques were employed. These methods facilitated the accurate assessment in the level of organizational commitment of Job Order employees in Central Luzon, Philippines. To prepare, analyze and interpret the collected data such through tables and graphs, the data was categorized. These then go through the following appropriate statistical processing:

Frequency count. This was used to record and tally the responses of the respondents about their organizational commitment that will provide quantitative data as it measures the numerical occurrence of the responses and helps the researcher to understand the frequency of the responses.

Percentage. It shows the data in a more presentable way since it can be used to analyze the distribution of answers to different questions and compare the respondent's response rates.

Mean. This statistical approach gives an improved understanding of respondents' general perspectives on their organizational commitment and to the problem they encountered in their current employment status. It is referred to as the "average" and serves as a reference point in determining the departure of individual data from the average value in order to have a more complete picture of the data distribution.

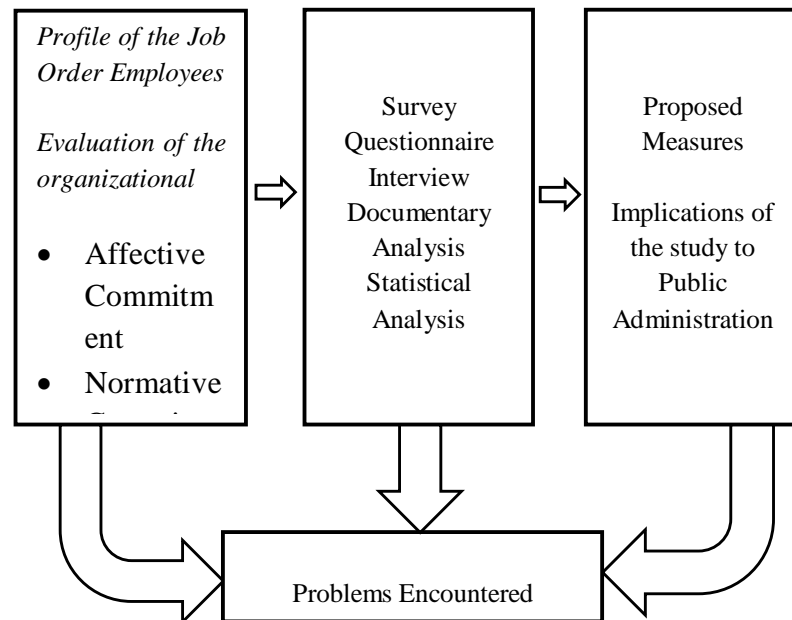
Pearson R. It is the most often used statistical method for determining the direction and strength of a linear correlation between two variables. (Turkey, 2023)

Likert scale. It is a psychometric rating scale designed for evaluating how much respondents agree with certain statement or sets of questions. The study's success were determined using the following scale:

<i>Numerical equivalent</i>	<i>Mean Interval</i>	<i>Adjectival Description</i>
5	4.50 - 5.49	Strongly Agree
4	3.50 - 4.49	Agree
3	2.50 - 3.49	Neither
2	1.50 - 2.49	Disagree
1	1.00 - 1.49	Strongly disagree

IV. CONCEPTUAL FRAMEWORK

The study evaluated the organizational commitment of the job order employees in Central Luzon, Philippines along with the three-dimensional model of organizational commitment known as (1) Affective Commitment, (2) Normative Commitment, and (3) Continuance Commitment that are based on the attitude and perceptions of individual employees. This also determined if there is a significant relationship between their organizational commitment and employment status of job order employees in Central Luzon, Philippines. In addition, this study also identified the problems encountered by the job order employees to proposed measures were proposed to address and solve these problems. The respondents of the study were composed of Job order employees in Central Luzon, Philippines covering the year 2025. Lastly, the implication of the study to Public Administration is identified.



V. ETHICAL CONSIDERATIONS

There are several factors to take into consideration when doing research to prevent any inconsistencies from developing. The researcher will ensure that responses and participant have been adequately briefed and are aware of the study's objectives. The responses that were obtained during the data gathering process will remain confidential and shall only be used for academic purposes. The respondents have the options to expose their names and personal information. The respondents' right to data privacy and confidentiality of the information they provide will be fully respected possible. The researcher will have an improved understanding of the research and other treatment approaches that allow individuals to experience and improve their general feeling of well-being before recruiting study participants.

VI. RESULTS AND DISCUSSION

This chapter presents the summary of the major findings, conclusions, and recommendations derived from the quantitative results discussed in Chapter 3. The findings highlight the most significant results from the study, while the conclusions synthesize these results into general insights. The recommendations are proposed measures that may address the identified issues and enhance the management, welfare, and productivity of job order employees in local government units (LGUs) within Central Luzon.

6.1 SUMMARY AND FINDINGS

1. Most job order employees in Central Luzon are assigned to Social Security Services, comprising 38.17 percent of the total workforce, indicating a strong concentration of contractual workers in welfare-oriented departments.
2. Most job order employees are young, with 65.86 percent aged between 19 and 30 years, showing that temporary employment is largely occupied by early-career individuals.
3. Male employees slightly outnumber females, representing 52.15 percent of the workforce, reflecting an almost equal gender distribution in job order positions.
4. A significant proportion of job order employees, or 62.90 percent, hold bachelor's degrees, suggesting that the majority are educated beyond the minimum qualifications required for their positions.
5. The dominant salary range among job order workers is ₱10,000 to ₱14,999 per month, representing 77.42 percent of the respondents, revealing low-income levels relative to their educational qualifications.
6. Most job order employees (89.78%) have been employed for only two to three years, highlighting the short-term and unstable nature of contractual employment in local government units.
7. A large percentage of respondents occupy clerical or administrative positions, showing that job order employment is heavily utilized for support and operational functions.

8. Job satisfaction among respondents is moderate, with employees expressing fulfillment in service but concern about job security and limited benefits.
9. Training opportunities for job order workers are limited, with most indicating occasional access to capacity-building programs.
10. Most employees reported being supervised by permanent staff, signifying a hierarchical structure where job order workers perform subordinate or support roles.
11. Access to benefits such as health insurance, bonuses, or leave privileges remains minimal among job order employees.
12. Job order workers expressed positive relationships with co-workers and supervisors, showing strong interpersonal collaboration despite employment insecurity.
13. Most respondents rated their working conditions as fair but emphasized the need for better resources and improved office facilities.
14. The motivation level among job order employees is moderate, with many expressing a desire for regularization and stable employment.
15. Employee retention is low, as many respondents consider their positions as steppingstones to permanent or private-sector opportunities.
16. Most job order employees expressed satisfaction with management communication and teamwork, though limited involvement in decision-making was noted.
17. Overall, findings reveal that job order employment in Central Luzon LGUs is characterized by high educational attainment, low income, short tenure, and limited career progression, resulting in structural dependence on temporary labor for essential public services.

VII. CONCLUSION

The following conclusions were drawn from the study's findings and serve to interpret the overall implications of the quantitative results:

1. Analysis reveals that job order employees in LGUs are mostly composed of younger individuals, forming an energetic and adaptable segment of the workforce. This demographic composition suggests readiness to embrace administrative innovations and technological systems. The youthfulness of this group also signals the potential for long-term human capital development within local governance institutions.
2. Survey results show a higher proportion of female employees among job order personnel, reflecting active female participation in local governance. Such distribution underscores the progressive inclusion of women in administrative and service-oriented roles. This pattern demonstrates that gender inclusivity is becoming more evident within local government employment structures.
3. Data indicate that most job order employees possess college-level education, highlighting a pool of highly qualified individuals within the LGU workforce. Their educational background equips them with the competencies necessary to handle administrative and technical responsibilities effectively. This finding affirms that job order employment attracts skilled and knowledgeable professionals capable of contributing to efficient local service delivery.
4. Concentration of job order workers in administrative and clerical positions underscores their importance in sustaining office operations. Their presence ensures continuity of daily transactions and smooth service delivery. Such reliance reflects the indispensable role of non-permanent employees in maintaining organizational efficiency.
5. Data on tenure reveal that many job order employees have remained in service for several years, despite their non-regular status. This continuity indicates institutional dependence on their experience and familiarity with local systems. It also highlights the persistence of temporary employment as a long-term staffing practice in LGUs.
6. Learning and development opportunities are found to be more accessible to regular employees than to job order personnel. This imbalance illustrates unequal access to professional growth within the same organization. Consequently, the developmental gap between employment categories persists and affects overall workforce capability.
7. Findings on performance management reveal irregular application of evaluation standards among job order employees. The absence of uniform assessment tools results in inconsistent measurement of productivity and outcomes. Such variability limits the development of an objective performance culture within local government organizations.
8. Rewards and recognition programs are implemented irregularly for job order employees, suggesting uneven acknowledgment of contributions. Limited recognition mechanisms weaken motivation and the sense of

belonging among non-permanent staff. The finding demonstrates that appreciation practices remain largely oriented toward regular personnel.

9. Job order employment persists as an essential yet vulnerable component of the LGU workforce. Their indispensable service contributions coexist with employment uncertainty and limited institutional protection. This situation reflects a structural dependence on temporary labor for continuous administrative functioning.

10. Job order employees demonstrate strong dedication and professionalism in performing assigned duties. Commitment to service remains evident despite contractual insecurity. Their work ethic contributes significantly to service reliability and institutional stability at the local level.

VIII. RECOMMENDATIONS

This study reveals that while job order employees play a crucial role in sustaining service delivery at the local level, their employment remains largely characterized by instability, inequitable compensation, and limited developmental support. In view of these findings, the following recommendations are advanced to promote sustainable human resource development, institutional efficiency, and governance innovation among local government units (LGUs) in Central Luzon. Each recommendation is forward-looking, strategic, and aligned with the broader goals of good governance, professionalization, and public sector excellence.

1. Develop a Strategic Human Resource Development Framework for Job Order Personnel. While job order employees are not considered part of the regular civil service, LGUs may still develop a Strategic Human Resource Development (HRD) Framework that supports their continuous skills enhancement. This framework can include capacity-building, orientation on government ethics, and technical training related to their assigned tasks. Such initiatives do not confer employment status but ensure that JO personnel are competent and productive contributors to public service. Integrating this framework into the LGU's organizational development plan promotes professionalism and service quality while remaining consistent with the COA–DBM Joint Circular No. 2, s. 2020.

2. Institutionalize a Talent Management and Succession Planning System. Although JO workers cannot be absorbed automatically into the regular plantilla, LGUs can develop a database of skilled and high-performing JO personnel to serve as a resource pool for future hiring or regularization, subject to Civil Service Commission (CSC) rules and budget availability. This evidence-based approach helps maintain continuity in public service while ensuring transparency and fairness in appointments. It positions LGUs to manage human resources strategically, without creating false expectations of regular employment.

3. Establish a Local Government Workforce Innovation Center. LGUs may collaborate with state universities or training institutions to create a Workforce Innovation and Development Center focused on developing tools, research, and digital systems for managing JO personnel efficiently. The center can provide training, policy research, and innovations in workforce analytics that improve local HR practices. This initiative supports capacity-building and organizational learning without altering the employment classification of job order workers.

4. Introduce an Inclusive Human Capital Investment Program. Consistent with health and wellness principles, LGUs may include job order personnel in non-monetary welfare programs such as health awareness campaigns, stress management workshops, and financial literacy seminars. These initiatives should be voluntary and not construed as employee benefits. The purpose is to promote well-being and productivity, recognizing JO workers as essential contributors while adhering to the no employer–employee relationship provision of the circular.

5. Transform the Job Order Employment Scheme into a Workforce Flexibility Model. Rather than viewing JO arrangements as a stopgap, LGUs can redesign them into a structured workforce flexibility model based on performance and deliverables. Contracts may specify clear outputs, timelines, and evaluation systems to professionalize service delivery. This approach reframes job order work as a results-based partnership between the worker and the government, consistent with policy limits on employment status and compensation.

6. Institutionalize a Culture of Performance and Recognition. While financial incentives are restricted, LGUs may establish non-monetary recognition programs—such as awards, commendations, or certificates of appreciation—to acknowledge outstanding performance by JO personnel. Public recognition during flag ceremonies or local events can enhance motivation and morale without violating policy. This supports affective commitment and organizational pride, aligning with ethical public service values.

7. Strengthen Knowledge Management and Mentorship Systems. LGUs may implement knowledge-sharing and mentorship programs that pair regular employees with job order personnel. Through structured guidance, JO workers can learn office procedures, ethics, and technical skills. This initiative enhances institutional

continuity while ensuring that professional knowledge is preserved despite high JO turnover rates. It complies with policy as it provides learning, not employment benefits.

8. Establish Participatory Governance Mechanisms in Human Resource Policy. To promote inclusivity and morale, LGUs may involve JO representatives in consultative meetings, focus groups, or HR planning sessions. Their participation provides valuable perspectives on workflow and service delivery. While this does not alter their employment classification, it fosters transparency, shared accountability, and participatory governance within ethical and legal boundaries.

9. Create Local Research and Data Systems for Workforce Analytics. Developing workforce analytics systems within LGUs allows for systematic monitoring of JO demographics, workload, and skill gaps. This evidence base can guide HRD programs, identify efficiency improvements, and support data-driven decisions for future manpower planning. The system should collect and analyze data in compliance with privacy and labor policies while acknowledging the contractual nature of JO work.

10. Foster Inter-LGU Collaboration and Policy Harmonization. LGUs across regions may form a Regional Human Resource Council to share best practices and harmonize approaches in managing JO workers. This platform can coordinate standardized training modules, share databases, and collectively interpret policies from COA, DBM, and CSC. By promoting inter-LGU collaboration, local governments can improve administrative coherence without contravening national regulations on JO employment.

11. Promote Leadership Development and Ethical Governance. Leadership and integrity are essential in all levels of service, including job order personnel. LGUs can organize ethics and leadership seminars that instill civic responsibility, accountability, and good governance principles. Such training does not imply employee regularization but enhances the moral and professional quality of all personnel contributing to public service delivery.

12. Institutionalize Long-Term Workforce Sustainability Planning. Finally, LGUs should adopt workforce sustainability planning within their Local Development Investment Programs (LDIPs). This ensures that human resource policies are forward-looking and aligned with fiscal realities. Planning must recognize the continuing need for JO workers as flexible labor support while ensuring ethical management, fair workload distribution, and compliance with COA–DBM Joint Circular No. 2, s. 2020.

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