

Work Values and Organizational Commitment among Administrative Employees of One Higher Education Institution in the Philippines

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Abstract

This study aims to determine the work values and organizational commitment among administrative employees of Lyceum of the Philippines University-Batangas. This study also tested the significant difference in respondents' work values and organizational commitment when grouped according to the profile variables. Likewise, a test of relationship between work values and organizational commitment of administrative employees is also being done. The descriptive-correlation method was utilized in the conduct of the study. The study revealed that most of the administrative employees are young, female, married, Bachelor's degree holder, relatively new in Lyceum and belong to rank and file position. The administrative employees claim high agreement on self-growth in terms of terminal values and friendship and social interaction as to instrumental values. In terms of organizational commitment, respondents possess high level of commitment on affective, continuance and normative dimension towards the university.

Keywords: Work values, Organizational Commitment, Employees, LPU

1. Introduction

Various organizations, privately or publicly managed, invade social structure that permits humanity to perform and attain their desired outcomes. Certainly, the organization does not exist without its people or human resource component. They are precisely organized and managed to meet a requirement or to pursuit shared objectives. Thus, human resource, simply employees, has an imperative role towards the achievement of organizational objectives. They are expected towards organizational performance and productivity which are both reflected from how they express and manifest work values and organizational commitment.

Over the years, there are a lot of measurements and researches on employees work values and organizational commitment. The Article-First database reveals 202 articles and abstracts titles referencing "organizational commitment" in scholarly sources published between 2001 and 2004, and organizational commitment remains a perennial topic for management scholars (e.g., Hammer and Avgar, 2005; Jandeska and Kraimer, 2005; Payne and Huffman, 2005).

Rokeach, the pioneer in values research as cited by Ho (2006) defines value as a principle or standard held in high esteem by an individual, and is related to all aspects of one's personal and work life. Values develop so that individuals can meet their needs in socially acceptable ways. The more individuals know about their own values, the better they will be at determining which work environment best fits their personal and professional needs and the skills they want to use and develop.

The most well-known classification of work values is described by Super in 1970. It suggests that to understand the values of students, customers or employees it is helpful to identify their goals and establish a variety of training systems.

On the other hand, organizational commitment persists as a primary variable of interest in studies of employment, organizations, and allied fields. Commitment has been studied by many because it is believed

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to affect organizational performance. Meyer & Allen, for instance (1997), found that employees that have a good relationship with their immediate work group have higher levels of commitment. Throughout the workplace, employees must be given numerous opportunities to feel committed to the organization. Individuals would probably be more comfortable in an environment that is consistent with their values. Therefore, work values play such an important role in the definition of commitment, it stands to reason that a person whose personal values match the operating values of the organization would be more committed to the organization than a person whose personal values differed from the organization.

Lyceum of Philippines University as an institution also believes that the organizations' most valuable assets are employee's commitment and work values. As it aims to deliver quality service to provide quality education, it regards its human resource as its organizational strength towards its vision to be among the top 7 schools and universities in the Philippines by 2017 and a recognized university in the Asia Pacific Region by 2022. This can be best achieved as supported by the very recent research done by Alganés (2009) and Javier (2000), claiming that LPU has high level of organizational commitment and culture. These are indeed strengths of the university in its bold step to the realization of its Vision, Mission, Goals and Objectives (VMGO).

The researcher as an administrative employee, who regardless herself as committed and loyal to the organization was inspired to do a follow-up study exploring relationship on commitment and work values of the LPU as these are relatively management philosophies worth discovering.

Objectives of the Study

This study determined the work values and the level of organizational commitment of the administrative employees of Lyceum of the Philippines University. Specifically, it described the profile of the respondents in terms of age, gender, civil status, educational attainment, length of stay and position. It also determined the work values and level of organizational commitment of the respondents. Further, this study tested the significant differences in respondents' work values and level of organizational commitment when they were grouped according to the demographic variables. Likewise, a test of the relationship between work values and organizational commitment of administrative employee was also done after which, the researcher proposed an enhancement program for the improvement of work values and organizational commitment of employees.

2. Method

• Research Design

The descriptive-correlation method of research was utilized in gathering the data and work values and level of commitment of the administrative employee of Lyceum of the Philippines University. This research design was chosen because it provided essential knowledge about the concepts being used in this study as well as its relationship with each other.

• Participants

The respondents of this research were the regular administrative employee of the Lyceum of the Philippines University. There were a total of 143 regular administrative employees. The researcher involved the total population regardless of their divisions. But during the retrieval of the questionnaires, only 137 respondents or 95.8% returned the accomplished instruments.

• Instruments

A survey questionnaire was used as the main data gathering instrument. The questionnaire has three parts. Part I is the self-made questionnaire that determined the demographic characteristics of the respondents such as age, sex, civil status, educational attainment, length of stay and position. Part II is the measurement of work values adopted in the study of Ho (2006) which is based on Supers Work Value Inventory. And the last part is the measurement of level of commitment of respondents which is based on Meyer and Allen Three Model of Commitment - affective, continuance and normative commitment.

• **Procedure**

The following steps were undertaken in gathering the data to answer the question in the study. A letter of request to conduct the study was sent to the Vice President of Academic Affairs. Then, the researcher personally distributed the questionnaires to the participants of the study and retrieved them after two to three days.

• **Analysis**

Upon retrieval, the data gathered were encoded, tallied and computed using SPSS version 17 and were interpreted and analyzed using different statistical tools such as: Frequency and percentage was used to describe the profile of the administrative employees; Weighted mean and rank was used to describe the level of work values and organizational commitment of the respondent; Analysis of variance (ANOVA) was used to determine the significant relationship between the respondents' profile variables and their work values and organizational commitment and Pearson r. was used to determine the significant relationship between the employee's work values and level of commitment.

3. Results and Discussion

Table 1: Distribution of the Respondents' Profile

Profile Variables	Frequency	Percentage (%)
Age		
21 - 25 years old	14	10.22
26 – 30 years old	49	35.76
31 – 35 years old	22	16.06
36 – 40 years old	31	22.63
41 – 45 years old	11	8.03
46 – 50 years old	4	2.92
51 years old and above	6	4.38
Gender		
Male	40	29.20
Female	97	70.80
Civil Status		
Single	40	29.20
Married	97	70.80
Highest Educational Attainment		
Bachelors degree	63	46.00
with MA degree	44	32.10
with Doctoral degree	3	2.20
with MA units	26	19.00
With Doctoral units	1	0.70
Length of Service		
less than 1 year	8	5.84
1 – 5 years	66	48.18
6 – 10 years	36	26.27
11 – 15 years	16	11.68
16 -20 years	8	5.84
21 and above	3	2.19
Position		
Supervisory	24	17.50
Rank and File	113	82.50

Table 1 show the demographic profile of the respondents. As to age, majority of the respondents fall on age bracket of 26 -30 with a frequency of 49 or 35.70 percent and 36-40 with 22.60 percent. As to sex distribution, the female (70.80 percent) dominated the males (29.20 percent). They are mostly married which comprised 70.20 percent over single with 22.60 percent.

In terms of educational attainment, most of the respondents were College graduate with 46 percent while 32.10 percent earned their Master’s Degree. As to length of service, 48.10 percent of the respondents have been in the service for 1-5 years and 26.30 percent are working for 6-10 years. Most the employees belong to the rank and file level with 82.50 percent over supervisory level with 17.50 percent.

The demographic variables reveal that most of the administrative employees of LPU are young and are in their middle age wherein job assignments are expected to be handled with sense of maturity. Their length of service implies that they are enjoying their work and they claimed familiarity with the LPU organizational system, operations and family culture as they share harmonious working relationship with their superior and co-employees. As regular employees, they also feel sense of security in their work due to their benefits like retirement pay, health card and 100% educational scholarship for their children and to them. LPU rank and file employees claim these are contributing factors to their length of stay in the university.

Table 2: Work Values of the Respondents in terms of Terminal Values

The organization allows me the opportunity of self-growth by:	Weighted Mean	Verbal Interpretation	Rank
1. enabling staff to obtain new knowledge and techniques continuously while working	3.44	Agree	1
2. offering opportunities to learn while working	3.43	Agree	3
3. encouraging staff to analyze and study things in depth while working.	3.43	Agree	3
4. providing the chance of trying new working methods while working	3.43	Agree	3
5. permitting staff to fully create one’s own work career	3.34	Agree	5
Composite Mean	3.41	Agree	
The organization provides me with the freedom for self realization by			
1. permitting staff to specialize within the job	3.36	Agree	1
2. fulfilling their dreams	3.32	Agree	3
3. satisfying their personal ambition	3.26	Agree	6
4. promoting quality of life through work	3.32	Agree	3
5. making one’s life more colorful through work	3.22	Agree	7
6. endorsing staff to contribute meaningfully to society	3.31	Agree	5
7. allowing staff through work to serve or improve society	3.32	Agree	3
Composite Mean	3.30	Agree	
My self-esteem is improved through organizational work by:			
1. feeling of achievement while working.	3.33	Agree	4
2. feeling of achievement observed through one’s own concrete product.	3.29	Agree	5
3. being responsible for specific tasks.	3.40	Agree	1
4. gaining self-affirmation and self-confidence through work.	3.35	Agree	3
5. gaining boss’s full authorization while working	3.36	Agree	2
6. gaining other person’s affirmation through work	3.28	Agree	6
7. having total power of control while working	3.23	Agree	7
Composite Mean	3.32	Agree	
Grand Mean	3.34	Agree	

Table 2 show the work values of the regular administrative employees in terms of terminal values as to self-growth, self realization and self esteem. The agreement on terminal values relative to self-growth means that while working, employees obtain new knowledge and techniques (3.44), their work offers opportunities

to learn, encourage them to analyze and study things in depth, providing the chance of trying new methods while working (3.43).

This result on self growth is a manifestation that employees of LPU are not working in non-productive offices or respective work units/environment. They believe that their work offers an array of opportunities for them to continuously develop themselves and discover opportunities for improvement

On the other hand, the self-realization results affirm the results on self-growth that as staff, they are permitted to specialize with their job (3.36), allowed them through work to serve or improve society and promote their quality of life (3.32) thus realizing and fulfilling their dreams (3.32).

Lyceum of the Philippines University-Batangas, management values so much its employees' job specialization. As a proof, most of the employees who are not aligned with their respective degrees are given assistance to study under "LPU scholarship program". They are permitted to study during Saturday to ensure that working assignments are distributed to qualified workers. The respondents claim that their mastery in their work is due to the commitment of the organization on job specialization. The terminal value result on self-realization is also contributory to the respondents' involvement in uplifting the society through various community related activities spearheaded by LPU such as Christmas gift giving, tree planting, bloodletting, community extension and immersion. These activities build employees' sense of fulfillment as they realize of their roles to fulfil in serving not only LPU but also the society.

Chu (2007) clarifies that employees' work values are of vital importance because the degree to which employees value their job influences their attitude towards work.

Terminal values on self-esteem on the other hand show that staff being responsible for a specific task (3.40), gaining boss's full authorization while working and gaining self affirmation and self confidence through work (3.35) improve employees' self-esteem. Understanding employees work value like self-esteem is interesting as it also helps in determining his attitude towards work. In LPU, committed employees as a result of their length of stay in the organization can be best described by their love towards their work and kind of leaders they served. Most of the employees claim that an open-line of communication to their supervisors helps them become dedicated to their work. According to the employees such personal relationship increased their productivity, self-esteem and work accomplishments.

Generally, terminal values refer to the degree of importance which an individual places on pursuing personal growth, exerting personal talent and creativity, improving quality of life, obtaining a sense of achievement and leadership and also commanding respect and recognition from others during the course of their work (Ho, 2006).

Table 3 presents the instrumental work values of the respondents. The composite mean revealed that among instrumental values the highest rating of agreement is on friendship and social interaction (3.40), followed by friendship and security (3.19) next is relaxation and stability (3.18) and work opportunities (3.06).

Instrumental values refer to the degree of importance which an individual places in obtaining level of excellence in social interaction, a harmonious social relationship and freedom from worry. It is where their life desires are sufficiently satisfied through balance achieved between services within the organizational systems, a holistic environment to fulfill their sense of security and to maintain their needs while they are working (Ho, 2006).

This result is a proof that LPU employees are working in a friendly and relaxed atmosphere resulting into a very personalized working relationship.

Table 3: Work Values of the Respondents in terms of Instrumental Values

My friendship and social interaction are satisfied through organizational work by:	Weighted Mean	Verbal Interpretation	Rank
1. the boss being considerate of employees	3.48	Agree	1
2. colleagues taking care of each other	3.37	Agree	6
3. a lack of aggression or selfishness among colleagues	3.26	Agree	7
4. staff that can happily work together with colleagues to finish a job	3.42	Agree	3
5. colleagues who can get along harmoniously	3.41	Agree	4.5
6. staff in a working environment with good personal connections (relationships)	3.41	Agree	4.5
7. staff that work honestly and sincerely with co-workers	3.45	Agree	2
Composite Mean	3.40	Agree	
I feel secure both financially and in my work when:			
1. staff can get appropriate care while sick	3.34	Agree	2
2. the safety of employees is the most important aspect of work	3.37	Agree	1
3. the organization provides good insurance	3.31	Agree	3
4. salary allocation is fair and reasonable	3.05	Agree	6
5. appropriate salary promotion is obtained	3.02	Agree	7
6. one's own devotion to work can gain reasonable reward	3.11	Agree	5
7. the organization provides a good employees benefit scheme	3.13	Agree	4
Composite Mean	3.19	Agree	
I feel relaxed and stable in my life when:			
1. work hours fully correlate with one's living schedule	3.20	Agree	2
2. one can be engaged in a full range of work, not monotonous and untidy	3.18	Agree	3
3. the individual does not have to deal with many complicated or alternatively trivial things at work	3.16	Agree	5
4. a variety of worry and anxiety derived from work completion can be avoided	3.17	Agree	4
5. one does not often need to worry about job affairs after work	3.14	Agree	6
6. one feels job secure	3.23	Agree	1
Composite Mean	3.18	Agree	
Access to work and opportunities for recreation are improved by my organization when:			
1. working under a non-harmful (no damage to physical and mental health) environment	3.35	Agree	1
2. the individual is being engaged in outdoor activities or physical activities after work	3.06	Agree	3.5
3. flexible hours are provided allowing for more personal freedom	2.92	Agree	7
4. longer annual vacation is provided, enabling the individual to pursue leisure activities	2.95	Agree	6
5. one can avoid excessive social intercourse in order to keep healthy	3.06	Agree	3.5
6. one's work place is close to home or easily accessible	3.11	Agree	2
7. one can avoid traffic congestion and road rage while travelling to or from work.	2.97	Agree	5
Composite Mean	3.06	Agree	
Grand Mean	3.21	Agree	

The employees perceived that their financial security (3.19) is achieved through salary allocation and benefits provided by the organizations. In an interview done with some administrative they said employee their salary scheme is competitive. The allocation of the incremental proceeds in tuition fee hikes to the employees' salary and benefits of the organizations is a proof of the university's commitment to improve the welfare of its employees. For the employees, security, health, education and achievement which Lyceum of the Philippines University provides are vital to people. Also, stability of the employee's status in the organization means that LPU as a private institution strictly follows the Labor Code of the Philippines and Policy on Retention and Regularization.

On relaxation, the results show that administrative employees feel relaxed and stable in their life when they feel secure in their jobs (3.23), when work hours fully correlate with one's living schedule, (3.20) and when they are engaged in a full range of work, not monotonous and untidy (3.18).

It is indeed their relationship towards their peer and co-workers that employees are able to do their job at par with what is expected among them. Security in work also reflects in the university atmosphere. For them, it is very safe to work in LPU. People are also health conscious as evidenced by the no-smoking policy and less hazard working environment which is due to the ISO and 5s standards set by the university.

Generally, this result can affirm the thrust of the University managers in satisfying their employees. Good environment reflects how people value their work and the people they are working with.

Lyceum managers therefore need to care for their subordinates for they are important to organizational outcomes. As Samad (2008), claimed if employees are highly satisfied with their work, co-workers, pay and supervision and derive high level of overall job satisfaction with their jobs they are more likely to be committed to the organization than if they are not satisfied. Therefore, committed and satisfied employees are normally high performers contributory toward organizational productivity.

Table 4: Level of Organizational Commitment in terms of the Affective Dimension

Affective Commitment	Weighted Mean	Verbal Interpretation	Rank
1. I would be very happy to spend the rest of my career with this organization.	2.95	Agree	5
2. I really feel as if this organization's problems are my own	2.83	Agree	6
3. I do feel like "part of the family" at my organization	3.12	Agree	3
4. I do feel "emotional attached to this organization	3.11	Agree	4
5. This organization has a great deal of personal meaning for me	3.19	Agree	2
6. I do feel a strong sense of belonging to my organization	3.21	Agree	1
Composite Mean	3.07	Agree	

Table 4 presents the level of organizational commitment in terms of affective dimension. The composite mean of 3.07 shows the agreement on affective commitment. Employees claim that they feel a strong sense of belongingness to the organization (3.21), that this organization has a great deal of personal meaning to them (3.21) and they feel that they are part of the family in this organization (3.13).

The findings are strong indications that the administrative employees have a sense of emotional attachment, involvement and identification with the university. It is also an affirmation on employees' claim that as LPU employees, they live in a healthy and family-like organizational atmosphere in the University. Affective commitment as Allen and Meyer (2000) defined is the employee's emotional attachments to, identification with and involvement in the organization based on positive feelings or emotions toward the organization.

This emotional attachment to the organization supports the records obtained by the Human Resource Management and Development Office showing good attitude and turnover rate of 0.86% or 5 out of 583

employees as of 2011. As claimed, organizationally committed employees are those who demonstrate adherence to company policies, with lower turnover rates (Newstorm, 2007).

Table 5 describes the level of commitment of employees in terms of continuance commitment. It obtained composite mean of 2.66 with a verbal interpretation of “Agree”. Employees claimed that it would be very hard for them to leave the organization even they wanted to (2.89), that right now, staying in the organization is matter of necessity as much as desire (2.83) and if they had not already put so much of themselves into this organization, they might consider working elsewhere (2.61).

Table 5: Level of Organizational Commitment in terms of the Continuance Dimension

Continuance Commitment	Weighted Mean	Verbal Interpretation	Rank
1. Right now, staying with my organization is a matter of necessity as much as desire	2.83	Agree	2
2. It would be very hard for me to leave my organization right now, even if I wanted to.	2.89	Agree	1
3. Too much in my life would be disrupted if I decided I wanted to leave my organization now	2.59	Agree	4
4. I feel that I have too few options to consider leaving this organization to consider leaving this organization	2.56	Agree	5
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.	2.61	Agree	3
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	2.48	Disagree	6
Composite Mean	2.66	Agree	

In LPU, the non-academic employees disclosed that the benefits provided by the university inspire most of them to stay in the organization. To mention a few are the educational benefits, health card, separation pay and retirement pay which are competitive with other private universities. Other factors contributory to their stay are the family culture and harmonious relationship with their colleagues in the organization. Some of them admitted that their Master’s degree is through the educational benefits of the university which are also enjoyed by their children. Most retired employees are satisfied with their benefits as they are also rehired with the same benefits as regular employees especially the health card, educational benefits and vacation leave credits. Although, some have thought of working outside Lyceum, because of the scarcity of available alternatives, they still value the working relationship already established in Lyceum. As a matter of fact, most employees leave Lyceum to go abroad or for family matters. Although there are few who view other job alternatives better than staying in the University, there is still a good number of employees who stay and do want to stay in LPU.

These results support the study of Sinclair (2005) who posited that employees continue to stay in the organization because of the perceived costs of leaving the organization such as reduction in pay, pension, benefits or facilities.

Table 6 presents the level of commitment in terms of normative dimension with 2.76 composite mean described by the following: the employees in organization deserves loyalty to their organization (3.10), that they owe a great deal to this organization (3.02) and they would not leave this organization right now because they have sense of obligation to the people in it.

This means that administrative employees continue to work in LPU due to their commitment to the organization and feel that they are part of whatever prestige that the university enjoys. Some employees value loyalty to the institution and to their work as they prefer to be continuously a part of the organization.

Table 6: Level of Organizational Commitment in terms of the Normative Dimension

Normative Commitment	Weighted Mean	Verbal Interpretation	Rank
1. I do not feel any obligation to remain with my current employer.	2.17	Disagree	6
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	2.59	Agree	5
3. I would feel guilty if I left my organization now.	2.72	Agree	4
4. This organization deserves my loyalty.	3.10	Agree	1
5. I would not leave my organization right now because I have a sense of obligation to the people in it.	2.98	Agree	3
6. I owe a great deal to my organization	3.02	Agree	2
Composite Mean	2.76	Agree	

This finding was corroborated by Meyer, Stanley, Herscovitch & Topolnytsky, (2002) who defined normative commitment as a feeling of obligation to continue employment. Employees with high normative commitment believe that they ought to continue working for their organization because it is the right and moral thing to do specifically if they are working with the people whom they owe their professional and financial growth. Most of the employees claim this result as they owe to Lyceum of the Philippines University their children’s education, their Masters Degree and their present financial capability; thus, it is their feeling of moral obligation and the culture of “Pasasalamat and Malasakit” that make them continue to serve and wait for their retirement.

Table 7: Difference in Responses on Work Values When Grouped According to the Profile Variables

$$F_t = 3.92; df 1,131$$

Profile Variables	Terminal Values				Instrumental Values			
	F _c	p-value	D	I	F _c	p-value	D	I
Age	0.274	0.963	FR	NS	0.493	0.838	FR	NS
Gender	0.218	0.642	FR	NS	0.002	0.963	FR	NS
Civil Status	4.181	0.043	R	S	0.638	0.426	FR	NS
Highest Educational Attainment	1.178	0.324	FR	NS	1.619	0.173	FR	NS
Length of Stay	0.542	0.775	FR	NS	0.155	0.988	FR	NS
Position	5.190	0.007	R	S	2.415	0.093	FR	NS

Legend: Significant at p-value < 0.05

Based from the table 7, the computed F-values of civil status (4.181) and position (5.190) in terms of terminal values are greater than the critical value of 3.92 and the resulted p-values are less than 0.05 level of significance, thus the hypothesis of no significant difference on the responses on work values in terms of terminal values when grouped according to civil status and position is rejected. This finding indicates that single employees differ from their married counterparts in the importance on the terminal values. Similarly, the respondents in various positions differed on their terminal values.

The employees do not differ in their instrumental values when grouped according to profile variables.

Table 8. Difference in Responses on Organizational Commitment When Grouped According to Profile Variables

$F_t = 2.18; df 6, 126$

Profile Variables	Affective				Continuance				Normative			
	F _c	P-value	D	I	F _c	P-value	D	I	F _c	P-value	D	I
Age	1.379	0.220	FR	NS	0.537	0.805	FR	NS	1.250	0.281	FR	NS
Gender	1.459	0.229	FR	NS	3.512	0.063	FR	NS	0.032	0.858	FR	NS
Civil Status Highest	2.090	0.110	FR	NS	0.427	0.515	FR	NS	0.548	0.460	FR	NS
Educational Attainment	1.076	0.371	FR	NS	4.905	0.001	R	HS	1.762	0.141	FR	NS
Length of Stay	0.599	0.731	FR	NS	0.309	0.931	FR	NS	0.788	0.581	FR	NS
Position	1.396	0.251	FR	NS	0.195	0.823	FR	NS	0.383	0.682	FR	NS

Legend: Significant at p-value < 0.05

Table 8 shows the difference of responses on organizational commitment when grouped according to profile variables. It can be observed that educational attainment contributes to the significant difference in the employees' organizational commitment in terms of continuance since the obtained F-value of 4.905 is greater than the critical value of 2.18. The p-value of 0.001 is less than 0.05 level of significance, thus the null hypothesis is accepted.

Based on the Post Hoc test using Scheffe, those who have MA units differ their continuance commitment compared to those who are Bachelors Degree and Doctoral Degree Holders.

This can be explained by the data on number of employees with MA units who are currently enrolled either in LPU or in other universities, thus their continuance to stay in the university is very important as this will have professional and financial considerable impact to the employees. Those who opted to resign during the course of their studies are subjected to the university policy in as far as Educational Benefits Program is concerned. This is stipulated in the Employee Manual (2009) that as regular employee they are entitled to 100% percent discount on tuition and miscellaneous fee for enrolling at Lyceum as an incentive to encourage professional growth among its personnel. Administrative personnel are also encouraged to apply for grants and scholarship offered by local and international agencies.

Evangelista (2006) states that highly educated people tend to have higher expectations in their professions than to organizations. This can be because of the fact that they have the ability to apply knowledge gained in the academe to specific functions. Thus, they seek other job opportunities that match their line of specialization.

Table 9: Relationship between the Work Values and Organizational Commitment of the Respondents

Organizational Commitment	Terminal Values				Instrumental Values			
	r-value	p-value	D	I	r-value	p-value	D	I
Affective	0.607	0.000	R	HS	0.592	0.000	R	HS
Continuance	0.254	0.003	R	HS	0.291	0.001	R	HS
Normative	0.407	0.000	R	HS	0.493	0.000	R	HS

Legend: Significant at p-value < 0.05

As seen from the table, all computed r-values indicate moderate positive correlation and the resulted p-values were all less than 0.05 level of significance, thus the null hypothesis of no significant relationship between work values and organizational commitment is rejected.

This means that there is a significant relationship that exists and implies that organizational commitment is affected by the work values of the respondents.

These findings manifest that most of the LPU’s administrative employees get what they are expected on their work. Employees valued their individual growth and intrapersonal relationships, which help create an atmosphere that is more family like and caring. They feel importance of their work on their respective departments as they are treated fairly by their respective supervisors. These are contributory to the employees’ stay in the organization who find it difficult to leave this family-like relationship and working environment.

This result affirms the study of Ho (2006) who found that the more the employees place importance on work values, the higher their organizational commitment. And the higher the commitment to an organization the greater the importance of these values in their various life on work roles. It is also found that work values and organizational commitment jointly and individually have significant influence on turnover intention (Chen, Hseih, Hyde & Wang, 2010) , which further supports LPU’s low turnover rate of 0.86 percent.

Table 10: Proposed Enhancement Program on Employees Work Values and Organizational Commitment

Key Result Areas	Objective	Programs/ Activities	Responsible	Time Table
1. Work Values				
Terminal Values	To increase the knowledge, skills and talents of the employees for their self-growth	Send employees to training/seminars inside and outside the university at least twice a year. Re echo when necessary	Department Head	SY 2012-2013
	To recognized their achievements and contribution on various university certification and accreditation	Recognized and give incentives to deserving employees	Vice Presidents Human Resource Department	SY 2012-2013
	To promote employees awareness thru involvement in LPU’s activities	Send the employees to different community extension activities like immersion, gift giving, etc.	Department Head Community Extension Department	December SY 2012 - 2013
Instrumental Values	To build harmonious relationship among employees	Intensifying teambuilding activities outside Lyceum	Human Resource Management	SY 2012-2013
	To increase awareness about health and wellness	Provide training or program about health and wellness Provide Sport festival for employees	Human Resource Management	SY 2012 - 2013

2. Organizational Commitment				
Affective Commitment	<p>To promote employees involvement and identification in the university</p> <p>To promote employees sense of belongingness in the university and feeling that they are part of the Lyceum family</p>	<p>Join them in the Departmental Strategic Planning in their respective department</p> <p>Make semestral meeting with the employees regarding the plan and accomplishment of the university</p>	<p>Department Head Vice President</p> <p>Human Resource Management</p>	<p>February SY 2012-2013</p> <p>October and May SY 2012-2013</p>
Continuance Commitment	To encourage employees to continue their employment in the university	<p>Provide employees more incentives and recognition apart from University awards convocation</p> <p>Provide them a health card with more accredited hospitals and insurances</p> <p>Provide rice and uniform allowance for employees</p>	<p>Vice President</p> <p>Human Resource Management</p>	SY 2012 – 2013
Normative Commitment	To increase the employees sense of loyalty and obligation	<p>Benchmark with other university's award, salary and other fringe benefits</p> <p>Review incentives/ benefits on personal loans and grants</p> <p>Link a scholarship outside the university</p>	<p>Vice President</p> <p>Human Resource Management</p>	SY 2012 - 2013

4. Conclusions

The study revealed that most of the administrative employees are young, female, married, Bachelor's degree holder, relatively new in Lyceum and belong to rank and file position. The administrative employees claim high agreement on self-growth in terms of terminal values and friendship and social interaction as to instrumental values. In terms of organizational commitment, respondents possess high level of commitment on affective, continuance and normative dimension towards the university. The single employees differ from their married counterpart in the importance of work values on terminal values. Similarly, the respondents in various positions differ in their terminal values. It also revealed that continuance commitment of employees with MA units differ from employees with Bachelors Degree and Doctoral Degree. Finally the study revealed that employees' organizational commitment is influence by their work values. The proposed enhancement program has been formulated based on the findings of the study.

5. Recommendations

This research recommends that LPU may continuously provide training program for their employees that will enhance their talents, skills, and abilities for their self-growth. Human Resource Management may identify other activities that will enhance the self-esteem of the employees thru Training Needs Assessment Evaluation. Teambuilding activities for all administrative employees for harmonious relationship such as Summer Outing maybe spearheaded by HRMD. The incentives, benefits, recognition, scholarship program

and working environment of employees may be further reviewed as a management support to its employees. The proposed enhancement program may be tabled for discussion, and for implementation and subsequent review. Future researchers may do similar study using other management variables not covered by this research.

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