

Organizational Commitment, Work Ethics, and Performance of Government Employees

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Abstract

Public sector performance is shaped not only by technical capacity but also by employees' psychological attachment to the organization and the ethical standards that guide daily work. This study examined the levels of organizational commitment, work ethics, and job performance among government employees of the Sangguniang Panlalawigan of Negros Occidental and determined the relationships of organizational commitment and work ethics with job performance. A quantitative, descriptive-correlational design was used. The entire recorded population of 107 government employees was included, and data were gathered in June 2026 through a structured questionnaire covering affective, continuance, and normative commitment; work itself, moral attitude toward work, and intrinsic motivation; and job performance. Descriptive statistics and Spearman's rank-order correlation were used because the study treated the measures as ordinal and the assumptions for parametric correlation were not met. Organizational commitment was moderate overall ($M = 3.16$, $SD = 0.61$), with affective commitment ($M = 3.05$), continuance commitment ($M = 3.23$), and normative commitment ($M = 3.18$) all at moderate levels. Work ethics were high overall ($M = 3.85$, $SD = 0.89$), with work itself ($M = 3.67$), moral attitude toward work ($M = 3.90$), and intrinsic motivation ($M = 3.94$) all high. Job performance was very high ($M = 4.28$, $SD = 0.19$), with 66 employees rated very high and 41 rated high. Organizational commitment had a significant but weak positive relationship with job performance ($\rho = .236$, $p = .014$), whereas work ethics showed a significant and moderately strong positive relationship with job performance ($\rho = .511$, $p < .001$). The findings suggest that ethical orientation and intrinsic motivation are more closely associated with performance than organizational attachment alone. The study recommends strengthening ethical leadership, professional development, employee recognition, organizational belonging, and the alignment of Individual Performance Commitment and Review (IPCR) practices with behavioral and ethical expectations.

Keywords: Organizational Commitment, Work Ethics, Job Performance, Government Employees, Public Service, Employee Engagement

1. Introduction

Public service is a fundamental mechanism through which governments translate policy into services, administrative decisions, and community outcomes. In the Philippine local-government context, employees are expected to sustain administrative operations while maintaining accountability, reliability, responsiveness, and ethical conduct. Yet public organizations continue to face organizational challenges involving motivation, bureaucratic processes, accountability, and human-resource support, making employee behavior an important determinant of institutional effectiveness [1].

Organizational commitment is a central construct in organizational behavior because it captures the extent to which employees identify with an organization, remain attached to it, and are willing to sustain membership and effort. Contemporary scholarship treats commitment as multidimensional rather than unitary, distinguishing emotional attachment, perceived costs of leaving, and moral obligation to remain [2]. Evidence in the Philippine public sector indicates that affective and normative commitment can contribute to task and contextual performance, whereas continuance commitment may stabilize retention without producing the same level of discretionary effort [1]. Generational patterns have also been reported, suggesting that public organizations should not assume that commitment is expressed identically across employee cohorts [3].

Work ethics constitute the second behavioral dimension of the study. They refer to the values and standards through which employees evaluate work, responsibility, integrity, accountability, and personal motivation. Research has linked work ethic to intrinsic motivation and satisfaction, supporting the view that employees who value diligence and moral responsibility are more likely to experience work as meaningful and self-regulating [4]. In Philippine public administration, professionalism and ethical conduct have likewise been associated with accountability and service quality [5, 6].

Job performance represents the practical outcome of these behavioral orientations. In public organizations, performance encompasses more than completing assigned tasks; it also includes quality, timeliness, initiative, cooperation, adaptability, and contribution to organizational effectiveness. Evidence from local government and public-sector research indicates that training, recognition, supportive leadership, organizational culture, and accountability systems are associated with stronger employee performance [7, 8]. International evidence similarly suggests that organizational commitment, work engagement, and ethical organizational cultures are associated with stronger employee performance and service outcomes [9, 10].

Despite this body of evidence, localized empirical studies integrating organizational commitment, work ethics, and job performance in the Philippine public sector remain limited, particularly at the level of a provincial legislative institution in Negros Occidental. Calapre [11] noted the continuing need for localized analysis of organizational commitment and trust among public employees. A context-specific examination is therefore warranted because public organizations operate within institutional, cultural, and administrative conditions that may differ from those reflected in studies conducted in other sectors or settings.

The present study addresses this gap by examining the levels of organizational commitment, work ethics, and job performance among government employees of the Sangguniang Panlalawigan of Negros Occidental and testing the relationships between the two explanatory constructs and job performance. The study is intended not to establish causality, but to identify empirically meaningful patterns that can guide human-resource development, ethical governance, and performance-management practices. In particular, the findings are intended to inform the Individual Performance Commitment and Review (IPCR) framework as a practical mechanism for linking employee behavior, performance expectations, and institutional objectives.

1.1 Theoretical Framework

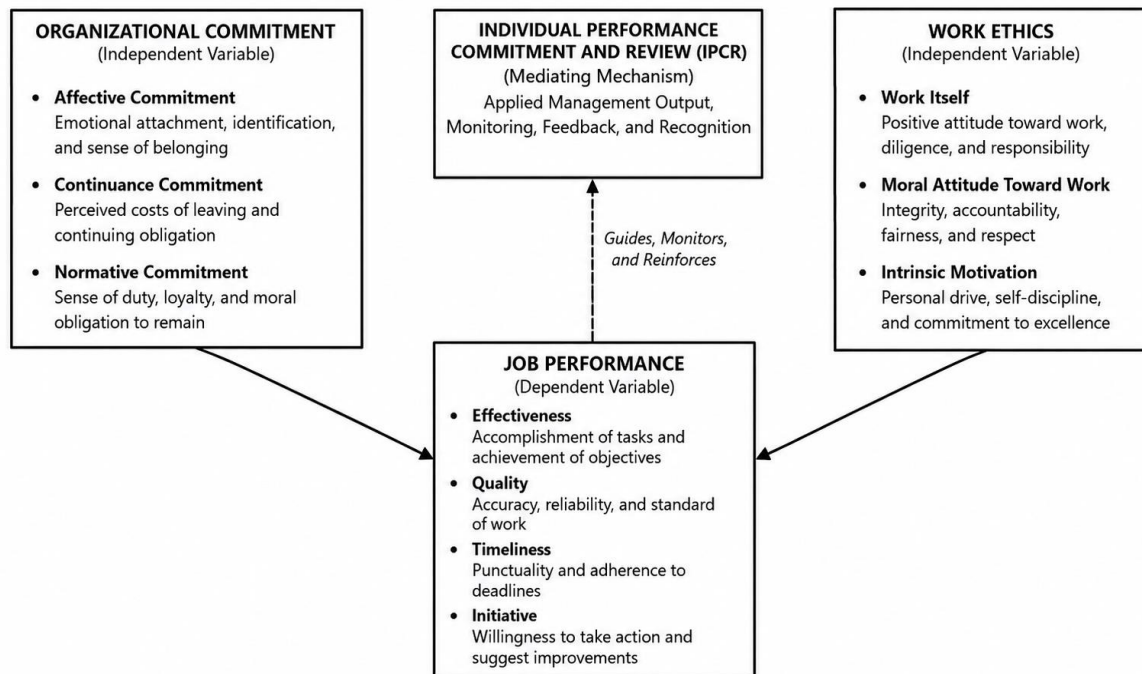
The study is anchored in complementary theories of commitment, ethics, and performance. Becker's Side-Bet Theory explains continuance commitment by proposing that employees accumulate investments such as tenure, benefits, social ties, and experience that become costly to relinquish, thereby making organizational membership more consequential over time [12]. This perspective is useful in public organizations where employment stability, institutional familiarity, and accumulated benefits may influence employees' decisions to remain.

Normative commitment is grounded in the view that employees may remain with an organization because they perceive a moral obligation or duty to do so. This perspective is consistent with the source study's emphasis on loyalty, responsibility, and service values. Empirical work in public institutions suggests that normative commitment can contribute to stability and sustained dedication even where employees experience other workplace pressures [2, 1] [1, 2].

Work ethics are framed through Graham's ethical-virtue perspective, in which prudence, justice, fortitude, temperance, faith, hope, charity, and integrity provide a broad foundation for moral conduct [13]. For public employees, the framework is particularly relevant because government work involves the exercise of institutional authority and the stewardship of public resources. Integrity, accountability, reliability, and moral courage therefore have implications that extend beyond individual productivity to citizen trust and institutional legitimacy.

Job performance is additionally informed by Goal-Setting Theory, which emphasizes the importance of clear goals and goal-directed effort [14]. In the present study, the practical implication is that strong employee performance is expected to emerge where employees possess both internal behavioral resources—commitment and ethical orientation—and organizational systems that define, monitor, and support performance.

Figure 1. Conceptual Framework Linking Organizational Commitment and Work Ethics to Job Performance.



1.2 Research Objectives and Hypotheses

The study sought to determine the levels of organizational commitment, work ethics, and job performance among government employees; examine the dimensions of organizational commitment and work ethics; and test whether organizational commitment and work ethics were significantly related to job performance. Consistent with the correlational design, two null hypotheses were examined: (H0a) organizational commitment is not significantly related to job performance; and (H0b) work ethics are not significantly related to job performance.

1.3 Significance of the Study

The study provides an empirical basis for public-sector managers, human-resource personnel, employee associations, policymakers, and researchers. For administrators, the results can support targeted interventions in employee engagement, ethical development, recognition, professional growth, and performance management. For employees, the findings clarify the behavioral dimensions associated with strong public-service performance. For policymakers and civil-service organizations, the study contributes localized evidence that may inform human-resource development and integrity mechanisms. For the academic community, it adds evidence on public-sector employee behavior in a Philippine provincial setting.

2. Method

2.1 Research Design

A quantitative, descriptive-correlational research design was employed. The descriptive component was used to characterize the levels of organizational commitment, work ethics, and job performance, whereas the correlational component was used to determine whether organizational commitment and work ethics were statistically associated with job performance. The design did not manipulate variables and therefore does not permit causal conclusions. This approach is appropriate when behavioral constructs are measured in their natural organizational context and the purpose is to identify empirical relationships among variables [10].

2.2 Participants and Setting

The respondents were government employees under the Sangguniang Panlalawigan of Negros Occidental. Data were collected in June 2026. Official records from the Human Resources Office identified 107 government employees, and the entire recorded population was included in the study. Because the whole accessible population was covered, no separate sample-size computation was required. The study employs convenience sampling, reflecting accessibility and willingness to participate; this is an important methodological limitation when considering generalizability.

2.3 Instrument

A structured questionnaire was used as the primary data-gathering instrument. Organizational commitment was assessed through affective, continuance, and normative dimensions patterned after the three-component conceptualization described in the study. Work ethics were assessed through work itself, moral attitude toward work, and intrinsic motivation. Job performance was assessed through indicators concerning task completion and timeliness, quality and compliance, initiative and extra-role behavior, professional development, and interpersonal collaboration. Responses were recorded on a five-point Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree).

The study reports that the instrument was adapted from established organizational-behavior and work-performance frameworks and contextualized for government service. Validation of the organizational-commitment and work-ethics constructs in relevant studies, supporting the use of the measures in the public-sector context [1, 15].

2.4 Data Collection and Ethical Procedures

Institutional approval and endorsement were secured before data collection. Permission was obtained from respondents, and questionnaires were personally distributed and collected after completion. Participation was voluntary, and confidentiality of responses was maintained. The existence of supporting institutional documentation for the research process, including ethics-related and data-

analysis certifications. No personally identifying respondent-level information is disclosed in the present article.

2.5 Data Analysis

Means and standard deviations were used to summarize the levels of organizational commitment, work ethics, and job performance. The descriptive scale classified mean scores of 4.21–5.00 as very high, 3.41–4.20 as high, 2.61–3.40 as moderate, 1.81–2.60 as low, and 1.00–1.80 as very low. Because the measures were treated as ordinal and the assumptions for parametric correlation were not met, Spearman's rank-order correlation coefficient was used to test the relationships between organizational commitment and job performance and between work ethics and job performance. Statistical decisions were based on $\alpha = 0.05$.

3. Results

3.1 Organizational Commitment

Overall organizational commitment was moderate ($M = 3.16$, $SD = 0.61$). All three dimensions also fell within the moderate range: affective commitment ($M = 3.05$, $SD = 0.68$), continuance commitment ($M = 3.23$, $SD = 0.73$), and normative commitment ($M = 3.18$, $SD = 0.68$). The pattern indicates that employees' attachment to the organization was present but not particularly strong at the emotional level.

Table 1. Level of Organizational Commitment among Government Employees ($N = 107$).

Dimension	M	SD	Interpretation
Affective commitment	3.05	0.68	Moderate
Continuance commitment	3.23	0.73	Moderate
Normative commitment	3.18	0.68	Moderate
Organizational commitment, overall	3.16	0.61	Moderate

Within affective commitment, relatively strong ratings were recorded for willingness to spend the remainder of one's career in the organization ($M = 3.48$) and the perception that the organization has personal meaning ($M = 3.52$). In contrast, lower ratings were found for feeling like part of the organizational family ($M = 2.40$) and feeling emotionally attached to the organization ($M = 2.54$). The contrast is important: employees can value their work and remain in the organization without necessarily developing a strong emotional bond with it.

Continuance commitment showed its strongest ratings for the difficulty of leaving the organization ($M = 3.44$) and the personal sacrifices associated with leaving ($M = 3.50$). This suggests that practical considerations, accumulated benefits, and perceived costs of mobility are meaningful components of organizational attachment. Normative commitment was comparatively similar, with loyalty-related

beliefs rated relatively higher, including the view that employees move between organizations too often ($M = 3.46$), while moral obligation to remain was moderate ($M = 3.37$).

The pattern is broadly consistent with Philippine evidence indicating that continuance and normative dimensions may remain salient in government employment, while affective attachment is not always equally developed [1]. It is also consistent with the broader multidimensional view of commitment, in which different forms of attachment have different implications for employee behavior [2].

3.2 Work Ethics

Work ethics were rated high overall ($M = 3.85$, $SD = 0.89$). All three dimensions were high: work itself ($M = 3.67$, $SD = 0.94$), moral attitude toward work ($M = 3.90$, $SD = 0.92$), and intrinsic motivation ($M = 3.94$, $SD = 0.98$). The results indicate a workforce characterized by relatively strong ethical orientation, a positive valuation of work, and internal motivation.

Table 2. Level of Work Ethics among Government Employees ($N = 107$).

Dimension	M	SD	Interpretation
Work itself	3.67	0.94	High
Moral attitude toward work	3.90	0.92	High
Intrinsic motivation	3.94	0.98	High
Work ethics, overall	3.85	0.89	High

For work itself, employees strongly valued work as essential and as a channel for expressing knowledge, abilities, and creativity. Moral attitude toward work produced especially favorable results for sincerity, hard work, and integrity ($M = 4.04$), as well as reliability and accountability ($M = 3.93$). Intrinsic motivation was the highest of the three dimensions, led by the belief that a job well done is a reward in itself ($M = 4.02$) and pride in one's work as a source of inspiration ($M = 3.98$).

The results are consistent with research showing that work ethic is positively connected with intrinsic motivation and job-related outcomes [4]. They also align with Philippine studies emphasizing professionalism, sincerity, accountability, and ethical conduct as important elements of public employee performance and institutional integrity [5, 6].

3.3 Job Performance

Job performance was very high overall ($M = 4.28$, $SD = 0.19$). Of the 107 respondents, 66 (61.68%) were classified in the very-high category and 41 (38.32%) in the high category. No respondent was classified in the moderate, low, or very-low categories. The narrow standard deviation indicates relatively little dispersion around the overall mean.

Table 3. Distribution of Respondents by Level of Job Performance.

Performance level	n	%
Very high	66	61.68%
High	41	38.32%
Moderate	0	0.00%
Low	0	0.00%
Very low	0	0.00%
Total	107	100.00%

The observed performance profile indicates a workforce that generally meets or exceeds expected standards across the indicators measured by the questionnaire. The finding is consistent with literature linking ethical conduct, organizational values, training, recognition, and supportive leadership with stronger government-employee performance [7, 8]. However, the very high self-reported level should be interpreted cautiously because the measure was based on respondents' own perceptions rather than independent supervisor ratings or administrative performance records.

3.4 Relationship Between Organizational Commitment and Job Performance

Table 4. Relationship between Organizational Commitment and Job Performance (N = 107).

Relationship	ρ	p	Decision	Interpretation
Organizational commitment → job performance	0.236	0.014	Reject H0	Significant; weak positive relationship

A statistically significant positive relationship was found between organizational commitment and job performance ($\rho = .236$, $p = .014$). The null hypothesis was therefore rejected. The direction of the relationship indicates that higher organizational commitment tended to be associated with higher job performance. However, the magnitude was weak, suggesting that organizational attachment alone explains only a limited portion of variation in self-reported performance.

This result supports the literature indicating that commitment is relevant to performance but that its dimensions do not contribute equally. Affective and normative forms of commitment are generally more closely linked to discretionary and contextual behaviors than continuance commitment, which primarily reflects the perceived costs of leaving [1, 2]. Thus, retaining employees through stability and accumulated benefits may not be sufficient to maximize performance unless institutional systems also cultivate stronger identification, belonging, and shared purpose.

3.5 Relationship Between Work Ethics and Job Performance

Table 5. Relationship between Work Ethics and Job Performance (N = 107).

Relationship	ρ	p	Decision	Interpretation
Work ethics →	0.511	< .001	Reject H0	Significant;

job performance				moderately strong positive relationship
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Work ethics exhibited a statistically significant and moderately strong positive relationship with job performance ($\rho = .511$, $p < .001$). The null hypothesis was rejected. The result indicates that employees reporting stronger ethical orientations, stronger moral attitudes toward work, and stronger intrinsic motivation also tended to report higher job performance. The comparatively larger correlation for work ethics is an important finding of the study. It suggests that performance in this public-sector setting may be more closely associated with what employees value and how they regulate their behavior than with organizational attachment alone. This interpretation is consistent with evidence linking work ethic, intrinsic motivation, accountability, and ethical organizational cultures with employee effectiveness and engagement [4, 9, 5] [4, 5, 9].

Figure 2. Comparative Mean Scores for Organizational Commitment, Work-ethics Dimensions, and Job Performance.

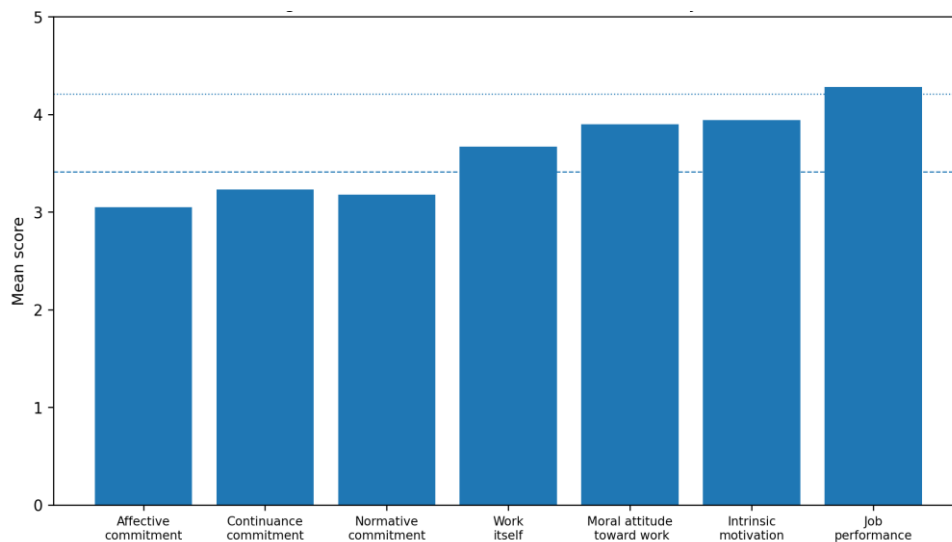
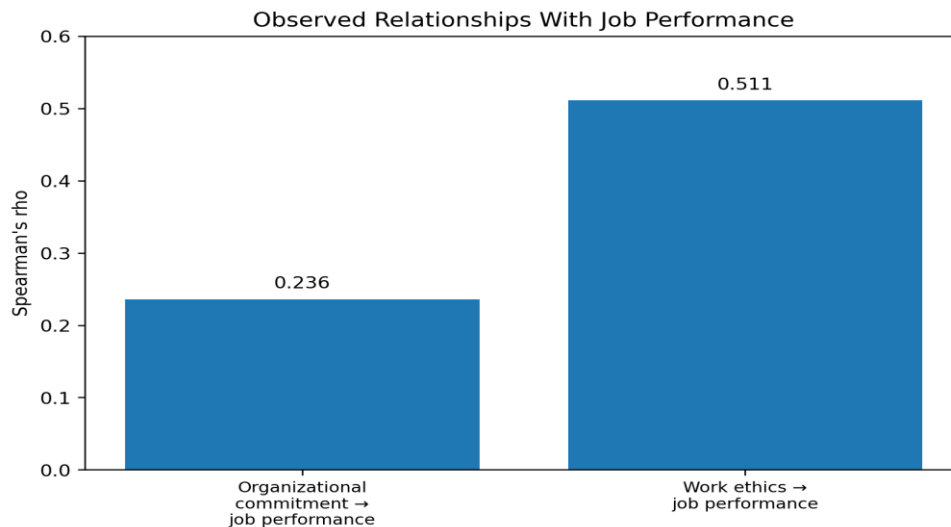


Figure 3. Spearman Correlations between the Two Explanatory Constructs and Job Performance.



4. Discussion

The study reveals an important asymmetry between organizational attachment, ethical orientation, and performance. Government employees reported moderate organizational commitment, high work ethics, and very high job performance. This pattern suggests that employees can perform at high levels even when their emotional attachment to the organization is not equally strong. In practical terms, the workforce appears to possess strong personal standards and internal motivation that may compensate for weaker organizational belonging.

The moderate level of affective commitment deserves particular managerial attention. The lowest affective indicators concerned emotional attachment and a sense of being part of the organizational family. This suggests that employees may be committed to their responsibilities or practical reasons for staying without fully identifying with the organization as a social and psychological community. Research on organizational commitment indicates that affective attachment is especially valuable because it is associated with discretionary effort, contextual performance, and stronger organizational identification [1].

The pattern of continuance commitment adds another layer of interpretation. Employees reported that leaving would be difficult and could involve substantial personal sacrifice. These findings are consistent with Becker [12] side-bet logic: accumulated investments can stabilize organizational membership. However, a stable workforce is not automatically an engaged workforce. The study's weak commitment–performance correlation reinforces the distinction between remaining in an organization and contributing beyond minimum expectations.

Work ethics, in contrast, produced a high overall score across all dimensions, with intrinsic motivation being the strongest. This is theoretically meaningful. Employees who experience work as inherently rewarding, take pride in accomplishment, and perceive integrity and accountability as central to professional identity may be more likely to regulate their behavior even when external supervision is limited. Such internal regulation is particularly valuable in public service, where performance has direct

implications for administrative trust and the quality of citizen-facing services. The stronger relationship between work ethics and performance ($\rho = .511$) compared with organizational commitment and performance ($\rho = .236$) should not be interpreted as proof that ethics causes performance. The study is correlational, and the measures are self-reported. Nevertheless, the difference in association strength provides a useful empirical signal for management. If the objective is to sustain high performance, public institutions may obtain greater practical benefit from embedding ethical standards, accountability, intrinsic motivation, and professional pride into everyday work systems rather than relying mainly on retention-oriented strategies.

The very high job-performance rating also requires careful interpretation. Because every respondent fell within the high or very-high categories, a ceiling effect may be present. Employees may also have been inclined to rate their own performance favorably, particularly within a public-sector environment where the constructs being measured carry strong normative expectations. Future studies should therefore triangulate self-reported performance with supervisor assessments, IPCR ratings, attendance, service-output records, timeliness measures, citizen feedback, or other objective indicators.

The relationship findings support an integrated public-sector performance framework. Organizational commitment can provide continuity, identification, and willingness to remain, while work ethics can provide day-to-day behavioral regulation and intrinsic standards. Together, these conditions can be connected to the IPCR system through clearer performance objectives, ethical performance indicators, developmental feedback, and recognition mechanisms. Goal-setting theory further suggests that clarity of expectations can strengthen the translation of motivation into performance [14]. At the institutional level, the findings suggest three strategic priorities. First, organizations should strengthen affective commitment by improving communication, recognition, participation, mentoring, and opportunities for employees to experience belonging. Second, ethical work cultures should be reinforced through integrity-centered training, accountability systems, ethical leadership, and recognition of exemplary conduct. Third, performance-management practices should align these behavioral expectations with clear objectives and developmental support rather than treating appraisal as a compliance exercise. Such an approach is consistent with evidence that training, recognition, organizational culture, and leadership contribute to employee effectiveness [7, 8, 16].

5. Implications for Public Administration and IPCR Practice

The findings can be translated into a practical IPCR-oriented management agenda. The first implication is that performance agreements should include not only output targets but also behavioral expectations related to accountability, collaboration, service orientation, ethical conduct, and professional development. The second is that supervisors should use appraisal conversations to identify barriers to belonging and organizational identification, particularly where affective commitment is weaker. The third is that recognition systems should make visible the connection between ethical conduct and measurable public-service outcomes.

Table 6. Evidence-informed Management Priorities for Translating Study Findings Into IPCR Practice.

Construct	Core issue	Management response	Expected contribution
Affective commitment	Sense of belonging, emotional attachment, organizational identification	Team engagement, mentoring, recognition, participatory decision-making	Retention with stronger identification
Continuance commitment	Perceived costs of leaving, accumulated investments	Career pathways, welfare, fair benefits, mobility transparency	Stable workforce without over-reliance on necessity-based attachment
Normative commitment	Loyalty, duty, moral obligation	Ethics orientation, public-service values, institutional socialization	Sustained responsibility and institutional continuity
Work ethics	Integrity, accountability, reliability	Ethics training, role modeling, codes of conduct, feedback	Consistent professional behavior
Intrinsic motivation	Pride, purpose, personal growth	Development opportunities, meaningful assignments, autonomy, recognition	Self-directed effort and sustained performance
Job performance	Quality, timeliness, initiative, collaboration	Clear targets, coaching, IPCR alignment, resources	High-quality and accountable service delivery

6. Conclusion

The study established that government employees in the Sangguniang Panlalawigan of Negros Occidental reported moderate organizational commitment, high work ethics, and very high job performance. The most important weakness within organizational commitment was affective attachment, particularly employees' sense of belonging and emotional connection to the organization. In contrast, work ethics were consistently high, particularly moral attitude toward work and intrinsic motivation.

The inferential findings provide the principal contribution of the study. Organizational commitment was significantly but weakly associated with job performance ($\rho = .236$, $p = .014$), whereas work ethics demonstrated a significant and moderately strong positive association with job performance ($\rho = .511$, $p < .001$). These findings suggest that ethical orientation and internal motivation are more closely aligned with high performance than organizational attachment by itself in the population examined.

The practical implication is that public-sector performance strategies should move beyond retention and compliance toward an integrated model of ethical leadership, employee belonging, intrinsic motivation, professional development, and clear performance expectations. The IPCR framework provides a practical platform through which these elements can be aligned. However, future research should

incorporate objective performance measures and broader samples before drawing stronger conclusions about the general public-sector workforce.

7. Limitations

The study has several limitations that should guide interpretation. First, it was conducted in a single provincial legislative institution and therefore should not be generalized automatically to other government agencies or regions. Second, the study used self-reported measures for all principal constructs, creating potential common-method and social-desirability bias. Third, the design was cross-sectional and correlational; consequently, temporal ordering and causality cannot be established. Fourth, the entire accessible population of 107 employees was studied, but participation procedures were described as quota/convenience sampling, which may still introduce response-selection effects. Fifth, the extremely high performance ratings suggest a possible ceiling effect that may have reduced variability and affected the magnitude of observed correlations.

8. Conflict of Interest

The author declares that there is no conflict of interest regarding the conduct, analysis, interpretation, or publication of this study. No financial, commercial, institutional, or personal interest is reported to have influenced the research process or the presentation of the findings.

9. Recommendations

Government offices should strengthen affective commitment through systematic employee-engagement practices, transparent communication, mentoring, recognition, and opportunities for participation in organizational decisions. Because affective commitment was the weakest commitment dimension, interventions should focus on belonging and identification rather than relying primarily on employment stability or accumulated benefits.

Human-resource managers and heads of offices should institutionalize ethics-centered development programs addressing integrity, accountability, reliability, moral courage, and intrinsic motivation. Since work ethics demonstrated the stronger relationship with job performance, ethical behavior should be treated as a strategic performance resource rather than as a compliance requirement alone.

IPCR processes should be used more deliberately as a development mechanism. Performance targets should be accompanied by behavioral expectations, professional-development objectives, coaching, and feedback. Recognition systems should acknowledge both measurable results and ethical, collaborative, and citizen-oriented conduct.

Future research should replicate the study across multiple local government units and public-sector agencies, use probability sampling where feasible, incorporate supervisor- or administratively rated performance, and consider longitudinal designs. Mixed-method studies are also recommended to explain

why affective commitment is comparatively weaker and how employees interpret ethical responsibility and public-service motivation in different institutional environments.

10. Acknowledgment

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11. Authors' Biography

Mia Danica Alonso is an Administrative Officer I at the Sangguniang Panlalawigan Office of the Provincial Government of Negros Occidental. She has been serving in the government sector for the past ten years, gaining experience in public administration and government operations. She is a graduate of the University of St. La Salle in Bacolod City. Her academic and professional interests include public administration, organizational commitment, work ethics, and employee performance. She is particularly interested in promoting strong work ethics among government employees and advocating for appropriate recognition and incentives for employees who demonstrate exemplary performance and contribute significantly to organizational goals.

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