



## Organizational commitment of non-tenured employees in the Philippine government service: A behavioral model

Eva Joy C. Palma \*

College of Education, Northern Iloilo State University- Barotac Viejo Campus, Puerto Princesa, Barotac Viejo, Iloilo, Philippines

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### ABSTRACT

Non-tenured employment, often seen as less prestigious, is thought to lead to negative attitudes at work. However, research suggests that non-tenured workers can be just as dedicated to their organizations. Despite the clear need to understand the behaviors of these workers, there is a lack of research in this area. This study looks into what helps or hinders non-tenured government employees in the Philippines from feeling committed to their organization and develops a model to explain their behavior. Using a grounded theory approach, interviews and focus group discussions were conducted with 18 non-tenured staff, including office workers, teachers, and service personnel, in Philippine government settings in 2021. These discussions were analyzed to identify themes inductively. The findings show that these workers are indeed committed to their organizations and highlight both the positive influences (facilitators) and obstacles (barriers) to this commitment. Positive work environment, fair pay, convenient location, and the chance of securing a tenured position were identified as facilitators, whereas political interference, challenging tasks, and limited professional development opportunities were seen as barriers. To better understand these factors, the study introduces a cause-reason-intention-behavior (CRIB) Model, a new framework specifically designed for non-tenured employees. This model is unique in that it focuses on how feelings of comfort, love for the job, and enjoyment of work, despite insecure job conditions, can encourage a strong commitment to the organization.

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### 1. Introduction

Non-tenured or non-regular employment is a form of non-standard employment that entails no security of tenure and can be terminated within a fixed period of time. Broadly defined, it is work that falls outside the scope of a standard employment relationship (Battad, 2019). Non-tenured employees are those employed on a casual, contractual, or job-hired basis in work that is public or private in nature. These employees can be terminated if their services are no longer needed, thereby making the job insecure, but many of them are reappointed in a non-permanent position, with some even staying for five years or more. By nature of its temporariness and insecurity, it is a form of subordinate employment relationship (Battad, 2019).

Despite some negative connotations, engaging non-tenured employees is still widely practiced around the world, across nations and industries, under different occupations and categories. This has been a global phenomenon for the past decades. In the Philippines, a significant portion of the private and public sectors of the workforce is composed of non-tenured employees. Some provisions of Philippine laws made this work arrangement insecure by reducing work arrangements into contracts, the absence of standard employment relations, and little emphasis on social protection (Mangaoang, 2020).

In the middle of the year 2019, the Philippine Civil Service Commission reported that job orders and contracts of service employees in the government are estimated at 669,347, which is roughly 28% of around 2.4 million workers in the government, and 653,816 in 2020, which is roughly 27% (Mangaoang, 2020, CSC, 2021). Just by August 2021, there are already 582,378 job orders and contracts of service employees in the Philippine government across the country (CSC, 2021), thereby causing assumptions to even increase by the end of

the year. This unprecedented increase in the number of non-tenured employees indicated the growing dependence of government agencies on these workers to perform necessary functions when the tenured employees are insufficient to carry out the functions of the organizations.

Felfe et al. (2008) assumed that temporary work carries risk and probably hinders people's tendency to develop a high commitment to their employer or their job, but found that a sizable portion of temporary workers is committed to their work. Contrary to potential expectations, various studies show that non-tenured employees generally reported having higher levels of job satisfaction and similar levels of psychological contract fulfillment and employee engagement compared to their permanent counterparts (Chambel et al., 2016). Meanwhile, Dwiyanti and Kusuma Abdilla (2018) reported that job insecurity affected 38.5% of the organizational commitment of non-tenured employees, while the other 61.5% were from other influencing factors. These factors included the physical state of the workplace, the feeling or desire to work for a good company, salary payments, and opportunities for rewards at work. Further, according to Ofosuhen and Sammo (2020), the behavior of contract employees with respect to commitment, work initiative, and job satisfaction was not significantly different from the behavior of permanent employees. Furthermore, the study of Palma and West (2023) found tenured teachers in state-owned higher education institutions to display a considerable range of organizational commitment and proportional levels of organizational citizenship. These facts have been surprising, as traditionally, we expect their working conditions to result in negative behavioral outcomes.

Organizational commitment might enhance or inhibit employees' willingness to do the job; as such, it affects their job productivity and work quality, while with leadership and organizational factors, organizational commitment may influence organizational citizenship behavior (Loan, 2020; Novianti, 2021). A renowned definition of organizational commitment was introduced by Allen and Meyer (1990), which translates into a psychological state that characterizes the employees' relationship with the organization and has connotations for the assessment of whether to continue or discontinue working with the organization. Allen and Meyer (1990) were also pioneers in the model of commitment, with their three components: affective, continuance, and normative commitment. Recently, Meyer and Morin (2016) have posited that there are 27 distinct profiles that can arise from varying combinations of affective, continuance, and normative commitment levels. Organizational commitment is complex, especially when the subject of the study includes non-tenured employees imbued with insecurity in their work. It is evident that knowledge of the behavioral framework that best describes their behavior is necessary in order to design or improve

the policies and procedures that have an impact on them.

There have been many studies done previously concerning factors that affect the organizational commitment of employees in tenured job positions, but there is a dearth of studies that involve non-tenured employees. For tenured employees, organizational factors such as salary, past success of the company, training and development, management style, working environment, team cooperation, and organizational structure, as well as personal factors such as opportunities for personal advancement, job satisfaction, involvement in decision-making, and alignment of personal needs with company objectives, strongly influence the employee's commitment (Kamau, 2015). This is supported by Arifin (2020), who found that organizational factors (policies), work environment factors (leaders and coworkers), and organizational commitment influenced positive employee attitudes. These previous concepts were strengthened by Gul et al. (2021) when they revealed in their study that procedural justice and career development have a significant relationship with employees' commitment.

On the other hand, for non-tenured employees, the concept of alternative to lack of permanent employment and the hope of gaining permanent employment in the future are among the factors that drive an employee to stay in a job (Moraa and Juma (2015). This was supported by Singh (2017), who stated that the consideration of a temporary job as a substitute for unemployment motivates these employees to work hard and perform better, for they hope to get a permanent position in the same job. The findings of Moraa and Juma (2015) and Singh (2017) strengthen the earlier statements of Felfe et al. (2008) that employees may engage in jobs for a variety of reasons, including the flexibility and variety of the work and the chance to pick up new skills through a variety of experiences, as well as a step toward a permanent position, as they have no other alternative for the moment. For Chung et al. (2017), job stress affects employees' desire to leave the organization, and a lack of commitment will reduce employees' efforts to work and lead to the emergence of the propensity to leave (Boroş and Curşeu, 2013). This is aligned with Dwiyanti and Kusuma Abdilla (2018) that low job insecurity will increase organizational commitment among non-tenured employees, which is further supported by Xia et al. (2022) that organizational commitment of temporary government employees is negatively correlated with turnover intention. With all these pre-existing studies, we can assume that the security of the job is related to employees' commitment to an organization, but what facilitates or hampers their organizational commitment still needs to be explored, and that forms part of the questions of this research.

One of the most commonly used frameworks for understanding individual attitudes and behaviors is Social Exchange Theory (SET). SET is one of the most

influential theories in social sciences, and it has implications across various fields (Ahmad et al., 2023). This theory proposes a principle of exchange or reciprocity in human interactions. In SET, the individual feels obligated to reciprocate, give back, or act based on the treatment received. As such, this obligation stems from the rewarding reactions of others, and it therefore involves a transaction between two individuals or parties, an employee and an employer or organization, for example. According to Ahmad et al. (2023), relationships in SET involve more than just social and economic interactions; they also include psychological elements. These interactions are bidirectional, meaning that employment is seen as an exchange between employees and the organization. In this exchange, employees offer effort, loyalty, commitment, and additional behaviors beyond their roles, along with maintaining high morale. In return, the organization provides tangible benefits such as fair treatment, enhanced support, and social resources (Cropanzano and Mitchell, 2005). Cropanzano et al. (2017) defined the SET as an actor's initial treatment toward a target individual, a target's reciprocal responses (both attitudinal and behavioral) to the action, and relationship formation. In this study, SET can be manifested in the bidirectional exchange of treatment between the organization and the non-tenured employees. However, Cropanzano et al. (2017) also found critical issues within the unidimensional social exchange paradigm, which warrants consideration of additional contexts related to the behavior of non-tenured employees in government service. This has prompted the researcher to explore additional context related to non-tenured employees' organizational commitment, which is assumed to be beyond the context of Social Exchange Theory.

The aim of this study is to examine the level of organizational commitment among non-tenured employees in the Philippine government service, identify what promotes and hinders this commitment, and develop a behavioral model to explain their organizational commitment. The research questions addressed in the study are as follows: (1) What is the current level of organizational commitment among non-tenured government employees in the Philippines? (2) What factors promote organizational commitment among these employees? (3) What obstacles impede organizational commitment among these employees? (4) What behavioral model can be developed to describe the organizational commitment of non-tenured employees in government service in the Philippines?

## 2. Methods

### 2.1. Research design

A qualitative research design was preferred for this study. A qualitative study is used to discover reasons for observed patterns, especially the

invisible or surprising ones (Busetto et al., 2020). This study followed the grounded theory design, as the researcher aims to generate a theory that is grounded in the data (Chun Tie et al., 2019). Corbin and Strauss (2008) described grounded theory as denoting theoretical constructs derived from qualitative analysis. This study aims to explore the organizational commitment of non-tenured employees to understand its facilitators and barriers so as to come up with a model of behavior. The researchers considered using grounded theory as there is limited literature on non-tenured employees and recognized that existing theories that offer explanations of their behavior may be potentially incomplete as the data used to derive such theories wasn't collected from non-tenured participants.

### 2.2. Participants, sampling, and recruitment

This study involved 18 non-tenured office staff, teachers, and general service personnel from government offices in the Philippines in 2021. Participants were selected initially through purposive sampling based on specific criteria: they must be non-tenured employees in a Philippine public office, have at least two years of service, and be aged between 25 and 40. Theoretical sampling was employed to gather more data, which helped clarify and deepen the understanding of emerging categories from earlier data analysis phases. According to Conlon et al. (2020), this method focuses on refining and fully developing these categories until no new information is found, known as reaching data saturation. Data collection in this study ceased once data saturation occurred.

### 2.3. Data collection and instruments

An interview guide was created and used to support the researchers and ensure the consistency and reliability of the focus group discussions (FGD) and interviews. Data were collected through FGDs and in-depth interviews. Multiple interviews with participants were conducted to achieve data saturation. The main tools for collecting data throughout the study were interview transcripts and field notes. Table 1 presents the themes and specific content of the interview guide used during the FGDs and in-depth interviews.

The preliminary activities started with the explanation and orientation of the objectives of the study, the signing of informed consent forms by the participants, and the obtaining of participants' demographics. The first part of the focus group discussion entailed discussing the participants' descriptions of their organizational commitment, while the second part was the discussion on facilitators and barriers to their commitment to their organization. The focus group discussion lasted for approximately 2 hours and was moderated by the researcher with the assistance of the research assistants, who recorded and monitored group interaction. In the interview, the researcher asked

the participants the same sets of questions relating to their organizational commitment and its facilitators and barriers. All focus group discussions and interviews were recorded digitally and transcribed verbatim. The researcher used language that was comprehensible to the participants.

**2.4. Compliance with ethical standards**

Permission to conduct the study was sought from the heads of offices of non-tenured employees. Before the actual collection of data, the participants were given a prior informed consent form indicating the purpose of the study, the procedure by which the study will be conducted, their rights to withdraw if they wanted to, and the risks and benefits entailed in participating in the study. After a discussion about the content of the informed consent form was done, all participants indicated their signatures, signifying their willingness to participate in the FGD and interview. Confidentiality of information and anonymity of participants have been treated with utmost consideration throughout the process of data collection.

**2.5. Data analysis**

The recorded focus group discussion and interviews were transcribed verbatim and translated into English. Summaries of focus group discussions were sent to participants to confirm correctness and validity and were subsequently retrieved after they signed an agreement to the transcribed results. The researcher utilized thematic analysis to determine the common themes that emerged. Thematic analysis (TA) is a method for identifying, analyzing, and interpreting patterns of meaning ('themes') within qualitative data (Clarke and Braun, 2017). It is a method for describing data, but it also involves interpretation in the processes of selecting codes

and constructing themes (Kiger and Varpio, 2020). The analysis of the result of this study included several stages, starting with the reading and rereading of transcripts to immerse the researcher in the data and highlight the key concepts. A line-by-line coding of transcripts was done through an inductive approach. With the use of qualitative data-indexing software, an initial list of codes was produced. The next step was sifting through the data, searching for similarities and discrepancies, and subsequently grouping and combining codes into subthemes iteratively. To confirm the consistency and reliability of initially coded transcripts, the transcribed data and the emerging final themes were discussed by the researcher, research assistants, and two invited research experts to come up with a consensus and verify agreement on the final emerging themes.

**3. Results and discussion**

The main objective of this study is to describe the status of organizational commitment among non-tenured employees in government service in the Philippines, its facilitators and barriers, and to come up with a behavioral model to explain the organizational commitment of this selected group of employees. Focus group discussions and interviews conducted among the participants revealed their positive organizational commitment. Further, thematic analysis unveiled three key themes as facilitators of their organizational commitment: (1) comfort and enjoyment of work; (2) better compensation, access, or location; and (3) opportunity for a tenured job; and three key themes as barriers: (1) politicians' intervention; (2) complicated tasks; and (3) limited opportunities for professional growth. Table 2 shows the summary of key themes that emerged.

**Table 1:** Topics and content aspect of the interview guide

Topic	Content aspects
The current status of organizational commitment	Can you describe how committed you are to your organization?
Facilitators of organizational commitment	What caused you to become committed to your organization? What are the reasons for staying in a job?
Barriers to organizational commitment	What hinders you from developing commitment to your organization? Reasons for having less or no commitment?

**Table 2:** Summary of key themes

Domain	Key themes
Current status of work commitment	Strong/positive
Facilitators: What makes you committed?	1. Comfort and enjoyment of work 2. Better compensation, access, or location 3. Opportunity for a tenured job
Barriers: What gets in the way?	1. Politicians' intervention 2. High Job Demand 3. Limited opportunities for professional growth

**3.1. Status of organizational commitment of non-tenured employees**

The participants of the study were non-tenured employees from various government agencies in the

Philippines, aged between 25 and 35. Most of these participants are male and single. They typically have 2 to 5 years of experience working in their respective agencies and are actively seeking to pursue postgraduate studies. Generally, they reported a positive level of commitment to their organizations. A large number of these non-tenured employees demonstrated a positive attitude towards their work. Some of the reasons they highlighted include: "This is my bread and butter" (participant 3). "I got this job, and it's better than having no job at all" (participant 7).

Non-tenured employees in government service in the Philippines are committed to their organization. Aside from having to value the job because it is their

source of living, non-tenured employees under study generally enjoyed and loved their jobs. The findings are not consistent with [Cajander and Reiman's \(2020\)](#) finding that temporary agency workers are more likely to leave the workplace and do not have a strong liking for their workplace because of their low commitment. They are believed to be either working the way they want or forced to be temporary workers. Conversely, the findings align with those of [Singh \(2017\)](#), who noted that employees are aware of the limited availability of permanent positions and thus view temporary roles as a viable alternative to unemployment. This understanding motivates them to work diligently and improve their performance in hopes of securing a permanent position in the same job.

### 3.2. Facilitators to organizational commitment

#### 3.2.1. Comfort and enjoyment of work

This research intends to find out reasons or situations that caused non-tenured employees to have a positive organizational commitment. The first key theme that emerged as a facilitator of organizational commitment was "comfort and enjoyment of work." Participants stated: "I passed the LET, so I know I'm qualified to apply for a teaching position in the Department of Education, but I really want to be here since this college makes me feel so at home. I consider it a home" (Participant 7). "I feel extremely at home here because the management and some permanent staff members are really kind and pleasant, although not all of them are. I should return the favor by helping the institution in any way I can" (Participant 4). "Most of the other employees are very accommodating" (participant 2).

The type of working environment and interpersonal relationships at a place of employment are among the most significant factors that every employee takes into account. Work experiences and characteristics of organizations that make the employee feel psychologically comfortable, such as approachable superiors and friendly colleagues, can make them comfortable in a job. The commitment can be a part of gratitude for the favorable treatment they received from other people in the organization. In essence, when work relationships reflect mutual respect for individuals, they are, in turn, able to commit themselves to the organization. This finding is in line with [Arifin \(2020\)](#) that organizational factors (policies) and work environment factors (leaders and coworkers) influenced organizational change and that of [Kamau \(2015\)](#) that training and development, management style, working environment, team cooperation, and organizational structure have a strong influence on employees' commitment. This is also reflective of [Inegbedion's \(2022\)](#) findings that organizational climate is related to employee commitment.

In lieu of being comfortable in their work environment, non-tenured employees find love and

enjoyment in their work. They stated: "I enjoy doing my job" (participant 12). "I love this job" (participants 8, 14, and 16). "It's a bit unusual, but I like working here so much" (participants 2 and 5).

The result supports the findings of [Loan \(2020\)](#) that being committed to the organization provides gradual need fulfillment, as it addresses employees' emotional attachment and sense of responsibility to the company ([Loan, 2020](#)). For non-tenured employees in government service in the Philippines, finding love and enjoyment for work while considering work as their source of living has maintained their organizational commitment.

#### 3.2.2. Better compensation, access or location

The second key theme that emerged as a facilitator of organizational commitment among non-tenured employees is better compensation and convenient access, or location, to and from the workplace. Some of the answers of participants that dominantly prevailed were "good salary," "higher pay," and "very good compensation" (participants 5, 10, and 12). One of the participants answered, "I work in the town where the institution is located, so it is more practical for me to work here; the cost of living is reasonable, and the office is in a highly health-friendly area" (Participant 3).

Most of the participants stated working close to their houses is favorable to them. The balance between personal life and professional life can be easily facilitated if the work is convenient from their houses. In a study by [Hariani and Lutfi \(2023\)](#), compensation has no significant effect on employee performance, which leads to the understanding that if there is an increase or decrease in compensation, employees still have the same level of performance. In this study, most of the participants admitted that they stayed because compensation was higher compared to their previous position. They understood that it is good to have a better income without negating the chance of finding permanent employment because of work experience. Such perception reflects the concept of normative commitment, which considers an individual's experiences both prior to and following entry into the organization. This result of the study supported [Dwiyanti and Kusuma Abdilla \(2018\)](#) and [Lestari et al. \(2023\)](#) that physical conditions of the work environment, salary, payment, quality of work life, and work value have a significant effect on employee commitment.

#### 3.2.3. Opportunity for a tenured job in or out of the organization

The third theme that emerged as a facilitator of organizational commitment is the opportunity for a tenured job in or out of the organization in the near future. One of the participants answered, "I have already started working out the requirements to become permanent, like pursuing a master's degree" (participant 1). Another non-tenured employee

answered, "It is better to wait for a permanent position in this institution than to take chances in another organization that has no assurance of getting hired. Here, at least, we just have to show that we deserve the opportunity by working efficiently" (Participant 15).

The majority of the non-tenured employees implied that they were expecting to be appointed to a permanent position in their respective agencies due to their belief that they would be given priority because of their time and effort spent serving the organization. For those who wish to become tenured employees, being committed is necessary while they are working. They stay committed to the organization because of their aspirations that their current job can provide them with the skills they need to find a better job in the future. The idea corroborated the findings of [Moraa and Juma \(2015\)](#) that lack of permanent employment and hope of gaining permanent employment in the future are among the factors that drive an employee to stay in a job. This is also similar to [Ofosuhene and Sammo \(2020\)](#) that the contract period may give them time to advance or climb the academic ladder; it also presents an opportunity for further skill advancement, development, or acquisition, as well as an opportunity to move into newer organizations or higher assignments.

### 3.3. Barriers to work commitment

#### 3.3.1. Politicians' intervention

A dominant key theme that is a barrier to organizational commitment is politicians' intervention. A participant expressed: "Compared to those who have been working here for five years, the new entrants become permanent first. Both of them are qualified, but the one who has been promoted to a permanent position has been recommended by a politician or has been endorsed by someone who has a higher position in this organization" (Participant 13).

Politicians' intervention in the Philippines can range from power politics or shady dealings between people outside (politicians) to people inside the organization (leaders, administrators, and heads), which can manifest in recruitment, hiring, and promotion processes. Most of the participants admit that political influence affected their chances of a permanent position in a negative context. The traditional patronage system has caused some of them to be discouraged, as it has deprived them of an equal opportunity to advance and be given tenure. Additionally, a participant said: "We are working to meet the minimum requirement, which is a master's degree, but we are afraid that someone might enter and just take away our chance" (Participant 18).

Non-tenured employees expect fairness from their employers, especially in the hiring or promotion process. If they see some prejudices or biases that could prevent them from getting

promoted or converted into a permanent position, they tend to withdraw their commitment. In Ethiopia, as reported by [Tadesse \(2019\)](#), there is a serious problem in responding to the civil service's change efforts. The reason for this problem is that the civil service control system is controlled by ruling politicians. In the Philippines, [Fafchamps and Labonne \(2017\)](#) reported that family ties to locally elected politicians are associated with better-paid occupations. This supports the findings of [Antenor \(2021\)](#) that political concerns are one of the challenges faced by non-tenured employees, stressing that employment is based on the so-called appointment by the trust or converting to permanent employment, which takes a little longer for employees before they get promoted or converted to permanent employees.

#### 3.3.2. Complicated tasks

Complicated tasks emerged as the second theme as a barrier to organizational commitment. One of the participants stated: "Some of the permanent ones are making us do their tasks" (participant 6). "Most of the tasks I perform on a daily basis are tasks that are not defined in my contract. The tenured staff assigned them to me and always found a reason to urge me to do their work" (participant 16). "When someone else says they are busy with another assignment or is away, I am unable to refuse any task that comes my way" (participant 9). "Actually, my everyday tasks are much more complicated than what is being written in my contract, but who am I to refuse?" (participant 11). "At first, I thought that my job here was to teach, but since this is a university, we also assist in research and extension work" (participant 17).

Non-tenured employees acknowledge that they do jobs that are not specified in their employment agreements. They carried out these tasks without complaints since tenured staff members formally instructed them or subtly made them feel they needed help with a job that was not theirs. If an employee's duties and roles are outlined, they will have an easier job. Employees can show commitment if they understand their assigned roles and duties ([Kamau, 2015](#)). When employees' roles are clear, they will be confident, and there will be an increase in the level of performance since there will be a clear line of whom to report to and what employee duties are assigned. When these conditions are met, employees will be more committed and will have the zeal to perform ([Napitupulu et al., 2018](#)).

#### 3.3.3. Limited opportunities for professional growth

The third key theme considered a barrier to organizational commitment is limited opportunities for professional growth. A participant stated: "Because of our non-permanent status, we are not invited to take part in employee training conducted by the office. If we try to insist, we will have to pay

for this training out of our pockets” (Participant 9). “Employees’ seminars and training are exclusively for permanent employees. We look for alternative locations outside of the company if we wish to further our education through training and seminars, which typically necessitate our missing work” (Participant 15). “There is little or no chance of getting free training and seminars that can develop our professional skills. For those of us who make less money than normal employees, it would be a significant sacrifice to spare a certain amount of money if we so desired” (participant 18).

The limited opportunities for professional growth are a reason for non-tenured employees to lose their commitment to the institution. With no assistance at all from the organization, the bulk of the participants used their personal funds for training to advance their professional skills or postgraduate study. The findings of this study support the existing concept by [Chambel and Castanheira \(2006\)](#) that when temporary workers perceive training as promoting their employability, they report higher affective commitment towards the organization. This implies that in order to elicit organizational commitment from non-tenured employees, it is important to consider their participation in training. [Owoyemi et al. \(2011\)](#) meanwhile revealed a positive statistically significant relationship between the different levels of training and employees’ commitment to the organization. The findings suggest that the more training given to employees, the higher their level of commitment to the organization.

### 3.4. Proposed model of behavior

Another purpose of this study is to propose a behavioral model to explain the organizational commitment of non-tenured employees in government service in the Philippines. Thematic analysis of the results of focus group discussions and interviews revealed that the population under study is committed to their organization. It also revealed three key themes as facilitators of their organizational commitment: (1) Comfort and enjoyment of work; (2) Better compensation, access, or location; and (3) Opportunity for a tenured job; and three key themes as barriers: (1) Politician’s intervention; (2) Complicated tasks; and (3) Limited opportunities for professional growth.

For non-tenured employees in the Philippine government service, a comfortable and cheerful work environment, better compensation, convenient access or location, and the opportunity of a tenured job are considered facilitators of their organizational commitment. These workers define a comfortable work environment as one that includes friendly colleagues, approachable superiors, positive work experiences, and other job features that contribute to their psychological comfort and well-being. These employees find comfort in their work environment, a personal state of mind that facilitates their organizational commitment. The comfort they feel is connected with how much they enjoy their job. The

enjoyment of one’s work is the inherently personal emotional state that cannot be forced upon another person. It is rather unusual for the population under study to enjoy work despite an unfavorable work situation, but the findings of this study imply otherwise. This result of the study is similar to the findings of [Adeniji et al. \(2022\)](#), that job commitment is a function of adequate work conditions and a conducive work environment, and of [Kaur and Mittal \(2020\)](#) that emotionally committed employees are more likely to continue their association with their workplace even in times of uncertainty. Better compensation, access, or location- the second facilitator- is society-driven. They see advantages in being paid more than they were in their previous employment and in being conveniently located to and from work. A majority of employees under study may have houses close to their place of employment. Hence, working in other organizations will require them to relocate, which they find uncomfortable. This strengthens the findings of [Dwiyanti and Kusuma Abdilla \(2018\)](#), who found that temporary employees’ physical conditions in the work environment and salary payment are among other factors that affect organizational commitment. The third facilitator, which is the opportunity for a tenured job, discusses how their personal needs align with the organization. They considered their current job as a stepping stone before moving on to something more stable in the future and as an alternative to being unemployed. As part of their aspirations for tenured employment, they feel that the experience they gain from their present job will prepare them for it. This finding is parallel to the findings of [Moraa and Juma \(2015\)](#) and [Ofosuhene and Sammo \(2020\)](#) that the hope of gaining permanent employment in the future and the opportunity for further skill advancement, development, or acquisition are among the factors that drive an employee to stay in a job.

On the other hand, political interference, complicated tasks, and limited opportunities for professional growth are considered barriers to the organizational commitment of non-tenured employees. As to politicians’ influence in the hiring process, the findings of this study validate the claims of [Fafchamps and Labonne \(2017\)](#) that loyalty to local politicians is valued and familial ties with local politicians have to do with better-paid occupations. A considerable number of non-tenured employees in this study had personally encountered the actual situation of the aforementioned ideas when political influence crept into the hiring and recruitment process of their organizations. Complicated tasks assigned formally or informally to non-tenured employees rank second among the barriers to their organizational commitment. Non-tenured employees experience task complexity because of the absence of a clear role, a clear chain of hierarchy to whom they should report, and a clear guideline as to what task to accomplish. They carry out duties that are not outlined in their employment contracts without complaints since tenured staff members formally

instruct them or subtly make them feel they need help in a job that is not theirs. This result strengthens the existing concept that higher levels of role ambiguity, conflict, and overload are significantly associated with lower levels of affective commitment (Morrisette and Kisamore, 2020). Limited opportunities for professional growth due to the organization's lack of involvement in training and development activities constitute the third barrier to the organizational commitment of non-tenured employees. They believed training and development were essential for their professional growth, and their current organization does not provide them with these, which has led them to reduce or remove their commitment. Similar to the findings of Chambel and Castanheira (2006) and Owoyemi et al. (2011), involving temporary workers in training and development activities increases their commitment to the organization.

After a thorough analysis of the key themes identified as facilitators and barriers to organizational commitment, the researcher has developed a behavioral model to describe the behavior of non-tenured employees in the Philippine government. The facilitators were categorized into two groups: those driven by societal factors and those based on personal factors. Societal factors are influenced by elements within the organization or the broader society. Personal factors are rooted in an employee's individual preferences, perceptions, and choices. These categories of facilitators both underpin the intention to stay within the organization, which fosters commitment. Consequently, the model named "causes-reasons-intention-behavior (CRIB) model" is proposed, as depicted in Fig. 1.

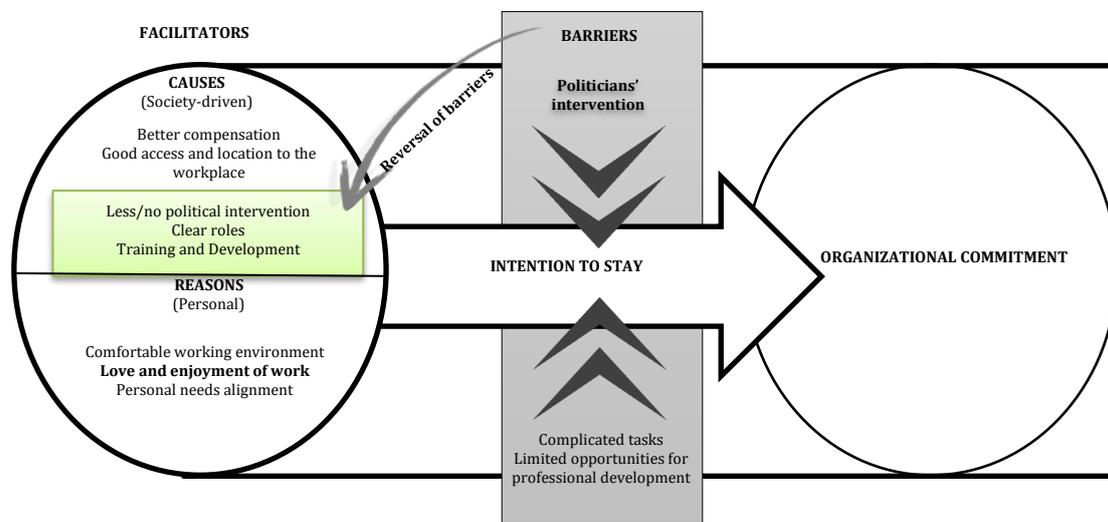


Fig. 1: Proposed CRIB model for Non-tenured employees in government service

The CRIB model's fundamental premise is that non-tenured employees make systematic use of existing knowledge brought by external conditions or situations and incorporate it with their own internal motives, preferences, and values. When a non-tenured employee first starts working in an organization, he or she possesses certain needs, desires, and skills, along with work-related attitudes and behaviors. The model describes the interrelationship of "causes," "reasons," "intention," and "behavior" of an actor (non-tenured employee) and assumes that causes and reasons lead to intention and, thus, to behavior. Located on the left side of the model is a circle that is split in half, which represents two groups of facilitators: "causes" and "reasons." The top portion represents "causes," the facilitators, which are society-driven. This includes better compensation and good access to and from the workplace. Additionally, the model indicates that by reversing the barriers, it becomes a facilitator. The organization can reduce the amount of political interference in HR processes, set clear job descriptions, limit informal job assignments to non-tenured employees, and give non-tenured employees

the opportunity to attend trainings and seminars that can empower them as professionals. This explains that given better pay, good access and location, the absence of politicians' intervention, clear roles, and opportunities to participate in training and development activities, non-tenured employees in government service can be more committed to their organization. Conversely, the other half of the circle, which symbolizes facilitators, shows that facilitators are not limited to society-driven causes only. Some non-tenured employees are driven by personal preference perception and sometimes influenced by biases and preconceived judgments. "Reasons" represents facilitators such as finding comfort in the workplace, love and enjoyment of work, and personal-needs alignment. Reasons are motives, preferences, and values that are mostly subjective, personal, or internal to a person. Comfort in a working environment is subjective, and it stems from an individual perspective. For an employee to find psychological comfort within the organization is highly personal. The same holds true for love and enjoyment of one's job. For either pragmatic or subjective reasons, the

majority of the non-tenured employees expressed how much they love and enjoy what they do. Lastly, personal-need alignment is also highly subjective to every non-tenured employee. For example, it can be assumed that the work values and experiences gained from the organization are crucial for an individual's future plans. These elements, referred to as "causes" and "reasons," serve as facilitators of work commitment. The existence of these conditions can either deliberately or inadvertently influence their intention to remain in their position and, in turn, affect their commitment to the organization.

In the model, conditions that are considered barriers to the organizational commitment of non-tenured employees are shown in black arrows that are thrusting through the arrow that represents the intention to stay. These conditions include politicians' intervention, limited growth opportunities, and complicated tasks. Politicians' intervention, considered the strongest barrier, is viewed by non-tenured employees as an unfair practice, as hiring and recruitment are affected by political patronage and family ties. The absence of a clear role and a clear line to whom a non-tenured employee should report and ambiguity of what task to accomplish is the second barrier. The third barrier is limited opportunities for professional growth, which is caused by the inability to involve non-tenured employees in the training and development activities of the organization. These barriers are noticeably organizational-related and can obviously be eliminated or lessened. If these barriers to organizational commitment are reversed, they become facilitators. The organization can lessen politicians' intervention in HR processes, set clear job descriptions, limit informal job assignments, and give opportunities for attendance in training and seminars. Lastly, the right side of the CRIB model is a construct of behavior: organizational commitment.

A crib is a small child's bedstead with a high enclosure, usually slatted slides to secure that the child is enclosed. The purpose is to protect the child while he or she is not yet strong enough to roam around or walk. It is symbolic of how the non-tenured employees consider their current job as a crib while they anticipate moving on to a better and more stable job in the future. While they love and enjoy their job, most of the non-tenured employees are considering their employment as a stepping stone to a more secure job in the future. Similar to a child who plays inside the crib and does not find the way out, the non-tenured employees are at ease and take pleasure in their jobs in the organization. Similar to a child who stays in a crib while he or she is not yet strong enough to manage himself outside of it, non-tenured employees remain in a non-tenured job for highly personal reasons until they have all the necessary skills and qualities for a tenured position.

The CRIB Model and Social Exchange Theory have similarities in terms of employees' expectations of organizational support, such as training and development to improve their professional skills or

promotion to a tenured position in exchange for their good performance. However, taking into account the suggestions made by [Cropanzano et al. \(2017\)](#) that social exchange theory is challenged by some concerns, it becomes less useful in explaining employee behavior in the context of the population under study. [Cropanzano et al. \(2017\)](#) underscore that SET has overlapping constructs that need to be more clearly distinguished, insufficient appreciation for the hedonic value of these various constructs, an assumption of negative constructs as the absence of positive constructs, and theoretically imprecise behavioral predictions. In connection with this, the researcher contends that social exchange theory does not fully capture the nuances of organizational commitment among non-tenured employees in government service in the Philippines, and therefore, it should not be solely relied upon as the theoretical foundation. The CRIB model, which emphasizes comfort in the work environment, alignment with personal needs, and the enjoyment and passion for the job by non-tenured employees regardless of their working conditions, extends beyond what social exchange theory can comprehensively explain.

Meanwhile, the CRIB Model partly supports the premise of the self-determination theory ([Ryan and Deci, 2000](#)), which emphasizes the satisfaction of basic human needs for autonomy, competence, and relatedness as key drivers of motivated behavior. [Diefendorff and Seaton \(2015\)](#) explained that Self-determination theory describes a continuum in which goals may be pursued for different reasons, ranging from intrinsic motivation to extrinsic motivation. On the other hand, society-driven causes and personal-related reasons, which are underscored in the CRIB model, are what makes it distinct from SDT. The love and enjoyment of work are considered personal or internal, which we found to be different from what SDT referred to as intrinsic motivation, as the latter only refers to employees or people in normal working conditions. It is the love and enjoyment of work despite being in an unfavorable or insecure employment situation that keeps the CRIB model different from other theories.

#### 4. Conclusion

This research provides a detailed analysis of the commitment of non-permanent employees in Philippine government roles. It highlights that these employees are dedicated to their organization, influenced by a mix of societal and personal factors. Key elements that enhance their commitment include a comfortable workplace, better pay, easy access to work, and prospects for permanent positions. However, challenges such as political interference, complex job tasks, and limited chances for professional growth pose barriers. The study introduces the CRIB model to explain these employees' attitudes toward organizational commitment. This model links "causes" and "reasons" to "intentions," which then influence "behaviors." The facilitators of commitment are

categorized into societal causes like better pay and job clarity, as well as personal reasons, which include job satisfaction and personal values. The model also suggests converting barriers into facilitators to enhance commitment. Although the findings relate to Social Exchange Theory and Self-determination Theory, these theories do not fully cover the specific circumstances of non-permanent employees in the Philippines. The CRIB model, distinct for its focus on personal satisfaction and job enjoyment despite job insecurity, is recommended for understanding their organizational commitment.

## 5. Implications and recommendations

The findings of the study have important implications for heads of government offices and HR practitioners dealing with non-tenured employees. Reversing barriers to organizational commitment can result in organizational support in the form of reduced political patronage, improved work clarity, and involvement in training and development. A clear and transparent process for transitioning to a permanent position and opportunities for continuous learning or professional development that can further develop their organizational commitment should be facilitated. It should be noted that non-tenured employees' perceptions of how the organization extends support for them constitute a good facilitator of their commitment. Government offices should determine ways to build a productive and upbeat environment in which non-tenured employees can be assured of continual advancement in their professional and personal growth. Additionally, policymakers should look into policies that can give due merit to well-performing non-tenured employees, such as clearly defined performance evaluation standards and rewards for exceptional work, assistance in paid seminars and training, equivalent government service credit for a period served, or even a small percentage of pay raised. While the CRIB model is suggested for future researchers to be used as a theoretical underpinning of the behavior of non-tenured employees in the context of their organizational commitment, conducting a study with a larger sample size is recommended to improve generalizability.

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## Compliance with ethical standards

## Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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