



ORGANIZATIONAL COMMITMENT AND PERFORMANCE OF THE HUMAN RESOURCE MANAGEMENT OFFICE (HRMO) PERSONNEL OF THE WESTERN PHILIPPINES UNIVERSITY, ABORLAN PALAWAN

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Article history:	Abstract:
Received: 8 th April 2022 Accepted: 11 th May 2022 Published: 22 th June 2022	<p>The study was conducted to determine the organizational commitment and performance of the Human Resource Management Office (HRMO) personnel of the Western Philippines University, Aborlan Palawan. The descriptive method was used. Seven (7) HRMO- personnel and two hundred forty-eight (248) faculty and staff members of the University were considered through total enumeration, proportionate sampling, stratified random sampling, and convenience sampling. Frequency, counts, percentages, means, Pearson r test, t-test, and cohrens correlation were used to analyze data.</p> <p>The study revealed that the HRMO-personnel of WPU has a high level of continuance commitment and a moderate level of normative commitment. The result showed that HRMO-personnel got a very satisfactory rating for the last three years of performance evaluations. The study further revealed that the significant problems encountered by the HRMO- personnel respondents were dealing with performance problems of employees. Inadequate office machines and equipment, the conflict between job and family roles and overloaded with the assigned tasks, handling employee complaints, lack of training and development for specific assigned tasks, and difficulty in maintaining, filing, and arranging records of employees. Personnel were not approachable and accommodating, and the unorganized and missing files of WPU employees are the major problems of the WPU faculty and staff.</p> <p>The socio-demographic profile of the HRMO-personnel respondents does not affect the level of their organizational commitment both in terms of continuance and normative commitment. Moreover, there was a very high positive correlation between continuance commitment and the performance of the HRMO-personnel. Similarly, there was a significant relationship between normative commitment and the performance of the HRMO-personnel. However, no significant relationship between the HRMO-personnel problems encountered and their performance level was revealed.</p>

Keywords: Organizational Commitment, Human Resource Management

INTRODUCTION

The commitment remains one of the significant challenging and researched in the fields of management, organizational behavior and HRM [human resource management]" (Cohen, 2007).

There have been numerous ways to define commitment in the past years, and researchers from different fields like to emphasize different aspects of it. Often commitment is seen as a force that binds the individual to a course of action relevant to one or more targets. Those targets can be directed to people, such as family or friends, and various institutions, like sports, community groups, or work organizations.

A committed employee stays with the organization through thick and thin, attends work regularly, protects company assets, and shares company goals. To be truly committed, employees expect benefits in return for their behavior, as otherwise, there would be no point in becoming committed to an organization. These benefits include money to pay bills, the opportunity to do meaningful and challenging work, meet and interact with interesting people, and learn new skills and develop as a person.

Today, it becomes necessary for every organization to have a whole level of employee commitment to have outstanding performance on a long-term basis. Currently, employees act like entrepreneurs when they work in a team, and every team member tries his level best to prove himself the best among all others. Those things increase their commitment level in the organization, which ultimately increases the organization's performance. In the past, organizations provide job security to their employees to improve their commitment level to the organization and improve their productivity. A higher level of employee commitment in the organization for individual projects or the business is a significant reason for better organizational performance that leads to organizational success.

Meyer and Allen (1990) suggested three types of organizational commitment: affective commitment, which measures an employee's emotional attachment to, identification with, and involvement in the organization. Normative commitment reflects pressures on an employee to remain with an organization resulting from organizational obligations. Continuance commitment refers to commitment associated with the costs that employees perceive are related to leaving the organization.

OBJECTIVES OF THE STUDY

The general objective of this study is to determine the organizational commitment and performance of the Human Resource Development Office (HRMO) personnel of Western Philippines University. Specifically, it sought to determine the level of commitment of the Human Resource Management Office (HRMO) personnel of Western Philippines University in terms of the continuance commitment and normative commitment, determine the level of performance of the HRMO of Western Philippines University, identify the problems encountered by the HRMO personnel at work, faculty and staff members transacting at the office, analyze the significant relationship between the HRMO personnel socio-demographic profile and their organizational commitment, examine the significant relationship between the organizational commitment and performance of HRMO personnel of Western Philippines University, Aborlan Palawan, and determine the significant relationship between the HRMO- personnel respondent's problems encountered and the level of their performance.

MATERIALS AND METHODS

The descriptive design, precisely the survey method, was used in this study. The survey questionnaire is the tool for gathering data to identify and assess the level of commitment and performance of the HRMO personnel. A structured survey questionnaire was used to gather the necessary data and information. The survey questionnaire for the HRMO- personnel, is composed of three (3) parts. The first part pertains to the socio-demographic profile of the respondents, followed by the organizational commitment of the respondents in terms of continuance and normative commitment. Lastly, it pertains to the problems encountered by WPU-HRMO personnel at work.

On the other hand, the survey questionnaire for the WPU faculty and staff respondents is composed of two (2) parts. The first part pertains to the socio-demographic profile of the respondents. Lastly, it pertains to the problems encountered by WPU faculty and staff members while transacting at HRMO.

The respondents of the study were the seven (7) HRMO - personnel and two hundred forty-eight (248) faculty and staff members of Western Philippines University on eight (8) campuses. Total enumeration was used in the study to determine the HRMO-personnel respondents. Moreover, proportionate, convenience sampling, and stratified random sampling were used to determine the faculty and staff of the Western Philippines University that would serve as the study's respondents. Prior to the conduct of the study, the researcher sent a letter of request to the University President, Campus- Administrators of seven (7) campuses of WPU, and the Human Resource Management Office of Western Philippines University, Aborlan Palawan requesting approval to administer a questionnaire to the HRMO personnel and employees of the University. At the same time, a letter of request was sent to the office of the Dean of the College of Business and Management for the same reason.

The researcher personally administered the survey questionnaire to the respondents of the study. The respondents were given enough time to go over and accomplish the survey questionnaire. The retrieved questionnaires would be tallied and tabulated for statistical analysis. The data were gathered and analyzed using frequency counts, percentages, and means. Correlation analysis was employed to determine the relationship between HRMO personnel's socio-demographic profile and organizational commitment, the relationship between the organizational commitment and performance of the HRMO personnel, and the relationship between the respondents' problems encountered and performance.

RESULTS AND DISCUSSION

Socio-demographic Profile of the HRMO -Personnel

Table 1 shows the socio-demographic profile of the HRMO- personnel of the Western Philippines University, Aborlan Palawan. As reflected in the table, two or 28.57 % are 24 years old others are 32, 37, 39, 58, and 63 years of age, each with one or 14.29%. The mean age of HRMO personnel is 40 years old. This implies that most HRMO personnel were in their active age and considered productive while only one is in the retireable age. This conforms to Sozer's (2004) study, which revealed that many are pretty young in Human Resource Management. On the other hand, Edralin (2001) indicated that the organization should be able to utilize their talents and skills, which will give aging employees a feeling of being valued in the organization despite their age.

More than half (6 or 85.71%) of the respondents are females, and only one or 14.29% is male. It shows that females dominate WPU-HRMO.

The result contradicts the study of Sozer (2004), showing that 63 % of HRMO personnel in the Turkish private sector are males. Moreover, the result is closely similar to the study of Sibal (2016), showing that the majority of 83.67% of the HR Managers in selected regional agencies and State Colleges and Universities in Region II are females, and only 8 or 16.33% are males. This means that Human Resource Managers are female-dominated, considering their nature of work.

A more significant percentage (4 or 57.14%) of the respondents are married, and three or 42.86% are single. Padon (2006) affirmed this result, which states that Filipinos get married as part of social culture. This may also be supported by the study of Mendez (2012) that marriage is the state of being united to a person of the opposite sex as husband or wife in a consensual and contractual relationship recognized by law. It is a sacred institution that evolved through the ages. It is based on mutual trust, confidence, and commitment. It has religious sanctions, and so it is solemnized with rituals.

Educational attainment of the said respondents were categorized as Bachelor's Degree having four or 57.14% of the respondents, two or 28.57 % acquired diploma and only one or 14.29% attained Bachelor's Degree with Master's Units due to the qualifications standard for HRMO's set by Civil Service wherein the minimum requirement is college graduate of any course. Selmer (2015) supported this result, which shows that 63% of the HRMO personnel in Eastern European countries, England, and the US are university graduates. However, this contradicts Martires' (1999) investigation where more Human Resource Development Managers in Metro Manila in the public sector possess Masteral degree, and a lesser percentage has finished college education.

Regarding the HRMO personnel-respondents position, the majority are Administrative Aide I: four or 57.14%, followed by Administrative Officer V, Administrative Assistant II, and Administrative Assistant I, each with one or 14.29%. It shows that the position of the HRMO-personnel respondents is in accordance with the Compensation and Position Classification System of the Department of Budget and Management (DBM) that shall be applied to all government entities, as mandated by the Constitution (https://www.lawphil.net/statutes/repacks/ra1989/ra_6758_1989.html).

As to their monthly income, two or 28.57% earned Php 6,000.00, others received Php 38, 543.00, Php 16,282.00, Php 15,254.00, Php 10,695.00 and Php 6,710.00 each with one or 14.29%. This reveals that WPU designed its compensation system to acquire qualified personnel and retain present employees. Further, Heneman (2010) stated that in addition to structuring the most efficient compensation program, the organizations should communicate how these programs are formed and obtain employee participation.

Regarding their length of service at HRMO, the respondents had 21, 9, 5, 2 years in service, one year & 7 months, one year & 6 months, and one year & 4 months each with one or 14.29%, respectively. This indicates that out of seven HRMO personnel, three have stayed in the government for a long time. Hence, it can be said that they have gained experience and knowledge in their functions, duties, and responsibilities. In contrast, most of them have limited experience considering their length of service at HRMO.

Generally, most of the HRMO personnel –respondents are 24 years old, females, married, Bachelor's Degree holder, Administrative Aide I, and earned Php 6,000.00 monthly.

Table 1. Socio-demographic Profile of the HRMO Personnel.

VARIABLE	f (n=7)	(%)
Age		
24 years old	2	28.57
32 years old	1	14.29
37 years old	1	14.29
39 years old	1	14.29
58 years old	1	14.29
63 years old	1	14.29
Mean Age: 39.57		
Sex		
Male	1	14.29
Female	6	85.71
Civil Status		
Single	3	42.86
Married	4	57.14

Table 1 (continue)
Educational Attainment

Bachelor's Degree with Master's Units	1	14.29	
Bachelor's Degree	4	57.14	
Diploma	2		28.57
Position			
Administrative Officer V	1	14.29	
Administrative Assistant II	1	14.29	
Administrative Assistant I	1	14.29	
Administrative Aide I	4	57.14	
Monthly Income			
Php 38,543.00	1	14.29	
Php 16,282.00	1	14.29	
Php 15,254.00	1	14.29	
Php 10,695.00	1	14.29	
Php 6,710.00	1	14.29	
Php 6,000.00	2	28.57	
Length of Service at HRMO			
21 years	1	14.29	
9 years	1	14.29	
5 years	1	14.29	
2 years	1	14.29	
1 year & 7 months	1	14.29	
1 year & 6 months	1	14.29	
1 year & 4 months	1	14.29	

Socio-demographic Profile of the WPU- Faculty Respondents

The socio-demographic profile of the WPU faculty – respondents, which was confined to their age, sex, civil status, educational attainment, position, monthly income, and length of service at WPU, are presented in table 2.

As reflected in the table, a little less than half (30 or 24.39%) of the faculty members belonged to the age bracket 27-33 years old, 23 or 18.70% have ages ranging from 20-26 years old, 22 or 17.89% are 34-40 years old, 16 or 13.01 % belonged to the age bracket 55-61 years old, 15 or 12.20% have aged 48-54 years old, 14 or 11.38% are 41-47 years old, and only 3 or 2.44% are above 62 years old. The mean age of the faculty- respondents is 39 years old. It shows that most of the faculty- respondents of WPU are old enough for full legal rights and responsibilities, while the fewer faculty members are those in their golden years. This result conforms to the study of Bautista (2015) that a large percentage of faculty members in West Visayas State University – Lambunao Campus have aged 35 years old and below. On the other hand, data from the Higher Education Statistics Agency (Hesa) in the UK was updated on Friday, May 29, 2009 (**Error! Hyperlink reference not valid.**), showing that the proportion of academics aged 55 or older rose from 18.9% to 20.5%.

As to their sex, a significant majority (80 or 65.04%) are females, and 43 or 34.96% are males. It shows that females dominate faculty respondents. This result is closely similar to the data of the International Labour Organization Country Office for the Philippines (ILO CO-Manila) on Saturday, November 15, 2014 (manila/documents manila/documents manila/documents manila/documents http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo/publication/wcms_173283.pdf) showing that female unemployment rate for October 2013 was relatively lower at 5.9% or 927 thousand compared to males at 6.8% or 1.7 million.

Regarding the respondents' civil status, more than half (78 or 63.41%) are married, 41 or 33.33% are single, 2 or 1.63 % are widowed, and one or 0.81% are widow separated. The result conforms to Hashmi et al. (2006) found out in their study entitled "Marital Adjustment, Stress and Depression Among Working and Non-Working Married Women" that one of the most important relationships between a man and woman in marriage. It involves an emotional and legal commitment that is quite important in adult life. Similarly, Laguador's (2013) study shows that a significant number (22 or 84.60%) of the maritime and engineering faculty members at the Lyceum of the Philippines are already married, while only 4 or 15.40% are single. It only means that most faculty members have good family relationships and healthy marriage life.

Moreover, the educational attainment of the faculty-respondents were categorized as Bachelor's Degree with Master's Units there are 50 or 40.65% of the respondents, 35 or 28.46% are Master's Degree holder, 25 or 20.33% are Bachelor's Degree, 7 or 5.70% attained Doctoral Degree and 6 or 4.88% reached Master's Degree with Doctoral

Units. This implies that most of the respondents are Bachelor's Degree holders with Master's Units. The result contradicts the study of Mustapha et al. (2013) entitled "The Effect of Promotion Opportunity in Influencing Job Satisfaction among Academics in Higher Public Institutions in Malaysia," showing that about 70% of the faculty members are master's degree holders. In addition, In Malaysia, higher education institutions (HEIs), both public and private, were established to meet the growing demand for higher education. This is congruent with the study by Tan (2017) entitled "Factors Affecting Stress among Faculty Members of Public Universities in the Philippines: A Multiple Regression Analysis" that most faculty members are master's degree holders.

Data on the faculty-respondents position are summarized as Instructor I. There are 58 or 47.13% of the respondents, 21 or 17.07%, who had an academic rank of Assistant Professor I, 14 or 11.38% are Instructor II, 6 or 4.88% are Instructor III, 5 or 4.07% are Associate Professor I, 4 or 3.25% each are Teachers I and Assistant Professor III, 3 or 2.44% each are Assistant Professor II and Assistant Professor IV, 2 or 1.63% are Professor III and 1 or 0.81% each are Associate Professor II, Associate Professor III, and Professor V.

The result is supported by the study of Bautista (2015) showed that those who hold instructor positions have the highest percentage of 67%. Further, Boston University Office of the Provost, Faculty Handbook (<http://www.bu.edu/handbook/appointments-and-promotions/classification-of-ranks-and-titles>) states that the essential qualifications and standards established to identify the degree and types of achievement expected in each rank vary among the University's Schools and Colleges and the various programs.

With regards to the faculty-respondents monthly income, majority earned Php 20,000.00- Php 29,999.00: 77 or 62.60%, followed by with an income range of Php 10,000-Php 19,999.00: 21 or 17.07%, those earned Php 30,000.00 – Php 39,999.00: 12 or 9.76%, with an income of below Php 10,000.00: 4 or 3.25%, those with Php 40,000.00- Php 49,999.00 and Php 50,000.00- Php 59,999.00 monthly each with 3 or 2.44%, others received Php 60,000.00- Php 69,999.00 monthly: 2 or 1.63% and 1 or 0.81% earned Php 70,000.00 and above. The average monthly income of the faculty- respondents is Php 25,615.00. This result was supported by the Position Classification and Compensation Scheme For Faculty Position (PCCSFP) (<https://www.dbm.gov.ph/wp-content/uploads/2012/03/Manual-on-PCC-Chapter-7.pdf>) which covers all teaching positions involved in instruction, research and extension activities in all SUCs, CHED-Supervised HEIs and TESDA Supervised TEIs.

Finally, as to their length of service at WPU, most of the faculty-respondents have served WPU for 1-5 years: 50 or 40.65%, followed by those who served for 6-10 years and 11-15 years each with 19 or 15.45%, 11 or 8.94% served WPU for 26-30 years and above 30 years, 6 or 4.88% for 21-25 years, 4 or 3.25% below one year and only three or 2.44% have served WPU for 16-20 years.

This result contradicts the study of Mustapha et al. (2013) showed that 42% of the respondents had teaching experience between 6 to 10 years at the Universiti Malaysia Kelantan. Moreover, the study by Bautista (2015) revealed that 63% of faculty members at West Visayas State University–Lambunao Campus have served for more than 20 years.

Generally, most faculty respondents are 27-33 years old, are females, married, have Bachelor's Degree with Master's Units, Instructor I, earned Php 20,000.00- Php 29,999.00, and have served WPU for 1-5 years.

Table 2. Socio-demographic Profile of the WPU- Faculty Respondents.

VARIABLE	f (n=123)	(%)
Age		
20-26	23	18.70
27-33	30	24.39
34-40	22	17.89
41-47	14	11.38
48-54	15	12.20
55-61	16	13.01
62 and Above	3	2.44
Mean Age:	38.63 years old	
Sex		
Male	43	34.96
Female	80	65.04
Civil Status		
Single	41	33.33
Married	78	63.41
Widow	1	0.81
Widower	2	1.63
Separated	1	0.81

Table Educational Attainment

Position	Doctoral Degree	7	5.70
	Master's Degree with Doctoral Units	6	4.88
Position	Master's Degree	35	28.46
	Bachelor's Degree with Master's Units	50	40.65
Position	Bachelor's Degree	25	20.33
	Professor V	1	0.81
Position	Professor III	2	1.63
	Associate Professor III	1	0.81
Position	Associate Professor II	1	0.81
	Associate Professor I	5	4.07
Position	Assistant Professor IV	3	2.44
	Assistant Professor III	4	3.25
Position	Assistant Professor II	3	2.44
	Assistant Professor I	21	17.07
Position	Instructor III	6	4.88
	Instructor II	14	11.38
Position	Instructor I	58	47.15
	Teacher I	4	3.25

(continue)
Monthly Income

Below 10,000	4	3.25
10,000- 19,999	21	17.07
20,000- 29,999	77	62.60
30,000- 39,999	12	9.76
40,000- 49,999	3	2.44
50,000- 59,999	3	2.44
60,000- 69,999	2	1.63
70,000 and Above	1	0.81

Average Monthly Income: Php 25,615.00

VARIABLE	f (n=123)	(%)
Length of Service at WPU		
Below 1 year	4	3.25
1 - 5	50	40.65
6 -10	19	15.45
11-15	19	15.45
16-20	3	2.44
21-25	6	4.88
26-30	11	8.94
Above 30 years	11	8.94

Socio-demographic Profile of the WPU- Staff Respondents

Table 3 presents the socio-demographic profile of the WPU- Staff respondents as to their age, sex, civil status, educational attainment, position, monthly income, and length of service at WPU.

As to their ages, among the 125 staff respondents: 33 or 26.4% are aged 20-26 years old, 32 or 25.6% have ages ranging from 34-40 years old, 21 or 16.8% are 27-33 years old, 14 or 11.2% are 41-47 years old, 13 or 10.4% are 48-54, 10 or 8% are 55-61 years old, and only two or 1.6% are above 62 years old. The mean age of the staff-respondents, is 37 years old. This implies that respondents are of legal age and capable of performing tasks as an academic staff of the University. Moreover, the result contradicts the study of Negash et al. (2014) that 56% of academic staff in Jimma University in Ethiopia have ages ranging from 31-40 years old.

In terms of the staff- respondents' sex, data conveyed that 76 (60.8%) are females, while only 49 (32.2%) are males. The staff members' sex frequency is the same as the faculty members because most WPU faculty respondents are females.

Moreover, the study by Gulzar et al. (2018) entitled "Gender and Work Engagement: A Study of Academic Staff in Higher Education" found that gender differences, therefore, will influence the level of work engagement among male and female employees and that women tend to find more fulfillment in their jobs and as a result of which are more engaged than men.

Staff-respondents' civil status was mainly married with 62 (49.6%) as the highest frequency, 56 or 44.8% were single, widow, and separated with 3 or 2.4%, and only one or 0.8% was a widower.

Concerning their educational attainment: Bachelor's degree has the highest frequency of 72 (57.6%), 21 or 16.8% are undergraduate, 14 or 11.2% attained Bachelor's Degree with Master's Units, 13 or 10.4% acquired diploma, 3 or 2.4% are Master's Degree holder others are Master's Degree with Doctoral Units and Doctoral Degree holder each with 1 or 0.8%.

This implies that most of the Western Philippines University staff respondents are Bachelor's Degree holders. This result is closely similar to the National Center for Education Statistics (<http://www.bachelorsdegree.org/you-need-a-bachelors-degree/>). For SY 2007-2008, a whopping 1,563,300 bachelor's degrees were given out, considered one of the most numerous degrees.

On the other hand, this result contradicts the study of Zhang (2014) showed that 49% of academic staff at the University of Canberra, Australian Capital Territory, Australia are Master's Degree holders.

Taking a look at their position, the majority are Administrative Aide I: 59 or 47.2%, followed by Job Order and Administrative Aide II each with 12 or 9.6%, Administrative Aide III: 11 or 8.8% of the staff-respondents, Administrative Aide IV: 9 or 7.2%, three or 2.44% are Administrative Aide V and clerk on the contract of service status, two or 1.6% are Nursing Attendant others are Administrative Aide VI, Administrative Assistant III, Administrative Officer IV, Administrative Officer V, Librarian I, Registrar I, Land Service Supervisor, Nurse I, Safety Officer, Security Guard II, Security Guard III, Medical Officer IV, Planning Officer and Procurement Officer each with one or 0.8%.

Based on the study of Ayan (2010), the promotion has a key role in high levels of responsibilities and activities among staff. In other words, promotion is the proper legal of staff that can be effective in job satisfaction. Furthermore, Wu (2004) described promotion as an essential factor in creating job satisfaction.

As to their monthly income, majority of the respondents earned Php 5,001.00- Php 10,000.00: 70 or 56%, followed by those received Php 10,001.00-Php 15,000.00: 28 or 22.4%, others earned Php 5,000.00 and below: 14 or 11.2%, those with monthly income of Php 15, 001.00 – Php 20,000.00: 7 or 5.6% and 3 or 2.4% received Php 20,001.00 – Php 25,000.00 and Php 30,001.00 and above, respectively.

The average monthly income of the WPU staff- respondents, is Php 9,740.00.

This result is consistent with the study of Luddy (2005) stated that salary is one of the external factors that increase job satisfaction and motivate 203 staff in South Africa. Similarly, Ahmed et al. (2010) emphasized that salary leads to high job satisfaction and influences staff attitudes toward the job.

Lastly, as to their length of service at WPU, most of the respondents have served the WPU for 1-5 years: 57 or 45.6%, followed by those who served for 6-10 years: 28 or 22.4%, others stayed WPU below one year: 14 or 11.2%, 7 or 5.6% for 11-15 years, 21-25 years and 26-30 years each with 6 or 4.8%, 5 or 4% have served for more than 30 years, and only two or 1.6% of the staff-respondents have served for 16-20 years.

According to the Office of the Human Resources, University of Notre Dame (<https://hr.nd.edu/nd-faculty-staff/forms-policies/length-of-service/>) that length of service is defined as the length of regular full or part-time service with the University and is calculated from the original or adjusted date of hire of the staff member. Length of service is generally one of the criteria used in decision-making pertaining to, but not limited to, service awards, vacation, requests for promotion/transfer, and work assignments.

Hence, most of the staff-respondents are aged 20-26 years old, females, married, Bachelor's Degree holder, Administrative Aide I, earned Php 5,001.00- Php10,000.00 and have served WPU for 1-5 years.

Table 3. Socio-demographic Profile of the WPU- Staff Respondents.

VARIABLE	f (n=125)	
		%
Age		
20-26	33	26.4
27-33	21	16.8
34-40	32	25.6
41-47	14	11.2
48-54	13	10.4
55-61	10	8
62 and Above	2	
Mean Age:	36.69	1.6
Sex		
Male	49	
Female	76	39.2
		60.8
Civil Status		
Single	56	44.8
Married	62	49.6
Widow	3	2.4
Widower	1	0.8
Separated	3	2.4
Educational Attainment		
Doctoral Degree	1	0.8
Master's Degree with Doctoral Units	1	0.8
Master's Degree	3	2.4
Bachelor's Degree with Master's Units	14	11.2
Bachelor's Degree	72	57.6
Diploma	13	10.4
Undergraduate	21	16.8
Position		
Procurement Officer	1	0.8
Planning Officer	1	0.8
Medical Officer IV	1	0.8
Security Guard III	1	0.8
Security Guard II	1	0.8
Safety Officer	1	0.8
Nurse I	1	0.8
Nursing Attendant	2	1.6
Land Service Supervisor	1	0.8
Registrar I	1	0.8
Librarian I	1	0.8

Table 3 (continue)

VARIABLE	f (n=125)	
		%
Position		
Clerk (Contract of Service)	3	2.4
Administrative Officer V	1	0.8
Administrative Officer IV	1	0.8
Administrative Assistant III	1	0.8
Administrative Aide VI	1	0.8
Administrative Aide V	3	2.4
Administrative Aide IV	9	7.2

Administrative Aide III	11	8.8
Administrative Aide II	12	9.6
Administrative Aide I	59	47.2
Job Order	12	9.6
Monthly Income		
5,000 and Below	14	11.2
5,001- 10,000	70	56
10,001- 15,000	28	22.4
15, 001-20,000	7	5.6
20,001- 25,000	3	2.4
25,001- 30,000	-	-
30,001 and Above	3	2.4

Average Monthly Income: Php 9,740.00

Length of Service at WPU

Below 1 year	14	11.2
1-5	57	45.6
6-10	28	22.4
11-15	7	5.6
16-20	2	1.6
21-25	6	4.8
26-30	6	4.8
Above 30 years	5	4

Level of Organizational Commitment of the HRMO- Personnel

Table 4 shows the organizational commitment of the HRMO personnel in terms of continuance commitment. It was clearly shown that HRMO- personnel are contented with working in WPU, which has the highest rating of 5, interpreted as **Very High (VH)**; respondents also stated that they do care about the future of WPU with the mean rating of 4.86, interpreted as **Very High (VH)**, others said that it would be tough for them to leave WPU right now, even if they wanted to with the mean of 4.57 interpreted as **Very High (VH)**. Further, the overall mean of the HRMO- personnel in terms of their continuance commitment is 3.58 and interpreted as **High (H)**. This reveals that the HRMO- personnel of WPU has a high level of continuance commitment which means that they stay in the institution because they need to and that it would cost too much to leave.

Meyer and Allen (1997) supported this result, which defined continuance commitment as "awareness of the costs associated with leaving the organization ."It is calculative because of the individual's perception or weighing of costs and risks associated with leaving the current organization. In addition, the strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization.

Luthans (2002) stated that organizational commitment is directly related to the desire to maintain membership in the organization and the willingness of employees to exert considerable effort on behalf of the organization.

Moreover, Miller (2003) further describes organizational commitment as "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization."

Table 4. Level of Organizational Commitment of the HRMO Personnel.

CONTINUANCE COMMITMENT	MEAN	DESCRIPTION
I feel a sense of guilt about the possibility of leaving WPU.	4.29	H
Right now, staying with my organization is a matter of necessity as much as desire.	4.43	H
I do care about the future of WPU.	4.86	VH
It would be tough for me to leave WPU right now, even if I wanted to.	4.57	VH
It was certainly a mistake to have decided to work in this institution in the first place.	1.14	L
Too much of my life would be disrupted if I decided to leave my organization.	4	H
I am not afraid of what might happen if I quit my job without having another one lined up.	1.71	F
It would not be too costly for me to leave my organization now.	1.86	F
I am really contented with working in this institution.	5	VH
I feel that I have too few options for consider leaving this organization.	3.71	H
OVERALL MEAN	3.58	H

Legend:

Rating Scale	Range	Descriptive Rating
5	4.51-5.0	Very High (VH)
4	3.51-4.5	High (H)
3	2.51-3.5	Moderate (M)
2	1.51-2.5	Fair (F)
1	1.0-1.5	Low (L)

Level of Organizational Commitment of the HRMO Personnel.

Table 5 shows the organizational commitment of the HRMO personnel in terms of normative commitment. It comprises several statements rated on a scale of one to five, from Low (L) to Very High (VH). It was clearly shown that for the HRMO- personnel WPU deserves their loyalty with the highest mean of 5 interpreted as **Very High (VH)** and followed by the statement that they owe a great deal to their organization with the mean rating 4.47 interpreted as **High (H)**. In addition, the overall mean of the HRMO-personnel in terms of the level of their normative commitment is 3.27, interpreted as **Moderate (M)**. This result reveals that HRMO-personnel has these feelings of obligation to stay with WPU and that it is their duty and obligation to sustain membership in the organization.

Meyer substantiated this, and Allen (1991) averred that "employees with normative commitment feel that they ought to remain with the organization. Regarding." the normative dimension, the employees stay because they should do so or it is the proper thing to do.

Moreover, Wiener et al. (2000) describe normative commitment as "the work behavior of individuals, guided by a sense of duty, obligation and loyalty towards the organization."

On the other hand, Iverson et al. (1999) further explain that organizational members are committed to an organization based on moral reasons. The normative committed employee considers it morally right to stay in the organization, regardless of how much status enhancement or satisfaction the organization has given him or her.

Table 5. Level of Organizational Commitment of the HRMO Personnel.

NORMATIVE COMMITMENT	MEAN	DESCRIPTION
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	4.14	H
Moving from one organization to the organization does not seem unethical to me.	3.43	M
I feel a sense of obligation to stay with WPU, even though it is no longer advantageous to do so.	3.14	M
I owe a great deal to my organization.	4.47	H
Things were better in the days when people stayed with one organization for most of their careers.	4.14	H
I would rather stay home than go to work.	1.86	F
I do not believe that a person must always be loyal to his or her organization.	1.71	F
I think that people these days move from company to company too often.	3.29	M
WPU deserves my loyalty.	5	VH
I do not feel any obligation to remain with my current employer.	1.43	L
OVERALL MEAN	3.27	M

Legend:

Rating Scale	Range	Descriptive Rating
5	4.51-5.0	Very High (VH)
4	3.51-4.5	High (H)
3	2.51-3.5	Moderate (M)
2	1.51-2.5	Fair (F)
1	1.0-1.5	Low (L)

Level of Performance of the HRMO-Personnel.

Table 6 presents the level of performance of the HRMO- personnel based on their Performance Commitment and Review (IPCR) for the last three years (CY 2015-2017).

Results revealed that the core functions of the HRMO- personnel in terms monitoring seminars, training, and conferences attended by the WPU employees, preparing documents and data for faculty QCE and publication of the vacant position, recruitment, issuance, and updating of service records, monthly updating of plantilla of position thru web-based, preparation/updating of the annual schedule of Notice of Salary Adjustment (NOSA), preparation of the list of employees for the recipient of loyalty award, preparation of communication letters pertaining to testimonial and necrological programs they got an outstanding rating with an average rating of 4.8, 4.7 and 4.6.

As to the strategic objectives, preparing data/documents for local and external agencies and liaising, which includes reviewing and submitting appointments to CSC and membership to PAG-IBIG, PhilHealth, BIR, and GSIS, they got an outstanding rating with an average rating of 4.9 and 4.7.

Regarding the support functions, which pertain to the institutional commitment of the HRMO-personnel, they got a very satisfactory rating with an average rating of 4.1.

Finally, HRMO-personnel for the last three years got a very satisfactory rating.

This was affirmed by Erven (2013) that employee performance reviews answer the "how am I doing?" question for each employee on a continuous basis. Feedback to employees helps improve their performance, decreases turnover, motivates self-improvement, and builds trust.

Moreover, according to the information of the University of Kansas on Monday, January 6, 2014 (<https://humanresources.ku.edu/staff-evaluations-0>) that the University policy requires that the University Support Staff (USS) employees receive a formal, written performance evaluation by the supervisor at least once a year within the Performance Management System. Evaluations are a mechanism to provide feedback and documentation about an employee's performance through a defined time period and can provide clear communication of job expectations and goals. Performance Evaluations also can serve as a constructive tool that assists in mentoring employees on areas of employee development and improvement.

On the other hand, Aguinis (2009) states that performance's definition is not concerned with employees' behavior but behaviors only. Performance is linked with the employee's behavior; it is not about work outcomes or what the employee generates.

In addition, Carlson et al. (2006) explained that five human resource management practices influence performance: maintaining morale, competitive compensation, recruitment package, training and development, and performance appraisal.

Whitmor (1997) substantiated this, which referred to the performance as a public exhibition related to skill, a performance, and a deed. Employee performance reveals the work outcomes in effectiveness, efficiency, and efficacy. Employee performance is the product of work done by an employee linked with the organizational position.

Table 6. Level of Performance of the HRMO-Personnel.

IPCR INDICATORS	RATING PERIOD						AVERAGE RATING	ADJECTIVAL RATING
	Jan-June 2015	July-Dec. 2015	Jan.-June 2016	July-Dec. 2016	Jan.-June 2017	July-Dec.2017		
<i>Core Functions</i>								
MFO1- Publication of vacant position	4.6	-	-	-	-	-	4.6	O
MFO2- Reproduction of forms	4.5	-	-	-	-	-	4.5	VS
MFO1- Recruitment, Selection & Placement	-	4	3.8	3.8	4.4	4.4	4	VS
MFO1- Prepared Document/ data for Faculty (QCE)	-	-	-	-	4.7	4.7	4.7	O
MFO2- Performance Management	-	3.9	3.7	4.3	3.7	4.7	4	VS
MFO2- Monitored Personnel Profile for Scholarship Grants	-	-	-	-	4.3	4.7	4.5	VS
MFO3- Learning and Development	-	3.8	5	5	5	4	4.5	VS
MFO3- Monitored Seminars/ Trainings/ Conferences attended by the Personnel	-	-	-	-	5	4.6	4.8	O

Legend

Range	Descriptive Rating
4.51-5.0	Outstanding (O)
3.51-4.5	Very Satisfactory (VS)
2.51-3.5	Satisfactory (S)
1.51-2.5	Fair (F)
1.0-1.5	Poor (P)

Table 6 (continue)

IPCR INDICATORS	RATING PERIOD						AVERAGE RATING	ADJECTIVAL RATING
	Jan-June 2015	July-Dec. 2015	Jan.-June 2016	July-Dec. 2016	Jan.-June 2017	July-Dec.2017		
MFO4- Rewards & Recognition	-	3.3	4	1	-	-	2.8	S
MFO5- HR Records Management	-	4	3.3	4.5	4.4	4.5	4.1	VS
MFO6- Employees Welfare	-	4.3	-	-	-	-	4.3	VS
MFO7- Employee Discipline	-	2.7	-	-	-	-	2.7	S
MFO8- Health and Wellness	-	3.3	3.7	1	4.3	3.7	3.2	S
MFO9- Retirement Benefits	-	4	4	4.7	2.3	4.4	3.9	VS
Strategic Objectives								
MFO1- Garbage Collection	4.3	-	-	-	-	-	4.3	VS
MFO2- Payroll Facilitation	4.3	-	-	-	-	-	4.3	VS
MFO1- Liaising	-	4	5	5	4.7	4.8	4.7	O
MFO1- Prepared data/ Documents for local And External Agencies	-	-	-	-	5	4.7	4.9	O

Legend

Range	Descriptive Rating
4.51-5.0	Outstanding (O)
3.51-4.5	Very Satisfactory (VS)
2.51- 3.5	Satisfactory (S)
1.51- 2.5	Fair (F)
1.0-1.5	Poor (P)

Table 6 (continue)

IPCR INDICATORS	RATING PERIOD				AVERAGE RATING		ADJECTIVAL RATING	
	Jan-June 2015	July-Dec. 2015	Jan.-June 2016	July-Dec. 2016	Jan.-June 2017	July-Dec.2017		
MFO2- ARTA Monitoring	-	3.7	3.7	4.3	4.3	4.3	4	VS
MFO3- ISO Compliance Support Functions	-	-	-	-	4	4.3	4.1	VS
Institutional Commitment	3.9	4.7	3.9	4.7	3.2	3.9	4	VS
OVERALL RATING							4.1	VS

Legend

Range
 4.51-5.0
 3.51-4.5
 2.51-3.5
 1.51-2.5
 1.0-1.5

Descriptive Rating
 Outstanding (O)
 Very Satisfactory (VS)
 Satisfactory (S)
 Fair (F)
 Poor (P)

Problems Encountered by the HRMO- Personnel at Work.

Table 7 presents the problems encountered by the WPU-HRMO personnel at work. As shown in the table, rank one problem: **Dealing with performance problems of employees (e.g., absenteeism, insubordination, misuse of leave privileges, etc.), inadequate office machines and equipment (e.g., printer), the conflict between job and family roles, and overloaded with the assigned tasks**, as three each HRMO personnel responded. These were followed by: **Handling employee complaints and lack of training and development for the specific assigned task**, as rank two mentioned by two of the HRMO -personnel respondents. The last rank goes to this statement: **Difficulty in maintaining, filing, and arranging records of employees (e.g., PDS, PDF & Medical Certificates)**, answered by only one respondent.

Results confirm Heathfield (2000), who defines Human Resource Management as the organizational function that deals with issues related to people, such as performance management.

This was supported by the Natural HR Categorized Human Resources (2015) report that if one works within human resources, every day throws up a new challenge – something one needs to deal with but takes up an inordinate amount of time. There are a number of human resource management challenges (HR Challenges) that need to be addressed as it is an important function of any organization.

On the other hand, Balachandran (2010) states that machinery does work at great speed, and more work is done within less time. In addition, keeping heaps of files can be done away with since office machines (e.g., computers) record enormous amounts of information, and the office will look neat with fewer files on shelves.

Furthermore, filing enhances the office's image, which would lead to an economy in space (Balachandran (2010).

Table 7. Problems Encountered by the HRMO- Personnel at Work.

PROBLEMS ENCOUNTERED	FREQUENCY *	RANK
Dealing with employees' performance problems (e.g., absenteeism, insubordination, misuse of leave privileges, etc.).	3	1.5
Inadequate office machines and equipment (e.g., printer).	3	1.5
Difficulty in maintaining, filing, and arranging records of employees (e.g., PDS, PDF & Medical Certificates).	1	3
Handling employee complaints.	2	2.5
Lack of training and development for the specific assigned task.	2	2.5
The conflict between job and family roles.	3	1.5
Overloaded with the assigned tasks.	3	1.5

* Multiple Responses

Problems Encountered by the WPU Faculty and Staff while Transacting at HRMO.

Table 8 presents the problems encountered by the WPU Faculty and Staff while transacting at HRMO. The table shows the rank one problem: **Some personnel were not approachable and accommodating**, as 52 WPU- faculty and staff responded. This was followed by: **Unorganized and missing files of WPU employees (e.g., IPCR/DTR's/ NBC related documents)**, according to 39 respondents, and **no problems, so far** as rank three mentioned by 38 respondents. The last rank goes to this statement: **There is no clear and visible system of answering queries** answered by five respondents.

This result contrasts with the survey of 1,000 employees and over 90 HR specialists in the US, which shows that 70% of employees take issue with how their HR departments handle employee disputes. Moreover, employees are dissatisfied with the way office disputes are handled.

On the other hand, Chan (2015) stated that with the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. Moreover, within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In addition, HR professionals will be coaches, counselors, mentors, and succession planners to help motivate the organization's members and their loyalty. The HR manager will also promote and fight for values, ethics, beliefs, and spirituality within their organizations, especially in the management of workplace diversity.

Table 8. Problems Encountered by the WPU Faculty and Staff while Transacting at HRMO.

PROBLEMS ENCOUNTERED	f (n=248)	RANK
Some personnel were not approachable and accommodating.	52	1
Improper dealings of WPU-HRMO personnel towards their clients as to courtesy and respect.	25	6
No clear and visible system for answering queries.	5	14
Lacks immediate feedback on queries through cellphone calls or text messages.	15	9.5
Very quick in setting deadlines for submission of required HR documents.	8	13
Take time, effort, and risk in traveling to HRMO to settle HR matters.	14	10.5
Financial problem in terms of transportation cost to transact at HRMO.	13	11
Workforces are limited, resulting in a slow transactions.	9	12
Vague in giving instructions (e.g., when accomplishing documents for renewal or promotions.	32	4
Handling private conversation are not addressed to be very confidential.	15	9.5
Unorganized and missing files of WPU employees (e.g IPCR/DTR's/ NBC related documents).	39	2
HR personnel did not check the filed leave credits before deducting to employee's salary.	14	10.5
The office has no official contact number for employees transaction.	19	8
Delayed communication letters for requirements to be submitted.	26	5

Table 8 (continue)

PROBLEMS ENCOUNTERED	f (n=248)	RANK
Documents being sent to HRMO are difficult to monitor.	21	7
Secrecy of employee records were not maintained.	14	10.5
No problems, so far.	38	3

* Multiple Responses

Relationship Between the HRMO-Personnel Socio-Demographic Profile and their Organizational Commitment in terms of Continuance Commitment

Table 9 shows the relationship between the HRMO-Personnel socio-demographic profile and the level of their organizational commitment in terms of continuance commitment. Data were analyzed using Pearson Product Moment Correlation Test. The degree of the relationship is measured through the coefficient r, which ranges from 0 ± 1, while the significance of the relationship is determined through the probability value.

Correlation analysis established that the socio-demographic profile of the HRMO- personnel which was conferred as to their age, sex, civil status, educational attainment, position, monthly income, and length of service at HRMO, does not affect the level of their continuance commitment.

This contradicts the study of Mathieu and Zajac (1990) that older workers tend to be more committed than younger ones. Researchers have emphasized negative reasons for this finding: older workers have fewer occupational alternatives and would risk their benefits if they left an organization. In addition, they added that more highly-educated workers tend to be less committed. One explanation is that highly educated individuals may have less commitment since they may have higher expectations and greater alternatives to job opportunities.

This was substantiated by the study of Grau et al. (1991) found out that older employees and employees with longer organizational tenure (i.e., the length of employment with the organization) tend to be more committed or more robust committed than younger individuals or those with a shorter organizational tenure.

Table 9. Relationship Between the HRMO-Personnel Socio-Demographic Profile and their Organizational Commitment (continuance)

VARIABLES	CORRELATION COEFFICIENT (R)	P- VALUE
Age	.739	.058 ^{ns}
Sex	-.481	.274 ^{ns}
Civil Status	.661	.106 ^{ns}
Educational Attainment	-.155	.740 ^{ns}
Position	.343	.451 ^{ns}
Monthly Income	.436	.328 ^{ns}
Length of Service at HRMO	.530	.221 ^{ns}

ns-not significant

Relationship Between the HRMO-Personnel Socio-Demographic Profile and their Organizational Commitment in terms of Normative Commitment

Table 10 shows the relationship between the HRMO-Personnel socio-demographic profile and the level of their organizational commitment in terms of normative commitment. Data were analyzed using Pearson Product Moment

Correlation Test. The degree of the relationship is measured through the coefficient r , which ranges from 0 ± 1 , while the significance of the relationship is determined through the probability value.

This implies that the socio-demographic profile of the HRMO- personnel which was conferred as to their age, sex, civil status, educational attainment, position, monthly income, and length of service at HRMO, does not affect the level of their normative commitment.

This contradicts the study of Majahar (2014) that there is a low and significant correlation between the socio-demographic profile and normative commitment of five major banks in the state of Kuala Lumpur, Malaysia.

On the other hand, the result of this study is a confirmation on the study of Uraon (2015) that normative commitment is found to be negatively related to age, qualification, position, income, and current and total experience of employees, whereas marital status is positively related to normative commitment. Among all demographic variables, only marital status and income are significantly related to normative commitment.

Table 10. Relationship Between the HRMO-Personnel Socio-Demographic Profile and their Organizational commitment in terms of Normative Commitment.

VARIABLES	CORRELATION COEFFICIENT (R)	P-VALUE
Age	-.119	.799 ^{ns}
Sex	-.384	.395 ^{ns}
Civil status -.153	.743 ^{ns}	
Educational Attainment	-.466	.292 ^{ns}
Position	-.665	.103 ^{ns}
Monthly Income	-.649	.115 ^{ns}
Length of Service at HRMO	.274	.552 ^{ns}

ns -not significant

Relationship Between the Organizational Commitment (continuance) and Performance of HRMO-Personnel.

Table 11 presents the relationship between the organizational commitment (continuance) and the performance of HRMO- Personnel. Statistical analysis showed that coefficient of cohrens correlation of 0.91, t- value of 11.18, and critical value of 2.779 indicated that there was a very high positive correlation between continuance commitment and performance of HRMO-personnel.

This implies that a high level of continuance commitment is the primary reason for the better performance of the HRMO-personnel of WPU.

These study findings contradict the study of Tolentino (2013) that continuance commitment was found to be not significantly related to any of the job performance of Administrative Personnel at Pamantasan ng Lungsod ng Maynila.

Furthermore, the result is in consonance with Negin's (2013) findings, who explained that organizational commitment influences the job performance of Malik Bank employees. The results indicate that the dimensions of organizational commitment, such as continuance, have a relationship with employees' job performance.

Similarly, Qaisar (2012) pointed out the influence of organizational commitment in terms of continuance on employee performance in the context of Pakistani police.

Table 11. Relationship Between the Organizational Commitment (continuance) and Performance of HRMO- Personnel.

COEFFICIENT OF CORRELATION	COHRENS	T-VALUE	CRITICAL VALUE
0.91		11.18*	2.779

*significant at $\alpha = 0.01$

Relationship Between the Organizational Commitment (normative) and Performance of HRMO-Personnel.

Table 12 presents the relationship between the organizational commitment (normative) and the performance of HRMO- Personnel. Data showed that coefficient of cohrens correlation of 0.99, t- value of 35.78, and critical value of 2.779 indicated that there was a very high positive correlation between continuance commitment and performance of HRMO-personnel.

The result implies that the moderate level of normative commitment of the WPU HRMO- personnel affects their performance at work.

This result is consistent with the study of Clarke (2006) that network performance and commitment in health care units of the UK play an important role in performance outcomes. He found out that normative has an effect on performance.

On the other hand, Shore et al. (1995) conducted a study on 339 subordinates and 231 managers in multinational companies in the United States. They concluded that normative commitment has no positive relationship with employee performance.

Table 12. Relationship Between the Organizational Commitment (normative) and Performance of HRMO- Personnel.

COEFFICIENT OF COHRENS CORRELATION	T-VALUE	CRITICAL VALUE
0.99	35.78*	2.779

*significant at $\alpha = 0.01$

Relationship between the HRMO-Personnel Problems Encountered and the Level of their Performance.

Table 13 presents the relationship between the HRMO- personnel problems encountered and their performance level. It shows that coefficient r of -0.19, 0.18, 0.36 and t-value of -0.27, 0.25, and 0.54 tested at 0.01 level of significance this accepts the null hypothesis. Therefore, there is no significant relationship between the HRMO- personnel problems encountered and their performance level.

This implies that HRMO-personnel with a few problems has a higher level of performance than that personnel who encounter several problems.

Table 13. Relationship Between the HRMO-Personnel Problems Encountered and the Level of their performance.

PERFORMANCE	COEFFICIENT (R)	T-VALUE	CRITICAL VALUE
Core Functions	-0.19	-0.27 ^{ns}	9.925
Strategic Objectives	0.18	0.25 ^{ns}	9.925
Support Functions	0.36	0.54 ^{ns}	9.925
OVERALL PERFORMANCE	0.86	2.38	9.925

Level of significance $\alpha = 0.01$
 ns- not significant

CONCLUSION AND RECOMMENDATION

Conclusions

Based on the study's significant findings, the following conclusions were drawn.

1. HRMO- personnel covered by the study were 24 years old, female, married, Bachelor's Degree holder, Administrative Aide I, earned Php 6,000.00 and haveserved WPU for 21, 9, 5, 2 years in service, one year & 7 months, one year & 6 monthsand one year & 4 months.

2. Faculty-respondents were within the age bracket of 27-33 years old, female, married, Bachelor's Degree with Master's Units, Instructor I, earned Php 20,000.00- Php 29,999.00, and have served WPU for 1-5 years.
3. Staff respondents were within the age bracket of 20-26 years old, female, married, Bachelor's degree holder, Administrative Aide I, earned Php 5,001.00- Php 10,000.00 and have served WPU for 1-5 years.
4. HRMO-personnel respondents have a high level of continuance commitment and moderate level of normative commitment.
5. HRMO- personnel for the last three years got a very satisfactory rating.
6. HRMO- personnel finds it hard to deal with performance problems of employees (e.g., absenteeism, insubordination, misuse of leave privileges, etc.), inadequate office machines and equipment (e.g., printer) and experienced conflict between job and family roles.
7. Faculty and staff respondents encountered not approachable and accommodating HRMO- personnel and experienced unorganized and missing files (e.g., IPCR/DTR's/NBC-related documents).
8. The socio-demographic profile of the HRMO-personnel has no significant relationship to the level of their continuance and normative commitment.
9. There was a very high positive correlation between the continuance commitment and performance of the HRMO-personnel.
10. There was a significant correlation between normative commitment and performance of the HRMO-personnel.
11. There was no significant relationship between the HRMO-personnel problems encountered and the level of their performance.

RECOMMENDATIONS

The researcher recommended the following to the WPU Administration, HRMO personnel, and future researchers.

For the WPU Administration

1. Providing additional office machines and equipment (e.g., printer) for WPU- HRMO was highly recommended.
2. Acquisition of additional manpower for the HR office by considering the HR staff- employee ratio.
3. Develop a program that could assist HRMO-personnel in dealing with performance problems of employees.

For the HRMO- Personnel

1. Develop a positive attitude toward their clients and implement creative ways to help employees.
2. Checking of the Individual Performance Commitment and Review (IPCR) by the head of the office is encouraged to ensure the reliability of the performance evaluation.
3. There must be a proper records management which assures that vital records and documents are preserved and made available.

For the Future Researchers

1. A similar study on organizational commitment and performance of the Human Resource Office personnel of selected state colleges and universities in Puerto Princesa City is conducted.
2. Conduct evaluation on the satisfaction of the WPU -employees in the services offered by the HRMO.
3. The same study on organizational commitment and performance of the Human Resource Officer of the Western Philippines University, Aborlan Palawan be conducted using systematic sampling.

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