

The Interplay of Organizational Culture and Job Satisfaction on the Work Commitment among Government Social Workers

Juvie P. Paderanga

Faculty of the Graduate School Lourdes College Inc., Cagayan de Oro City

DOI: <https://doi.org/10.47772/IJRISS.2026.100700155>

Received: 10 April 2026; Accepted: 15 April 2026; Published: 27 July 2026

ABSTRACT

Contractual social workers are essential frontliners in implementing DSWD programs, yet they face challenges like job insecurity, limited benefits, and few career opportunities, which affect their satisfaction and commitment. This study aimed to determine the contractual social workers perceived organizational culture, level of job satisfaction, and work commitment. Further, this paper examined the significant relationship between organizational culture, job satisfaction, and work commitment. Descriptive statistics and canonical correlation analysis were used to analyze the data. Results showed that most DSWD government social workers generally feel highly satisfied with their jobs, particularly in terms of job security, autonomy, workload, role clarity, welfare benefits, and compensation. Organizational culture was perceived as strong, especially in collaborative practice. The results also indicated a strong level of work commitment, with affective commitment emerging as the most dominant type. The results revealed a strong positive link between organizational culture, job satisfaction, and commitment to work, suggesting that as employees become more satisfied with their jobs, their dedication and commitment also increase. Therefore, a supportive and well-structured work environment significantly contributes to increased job satisfaction and commitment among contractual social workers. This study recommends that the DSWD and the national government enhance employee welfare by implementing support programs, reassessing task distribution, offering career development opportunities, and establishing policies that strengthen job security and promote regularization. Additionally, future research with a wider scope is encouraged to confirm and broaden the applicability of these results.

Keywords: contractual social workers, job satisfaction, organizational culture, work commitment

INTRODUCTION

Understanding workplace dynamics has been vital for understanding organizational behavior, focusing on work obligations, work environment, and career contentment. These elements are commonly recognized as influencing workers' retention, performance, and overall organizational effectiveness. In the context of public service organizations, particularly those agencies operating for social services and welfare, these dynamics become even more significant.

DSWD is a Philippine government agency that aims that all Filipinos have equal opportunities, are free from hunger and poverty, and live in a just, peaceful, and equitable society. It is mandated by legislation to design and oversee social welfare initiatives. This includes policies and programs to empower disadvantaged women, children, and other important stakeholders. Thus, the agency is responsible for implementing and overseeing the social welfare and development programs of this country (Administrative Order No. 22 Series of 2019).

With the DSWD, the social work profession has found its ideal institution in which endeavors coincide with promoting social welfare, justice, and well-being of vulnerable sectors. Social work has become a profession because there are existing social issues and problems experienced by individuals, families, and communities who are not capable of fulfilling basic human needs or solving problems without outside help. By this, the social work law or R.A 4373 decrees that social workers are practitioners who have accepted standards of training and social work professional experiences and who possess the skills to achieve the laid objectives (De Guzman, 1992). Thus, these social workers are considered as primary employees of the DSWD. A good number of

agencies and the government itself have been looking for social workers to respond to the vast social dilemmas of every citizen.

Similarly, the DSWD employs a substantial number of contractual employees to deliver essential services. Much of its workforce comprises social workers, the heart and backbone of its programs and services. The DSWD Field Office 10, which includes both the Regional Office and the Province of Misamis Occidental, employs approximately 1,200 contractual employees, of whom 527 are social workers (DSWD Region X, 2025). With 177 contract-tenured social workers, the province of Bukidnon came in first, followed by Lanao Del Norte (135), Misamis Oriental (127), Misamis Occidental (77), and Camiguin (11).

Despite their crucial role, social workers often face job insecurity, limited benefits, and reduced opportunities for career development, which affect their professional well-being, commitment, and overall contribution to the agency's goals. This results to the agency's challenges in retaining its workforce.

While studies on contractual employment and social work practice exist, there is limited research focusing specifically on contractual social workers in the public sector. By focusing on DSWD, this study sought to provide a deeper understanding of the significant relationship between job satisfaction and organizational culture on the work commitment of contractual social workers. It also sought to offer valuable insights that could guide procedures and regulations to enhance worker performance and retention in government agencies.

Likewise, this research provided an understanding of how organizational culture and job satisfaction affected public social workers, thereby supporting social work practitioners in promoting a more encouraging and productive workplace for social welfare service delivery. This study aligns with the Sustainable Development Goals (SDGs) by promoting decent work conditions, employee well-being, and effective institutions. It supports SDG 8 Decent Work and Economic Growth, SDG 3 Good Health and Well-being, and SDG 16 Peace Justice and Strong Institutions through its focus on improving work environments, mental well-being, and public sector service delivery.

Theoretical and Conceptual Framework

This study explored the interplay of organizational culture and job satisfaction on work commitment among government social workers in DSWD. It is anchored on Herzberg's Two-Factor Theory (1959): motivators, "intrinsic rewards", and hygiene, "extrinsic rewards".

The first factor is "Motivational Factors" or known as "Motivators". It is believed that these factors lead to job satisfaction and motivation, which are important to promote workers' well-being. Examples of "motivators" are recognition, accomplishment, opportunities for professional development, promotion, and the work itself. These are factors that derive from the nature of the work itself and contribute to motivation and job satisfaction. They satisfy internal needs of workers for growth, success, and recognition. In this study, the independent variable is job satisfaction represents the motivating factors that influence employees' internal drive and overall work experience. It is examined through its key components: job security, autonomy, role clarity, workload, and welfare benefits and compensation, which contribute to motivation, retention, and perceived organizational support. These components collectively shape the level of satisfaction experienced by contractual social workers.

The second factor is "Hygiene factors" or "Extrinsic rewards". These factors include salary, job security, working environment, positions, employee relationship and work tenure which are relevant to the workplace as these serve to avoid dissatisfaction. These factors do not directly contribute to long term job satisfaction but their absence can cause unhappiness.

In this study, organizational culture is the second independent variable and characterized by collaborative, innovative, supportive, and hierarchal. It reflects the external or "hygiene" conditions of the workplace, while job satisfaction represents the motivating factors that influence employees internally, consistent with Herzberg's Two-Factor Theory. In the context of contractual social workers in DSWD, these factors are pivotal in maintaining a supportive and stable working environment.

Meanwhile, work commitment is treated as the dependent variable and represents the outcome of the interaction between organizational culture (hygiene factors) and job satisfaction (motivators). Work commitment is further analyzed through its three dimensions: affective commitment, continuance commitment, and normative commitment. When hygiene factors (organizational culture) are positive and motivators (job satisfaction) are strong, social workers are more likely to be committed and loyal to their organization.

Further, this model helps to understand how work commitment (dependent variable) is affected by organizational culture and job satisfaction (independent variables), which is influenced by both hygiene factors and motivators, as experienced by a contractual social worker. Employee commitment to their jobs is more likely to be higher when they are satisfied with intrinsic motivators and their hygiene elements are properly managed.

Statement of the Problem

The main focus of this study was to determine the significant relationship between work satisfaction, organizational culture, and work commitment among contractual social workers. Specifically, this study answered the following questions:

1. What is the level of job satisfaction among DSWD contractual social workers in terms of:
 - 1.1 Job Security;
 - 1.2 Autonomy;
 - 1.3 Role Clarity;
 - 1.4 Workload; and
 - 1.5 Welfare benefits and compensation?
2. What is the prevailing organizational culture in the DSWD as perceived by the contractual social workers in terms of:
 - 2.1 Collaborative culture;
 - 2.2 Innovative culture;
 - 2.3 Supportive culture; and
 - 2.4 Hierarchical culture?
3. What is the level of work commitment of DSWD contractual social workers in terms of:
 - 3.1 Affective commitment;
 - 3.2 Continuance commitment; and
 - 3.3 Normative commitment?
4. Is there a significant relationship between job satisfaction, organizational and work commitment among DSWD contractual social workers?
5. Based on the findings of the study, what policies may be recommended?

Figure 1 provides a visual representation of the conceptual framework for the study on the interplay of organizational culture and job satisfaction on work commitment among government social workers. It depicted how organizational culture and job satisfaction are hypothesized to influence the work commitment of the contractual social workers.

The job satisfaction was categorized into job security, autonomy, role clarity, workload, and welfare benefits/compensation. The organizational culture consists of collaborative, innovative, supportive, and hierarchical. Job satisfaction and organizational culture are described as the independent variables. The dependent variable was work commitment, composed of affective, continuance, and normative commitment. This framework helped understand whether job satisfaction and organizational culture experienced by contractual social workers are expected to affect or determine their degree of work commitment, thereby guiding for proposed policies based on the findings.

Conceptual Framework

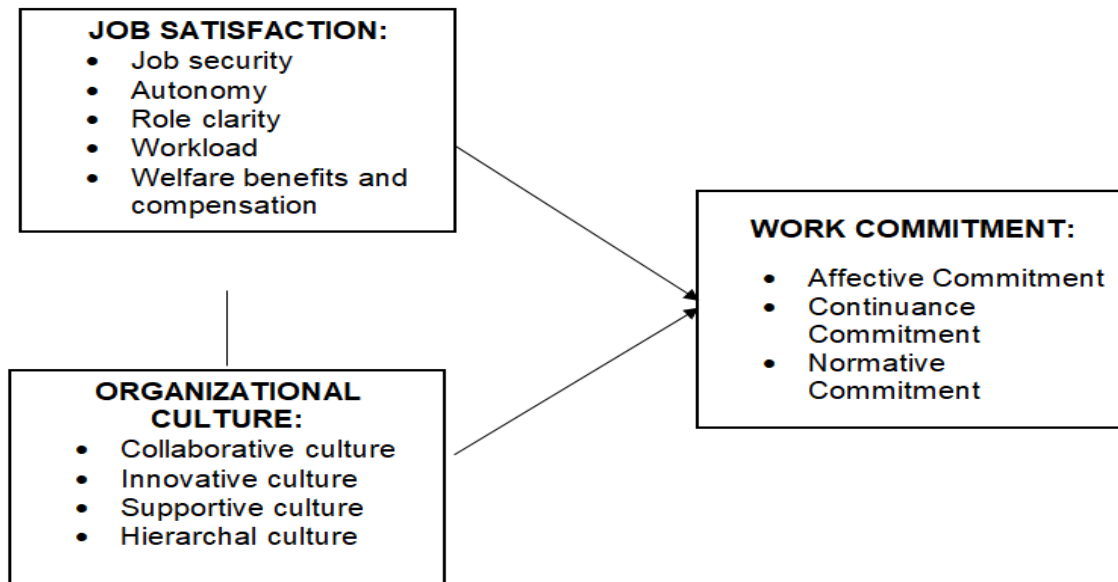


Figure 1. Schematic Diagram of the Study

Significance of the Study.

The findings of this study are beneficial to the following:

DSWD Management. This study may provide deeper understanding how organizational culture and job satisfaction affect the work commitment of contractual social workers as guide in improving policies and working conditions.

Contractual Social Workers. This study may provide insights into the struggles, job experiences, and needs of contractual social workers, which can be used to advocate for better working conditions.

Human Resource (HR). This study may be the basis to develop inclusive policies that will provide contractual social workers with fair support, job security and improved working conditions.

Policymakers. This study may serve as a reference for policymakers such as legislators to address organizational issues faced by contractual social workers especially social workers, and create policies that provide long-term and stable employment.

Philippine Association of Social Workers, Inc. (PASWI). This study may be the basis for social work practitioners to support employment-related advocacies promoting the welfare of contractual social workers who are dealing with individuals, families, and communities.

Future Researchers. This study may be used as a springboard for future researchers in conducting similar or related studies. They may find the results of the study beneficial, and that may have similarities to the researcher's study.

Scope and Delimitation of the Study

This study focused on examining how job satisfaction and organizational culture influenced the work commitment of DSWD contractual social workers. Job Satisfaction covered the components of job security, autonomy, role clarity, workload, welfare benefits and compensation. Organizational Culture categorized into collaborative, innovative, supportive and hierarchal. Work Commitment is classified into affective, continuance and normative.

The study was participated in by 77 contractual DSWD social workers assigned in Misamis Occidental based on the data provided by the DSWD Region X through cluster sampling. The research time frame began in January and ended last May 2025. The survey method was employed through a checklist of each variable, and data were gathered through questionnaire responses.

Definition of Terms

For clarity in understanding the basic terms used in this study, such terms are defined as follows:

Contractual Social Workers. This term refers to individuals employed for a defined period and specific project through a contract. In this study, contractual employees are licensed social workers employed in DSWD Region X and assigned to Misamis Occidental.

Job Satisfaction. This term refers to a feeling of contentment and satisfaction that employees gain within their job roles in terms of compensation, allowances, workplace conditions, work relationships, and capacity-building possibilities. Job satisfaction is measured through four specific components: job security, autonomy, role clarity, workload, welfare benefits and compensation

Organizational Culture. This term refers to shared values and beliefs among many, if not all, members of the organization shape decision-making, influence worker interactions, and determine how tasks are completed. In this study, it was specifically categorized into five distinct dimensions: collaborative culture, innovative culture, supportive culture, and hierarchical culture.

Work Commitment. This term refers to desire of the employees to remain in their jobs because of the job itself. The level of dedication and willingness demonstrated by the employees. In this study, work commitment is classified into affective, continuance, and normative commitment.

REVIEW OF RELATED LITERATURE AND STUDIES

This section presents the literature and related studies that aid in making the investigation comprehensive. The works of literature are thematically arranged.

Job Satisfaction

The state of pleasure and fulfillment attained from the success of a job is defined as “job satisfaction”. The sense of a worker's success in a job is most closely associated with both productivity and individual welfare, which translates to passion and fulfillment at work. Furthermore, job satisfaction goes beyond mere contentment, encompassing emotional, psychological, and cognitive responses to work (Alrawashdeh et al., 2021).

Job satisfaction is viewed as a psychological contract between the employer and employee in contemporary organizational situations. Recent studies further emphasize that job satisfaction significantly influences employee performance and organizational outcomes. For instance, Susanto et al. (2022) found that job satisfaction is strongly linked to work performance and is influenced by work–life balance and supervisory support. Similarly, Gazi et al. (2022) revealed that higher levels of job satisfaction led to improved job performance and productivity among employees.

In this study, job satisfaction is examined through the dimensions of job security, autonomy, role clarity, workload and welfare benefits, and compensation as these factors influence the job experiences of contract-tenured workers.

Job security. Job security means the guarantee that a person will not lose their job in the long term and the provision of benefits, equitable professional development, and compensation. Recent studies highlight that job security remains a critical factor influencing employee well-being and organizational commitment. Probst et al. (2021) emphasized that perceived job insecurity negatively affects employee mental health and job satisfaction. Similarly, Shoss et al. (2022) found that stable employment conditions significantly contribute to higher employee engagement and productivity.

However, according to Gomez (2024), job security is a great advantage for organizations because it provides consistency, which enables workers to put their worries aside and concentrate entirely on their work and the organization. When employees do not have confidence in their jobs, they often react negatively in the situation. Otieno (2020) believed that job insecurity, depicting a high chance of losing a job or an unhealthy working environment, can result in stress, low confidence, and negative impacts in life.

Further, lack of job security often led to employees' stress and anxiety, especially to contractual employees who reported a low level of job satisfaction due to limited contract and few benefits compared to permanent status. Additionally, Htun (2022) which found that employees' performance increases with longer contract durations and contract renewals. These are the two factors that have the biggest effects on perceived employment continuity and performance satisfaction.

Moreover, some scholars emphasized that having a secure job decreases work-related anxiety and provides a state of mental well-being. Kim and Kim (2020) reported that aside from employees who are given attention and support by their organization, they also experience clear communication and are given opportunities for career development.

Autonomy. Autonomy is considered a crucial element in the workplace, as it enables employees to carry out their duties with a sense of control and confidence in their capabilities. Employees who experience a high level of autonomy are more likely to be engaged, innovative, and satisfied with their jobs. Recent studies support this view, emphasizing that autonomy significantly enhances intrinsic motivation and work engagement (Deci et al., 2021).

Furthermore, autonomy fosters creativity and flexibility, allowing employees to explore effective strategies and contribute meaningful solutions to organizational challenges. For instance, research by Zhang et al. (2022) found that employees with greater decision-making freedom demonstrate higher levels of creativity and problem-solving skills.

Autonomy at work is important. According to a Razzak et. al (2021) study, employees who were in charge of their work schedules and how their task were completed expressed far greater job satisfaction and reduced stress. The positive relationship between autonomy and job results was even more prominent in remote workplace where self-direction is often necessary. Employees will perform better because they will be intrinsically motivated to give it their all.

In the study of Soegiarto et al. (2024), combining autonomy with planned training activities significantly boosts employee empowerment and satisfaction. According to their research, employees feel better prepared and motivated to respond favorably to obstacles they face at work when they are allowed the freedom to make their own decisions and have the chance to participate in continuous education.

Further, when employees are given control over their work, they are less likely to feel insecure about their employment status and more likely to develop competence, resulting in higher morale and sustained performance (Li et al., 2023).

Role Clarity. In a work environment, role clarity is essential for a highly functioning organization, as it enables employees to establish clear boundaries regarding their work functions and responsibilities. Role clarity refers to the extent to which employees clearly understand their duties, expectations, and performance standards within the organization (Tubre and Collins, 2021).

Shoss et al. (2022) found that clear organizational direction and alignment contribute to higher employee engagement and productivity. Moreover, even in temporary employment arrangements, a strong sense of purpose and alignment with organizational goals can foster a sense of belonging and commitment.

This is further supported by Hecht and Allen (2021) who reported that employees experience less stress, participative, and in a state of mental well-being when their jobs are clear. Thus, role clarity gives employees a sense of direction and assurance.

Recent studies support these findings, emphasizing that role ambiguity is a significant source of workplace stress and disengagement. For instance, Jiang and Lavaysee (2021) found that unclear job roles increase psychological strain and reduce employee well-being and performance.

Similarly, Leiter and Maslach (2022) highlighted that role ambiguity contributes to emotional exhaustion and burnout among employees. These findings indicate that unclear roles create emotional burdens and heightened work pressure, negatively affecting both individuals and organizations.

Workload. Workload is a significant factor that influences job satisfaction, referring to the amount and intensity of tasks assigned to an employee in relation to their abilities and capabilities. It varies depending on the employee's job position and responsibilities within the organization (Bakker and Demerouti, 2021).

In the field of social work, workload is high due to the organizational and clientele needs. Due to high caseloads given to social workers, they oftentimes experience stress and burnout, which eventually reduces their work commitment (Ravalier et al. 2021). In the study, they emphasized that when social workers are given fair workloads, hence, they can provide a better quality of service to clients. They can concentrate on providing better interventions when workloads are controlled rather than in volume.

Role conflict and emotional burdens are uncontrollable in the workplace, which may result in negative performance in duty. In some cases, workloads are manageable in the social work field, but when the emotional demands and role conflicts are faced, it can cause stress and burnout, which negatively impacts work-life balance (Stanley and Sebastine, 2023).

Majid and Ramli (2020) stated that workload plays an important part in the work-life balance. With a fair workload for employees, it reduces burnout, stress, and low job satisfaction. Employees are believed to better engage at work when there is a work-life balance. Thus, controlling workloads in the organization helps employees to perform better.

Welfare benefits and compensations. Compensation, typically in the form of salaries or wages, is a fundamental exchange for labor and is a critical dimension of job satisfaction. At the same time, welfare benefits such as paid leave, retirement plans, health protection, and other non-cash incentives serve to enhance employee security and well-being. Benefits are described as a property or service provided by the agency to the employees as additional compensation for the employees' performance of services. Benefits are rights and not rewards (Hasin et al, 2023).

Lum and Ibrahim (2022) discussed that compensation systems, including performance-based incentives and flexible benefits packages, significantly increase employee morale and job satisfaction. Recent research underscores that fair and competitive compensation significantly contributes to positive employee attitudes. High job satisfaction is dependent on employee expectation of what he or she receives. Further, job satisfaction is a favorable emotion derived from performing well as the job. It reflects an employee's sense of success, which is linked to both productivity and personal well-being (Ding and Lee, 2023).

Moreover, welfare benefits are recognized not merely as perks but as organizational responsibilities that ensure employee well-being and continuity. In the field of public service, benefits and compensation are frequently linked to employee commitment. A study by Ravalier et al. (2021) on service sector employees, particularly social workers, perceived fairness and sufficiency in pay decreased burnout and improved employee retention. These results suggest that pay needs to be seen as fair and in line with the psychological costs and demands of the job.

Organizational Culture

According to Ahmad et al. (2021), organizational culture is common beliefs and values that form an organization. It reflects how employees behave and obey to norms. The beliefs are either formal rules or what are the expected standards. According to Chlebanova and Rusnakova (2022), organizational culture in social services is rooted in professional values that promote cooperation, shared goals, and worker well-being.

Several researchers have distinguished between various cultural types that influence work commitment and organizational culture. The five main organizational culture types are collaborative, innovative, supportive, and hierarchical.

Collaborative culture. A collaborative culture is characterized by teamwork, mutual respect, and shared responsibilities within an organization. It prioritizes group success over individual achievements and fosters open communication, trust, and inclusivity across all organizational levels (Edmondson, 2021).

Recent studies highlight that collaborative culture plays a significant role in enhancing job satisfaction and work commitment. For instance, Edmondson (2021) emphasized that psychologically safe and collaborative environments enable employees to express ideas, ask questions, and engage more effectively, leading to improved performance and satisfaction.

Similarly, De Clercq et al. (2022) found that collaboration in the workplace increases employee confidence, engagement, and effectiveness, particularly in high-stress professions. When employees feel supported and work collaboratively, they are more likely to experience a sense of belonging and reduced work-related stress.

In the same manner, collaborative culture promotes knowledge sharing and innovation. Research by Yang et al. (2023) revealed that when employees are encouraged to participate in problem-solving, openly collaborate, and share knowledge, their strategic thinking and problem-solving abilities significantly improve. These findings suggest that a strong collaborative culture contributes to a more productive, innovative, and supportive work environment.

In contrary, Hakanen et al. (2021) emphasized that high job demands and workload pressures can reduce employees' capacity for collaboration and social interaction in the workplace. Similarly, Bakker and Demerouti (2020) noted that excessive work demands often lead employees to prioritize task completion over teamwork, which may weaken organizational cooperation and communication.

Innovative culture. An innovative culture is characterized by creativity, openness to change, and encouragement for employees to generate new ideas and solutions to organizational problems. This type of culture fosters motivation, engagement, and a sense of ownership among employees, which are essential for organizational growth and effectiveness (Mumford et al. 2021).

According to Kyongo and Iragi (2023), innovative organizations encourage and motivate employees to be creative. In their research, employees feel valued and appreciated when their innovative contributions are appreciated, rather than being discouraged.

Recent studies highlight that an innovative culture significantly enhances employee creativity and proactive behavior. For instance, Mumford et al. (2021) emphasized that organizational environments that support innovation encourage employees to think creatively and develop novel solutions to workplace challenges.

Similarly, Wahab et al. (2022) found that employees in innovative cultures are more likely to take risks, experiment with ideas, and contribute to continuous organizational improvement.

Furthermore, Anderson et al. (2021), who emphasized that employee-driven innovation often emerges even in structured work environments, particularly when workers are given minimal autonomy to adapt processes. Similarly, Janssen (2020) noted that employees are more likely to engage in innovative behavior when they are allowed to experiment with small process improvements, even in hierarchical organizations.

Supportive culture. Adegbite and Khayundi (2021) stated that a workplace that respects and gives concern to the well-being of employees is an example of a supportive culture. In this culture, employees are seen not only by their performance but their potential. The organization motivates employees to continue their education and even provides training and seminars for professional development.

Recent studies emphasize that supportive organizational environments significantly enhance employee engagement and well-being. For instance, Eisenberger et al. (2021) highlighted that perceived organizational support strengthens employees' emotional attachment, motivation, and commitment by making them feel valued and cared for.

Similarly, Kurtessis et al. (2023) emphasized that strong organizational support systems enhance employee dedication, performance, and long-term retention. These findings suggest that a supportive culture fosters emotional well-being, commitment, and professional growth, ultimately leading to more effective and productive employees.

Hierarchical culture. According to Lee and Ding (2023), hierarchical culture is based on control, structure, and organizational policies. This culture is practiced in private and public organizations where uniformity and adherence to policies is strongly valued. In operations, a clear chain of command and managerial influence is a guide for decision-making. Employees in low positions often do not make decisions and must follow the organizational procedures.

Recent studies highlight that hierarchical culture remains important in maintaining organizational order and stability. For instance, Bolino et al. (2021) emphasized that structured organizational systems provide clarity in roles and responsibilities, which helps improve coordination and accountability among employees.

Rahim and Idris (2021) also discovered that hierarchical culture encourages stability and transparency. Employees feel satisfied at work when employers are open to suggestions during decision-making. Giving recognition at work is an important element in this culture to prevent low job satisfaction.

Furthermore, De Clercq et al. (2023) highlighted that hierarchical cultures promote organizational stability and consistency, especially when leaders maintain open communication and recognize employee contributions, which helps prevent low job satisfaction and disengagement.

Work Commitment

According to Meyer and Allen (1991), organizational or work commitment is a psychological state that binds employees to their organization through affective (emotional), continuance (cost-based), and normative (moral) components.

The three models of work commitment are affective, continuance, and normative commitment.

Affective commitment (AC). Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in an organization. Employees who have strong affective commitment remain in the organization because they want to stay, not because they need to or feel obligated (Meyer and Allen, 1991).

Recent studies emphasize that affective commitment plays a crucial role in sustaining employee engagement and performance. In the study of Meyer and Allen (2021) highlighted that affective commitment is strongly associated with higher job performance, reduced turnover intention, and increased emotional attachment to the organization.

In social services agencies, where employees regularly face stressful situations, affective commitment is crucial to building resilience. Meaningful work and alignment with the organization's goal can foster a stronger emotional bond even among contract or temporary workers (Hafizhah et al. 2021). Investing in relational and emotional aspects of work, like meaningful acknowledgment, open communication, and participative leadership, can strengthen affective links and long-term organizational loyalty.

Continuance commitment. According to Meyer and Allen (1991), continuance commitment develops when employees recognize that leaving the organization would result in significant personal or professional losses. Employees with high continuance commitment remain in the organization because they need to stay, often due to perceived lack of alternatives, loss of benefits, or the economic and career-related costs of leaving.

In the recent studies of Stanley and Sebastin (2023) that continuance commitment is not as promising as affective commitment because it does not promote positive organizational attitudes. Employees who tolerate due to continuance commitment might end up having low job satisfaction, which could translate to work detachment.

Further, Wang et al. (2022) reported that continuance commitment is driven by economic dependence and perceived lack of alternatives, making employees stay even when emotional attachment is low. The study also highlighted its relationship with job retention in organizational settings.

Moreover, Anwar and Ali (2021) highlighted that continuance commitment refers to employees' tendency to remain in an organization due to perceived costs of leaving, such as loss of job security, benefits, and career opportunities. In their study among public sector employees, they found that individuals with high continuance commitment tend to stay longer in the organization because of these perceived benefits and security. However, these employees are also less likely to demonstrate enthusiasm or emotional engagement in their work, as their decision to stay is driven more by necessity than genuine attachment.

Normative commitment. Normative commitment refers to an employee's sense of obligation or moral responsibility to remain in an organization. Employees with high normative commitment stay because they feel they ought to remain, often due to loyalty, moral duty, or a sense of indebtedness to the organization (Meyer and Allen, 1991).

Recent studies emphasize that normative commitment is shaped by perceived organizational support, ethical responsibility, and social exchange relationships within the workplace. Oh and Sawang (2021) explained that normative commitment reflects an internalized moral obligation influenced by organizational norms and expectations, leading employees to remain loyal even in challenging situations.

Similarly, Matoka (2023) found that employees with normative commitment have a deep connection with the company that stands with their duty and values. Even in difficult times, normative commitment employees are determined to dedicate themselves to making more effort, going beyond the usual job functions, and staying in the company.

In addition, Deniz (2024) observed that normatively committed employees exhibit strong accountability and citizenship behaviors, such as helping colleagues, providing suggestions, and promoting the organization, driven by the belief that they should repay the organization for its investment in their development. These findings suggest that normative commitment strengthens employee loyalty, responsibility, and positive workplace behavior.

In contrary, Meyer et al. (2021), who emphasized that normative commitment tends to be weaker among employees in temporary or contractual positions due to limited long-term organizational attachment and less deeply rooted organizational identification.

Providing context for this study, the literature and studies mentioned were used to support the findings of the present paper. The study aimed to determine the significant relationship between work satisfaction, organizational culture, and work commitment among contractual DSWD social workers. The works cited were not only referenced to anchor the findings of the study but were critically in light of the actual experiences and sentiments of contractual social workers in the field.

RESEARCH METHODS

This chapter dealt with the research method of the study which includes the research design, research setting, study and sampling procedure, data collection and analysis.

Research Design

This study adopted a descriptive correlational research design to determine the level of job satisfaction, perceived organizational culture and level of work commitment among DSWD contractual social workers. As supported by Creswell (2018), a descriptive design is fit for study which involves perceptions and attitudes to understand phenomena through a systematic collection of data. Furthermore, correlation analysis is used for examining relationship between two variable such as understanding how job satisfaction relates to organizational culture and work commitment.

Participants of the Study and Sampling Procedure

In this study, the participants were seventy-seven (77) contractual DSWD social workers that were selected using total enumeration procedure. It represented all registered social workers assigned in Misamis Occidental.

Research Instruments

In gathering data, a structured researcher-made questionnaire was designed to determine the level of job satisfaction, organizational culture and work commitment. The questionnaire was reviewed by panel of experts for and undergone pilot testing to determine its reliability. It is consisted of 72 items. The instrument was developed based on established theories and adapted indicators from validated instruments and previous studies.

The job satisfaction dimension was anchored on established job satisfaction constructs, particularly the work of Spector (1997), and supported by literature identifying key workplace factors such as job security, autonomy, role clarity, workload, and compensation (Judge et al., 2017; Bakotic, 2016).

Organizational culture was based on the Competing Values Framework by Cameron and Quinn (2011) and Denison's organizational culture model (Denison, 1990), focusing on collaborative, innovative, and supportive cultural dimensions.

Work commitment was anchored on the Three-Component Model of Organizational Commitment developed by Meyer and Allen (1991), which conceptualizes commitment in terms of affective, continuance, and normative dimensions.

Each sub-items were consisted of 6 items and answerable by a five-point likert scale from 5 – Strongly Agree, 4 – Agree, 3 – Slightly Agree, 2 – Disagree, and 1 – Strongly Disagree.

Validity and Reliability of Instruments

The questionnaire was validated by a panel of experts in terms of its content, clarity and relevance. Their comments and suggestions were incorporated in the final instrument. Then it was pilot tested with a small sample of 30 persons assigned in Misamis Occidental to check for internal consistency of the items. Each construct—job satisfaction, organizational culture, and work commitment—achieved a Cronbach's alpha value above 0.70, indicating acceptable internal consistency. The questionnaire was tested using the JAMOV application.

Scoring Procedure

The responses were rated using a five-point Likert scale, and the mean scores for each construct and its dimensions were computed, organized and analyzed based on the following scale ranges.

Job Satisfaction Scale Range

Range	Weight	Description	Interpretation
4.51-5.00	5	Strongly Agree	Very Highly Satisfied
4.50-3.51	4	Agree	Highly Satisfied
3.50-2.51	3	Slightly Agree	Moderately Satisfied
2.50-1.51	2	Disagree	Less Satisfied
1.00-1.50	1	Strongly Disagree	Not Satisfied at all

Organizational Culture Scale Range

Range	Weight	Description	Interpretation
4.51-5.00	5	Strongly Agree	Very Strong Culture
4.50-3.51	4	Agree	Strong Culture
3.50-2.51	3	Slightly Agree	Moderate Culture
2.50-1.51	2	Disagree	Weak Culture
1.00-1.50	1	Strongly Disagree	Very Weak Culture

Work Commitment Scale Range

Range	Weight	Description	Interpretation
4.51-5.00	5	Strongly Agree	Very High Commitment
4.50-3.51	4	Agree	High Commitment
3.50-2.51	3	Slightly Agree	Moderate Commitment
2.50-1.51	2	Disagree	Low Commitment
1.00-1.50	1	Strongly Disagree	Very Low Commitment

Data Gathering Procedure and Ethical Considerations

The study secured ethical clearance and adhered to all research ethics and regulations prescribed by the Lourdes College Research Office, ensuring data privacy and addressing ethical concerns. The researcher informed the participants that all information would be treated with the utmost confidentiality in accordance with the country's Data Privacy Law of 2012.

The study used the ethical principles as stipulated in the Belmont Report (1979) as the guidelines in research involving human participants. Such principles included respect for persons, beneficence and justice. In this study, respect for persons was observed by allowing the participants to know the purpose of this study. They

were not obliged to participate but were invited to voluntarily participate and were given time to complete answering the questionnaire. They signed informed consent before participating and they have the right to withdraw anytime.

Beneficence was considered by ensuring there was no harm posed to the participants and confidentiality of responses was maintained and the collection of data was for academic purposes only. No incentives were given to the participants to participate in this study.

Justice was observed in this study as all population of the study participated, all registered social workers were included through total enumeration. The approval of the study was secured from the Regional Director of DSWD and all requirements.

After the approval, the researcher personally distributed the questionnaires to the participants. They were given ample time to complete the questionnaire, after which the researcher collected the accomplished forms. The data gathered from the participants' responses were analyzed and interpreted by the researcher to provide meaningful insights and address the research questions effectively.

Statistical Treatment of the Data

The data were analyzed for the specific objectives of the research and data collected were organized, tabulated and interpreted by using frequency counts, percentages, means and standard deviations. These descriptive statistics were employed to summarize and describe the participants' demographic profile as well as the levels of job satisfaction, organizational culture, and work commitment.

Canonical correlation analysis was used to determine the relationships among the major variables in Appendix D. This statistical technique was deemed most appropriate as it allowed for the simultaneous examination of the multivariate relationships between job satisfaction, organizational culture, and work commitment, thereby identifying whether significant correlations exist among these interrelated constructs among government social workers.

Presentation, Analysis, And Interpretation Of Data

The findings, discussions, and interpretation of the data are presented in this chapter. The order of the presentation follows the sequence of the statement of the problem in Chapter 1.

Problem 1. What is the level of job satisfaction among contractual social workers in terms of job security, autonomy, role clarity, workload, welfare benefits, and compensation?

Table 1 presents the level of job satisfaction among contractual social workers in terms of job security. The overall mean of 4.06 indicates that the job satisfaction of contractual social workers in terms of job security was at a high level. This implies that they generally experience a high level of job satisfaction, primarily due to their confidence in the contract renewal process. They perceive the system as fair, transparent, and clearly communicated by the DSWD.

Table 1Frequency, Percentage, and Mean Distribution of the Level of Job Satisfaction among Contractual Social Workers (Job Security)

Range	Description	Interpretation	Frequency	%
4.51-5.00	Strongly Agree	Very highly satisfied	6	7.79
3.51-4.50	Agree	Highly satisfied	67	87.01
2.51-3.50	Agree Slightly	Moderately satisfied	4	5.19

1.51-2.50	Disagree	Less satisfied	0	0.00	
1.00-1.50	Strongly Disagree	Not satisfied	0	0.00	
		Total	77	100.0	
		Overall Mean	4.06		
		Interpretation	Highly satisfied		
		SD	0.38		
Specific Indicators of Job Satisfaction among Contractual Social Workers (Job Security)			M	Description	SD
1	I feel confident that my contract with DSWD will be renewed when it expires.		4.42	Agree	0.55
2	The contract renewal process is fair and clear.		4.45	Agree	0.53
3	DSWD clearly informs about job security.		4.42	Agree	0.64
4	My contract renewal depends on my job performance.		4.52	Strongly Agree	0.55
5	I feel just as secure in my position.		4.14	Agree	0.62
6	I feel uncertain about the stability of my job. *		2.39	Agree	1.15

*reversely scored

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50

(Disagree); 2.51-3.50 (Agree Sightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

The clear communication and perceived consistency in renewal may contribute to a sense of temporary stability, which supports their motivation and day-to-day job engagement. According to Gomez (2024), job security gives workers stability so they can stop worrying and concentrate on their duties.

As shown in the table, the indicator stating that contract renewal is dependent on job performance obtained the highest mean ($M = 4.52$). In DSWD, the renewal of their contracts is influenced by three key considerations, such as the availability of funds, continued need for the position and employees' job performance as measured through the Individual Performance Commitment and Review (IPCR), which is conducted twice a year, in June and December. To ensure good rating for renewal of contracts, contractual social workers accomplish their responsibilities well. This result aligns with the study of Htun (2022) stated that employees' performance increases with longer contract durations and contract renewals. These are the two factors that have the biggest effects on perceived employment continuity and performance satisfaction.

On the other hand, the lowest-rated statement, which is reversely scored, indicated that contractual social workers agree on the feeling of uncertainty about the stability of their jobs ($M=2.39$). This suggest that despite generally high job satisfaction, concerns regarding job security still exist among them. This finding is consistent with the study of Probst et al. (2021) who emphasized that perceived job insecurity negatively affects employee mental health and job satisfaction. Similarly, Shoss et al. (2022) found that stable employment conditions significantly contribute to higher employee engagement and productivity.

Table 2 presents the level of job satisfaction among contractual social workers in terms of autonomy. The overall mean of 3.80 indicates a high level of satisfaction as regards autonomy. This means that autonomy is balanced and initiative at work is encouraged but boundaries are well defined. Having an autonomy at work does not mean independence but a chance to speak up and contribute to work. In the context of DSWD, in case management, social workers are given autonomy in creating intervention plans based on their assessment to the case.

This means that bigger work autonomy is an important basis of motivation for them. As reported by Deci et al. (2021) that employees who experience a high level of autonomy are more likely to be engaged, innovative, and satisfied with their jobs. Recent studies support this view, emphasizing that autonomy significantly enhances intrinsic motivation and work engagement.

Table 2 Frequency, Percentage, and Mean Distribution of the Level of Job Satisfaction among Contractual Social Workers (Autonomy)

Range		Description	Interpretation	Frequency		Percentage	
4.51-5.00		Strongly Agree	Very highly satisfied	5		6.49	
3.51-4.50		Agree	Highly satisfied	53		68.83	
2.51-3.50		Agree Slightly	Moderately satisfied	18		23.38	
1.51-2.50		Disagree	Less satisfied	1		1.30	
1.00-1.50		Strongly Disagree	Not satisfied	0		0.00	
			Total	77		100.0	
			Overall Mean	3.80			
			Interpretation	Highly satisfied			
			SD	0.49			
Specific Indicators of Job Satisfaction among Contractual Social Workers (Autonomy)				M	Description	SD	
1	I have the freedom to decide how to complete my tasks at home.			4.04	Agree	0.79	
2	My job allows me to make decisions without constant supervision.			3.90	Agree	0.93	
3	I have little control over how I perform my tasks and make decisions in my role. *			2.27	Agree	0.87	
4	I can suggest improvements or changes to work processes.			4.09	Agree	0.76	
5	The organization encourages me to take initiative in my work.			4.36	Agree	0.54	
6	I am trusted to plan and manage my work responsibilities on my own.			4.16	Agree	0.59	

*reversely scored

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50

(Disagree); 2.51-3.50 (Agree Sightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

In relation to the specific indicators, the highest mean was on the encouragement of the organization for the contractual social workers to take initiative in their work ($M=4.36$). This means that the organization's encouragement fosters a supportive and empowering work environment. Contractual social workers are supported by DSWD by helping them grow through professional development like trainings, seminar and mentoring. Through these initiatives, they gain new skills, improved ways to help clients and make decisions with assurance. Soegiarto et al. (2024) also emphasized that combining autonomy with planned training activities significantly boosts employee empowerment and satisfaction.

On the other hand, the lowest-rated statement, which is reversely scored, indicated that contractual social workers agree they have little control over how they perform their tasks and make decisions in their roles ($M=2.27$). This suggests that contractual social workers perceive a limited level of autonomy in performing their tasks and making decisions in their roles especially on work deadlines and submitting reports. These tasks are guided by office directives and supervisory instructions. Razzak et al. (2021) revealed that employees who were in charge of their work schedules and how their tasks were completed expressed far greater job satisfaction and reduced stress.

Table 3 presents the level of job satisfaction among contractual social workers in terms of role clarity. The overall mean of 3.84 showed that DSWD contractual social workers' job satisfaction in terms of role clarity obtained a high level of satisfaction. This means contractual social workers perform their duties as what the agency expects from them. Having clear roles and responsibilities, there is no confusion and they are given room to focus on their work effectively.

Table 3 Frequency, Percentage, and Mean Distribution of the Level of Job Satisfaction among Contractual Social Workers (Role Clarity)

Range	Description	Interpretation	Frequency	Percentage	
4.51-5.00	Strongly Agree	Very highly satisfied	5	6.49	
3.51-4.50	Agree	Highly satisfied	56	72.73	
2.51-3.50	Agree Slightly	Moderately satisfied	16	20.78	
1.51-2.50	Disagree	Less satisfied	0	0.00	
1.00-1.50	Strongly Disagree	Not satisfied	0	0.00	
		Total	77	100.0	
		Overall Mean	3.84		
		Interpretation	Highly satisfied		
		SD	0.41		
Specific Indicators of Job Satisfaction among Contractual Social Workers (Role Clarity)			M	Description	SD
1	All of my assigned tasks and their obligations are clear to me.		4.19	Agree	0.63
2	My supervisor gives me proper directions regarding what I am supposed to do.		4.04	Agree	0.68
3	I am often unsure about my job responsibilities and what is expected of me. *		2.57	Agree Slightly	1.04
4	The responsibilities of my job are well and clearly defined.		4.17	Agree	0.62

5	I am rarely confused of what is expected of me at work.	3.73	Agree	0.91
6	I understand the objectives of the organization and how my position contributes to those objectives.	4.35	Agree	0.64

**reversely scored*

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50

(Disagree); 2.51-3.50 (Agree Sightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

In 4P's, contractual social workers perform FDS and case management. They feel confident and organized in carrying their tasks. If the expectations are clearly explained during supervision, the worker is more likely to stay motivated and perform well. According to Hecht and Allen (2021), clarity in roles results to motivation among employees by allowing them to make informed decisions and manage responsibilities efficiently.

The highest mean was on the understanding of the contractual social workers on the objectives of the organization and how their position contributes to those objectives ($M=4.35$). This means that contractual social workers clearly understand the agency's goals and see how their work supports them. When workers know what they need to do and how their job helps the agency, they tend to feel more motivated and involved in their work. Moreover, despite the temporary employment status, contractual social workers feel a sense of belonging and purpose, which contributes to the overall job satisfaction and commitment to service. This is supported in the findings of Shoss et al. (2022) who found that clear organizational direction and alignment contribute to higher employee engagement and productivity.

On the other hand, the lowest-rated statement, which is reversely scored, indicated that contractual social workers have clarity regarding their job responsibilities and what is expected of them ($M=2.57$). This suggests that most contractual social workers do not experience confusion or uncertainty in carrying out their duties. In the context of the DSWD, this may be attributed to the presence of clear guidelines and structured procedures that guide their daily work. Furthermore, this implies that contractual social workers are able to perform their tasks effectively through adherence to organizational policies and continuous guidance from supervisors. Clarity and support help them perform well in their jobs. This finding is supported by the study of Jiang and Lavaysee (2021) which found that clear job roles reduce psychological strain and enhance employee well-being and performance. In addition, Leiter and Maslach (2022) highlighted that role ambiguity contributes to emotional exhaustion and burnout, underscoring that clearly defined roles are essential in preventing workplace stress and maintaining employee productivity.

Table 4 presents the level of job satisfaction among contractual social workers in terms of workload. The overall mean of 3.38 indicates that DSWD contractual social workers' job satisfaction in terms of workload obtained a moderate level of satisfaction. This means that contractual social workers perceived their assigned work tasks as fair, achievable within work hours, and aligned with their job, skills, and capacity. However, they recognize that both personal and work-related stressors are inevitable and often arise unexpectedly. They affirm that a strong support system, particularly from family members and trusted colleagues, plays a vital role in helping them navigate and manage these challenges effectively. Moreover, accomplishing their job, helping people, and being part of a team that is working well helped them handle stress better. According to Majid and Ramli (2020) that work-life quality is essential to boost employee confidence, strengthen commitment, improve efficiency, and help lower absence. Job satisfaction is negatively impacted by a heavy workload.

Table 4 Frequency, Percentage, and Mean Distribution of the Level of Job Satisfaction among Contractual Social Workers (Workload)

Range	Description	Interpretation	Frequency	Percentage
4.51-5.00	Strongly Agree	Very highly satisfied	3	3.90

3.51-4.50	Agree	Highly satisfied	31	40.26	
2.51-3.50	Agree Slightly	Moderately satisfied	32	41.56	
1.51-2.50	Disagree	Less satisfied	7	9.09	
1.00-1.50	Strongly Disagree	Not satisfied	4	5.19	
		Total	77	100.0	
		Overall Mean	3.38		
		Interpretation	Moderately satisfied		
		SD	0.80		
Specific Indicators of Job Satisfaction among Contractual Social Workers (Workload)			M	Description	SD
1	I have what I can call reasonable amount of work which is enough for me to do during working hours.		3.95	Agree	0.83
2	The work assigned to me is fair and not too much.		3.62	Agree	0.96
3	I am often overwhelmed by my workload, making it difficult to complete my tasks efficiently. *		2.27	Agree	1.00
4	Most of the time, I can effectively manage my workload and personal life without feeling stressed.		3.47	Agree Slightly	1.05
5	I get sufficient time and support to do the job tasks that need to be done.		3.57	Agree	0.98
6	My workloads allow me to have a good balance between work and personal life.		3.42	Agree Slightly	1.07

**reversely scored*

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50

(Disagree); 2.51-3.50 (Agree Slightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

The results revealed that contractual social workers believed they had a reasonable amount of work, which was enough for them during work hours with the highest mean (M=3.95). This means that when workloads are perceived as reasonable, social workers can focus more effectively on service delivery without feeling overwhelmed. Such workload balance enables them to maintain focus on the quality-of-service delivery rather than being pressured to rush through cases or extend work beyond official hours to meet deadlines.

The DSWD contractual social workers responsible for a specific number of 4Ps beneficiaries are generally able to do case management, community engagement, and other related works, such as cash assistance release during pension and other programs. According to Ravalier et al. (2021), social workers are better equipped to deliver high-quality care and preserve job satisfaction when their workloads are controlled. It is discovered that professionals can concentrate on providing high-quality treatment and cultivate greater job satisfaction when their responsibilities are controlled.

The lowest mean, which is reversely scored, suggests that contractual social workers agree that they are overwhelmed by their workload, making it difficult to complete their tasks efficiently ($M=2.27$). This means that contractual social workers feel that their workload is fair and manageable, there are instances where task demands may exceed available time and resources. Although contractual social workers often deal with challenges like work responsibilities and deadlines, they demonstrate efficiency and competence in their work. Research by Stanley and Sebastine (2023) highlights that even workloads are manageable in the social work field, but when the emotional demands and role conflicts are faced, it can cause stress and burnout, which negatively affects work. Table 5 presents the level of job satisfaction among contractual social workers in terms of welfare benefits and compensation. The overall mean of 4.02 showed that the job satisfaction of DSWD contractual social workers in terms of welfare benefits and compensation obtained a high level of satisfaction. This means that welfare benefits and compensation provide satisfaction to contractual social workers.

Table 5 Frequency, Percentage, and Mean Distribution of the Level of Job Satisfaction among Contractual Social Workers (Welfare Benefits and Compensation)

Range		Description	Interpretation	Frequency	Percentage	
4.51-5.00		Strongly Agree	Very highly satisfied	13	16.88	
3.51-4.50		Agree	Highly satisfied	45	58.44	
2.51-3.50		Agree Slightly	Moderately satisfied	19	24.68	
1.51-2.50		Disagree	Less satisfied	0	0.00	
1.00-1.50		Strongly Disagree	Not satisfied	0	0.00	
			Total	77	100.0	
			Overall Mean	4.02		
			Interpretation	Highly satisfied		
			SD	0.53		
Specific Indicators of Job Satisfaction among Contractual Social Workers (Welfare Benefits and Compensation)				M	Interpretation	SD
1	I feel I am being paid a fair salary for the work I do.			4.26	Agree	0.59
2	I am satisfied with my annual salary and increments.			4.22	Agree	0.64
3	My work benefits package (midyear bonus, year-end bonus, hazard, PBB, GIS and leave credits) meets my needs.			4.21	Agree	0.66
4	I am satisfied with my allowances.			3.87	Agree	0.85
5	The benefits I receive are as good as other organizations offer.			4.18	Agree	0.64
6	I am not satisfied with the benefits that I receive. *			3.35	Agree Slightly	1.31

*reversely scored

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50

(Disagree); 2.51-3.50 (Agree Slightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

Although they serve under a contractual status, these workers receive the same set of benefits as to regular employees. When welfare and compensation mechanisms are enforced, it does not only provide job satisfaction but also enhance motivation and commitment among contractual social workers. Lum and Ibrahim (2022) discussed that compensation systems, including performance-based incentives and flexible benefits packages, significantly increase employee morale and job satisfaction.

The results revealed that contractual social workers are fairly paid for the work they do, has the highest mean ($M=4.26$). This means that contractual social workers generally feel that their salary is equitable to their workload and responsibilities. Despite contractual social workers often feeling work tasks emotionally and physically demanding, they perceived fairness in salary, which helps validate the effort and sacrifices made by workers in fulfilling their duties. Ding and Lee (2023) found that job satisfaction depends on the salary and benefits received by employees. Satisfaction at work is a favorable emotion derived from performing well at the job.

The lowest mean scores, which is reversely scored, suggest that contractual social workers slightly agreed that they are not satisfied with the benefits that they receive ($M=3.25$). This means that they still view their benefits as relatively acceptable, suggesting a moderate level of satisfaction. Contractual social workers receive a benefits package comparable to that of regular employees. These benefits typically include a midyear bonus, a year-end bonus, hazard pay, a Performance-Based Bonus (PBB), Gratuity Incentive for Service (GIS) as well as leave credits. Through these benefits, contractual social workers are supported financially despite their temporary contracts. This finding is supported in the study of Ravalier et al. (2021), which found that among service sector employees, particularly social workers, perceived fairness and sufficiency in pay decreased burnout and improved employee retention.

Table 6 presents the summary table of job satisfaction among contractual social workers. The result indicated that contractual DSWD social workers reported a high level of job satisfaction with a 3.82 general weighted mean. This means that DSWD contractual social workers are generally highly satisfied with their jobs, especially with job security, as the highest mean.

Table 6 Summary Table of Job Satisfaction among Contractual Social Workers

Dimensions	Mean	Interpretation	SD
Job Security	4.06	Highly satisfied	0.38
Autonomy	3.80	Highly satisfied	0.49
Role Clarity	3.84	Highly satisfied	0.41
Workload	3.38	Moderately satisfied	0.80
Welfare benefits and compensation	4.02	Highly satisfied	0.53
Overall Job Satisfaction	3.82	Highly satisfied	0.42

Legend: 4.51-5.0 (Highly Satisfied); 3.51-4.50 (Satisfied); 2.51-3.50 (Moderately

Satisfied); 1.51-2.50 (Less Satisfied); 1.0-1.50 (Not Satisfied)

Despite having temporary contracts and the fact that their renewal is based on job performance, the contractual social workers perceive that their salary is commensurate with the work they do. They also experience a sense of autonomy in performing their duties, clarity in work, and consider their benefits adequate. These factors

collectively indicate that they are satisfied with their jobs. et al. (2022) found that job satisfaction is strongly linked to work performance and is influenced by work–life balance and supervisory support.

Problem 2. What is the prevailing organizational culture in the DSWD as perceived by the contractual social workers in terms of: Collaborative Culture, Innovative Culture, Supportive Culture and Hierarchal Culture?

Table 7 presents the organizational culture in terms of collaborative culture as perceived by the contractual social workers. The overall mean is 4.06 which shows that the organization has a strong culture. This means that employees’ daily work experience is significantly affected by having an encouraging and supportive team environment. It is not just about getting the job done, but it is the feeling that they are not alone in doing it.

For instance, different agencies and sectors come together during the Municipal or City Inter-agency Committee (M/CIAC) meetings, where they pool resources and work together to address challenges collaboratively. According to De Clercq et al. (2022) that collaboration in the workplace increases employee confidence, engagement, and effectiveness, particularly in high-stress professions. When employees feel supported and work collaboratively, they are more likely to experience a sense of belonging and reduced work-related stress.

Table 7 Frequency, Percentage, and Mean Distribution of the Prevailing Organizational Culture in the DSWD as Perceived by the Contractual Social Workers (Collaborative Culture)

Range	Description	Interpretation	Frequency	Percentage
4.51-5.00	Strongly Agree	Very strong Culture	11	14.29
3.51-4.50	Agree	Strong Culture	60	77.92
2.51-3.50	Agree Slightly	Moderate Culture	6	7.79
1.51-2.50	Disagree	Weak Culture	0	0.00
1.00-1.50	Strongly Disagree	Very weak Culture	0	0.00
		Total	77	100.0
		Overall Mean	4.06	
		Interpretation	Strong Culture	
		SD	0.43	
	Specific Indicators for Collaborative Culture	M	Description	SD
1	Co-workers cooperate with each other to get the job done.	4.26	Agree	0.59
2	There is a lack of teamwork and cooperation among colleagues in my workplace. *	2.97	Agree Slightly	1.08
3	I feel comfortable asking my colleagues for help when needed.	4.27	Agree	0.66
4	Team members share knowledge and resources to complete tasks.	4.36	Agree	0.58
5	Cooperation between the different groups of these	4.18	Agree	0.70

	organizations actively encouraged.			
6	I am happy to be working in team than alone.	4.29	Agree	0.58

**reversely scored*

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50 (Disagree); 2.51-3.50 (Agree Slightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

The result revealed that contractual social workers' team members share knowledge and resources to complete their tasks, the indicator that got the highest mean ($M=4.26$). This means that contractual social workers receive support from their colleagues, who are willing to assist and share responsibilities to accomplish tasks. There is a strong sense of collaboration among them, characterized not by individualism but by mutual help, whether through sharing resources, providing guidance, or offering knowledge to ensure the successful completion of their work. Edmondson (2021) reported that psychologically safe and collaborative environments enable employees to express ideas, ask questions, and engage more effectively, leading to improved performance and satisfaction.

On the other hand, the lowest-rated mean, which is reversely scored, indicated that contractual social workers agree slightly that there is a lack of teamwork and cooperation among colleagues, which was categorized as reflecting a "moderate culture" ($M=2.97$). This suggests that teamwork and collaboration are generally present in the workplace, although not consistently strong in situations. Contractual social workers follow established guidelines and directives, and due to heavy workloads, they tend to focus on completing tasks, which may limit collaboration and teamwork. This is supported in the study of Bakker and Demerouti (2020) who noted that excessive work demands often lead employees to prioritize task completion over teamwork, which may weaken organizational cooperation and communication.

Table 8 presents the organizational culture in terms of innovative culture as perceived by the contractual social workers. The grand mean score of 3.92 showed that DSWD contractual social workers perceived their organizational culture as a high culture of innovation. This means that innovation is part of the organizational culture which encourages employees to embrace change to continuously improve their work processes.

Table 8 Frequency, Percentage, and Mean Distribution of the Prevailing Organizational Culture in the DSWD as Perceived by the Contractual Social Workers (Innovative Culture)

Range	Description	Interpretation	Frequency	Percentage
4.51-5.00	Strongly Agree	Very strong Culture	5	6.49
3.51-4.50	Agree	Strong Culture	54	70.13
2.51-3.50	Agree Slightly	Moderate Culture	18	23.38
1.51-2.50	Disagree	Weak Culture	0	0.00
1.00-1.50	Strongly Disagree	Very weak Culture	0	0.00
		Total	77	100.0
		Overall Mean	3.92	
		Interpretation	Strong Culture	
		SD	0.48	

Specific Indicators of Innovative Culture		M	Description	SD
1	The way of doing things is flexible and easy to change.	3.97	Agree	0.63
2	I respond well to changes in the environment.	4.09	Agree	0.54
3	New and improved methods of performing the work are continually being adopted.	4.03	Agree	0.67
4	The different areas of the organization generally cooperate with each other to introduce changes.	4.01	Agree	0.68
5	My workplace discourages new ideas and does not support innovation in work processes. *	3.40	Agree Slightly	1.19
6	Employees are recognized and rewarded for introducing innovative solutions or best practices.	3.99	Agree	0.80

**reversely scored*

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50 (Disagree); 2.51-3.50 (Agree Slightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

Contractual social workers used mobile apps and virtual platforms like Google Meet or other communication tools in social media platforms for accessible communication. These show a mindset that values flexibility at work. Capacity-building is also supported through e-learning, allowing staff to access online training modules and webinars to enhance their skills. According to Kyongo and Iragi (2023), innovative organizations encourage and motivate employees to be creative. In their research, employees feel valued and appreciated when their innovative contributions are appreciated, rather than being discouraged.

Contractual social workers respond well to the changes in their environment obtained the highest mean (M=3.92). This means that contractual social workers are open to the changes happening around them, whether it's learning or updating online systems like the improved program implementation and monitoring system (IPGS), BUS, GRS, and "Kaya Ko" database / MCCT database. Rather than opposing to changes, they accept it as part of their job which means that adapting is not just about compliance rather staying effective in their roles. This kind of mindset speaks to their quiet professionalism and deep commitment to serving others, even in the face of job insecurity. Mumford et al. (2021) emphasized that organizational environments that support innovation encourage employees to think creatively and develop novel solutions to workplace challenges.

On the other hand, the lowest-rated mean, which is reversely scored, indicated that contractual social workers agree slightly that their workplace discourages new ideas and does not support innovation in work processes, was categorized as reflecting a "moderate culture" (M=3.40). This means that while some level of openness to ideas may exist, contractual social workers may still perceive limitations in expressing suggestions or introducing improvements in their work processes. Contractual social workers may not always be in a position to lead major changes, but they are not shut down when they try to suggest something better. They can share ideas, and that growth is possible. For instance, contractual social workers often create their own templates or tracking systems to make documentation easier and more accurate. They share these with co-workers who wish to adopt the same template. Wahab et al. (2022) found that employees in innovative cultures are more likely to take risks, experiment with ideas, and contribute to continuous organizational improvement.

Table 9 presents the organizational culture in terms of supportive culture as perceived by the contractual social workers. the grand mean score of 3.66 showed that DSWD contractual social workers perceived organizational culture in terms of supportive culture as strong. This means that contractual social workers receive strong support from their co-workers in work and overcoming challenges. It is felt in the everyday acts of kindness and teamwork that help demanding work feels less heavy.

Table 9 Frequency, Percentage and Mean Distribution of the Prevailing Organizational Culture in the DSWD as Perceived by the Contractual Social Workers (Supportive Culture)

Range		Description	Interpretation	Frequency		Percentage
4.51-5.00		Strongly Agree	Very strong Culture	5		6.49
3.51-4.50		Agree	Strong Culture	40		51.95
2.51-3.50		Agree Slightly	Moderate Culture	30		38.96
1.51-2.50		Disagree	Weak Culture	2		2.60
1.00-1.50		Strongly Disagree	Very weak Culture	0		0.00
			Total	77		100.0
			Overall Mean	3.66		
			Interpretation	Strong Culture		
			SD	0.57		
Specific Indicators of Supportive Culture				M	Description	SD
1	My organization helps me carry out my tasks effectively.		4.05	Agree	0.54	
2	My supervisor shows concern for my welfare and growth as an individual.		3.64	Agree	0.96	
3	I rarely receive support and encouragement from my colleagues and supervisors at work. *		2.69	Agree Slightly	1.19	
4	The entire organization has created a supportive environment among employees.		3.82	Agree	0.77	
5	I feel comfortable seeking help from my colleagues or supervisor when faced challenges at work.		3.91	Agree	0.76	
6	When I ask for assistance that will help me achieve effective job performance, I get it.		3.86	Agree	0.84	

*reversely scored

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50 (Disagree); 2.51-3.50 (Agree Slightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

When facing challenging cases, contractual social workers often rely on colleagues for help and support. Informal networks like group chats also serve as spaces to share tips and updates on urgent cases. Adegbite and Khayundi (2021) emphasized that supportive organizational practices such as mentorship programs, inclusive decision-making, and acknowledgment of individual contributions enhance both job engagement and retention rates.

The highest mean reflects that contractual social workers are provided with the necessary organizational support to perform their tasks effectively (M=4.05). This means that despite their employment being temporary and subject to renewal based on performance, they do not feel left to struggle alone. Instead, many of them shared that they feel backed not only by the formal structures of the organization but also by the people they work with every day. It is in the way team members step in to assist when someone is overloaded, how supervisors keep communication lines open, and how emotional support quietly flows during debriefings or long fieldwork days.

Perceived organizational support significantly influences job satisfaction, organizational commitment, and retention among social workers. According to Eisenberger et al. (2021) that perceived organizational support strengthens employees' emotional attachment, motivation, and commitment by making them feel valued and cared for.

On the other hand, the lowest-rated mean, which is reversely scored, indicated that contractual social workers slightly agree that they rarely receive support and encouragement from their colleagues and supervisors at work ($M=2.69$). This means that support systems within the workplace are present but not consistently felt for others may feel less recognized or assisted. Strengthening peer and supervisory support can help foster a more positive and motivating work environment. Kurtessis et al. (2023) emphasized that strong organizational support systems enhance employee dedication, performance, and long-term retention.

Table 10 presents the organizational culture in terms of hierarchal culture as perceived by the contractual social workers. The grand mean score of 3.98 showed that DSWD contractual social workers perceived organizational culture in terms of hierarchical culture as strong. The findings imply that the functions and responsibilities of contractual social workers are clearly defined and guided by standard operating procedures.

Table 10 Frequency, Percentage, and Mean Distribution of the Prevailing Organizational Culture in the DSWD as Perceived by the Contractual Social Workers (Hierarchical Culture)

Range		Description	Interpretation	Frequency	Percentage	
4.51-5.00		Strongly Agree	Very strong Culture	14	18.18	
3.51-4.50		Agree	Strong Culture	47	61.04	
2.51-3.50		Agree Slightly	Moderate Culture	16	20.78	
1.51-2.50		Disagree	Weak Culture	0	0.00	
1.00-1.50		Strongly Disagree	Very weak Culture	0	0.00	
			Total	77	100.0	
			Overall Mean	3.98		
			Interpretation	Strong Culture		
			SD	0.56		
Specific Indicators of Hierarchal Culture				M	Description	SD
1	There is a clear chain of command within the organization.			3.70	Agree	0.947
2	Employees must adhere or follow standard operating procedure.			4.19	Agree	0.608
3	Decision-making follows chain of command.			4.03	Agree	0.707
4	The organization values order, control in its processes.			4.10	Agree	0.575
5	I understand my position and role in the organization.			4.21	Agree	0.522
6	Decision-making in my organization is flexible. *			3.65	Disagree	1.023

*reversely scored

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50 (Disagree); 2.51-3.50 (Agree Slightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

This can be observed when contractual social workers conduct compliance monitoring activities. Reports are submitted using official forms through centralized systems like the Beneficiary Data Management System (BDMS) or the Social Welfare and Development Indicator (SWDI). These tools are handled by central or regional offices, and when changes are made, instructions are handed down with much flexibility at the ground level. Rahim and Idris (2021) found that while hierarchical cultures promote consistency and accountability, employee job satisfaction improves when leaders practice inclusive decision-making and provide recognition within the formal structure.

In addition, the highest mean indicates contractual social workers understand their positions and roles within the organization ($M=4.21$). This means that contractual social workers clearly understand their roles and responsibilities and follow the organization's policies. In DSWD, the presence of a hierarchical culture is evident on how decisions are made and how responsibilities are carried out. Typically, decisions start from central office and are passed down through regional, provincial, and municipal levels before reaching to social workers on the ground. Municipal and city links that implemented the program directly with the beneficiaries are expected to follow clear procedures and fixed deadlines that are designed by higher offices. De Clercq et al. (2023) highlighted that hierarchical cultures promote organizational stability and consistency, especially when leaders maintain open communication and recognize employee contributions, which helps prevent low job satisfaction and disengagement.

On the other hand, the item with the lowest mean, contractual social workers disagree that decision-making in their organization is flexible ($M=3.65$). This suggests that decision-making processes are largely structured and follow a defined chain of command, where approvals and instructions come from supervisors or central office. In the implementation of DSWD Programs, decisions are not made directly by contractual social workers, as these often require approval from the partner locality or supervisors before being finalized or implemented. This finding is supported by Lee & Ding (2023) stated that hierarchical culture follows the organizational chain of command. Organizational control and decision-making are exercised at the managerial level.

Table 11 presents the summary table of organizational culture as perceived by the contractual social workers. The result in Table 11 showed that the contractual social workers view the organizational culture positively, with collaborative culture as the dominant culture. This means that contractual social workers highly value shared responsibility and teamwork despite their individual functions, as they continue to support and help one another

Table 11 Summary Table of Organizational Culture in the DSWD as Perceived by the Contractual Social Workers

Dimensions of Perceived Organizational Culture	Mean	Interpretation	SD
Collaborative Culture	4.06	Strong culture	0.43
Innovative Culture	3.92	Strong culture	0.48
Supportive Culture	3.66	Strong culture	0.57
Hierarchal Culture	3.98	Strong culture	0.56
Overall Perceived Organizational Culture	3.90	Strong culture	0.42

Legend: 4.51-5.0 (Very Strong Culture); 3.51-4.50 (Strong Culture); 2.51-3.50 (Moderately

Strong Culture); 1.51-2.50 (Weak Culture); 1.0-1.50 (Very Weak Culture)

Further, the overall results indicate that while collaboration is most evident among DSWD contractual social workers, it is complemented by hierarchy, innovation, and support. They work closely as a team, adapt to formal structures, and often create simple yet effective tools to improve their tasks. Despite limited temporary roles, a strong sense of care and shared commitment help them stay resilient and productive in a dynamic work environment. This finding is supported by Chlebanova and Rusnakova (2022), who emphasized that organizational culture in social services is rooted in professional values that promote cooperation, shared goals, and worker well-being.

Problem 3. What is the level of work commitment of DSWD contractual social workers in terms of: Affective Commitment, Continuance Commitment and Normative Commitment?

The following discussions presents the level of work commitment among contractual social workers in terms of affective, continuance and normative commitment.

Table 12 presents the level of work commitment in terms of affective commitment of contractual social workers. The overall mean of 3.76 showed that contractual social workers exhibit a high level of commitment in terms of affective commitment. The findings reveal that contractual social workers demonstrate a high level of affective commitment. This comes with a strong sense of belonging and attachment to the organization. In practice, affective commitment becomes visible in small, everyday acts. This can be observed in some contractual social workers who willingly stay beyond office hours to finish reports or attend to families who arrive late from remote barangays. Others spend their own money on beneficiaries who cannot afford the fare. Another clear display of affective commitment is their response during times of crisis.

Table 12 Frequency, Percentage, and Mean Distribution of the Level of Work Commitment of DSWD Contractual Social Workers (Affective Commitment)

Range		Description	Interpretation	Frequency	Percentage	
4.51-5.00		Strongly Agree	Very High Commitment	4	5.19	
3.51-4.50		Agree	High Commitment	57	74.03	
2.51-3.50		Agree Slightly	Moderate Commitment	15	19.48	
1.51-2.50		Disagree	Low Commitment	1	1.30	
1.00-1.50		Strongly Disagree	Very Low Commitment	0	0.00	
			Total	77	100.0	
			Overall Mean	3.76		
			Interpretation	High Commitment		
			SD	0.47		
Specific Indicators of Affective Commitment				M	Description	SD
1	I would be happy to spend the rest of my career with this organization.			3.94	Agree	0.66
2	I would not feel a sense of loss if I had to leave this organization. *			2.74	Agree Slightly	1.02
3	I feel emotionally attached in this organization.			3.88	Agree	0.65
4	I feel like part of the family” at my organization.			3.99	Agree	0.57
5	I feel a strong sense of belonging to my organization.			4.08	Agree	0.64
6	The organization has personal meaning for me.			3.95	Agree	0.74

*reversely scored

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50 (Disagree); 2.51-3.50 (Agree Slightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

During the height of the pandemic, many contractual social workers went beyond expectations, coordinating relief efforts, adapting to digital tools on their own, and keeping programs running despite minimal face-to-face interactions. They did not want their clients, especially the poor and vulnerable, to feel abandoned. According to Hafizhah et al., (2021) which revealed that the presence of meaningful work and alignment with the organizational mission contribute to a stronger emotional bond, even among temporary or contractual staff.

The result revealed that contractual social workers felt a strong sense of belonging in their organization, with the highest mean ($M=4.08$). This means that even though these social workers hold temporary contracts, many of them feel emotionally attached to the organization. For many contractual workers, their identification with the mission of DSWD goes beyond a job title. It becomes a personal commitment. According to Li et al., (2022) which revealed that such inclusive and appreciative climates foster emotional attachment, which enhances employee retention and morale, particularly in the public sector and service-oriented organizations.

On the other hand, the item that received the lowest mean was the statement that contractual social workers would not feel a sense of loss if they had to leave the organization ($M = 2.74$). This means that the contractual social workers feel a certain degree of professional responsibility toward their work, but their emotional attachment to the organization is limited. Contractual social workers have built a strong bond with their colleagues and communities and have grown personally and professionally in their roles. However, given their contractual employment status, social workers are likely to be open to other job opportunities that provide better security, benefits, and professional development. Meyer and Allen (2021) highlighted that affective commitment is strongly associated with higher job performance, reduced turnover intention, and increased emotional attachment to the organization.

Table 13 presents the level of work commitment in terms of continuance commitment of contractual social workers. The grand mean score of 3.52 showed that DSWD contractual social workers exhibit a high level of commitment in terms of continuance commitment. This means that contractual social workers demonstrate a high level of continuance commitment caused by financial needs and the difficulty of finding similar benefits elsewhere.

Table 13 Frequency, Percentage and Mean Distribution of the Level of Work Commitment of DSWD Contractual Social Workers (Continuance Commitment)

Range		Description	Interpretation	Frequency	Percentage	
4.51-5.00		Strongly Agree	Very High Commitment	1	1.30	
3.51-4.50		Agree	High Commitment	23	29.87	
2.51-3.50		Agree Slightly	Moderate Commitment	53	68.83	
1.51-2.50		Disagree	Low Commitment	0	0.00	
1.00-1.50		Strongly Disagree	Very Low Commitment	0	0.00	
			Total	77	100.0	
			Overall Mean	3.52		
			Interpretation	High Commitment		
			SD	0.37		
Specific Indicators of Continuance Commitment				M	Description	SD
1	I feel that leaving my job at DSWD would be too costly for me.			3.79	Agree	0.89

2	I would have difficulty finding another job that offers the same benefits as DSWD.	4.10	Agree	0.72
3	I am staying at DSWD because I feel it is financially necessary.	4.09	Agree	0.61
4	I believe that my skills and experience would not be easily transferable to another organization.	3.45	Agree	0.99
5	Leaving my job would not have significant personal or financial consequences for me. *	2.69	Agree Slightly	0.98
6	I feel trapped in my current position due to the lack of other opportunities.*	3.00	Agree	1.15

**reversely scored*

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50 (Disagree); 2.51-3.50 (Agree Slightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

While their emotional bond to the organization may vary, what keeps them grounded in their role is the practical reality of their situation, particularly the financial stability and benefits that come with the job. Many of these contractual social workers are breadwinners or supporting families. Meyer et al. (2018) emphasized that continuance commitment is often linked to consequences of leaving the organization, like loss of income or benefits, rather than a strong identification with organizational goals or values.

The result revealed that contractual social workers agree that they would have difficulty finding another job that offers the same benefits as DSWD, with the highest mean ($M=4.10$). Contractual social workers' decision to remain in the organization is influenced not only by emotional attachment but also by practical considerations, especially economic stability. This indicates a strong level of continuance commitment, where employees remain in the organization due to the perceived costs of leaving, particularly in terms of benefits and job security. Government contracts like those offered by the DSWD may be temporary, but they still offer a relatively stable income and fair benefits. According to Anwar and Ali (2021) continuance commitment tends to remain for security and benefits yet expresses less enthusiasm toward their tasks.

Further, contractual social workers slightly agree that leaving their job would not have significant personal or financial consequences for them ($M=2.69$). This means that contractual social workers recognize that quitting their job would not greatly affect their personal or financial situation. If they decide to leave their current position, they are confident that their years of experience and acquired skills will help them secure another job easily. According to Anwar & Ali (2021), continuance commitment is guided by financial reasons and the consequences of resignation. In other words, employees stay because they have no better job options or may not be accepted elsewhere.

Table 14 presents the level of work commitment in terms of normative commitment of contractual social workers. The grand mean score of 3.65 showed that contractual social workers exhibit a high level of commitment in terms of normative commitment. This means that contractual social workers demonstrate a high level of normative commitment due to their commitment and sense of duty to the organization.

Table 14 Frequency, Percentage, and Mean Distribution of the Level of Work Commitment of DSWD Contractual Social Workers (Normative Commitment)

Range	Description	Interpretation	Frequency	Percentage
4.51-5.00	Strongly Agree	Very High Commitment	3	3.90

3.51-4.50	Agree	High Commitment	39	50.65	
2.51-3.50	Agree Slightly	Moderate Commitment	33	42.86	
1.51-2.50	Disagree	Low Commitment	2	2.60	
1.00-1.50	Strongly Disagree	Very Low Commitment	0	0.00	
		Total	77	100.0	
		Overall Mean	3.65		
		Interpretation	High Commitment		
		SD	0.57		
Specific Indicators of Normative Commitment			M	Interpretation	SD
1	I was taught to believe the value of remaining loyal to one organization.		4.01	Agree	0.80
2	I do not feel a sense of loyalty to this organization. *		3.32	Agree Slightly	0.98
3	Jumping from organization to organization seems unethical to me.		3.70	Agree	0.84
4	I believe that loyalty is important and therefore, I feel a strong sense of moral obligations to remain.		3.82	Agree	0.76
5	I would feel guilty leaving before my contract ends.		3.73	Agree	0.82
6	I would feel wrong leaving my organization for a better job offer.		3.29	Agree Slightly	1.01

*reversely scored

Note: Legend for the reversely scored items: 4.51-5 (Strongly Disagree); 3.51-4.50 (Disagree); 2.51-3.50 (Agree Slightly); 1.51-2.50 (Agree); 1.0-1.50 (Strongly Disagree)

Normative commitment shows up in quiet but consistent actions. This is especially evident during times of organizational stress, such as during typhoons, health emergencies, or funding delays. Instead of stepping back, many of the contractual social workers step up, even if it means taking on additional roles, because they understand the mission is bigger than their contract. According to Matoka (2023) who explained that employees with normative commitment have a deep connection with the company, which stands for their duty and values. Even in difficult times, normative commitment employees are determined to dedicate themselves to making more effort, going beyond the usual job functions, and still staying in the company.

The result revealed that contractual social workers agree on the value of remaining loyal to one organization, with the highest mean ($M=4.01$). This means that for many contractual social workers, staying with DSWD is not just a matter of practicality or emotional attachment, but it is also rooted in a personal sense of duty and moral obligation. In practice, this kind of commitment goes beyond job descriptions or deliverables. It is reflected in the way these contractual social workers continue to serve even when their contracts are nearing expiration, or when workloads pile up without immediate assurance of renewal. This strong sense of duty may be influenced by the nature of social work itself, especially in 4Ps, where the impact of their role is felt directly in communities. This finding is supported by the study of Oh and Sawang (2021) that normative commitment reflects an internalized moral obligation influenced by organizational norms and expectations, leading employees to remain loyal even in challenging situations.

Furthermore, contractual social workers slightly agree on the item with the lowest mean, which states that they would feel wrong leaving the organization for a better job offer ($M=3.29$). This suggests that the feeling of moral obligation or loyalty toward the organization is present but not strongly felt. It may reflect that contractual social workers have some connection with colleagues, beneficiaries, and the organization, but this is balanced by their temporary job status. This finding is consistent with Meyer et al. (2021), who emphasized that normative commitment tends to be weaker among employees in temporary or contractual positions due to limited long-term organizational attachment and less deeply rooted organizational identification.

Table 15 presents the summary table of work commitment of DSWD contractual social workers. The result in Table 15 revealed that contractual social workers have a high level of work commitment, with affective commitment being the most dominant, followed by continuance, and normative commitment as the least dominant among the three. This means that contractual social workers demonstrate a high level of work commitment, indicating that they feel emotionally attached and connected to the organization. This affective commitment is not always visible in performance metrics, but it is evident in the daily sacrifices they make, such as walking long distances to reach far-flung beneficiaries, staying beyond office hours to finish case reports, or assisting during pay-outs even on weekends. This is not because it is required, but because they genuinely care.

Table 15 Summary Table of Work Commitment of DSWD Contractual Social Workers

Dimensions	Mean	Interpretation	SD
Affective Commitment	3.76	High commitment	0.47
Continuance Commitment	3.52	High commitment	0.37
Normative Commitment	3.65	High commitment	0.57
Overall Work Commitment	3.64	High commitment	0.39

Legend: 4.51-5.0 (Very High Commitment); 3.51-4.50 (High Commitment); 2.51-3.50

(Moderate Commitment); 1.51-2.50 (Low Commitment); 1.0-1.50 (Very Low Commitment)

There are stories of contractual social workers traveling through floods or riding “habal-habal” into upland barangays just to ensure that a family completes a Family Development Session (FDS). This finding is supported by Meyer et al. (2021), who emphasized that employees with strong affective commitment are more likely to go beyond formal job requirements and demonstrate higher levels of discretionary effort, especially when they perceive meaning and purpose in their work.

Problem 4. Is there a significant relationship between the participants’ job satisfaction and organizational culture with work commitment?

H₀₁: There is no significant relationship between the participants’ job satisfaction and work commitment.

H₀₃: There is no significant relationship between the participants’ organizational culture and work commitment.

Table 16 presents the canonical correlation analysis between the participants’ job satisfaction and work commitment. Data show that the canonical correlation ($r_c=.687$), is statistically significant, $F(15,190) = 4.72$, $p<.01$. This indicates that approximately 47.2 percent of the shared variance ($r^2_c = .472$) between job satisfaction and work commitment is explained by this canonical function, suggesting a moderately strong multivariate association between the two variable sets.

Table 16 Canonical Correlation Analysis between the Participants' Job Satisfaction and Work Commitment

	Cross Loadings	r_c	r_c^2	F (15, 190)	p
Job Satisfaction					
Job Security	-.426	0.687	0.472	4.72**	0.00
Autonomy	-.615				
Role Clarity	-.629				
Workload	-.549				
Work Commitment					
Affective	-.672				
Continuance	-.508				
Normative	-.341				

**significant at .01 level

To determine which specific variables contributed most to this significant relationship, cross-loadings were examined. Cross-loadings represent the correlation between each observed variable and the canonical variate of the opposite set. Findings show that role clarity (–.629), autonomy (–.615), and workload (–.549) contributed most strongly to the canonical variate for job satisfaction, while affective (–.672) and continuance (–.508) commitment were the dominant contributors for work commitment. This implies that when employees experience clear roles, reasonable workloads, and freedom in decision-making they tend to be more emotionally committed and more inclined to stay in their institution.

These findings suggest that when social workers clearly understand their roles, experience a manageable workload, and have autonomy in performing their duties, they are more likely to develop a stronger emotional attachment (affective commitment) and a desire to remain in the organization (continuance commitment). This aligns with Meyer and Allen's (1991) three-component model of commitment, which emphasizes that affective commitment grows when employees feel supported and valued, while continuance commitment increases when employees perceive benefits in staying within the organization.

In the context of contractual social workers, this relationship highlights that even though their employment status is temporary, clarity of job roles and the ability to exercise professional judgment contribute to their sense of fulfillment and loyalty. However, their level of commitment may still be influenced by the limited job security associated with contractual arrangements, which could explain why some remain open to seeking more stable employment opportunities.

These findings suggest that enhancing job satisfaction through supportive work conditions, clear expectations, and autonomy can strengthen both the emotional bond and retention intention of employees. This underscores the strategic value of promoting satisfaction-oriented management practices to cultivate a committed and stable workforce.

Table 17 presents the canonical correlation analysis between the participants assessment of organizational culture and their work commitment. The significant canonical correlation between organizational culture and work commitment shows the critical role of cultural climate in shaping employee engagement.

Table 17 Canonical Correlation Analysis between the Participants' Assessment of Organizational Culture and their Work Commitment

	Cross Loadings	r_c	r_c^2	F (12, 185)	P
Organizational Culture					
Collaborative culture	-.484	0.693	0.480	5.18**	0.000
Innovative culture	-.522				
Supportive culture	-.679				
Hierarchal culture	-.401				
Work Commitment					
Affective	-.672				
Continuance	-.438				
Normative	-.365				

**significant at .01 level

The findings align with Schein's (2010) theory of organizational culture, which emphasizes that shared values, supportive norms, and participative leadership foster a sense of belonging and purpose among employees. When individuals perceive the organization as supportive and innovative, they are more likely to identify with its goals, feel valued, and sustain their motivation.

The strong association between supportive culture and affective commitment particularly supports Meyer and Allen's (1991) model, indicating that emotional attachment to the organization arises from a work environment characterized by encouragement, open communication, and collaborative decision-making. The moderate link with continuance commitment suggests that a positive culture also influences employees' practical desire to remain with the institution.

Cultivating a supportive and innovative culture contributes to institutional sustainability by fostering staff commitment, professional satisfaction, and collective accountability, key components of organizational excellence and continuous improvement.

Problem No.5 Based on the findings of the study, what policy may be recommended?

Title: A policy on Benefits and Privileges of Contractual Employees

Introduction:

Contractual social workers play a vital role in the delivery of the Department of Social Welfare and Development (DSWD) programs, projects, and services. Known as the "Angels in Red Vests," they serve as frontliners who directly respond to the needs of vulnerable, disadvantaged, and underprivileged individuals, families, groups, and communities. Their consistent presence in the field significantly contributes to the effective implementation of the agency's social protection mandate.

The findings of this study show that contractual social workers have a high level of job satisfaction, strong work commitment, and a positive organizational culture. This policy recommendation is important to sustain and further strengthen these positive conditions. While the overall results are favorable, improving benefits and work-

related privileges are still necessary to keep employees motivated and to recognize the demanding nature of social work.

In view of these findings, the policy recommendation matters because enhanced benefits and privileges provide institutional support that helps reduce work pressure, prevent burnout, and recognize contractual social workers as key frontliners in delivering social welfare programs and services.

The scope of this policy recommendation applies to contractual social workers of the DSWD assigned in the province of Misamis Occidental including those assigned to program-based and field operations.

Policy Recommendations

The following policy recommendations aim to enhance the benefits and privileges of contractual social workers in the DSWD:

Policy Recommendation	Proposed Strategies / Actions	Key stakeholders and Roles	Feasibility and Justification
Provision of Overtime Pay or Equivalent Time-off	-Develop clear guidelines on allowable overtime especially during emergencies and field operations. - Provide compensatory time-off (CTO) when overtime pay is not feasible.	-DBM – Guidance on compensation mechanisms - DSWD Management– Policy formulation and approval	The policy is cost-effective, aligns with labor standards, promotes work–life balance, and helps reduce burnout while sustaining contractual social workers’ commitment.
Access to Continuing Professional Development (CPD) Support and Privileges	-Allocate training slots and budget for contractual social workers. -Partner with PRC-accredited CPD providers, universities, and professional organizations. -Recognize in-house and online trainings as CPD-compliant activities.	- DSWD Central and Field Offices – Identification of training needs - HR / Training Units – Coordination of CPD programs -PRC – Accreditation and CPD recognition -Academic Institutions / NGOs – Training partners	This is highly feasible through partnerships and online platforms, minimizes costs, and supports professional competence and ethical social work practice aligned with national priorities.
Enhancement of Travelling and Field Allowances	-Review current travel and field allowance rates based on actual expenses. -Increase allowances or provide alternative support such as fuel subsidies or service vehicles. -Simplify and expedite	- DSWD Management – Policy review and approval - Finance and Accounting Units – Implementation of allowances	This recommendation is feasible through budget realignment, reduces out-of-pocket expenses, improves safety and efficiency, and ensures continuous service delivery, especially in remote areas.

	reimbursement procedures.	Field Social Workers – Provision of field expense data LGUs – Possible logistical or transport support	
--	---------------------------	---	--

In conclusion, implementing these policy recommendations will provide contractual social workers with the necessary support, recognition, and resources to perform their duties effectively. By enhancing benefits, professional development opportunities, and field allowances, the agency can sustain high levels of motivation, commitment, and well-being among its workforce. These measures not only address identified gaps but also strengthen the delivery of social welfare programs and services, ensuring that contractual social workers continue to serve as reliable and valued frontliners in the communities they support.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter deals with the summary of the findings; the conclusion draws and some recommendations relevant to the topic studied.

Summary

This study aimed to determine the significant relationship between work satisfaction, organizational culture, and work commitment among contractual DSWD social workers. The study included 77 DSWD contractual social workers assigned in Misamis Occidental, consisting of registered social workers as the official participants. The study made use of a researcher-made survey questionnaire, which passed the pilot testing with a Cronbach's alpha value of 0.70 or above. The researcher surveyed Misamis Occidental to obtain the data needed.

The data gathered were analyzed, and the findings are as follows:

- 1 The participants were generally highly satisfied in terms of job security, autonomy, role clarity, workload, and welfare benefits and compensation implying that they are satisfied with their jobs although some aspects that needs for improvement such as in workloads.
- 2 The prevailing organizational culture in the DSWD, as perceived by contractual social workers are generally strong in terms of collaborative, innovative, supportive, and hierarchical culture, which implies that the organization has a balanced culture that improves service delivery and employee performance.
- 3 The level of work commitment of DSWD contractual social workers were at a generally high level in terms of affective, continuance, and normative commitment, implying that they are emotionally attached, see value in staying and feel a sense of loyalty to the organization.
- 4 The DSWD contractual social workers' job satisfaction and organizational culture was positively correlated with work commitment indicating that higher satisfaction and a stronger organizational culture are associated with greater employee commitment.
- 5 Based on the findings, a policy is recommended which is enhancing employees' well-being and teamwork support by conducting regular workload evaluation, providing any related work-life balance seminars, and teambuilding activities.

Conclusions

Social workers play a vital role in delivering social services, and the majority of employees in the DSWD hold contractual positions. Despite being under contractual employment, government social workers are generally satisfied with their jobs, experience a strong collaborative organizational culture, and demonstrate high affective

commitment. Social workers feel satisfied with their work and find their working environment supportive and positive they develop a deeper sense of dedication and commitment to their role as supported by Herzberg's Two-Factor Theory (1959). It is essential to maintain a conducive working environment to bring out the vital elements of job satisfaction, commitments towards the organization and then the organizational citizenship behavior.

Recommendations

Based on the findings and conclusions drawn, the researcher recommends the following:

1. That the DSWD may use this research to better understand how organizational culture and job satisfaction affect the work commitment of contractual social workers as guide in improving policies and working conditions.
2. That the contractual social workers be given opportunities to voice out their needs and concerns through regular feedback mechanisms such as meetings or consultations to ensure that their experiences and suggestions are considered.
3. That the DSWD Human Resource Management Division may strengthen the employees' well-being, such as conducting regular workload evaluation, work-life balance seminars, and teambuilding activities among government social workers.
4. That the policymakers such as legislators may provide stronger financial benefits and job security, including the regularization of government social workers.
5. That the Philippine Association of Social Workers, Inc. (PASWI), advocate for social workers' welfare, lobby for supportive policies, and provide continuing professional development (CPD) programs to strengthen professional growth and practice.
6. That further studies may be made on the same topic but with a larger scope to include other provinces which were not included in the present study.

ACKNOWLEDGEMENT

The researcher would like to extend her deepest gratitude to the following individuals who made significant contributions for the completion of this study. With this, she would like to acknowledge their constant support and encouragement.

First and foremost, the Almighty God, for the abundant blessings of wisdom, knowledge, and patience; for being the source of everyday strength; for making all things possible; for giving trials and compassion; and for His guidance in fulfilling this study.

The dedication of Ms. Ivy Amor C. Urbina as the researcher's mentor. Her untiring guidance, efforts, and invaluable expertise were deeply appreciated which are contributory to the success of this study.

The members of the panel, Dr. Judith C. Chavez, Mrs. Sheena Marie P. Abad, Mr. Noel N. Pit, and Dr. Ines V. Danao, also made important contributions to the completion of this study. Their support, expertise, valuable comments, and suggestions helped refine this study.

The participants from the Department of Social Welfare and Development Field Office 10 who willingly gave their consent to allow the contractual social workers to participate in this study. Their involvement during the data collection was vital for the research's success.

Lastly, the researcher would like to express her warmest gratitude to her Parents, Coworkers, and her Husband for their unending support, encouragement, and understanding. Their motivation was instrumental in bringing this academic endeavor to success.

Dedication

First and foremost, I would like to dedicate this study to God Almighty, who never fails to guide me and minister to all my needs and the desires of my heart.

To my instructors who molded me to be a competent social worker.

To my beloved parents, coworkers, and husband, who relentlessly show their genuine support, understanding, and pure love.

Lastly, to the social workers, whose passion, resilience, and unwavering commitment to serve others remain steadfast despite the challenges of contractual employment. Your commitment to helping others, supporting those in need, and staying strong through challenges is truly admirable. I hope this study shows even a small part of the effort, dedication, and care you give to your meaningful work. Thank you.

REFERENCES

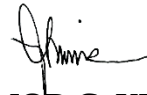
1. Adegbite, T. A., & Khayundi, F. E. (2021). Supportive organizational culture and employee retention in human service organizations. *International Journal of Human Resource Studies*, 11(1), 134–149.
2. Ahmad, M. A., Sulaiman, M., & Ismail, R. (2021). The influence of organizational culture on job satisfaction and psychological well-being. *Journal of Human Resource and Sustainability Studies*, 9(2), 150–162.
3. Alrawashdeh, T. A., Aljobeh, D., & Rawashdeh, A. M. (2021). Job satisfaction and organizational commitment: Evidence from Jordan. *International Journal of Business and Management*, 16(5), 54–64.
4. Anderson, N., Potočník, K., & Zhou, J. (2021). Innovation and creativity in organizations: A state-of-the-science review and guiding framework. *Journal of Management*, 47(6), 1571–1605.
5. Anwar, K., and Ali, B., (2021). An empirical study of employees' motivation and its influence job satisfaction. <https://www.researchgate.net/publication/350582297>
6. Bakker, A. B., & Demerouti, E. (2021). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 26(1), 1–17.
7. Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2021). Exploring the dark side of hierarchical structures and role clarity in organizations. *Journal of Management*, 47(5), 1201–1229.
8. Chlebanova, K., & Rusnakova, M. (2022). Organizational culture in social services and its impact on employee well-being and cooperation. *Social Work and Society*, 20(1), 1–12.
9. Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2021). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 19–43. <https://doi.org/10.1146/annurev-orgpsych-012420-091304>
10. De Clercq, D., Haq, I. U., & Azeem, M. U. (2022). Workplace collaboration and employee performance: The role of knowledge sharing. *Journal of Knowledge Management*, 26(4), 1023–1041.
11. Deniz, A. (2024). The effects of Normative Commitment on Intention to Stay at work: An application in the aviation sector. 2024, Vol. 11, No. 2
12. Department of Social Welfare and Development. (2019). Administrative Order No.22, Series of 2022: DSWD Programs and services https://www.dswd.gov.ph/issuances/AOs/AO_2019-
13. Ding, A., & Lee, M., (2023). Hierarchal culture as a cross-level moderator of the relationship between transformational leadership, performance feedback, and employee job performance. <https://www.researchgate.net/publication>
14. Edmondson, A. C. (2021). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. Wiley.
15. Eisenberger, R., Malone, G. P., & Presson, W. D. (2021). Optimizing perceived organizational support to enhance employee engagement. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 361–388.
16. Janssen, O. (2000). Job demands, perceptions of effort–reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302.

17. Jiang, L., & Lavaysse, L. M. (2021). Cognitive and affective job insecurity: A meta-analysis and a primary study. *Journal of Management*, 47(1), 230–273.
18. Gazi, M. A. I., Islam, M. A., Shaturaev, J., & Dhar, B. K. (2022). Effects of job satisfaction on job performance of sugar industrial workers: Empirical evidence from Bangladesh. *Sustainability*, 14(21), 14156. <https://doi.org/10.3390/su142114156>
19. Gomez, C., (2024). The impact of Job Security on Job Satisfaction and Turnover Intention: An Analysis using the JD-R Model with an age-based perspective. <https://repositorio.iscte-iul.pt/bitstream>
20. Hafizhah, N. N., Hendriani, W., & Sari, M. Y. (2021). The influence of meaningful work and job satisfaction on affective commitment among contractual employees. *Jurnal Psikologi*, 48(1), 12–22.
21. Hakanen, J. J., Bakker, A. B., & Demerouti, E. (2021). How employees respond to job demands and resources: Evidence from longitudinal studies on work engagement and burnout. *Work & Stress*, 35(2), 87–108. <https://doi.org/10.1080/02678373.2020.1803040>
22. Hasin, H., Hussain, W., & Nordin, A. (2023). The Impact of Workload, Management Factors, and Job Insecurity on Employee Well-being: A Review or Recent Research.
23. Hasin, N., Harun, A., & Talib, N. (2023). Impact of workload on employee stress and job satisfaction: A quantitative study in the healthcare sector. *Journal of Management and Business Research*, 11(2), 56–64.
24. Hecht, T. D., & Allen, N. J. (2021). Clarifying the role of role clarity in workplace well-being. *Work & Stress*, 35(4), 347–364.
25. Herzberg, F. (1959) *The Motivation to Work*. John Wiley & Sons, New York. <https://www.scirp.org/reference>
26. Htun, W., (2022). Employees Job Satisfaction and Retention at Workplace. <https://www.researchgate.net/publication/362620781>
27. John P. Meyer, & Natalie J. Allen (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
28. Kim, Minsu, & Kim, Jihyun. (2020). The effect of organizational support on employee performance: The mediating role of job satisfaction and organizational commitment. *Sustainability*, 12(20), 8349. <https://doi.org/10.3390/su12208349>
29. Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2023). Perceived organizational support: A meta-analytic review. *Journal of Management*, 49(2), 543–579.
30. Kyongo, J., & Iragi, C., (2023). Organizational culture and innovation: an empirical investigation. <https://www.researchpublish.com>
31. Leiter, M. P., & Maslach, C. (2022). Burnout and workplace factors: The role of job demands and role clarity. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 397–422.
32. Li, Y., Sanders, K., & Frenkel, S. J. (2022). How leader–member exchange fosters affective commitment: The role of psychological empowerment and organizational identification. *Human Resource Management Journal*, 32(1), 47–63.
33. Licudan-Credo, G., & Naparota, L. C. (2022). Job satisfaction and quality of work life among government employees in the Municipality of Liloy, Zamboanga del Norte, Philippines. *International Journal of English Literature and Social Sciences*, 7(6), 148–155. <https://doi.org/10.22161/ijels.76.21>
34. Lum, K., & Ibrahim, M. (2022). Performance-based compensation and employee morale: A Malaysian perspective. *Asia-Pacific Journal of Human Resources*, 60(3), 422–437.
35. Majid, A. H. A., & Ramli, N. A. (2020). The relationship between workload and work-life balance among employees. *International Journal of Academic Research in Business and Social Sciences*, 10(6), 123–130.
36. Matoka, C. (2023). Effect of normative commitment on organization performance. v.10 n.48, p. 92-99. <https://doi.org/10.5935/jetia.v10i48.871>
37. Meyer, J. P. (2021). Commitment at work: Past, present, and future. In P. G. Devine & D. J. A. Dozois (Eds.), *Handbook of the state of the art in applied psychology* (pp. 19–49). Wiley-Blackwell.
38. Mumford, M. D., Todd, E. M., Higgs, C., & McIntosh, T. (2021). Cognitive skills and the development of creative problem solving. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 405–430.
39. Oh, H. S., & Sawang, S. (2021). Normative commitment and workplace behavior: A social exchange perspective. *Sustainability*, 13(11), 6123.

40. Otieno, S. O. (2020). Job insecurity and employee performance: The mediating role of stress and job satisfaction. *International Journal of Business and Social Science*, 11(2), 45–52.
41. Probst, T. M., Jiang, L., & Benson, W. (2021). Job insecurity and employee well-being: A meta-analytic review. *Journal of Occupational Health Psychology*, 26(3), 241–256.
42. Rahim, A. R., & Idris, M. A. (2021). Organizational culture and employee satisfaction in public institutions. *Journal of Management and Organizational Behavior*, 5(2), 45–60.
43. Ravalier, J. M., McGowan, J., & Boichat, C. (2021). Systematic review: The impact of workload on the mental health of social workers. *British Journal of Social Work*, 51(5). <https://www.researchgate.net/publication/240709363>
44. Razzak, M. R., Mustafa, M., & Ali, M. (2021). The impact of job autonomy on job satisfaction and job performance: The moderating role of remote work. *International Journal of Management and Human Science*, 5(3), 1–10.
45. Shoss, M. K., Jiang, L., & Probst, T. M. (2022). Bending without breaking: A two study examination of employee resilience in the face of job insecurity.
46. *Journal of Applied Psychology*, 107(4), 635–655. Soegiarto, A., Wibowo, N. A., & Santoso, B. (2024). The role of job autonomy and training in enhancing employee empowerment and job satisfaction. *International Journal of Organizational Analysis*.
47. Stanley, S. & Sebastine, A. J. (2023). Work-life balance, social support and burnout: A quantitative study of social workers. *Journal of Social Work*, 23(6), 1135–1155. Published online 20 September 2023
48. Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviors. *Frontiers in Psychology*, 13, 906876. <https://doi.org/10.3389/fpsyg.2022.906876>
49. Tubre, T. C., & Collins, J. M. (2021). The role of role ambiguity and role conflict in employee performance and satisfaction: A contemporary perspective. *Journal of Organizational Behavior*, 42(5), 623–638.
50. Wahab, F., Abdullah, N., & Ismail, S. (2022). Innovative work culture and employee creativity: The role of risk-taking behavior. *Sustainability*, 14(18), 11234.
51. Wang, H., Liu, Y., Qian, J., & Parker, S. K. (2022). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology: An International Review*, 71(1), 16–59.
52. Yang, J. H., Liu, Y., & Zhang, X. (2023). Collaborative culture and innovation performance: The mediating role of knowledge sharing. *Sustainability*, 15(3), 2154. Zhang, X., Li, N., Ullrich, J., & van Dick, R. (2022). Getting everyone on board: The effect of differentiated transformational leadership on team creativity. *Journal of Organizational Behavior*, 43(3), 412–430.

Approval Sheet

This research entitled **THE INTERPLAY OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON THE WORK COMMITMENT AMONG GOVERNMENT SOCIAL WORKERS** presented and submitted by **JUVIE P. PADERANGA** in partial fulfillment of the requirements for the degree of MASTER OF SCIENCE IN SOCIAL WORK has been explored and recommended for acceptance and approval for oral examination.



IVY AMOR C. URBINA

Adviser

PANEL OF EXAMINERS

Approved by the Committee on Oral Examination with a grade of _____

MIGUELA B. NAPIERE, Ph.D.

Chair

MR. NOEL N. PIT

Member

JUDITH C. CHAVEZ, DM-HRM

Member

INES V. DANA, Ph.D

Member

ACCEPTED and APPROVED in partial fulfillment of the requirements for the degree of **Master of Science in Social Work**.

JUDITH C. CHAVEZ, DM-HRM

Graduate School Director

November 2025

APPENDIX A

Questionnaire

This questionnaire is part of a research study titled ***“The Interplay of Organizational Culture Job Satisfaction on the Work Commitment among Government Social Workers”*** The purpose of this study is to explore the relationship between job satisfaction, organizational culture, and work commitment among government social workers.

JUVIE P. PADERANGA

Researcher

Consent Form:

I, the undersigned, confirm that:

1. I have read and understood the information provided above.

2. I voluntarily agree to participate in this study.
3. I understand that I can withdraw my consent at any time without penalty.
4. I consent to the collection and use of my data as described.

Participant Information

Full Name: _____ (Optional)

Signature: _____

Date: _____

Part I. Job satisfaction (Job Security, Autonomy, Role Clarity, Workload and Welfare benefits & Compensation)

Please read each statement carefully and indicate your level of agreement using the scale below:

1- *as strongly Disagree*

2- *as Disagree*

3- *as Slightly Agree*

4- *as Agree*

5- *as Strongly Agree*

JOB SATISFACTION

A. Job Security

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. I feel confident that my contract with DSWD will be renewed when it expires.					
2. The contract renewal process is fair and clear.					
3. DSWD clearly informs about job security.					
4. My contract renewal depends on my job performance.					
5. I feel just as secure in my position.					
6. I feel uncertain about the stability of my job.*					

JOB SATISFACTION

B. Autonomy

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. I have the freedom to decide how to complete my tasks at home.					
2. My job allows me to make decisions without constant supervision.					
3. I have little control over how I perform my tasks and make decisions in my role.*					
4. I can suggest improvements or changes to work processes.					
5. The organization encourages me to take initiative in my work.					
6. I am trusted to plan and manage my work responsibilities on my own.					

JOB SATISFACTION

C. Role Clarity

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. All of my assigned tasks and their obligations are clear to me.					
2. My supervisor gives me proper directions regarding what I am supposed to do.					
3. I am often unsure about my job responsibilities and what is expected of me.*					
4. The responsibilities of my job are well and clearly defined.					
5. I am rarely confused of what is expected of me at work.					
6. I understand the objectives of the organization and how my position contributes to those objectives.					

JOB SATISFACTION

D. Workload

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. I have what I can call reasonable amount of work which is enough for me to do during working hours.					
2. The work assigned to me is fair and not too much.					
3. I am often overwhelmed by my workload, making it difficult to complete my tasks efficiently.*					
4. Most of the time, I can effectively manage my workload and personal life without feeling stressed.					
5. I get sufficient time and support to do the job tasks that need to be done.					
6. My workloads allow me to have a good balance between work and personal life.					

JOB SATISFACTION

E. Welfare benefits and compensations

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. I feel I am being paid a fair salary for the work I do.					
2. I am satisfied with my annual salary and increments.					
3. My work benefits package (midyear bonus, year-end bonus, hazard, PBB, GIS and leave credits) meets my needs.					
4. I am satisfied with my allowances.					
5. The benefits I receive are as good as other organizations offer.					
6. I am not satisfied with the benefits that I receive. *					

Part II. *Organization Culture (Collaborative Culture, Innovative Culture, Supportive Culture, and Hierarchal Culture)*

Please read each statement carefully and indicate your level of agreement using the scale below:

1- as strongly Disagree

2- as Disagree

3- as Slightly Agree

4- as Agree

5- as Strongly Agree

ORGANIZATIONAL CULTURE

A. Collaborative Culture

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. Co-workers cooperate with each other to get the job done.					
2. There is a lack of teamwork and cooperation among colleagues in my workplace. *					
3. I feel comfortable asking my colleagues for help when needed.					
4. Team members share knowledge and resources to complete tasks.					
5. Cooperation between the different groups of these organizations actively encouraged.					
6. I am happy to be working in team than alone.					

ORGANIZATIONAL CULTURE

B. Innovative Culture

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. The way of doing things is flexible and easy to change.					
2. I respond well to changes in the environment.					

3. New and improved methods of performing the work are continually being adopted.					
4. The different areas of the organization generally cooperate with each other to introduce changes.					
5. My workplace discourages new ideas and does not support innovation in work processes. *					
6. Employees are recognized and rewarded for introducing innovative solutions or best practices.					

ORGANIZATIONAL CULTURE

C. Supportive Culture

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. My organization helps me carry out my tasks effectively.					
2. My supervisor shows concern for my welfare and growth as an individual.					
3. I rarely receive support and encouragement from my colleagues and supervisors at work. *					
4. The entire organization has created a supportive environment among employees.					
5. I feel comfortable seeking help from my colleagues or supervisor when faced challenges at work.					
6. When I ask for assistance that will help me achieve effective job performance, I get it.					

ORGANIZATIONAL CULTURE

D. Hierarchal Culture

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. There is a clear chain of command within the organization.					

2. Employees must adhere or follow standard operating procedure.					
3. Decision-making follows chain of command.					
4. The organization values order, control in its processes.					
5. I understand my position and role in the organization.					
6. Decision-making in my organization is flexible.*					

Part III. *Work Commitment (Affective Commitment, Continuance Commitment and Normative Commitment)*

Please read each statement carefully and indicate your level of agreement using the scale below:

1- as strongly Disagree

2- as Disagree

3- as Slightly Agree

4- as Agree

5- as Strongly Agree

WORK COMMITMENT					
A. Affective Commitment					
Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. I would be happy to spend the rest of my career with this organization.					
2. I would not feel a sense of loss if I had to leave this organization. *					
3. I feel emotionally attached in this organization.					
4. I feel like “part of the family” at my organization.					
5. I feel a strong sense of belonging to my organization.					
6. The organization has personal meaning for me.					

WORK COMMITMENT

B. Continuance Commitment

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. I feel that leaving my job at DSWD would be too costly for me.					
2. I would have difficulty finding another job that offers the same benefits as DSWD.					
3. I am staying at DSWD because I feel it is financially necessary.					
4. I believe that my skills and experience would not be easily transferable to another organization.					
5. Leaving my job would not have significant personal or financial consequences for me.					
6. I feel trapped in my current position due to the lack of other opportunities.*					

WORK COMMITMENT

c. Normative Commitment

Indicators	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. I was taught to believe the value of remaining loyal to one organization.					
2. I do not feel a sense of loyalty to this organization. *					
3. Jumping from organization to organization seems unethical to me.					
4. I believe that loyalty is important and therefore, I feel a strong sense of moral obligations to remain.					
5. I would feel guilty leaving before my contract ends.					
6. I would feel wrong leaving my organization for a better job offer.					

Appendix B

Letter Request for Approval of the Study

January 28, 2025

RAMEL F. JAMEN
Regional Director
DSWD Field Office 10
Cagayan de Oro City

Dear Sir Jamen,

Greetings!

I hope this letter finds you well. My name is Juvie P. Paderanga, and I am currently pursuing a Master of Science in Social Work (MSSW). Following the approval of my thesis proposal, the finalized title of my study is **"Job Satisfaction and Organizational Culture as Determinants of Work Commitment Among Contract-tenured DSWD Social Workers."**

To ensure the accuracy and relevance of my research, I would like to request data on the number of contractual workers preferably **licensed social workers** in **DSWD Region X, categorized by province**. This information is critical in determining the study's scope and sample distribution, allowing me to gather meaningful insights that could contribute to enhancing employee engagement and organizational efficiency.

Rest assured, all information provided will be handled with strict confidentiality and used solely for academic purposes. Should you require any additional details regarding this study or its objectives, please feel free to contact me at paulicanjuvie0@gmail.com or 0906-245-0548.

Thank you for considering my request. I deeply appreciate your support and look forward to your favorable response.

Sincerely,


JUVIE P. PADERANGA
MSSW- Student

Appendix C

Approval of the Study from DSWD



15 April 2025

MS. JUVIE P. PADERANGA
Purok 4, Tugas
Baliangao, Misamis Occidental

Dear Ms. Paderanga:

This is relative to your research request to conduct **Survey of/among 77 contractual social worker employees of DSWD Field office X assigned in Misamis Occidental** relative to your research entitled, **"JOB SATISFACTION AND ORGANIZATIONAL CULTURE AS DETERMINANTS OF WORK COMMITMENT AMONG CONTRACTUAL DSWD SOCIAL WORKERS"**. Please be informed that the Policy Development and Planning Section (PDPS), in coordination with the Human Resource Management and Development Division, has reviewed the research request and wish to inform you that the request was **approved** based on the DSWD Research Protocol.

Please be reminded of the Terms and Conditions indicated in the second page of the Research Request Form (see attached) that need to be complied with during and after the conduct of data gathering activities.

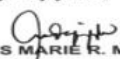
In view of this, the request has been forwarded to the following office/s where you may directly coordinate regarding your data gathering arrangements:

OFFICE	EMAIL ADDRESSES	CONTACT NUMBERS
Human Resource Welfare Section	hrwelfare.dswdfo10@gmail.com	0945-5472572

Lastly, we would like to gather your feedback on how PDPS, through our staff – **Mr. Hadzir Ahmad**, facilitated your research request to help improve our service delivery. Kindly accomplish the **Client Satisfaction Measurement Form** as attached.

Thank you.

Very truly yours,


LOIS MARIE R. MURILLO
PLO IV

PAGE 1 of 1

DSWD Field Office X, Masterson Ave., Upper Carmen, Cagayan de Oro City, Philippines (9005)
Website: <https://fo10.dswd.gov.ph/> | Tel No.: (088) 565 5795

Appendix D

Canonical Correlation Analysis

