



ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION OF JOB ORDER PERSONNEL IN THE OVERSEAS WORKERS WELFARE ADMINISTRATION REGIONAL WELFARE OFFICE CARAGA

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Abstract : This study assessed the level of job satisfaction and organizational commitment among job order personnel at the Overseas Workers Welfare Administration (OWWA) Regional Welfare Office Caraga. The primary objective of the study was to determine a correlation between the employees' level of organizational commitment, job satisfaction, and their work performance. A carefully selected sample of twenty-five job orders from the OWWA Regional Welfare Office Caraga participated in the study. These individuals were chosen to represent the organization's job order workforce. For accuracy and dependability, various types of statistical methods and instruments were employed, including advanced statistical tests like the independent sample T-test, one-way analysis of variance (ANOVA), and Spearman's rank correlation coefficient, as well as descriptive statistics like mean, frequency, and percentage. The study found an acceptable level of job satisfaction regarding work performance. It revealed a significant relationship between affective commitment and job satisfaction concerning leadership and coworkers. A correlation was observed between normative commitment and work performance. The findings suggest that organizations emphasizing positive leadership, fostering supportive coworker relationships, aligning with employee values, and promoting a culture of commitment are likely to enhance both affective and normative commitment, thereby improving overall employee satisfaction. The study recommends designing and implementing a holistic employee well-being program that addresses physical, mental, and emotional health contributing to increased job satisfaction and organizational commitment, creating a healthier and engaged workforce. This research contributes to the understanding of the dynamics of organizational commitment and job satisfaction among job order employees in the public sector.

Keywords - *commitment, enhancement programs, job satisfaction, organizational commitment, overseas workers.*

I. INTRODUCTION

Hiring job order personnel can provide flexibility and cost-effectiveness for government agencies. This mechanism is essential to carefully consider the trade-offs and ensure that their use aligns with legal and ethical standards while safeguarding personnel welfare and the effective delivery of public services. The continued reliance on hiring job order personnel in the government has been observed and practiced to augment the workforce in public service (Velasco, 2022). According to the Civil Service Commission (CSC), there are 642,077 non-permanent government workers with around 493,943 under job order contracts and the remaining 148,134 on a contract of service as of June 2022.

Joint Circular No. 1 series 2017 issued by the Civil Service Commission and signed jointly by the Department of Budget and Management (DBM) and the Commission on Audit (COA) prescribes the rules and regulations governing Contract of Service and Job Order workers in the government. Furthermore, the growing number of individual Job Order and Contract of Service personnel in the government and their involvement in the performance of regular agency operations have been observed. Job order personnel as termed by Overseas Workers Welfare Administration (OWWA) Regional Welfare Office Caraga are called Contract of Service in many government agencies considering the nature of their work, services provided, and the continuous renewal of their employment contract. 80% of the workforce in the OWWA Regional Welfare Office Caraga is comprised of job order personnel while the remaining 20% covers the regular employees.

Although job order personnel in the OWWA Regional Welfare Office Caraga are treated as temporary and non-permanent, commitment is still essential for the effective completion of tasks and the accomplishment of organizational goals. The

commitment of job order personnel to carrying out their assigned duties and supporting the organization's goals remains essential, even though they might not have the same rights and privileges as regular government employees.

Every organization strives to achieve a high level of performance. To realize this goal, management considers several factors influencing organizational performance such as commitment and job satisfaction. These factors are constructs of an organization's human capital performance which influence the overall well-being of the organization. Organizational commitment and job satisfaction are dynamic variables that directly impact employee performance, productivity, engagement, and ultimately, organizational sustainability (Shanahan & Hopkins, 2019). This is because when an employee is not committed to the organization's goals and is not satisfied with his job, this will negatively affect their performance and productivity and, hence, will detrimentally affect the overall well-being of the organization since employees are its backbone.

Several studies have correlated organizational commitment to job satisfaction. That is, an employee is committed to the organization, this implies that he is satisfied with his job and vice versa. Hedayat et al. (2018) found that there is a positive and significant relationship between organizational commitment and job satisfaction among university lecturers. Similarly, a positive relationship between organizational commitment and job satisfaction among teachers was also found in the study of Emhan et al. (2018). The study by Brown & Barker (2019) also found a moderately strong relationship between these variables among small business employees.

With this, the study aimed to assess the level of organizational commitment and job satisfaction of the job order personnel in the Overseas Workers Welfare Administration Regional Welfare Office Caraga. The study also aims to correlate if there is a significant relationship between the participants' organizational commitment and job satisfaction to the level of work performance. The output of the study is deemed to provide insights and information as to how the chosen organization may enhance employees' performance by providing emphasis on these two human capital performance constructs regardless of employment status.

II. THEORETICAL FRAMEWORK

The study was anchored on two theories, Psychological Contract Theory by Denise Rousseau and Hygiene Motivation Theory by Frederick Herzberg which are two influential frameworks used in studying organizational commitment and job satisfaction.

III. CONCEPTUAL FRAMEWORK

The study aimed to assess the level of organizational commitment and job satisfaction among job order personnel in the Overseas Workers Welfare Administration Regional Welfare Office Caraga. The demographic profile of the participants in terms of age, gender, civil status, employment designation, employment status, length of service, monthly salary, and career eligibility would be assessed. Subsequently, the study would evaluate the level of organizational commitment and job satisfaction of the job order personnel in the OWWA Regional Welfare Office, Caraga Region, using adopted survey questionnaires. Organizational commitment would be measured in terms of affective, continuance, and normative commitment.

Job satisfaction would be evaluated in terms of pay, promotion, and benefits; working conditions and environment; leadership and co-workers; job task engagement; and work performance. Using the data gathered, the study would assess the significant difference in the participants' level of organizational commitment and job satisfaction when they are grouped according to their demographic profile. More importantly, the study would assess if there is a significant relationship between the job order personnel's organizational commitment and job satisfaction with work performance. The schematic diagram is used to present the intervening variables of the study.

The profile of the participants would be considered as the independent variable of the study. In contrast, the level of organizational commitment and job satisfaction are the dependent variables. Demographic profiles may have an impact on employee commitment to the organization. Several authors have studied this relationship in the literature on organizational psychology and management.

Meyer and Allen (1991) conducted a noteworthy study and created the Three-Component Model of Organizational Commitment. While they did not focus entirely on demographics, their model indicates that demographic variables such as age, tenure, and educational level can influence an individual's commitment to an organization. Numerous researchers have investigated the particular impacts of demographics on organizational commitment, but Meyer and Allen's work provides a fundamental understanding of how all of these variables interact. Meanwhile, Judge and Watanabe (1993) conducted a meta-analysis of job satisfaction research and discovered substantial relationships between demographic characteristics and job satisfaction. They concluded that some demographic features can shape employees' satisfaction with their jobs.

The latter is referred to as the independent variable when evaluating the significant relationship between organizational commitment and job satisfaction among the participants. At the same time, the former is the dependent variable. There is a considerable relationship between organizational commitment and satisfaction with work, which has been extensively researched in organizational psychology and management literature. Numerous authors have investigated this relationship and presented empirical evidence to back up their findings. One influential study was conducted by Mathieu and Zajac (1990). They found a substantial positive correlation between organizational commitment and job satisfaction in their meta-analysis of research findings. In their Three-Component Model of Organizational Commitment, Meyer and Allen (1991) further suggested that job satisfaction is one of the components that contribute to organizational commitment.

Overall, these authors' works, like many others, indicate the significant connection between organizational commitment and job satisfaction. Upon studying the variables, an employee work enhancement program could be crafted. This study must tailor an employee work enhancement program that will propel a holistic self-management framework among job-order employees and improve their work.

Figure 1 presents the schematic diagram of the study.

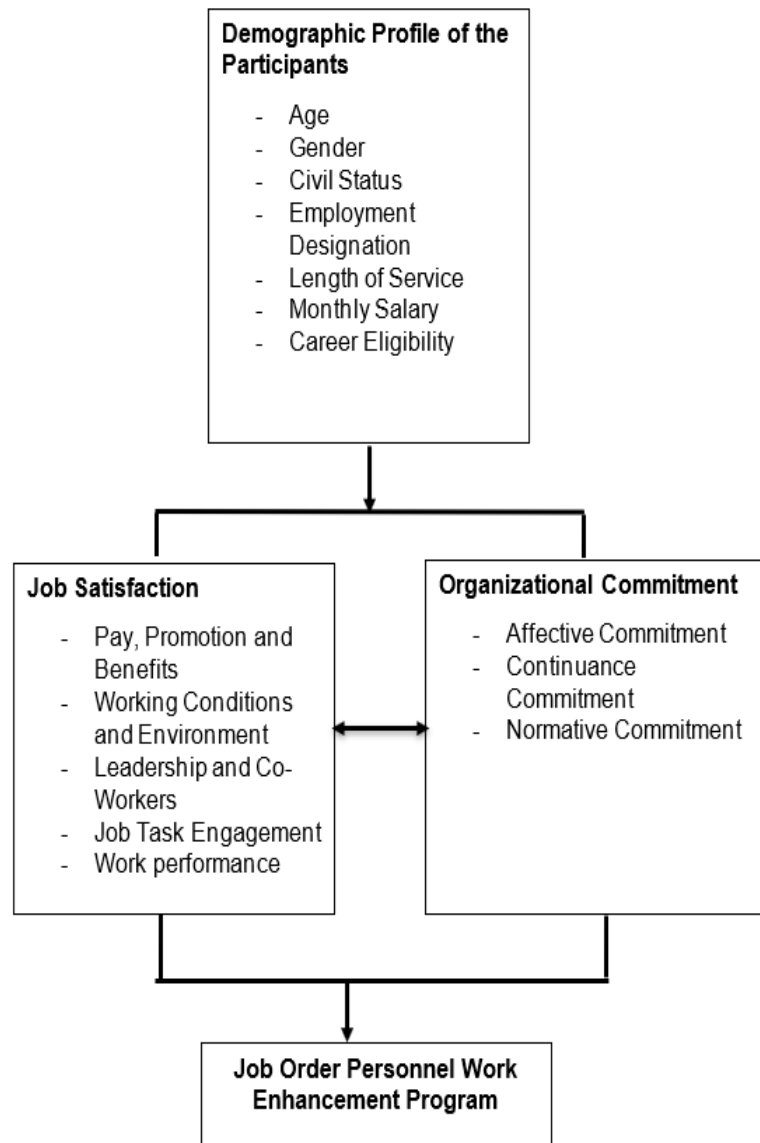


Figure 1. Schematic Diagram of the Study

IV. RESULTS DISCUSSION

AND

The result of the study showed that the highest number of participants were male at 75% with ages ranging from 25 to 34 years old at 87.50% rate. There are more single at 62.50% than married participants. 2 to 5 years of service has the highest percentage, with a total of 7, equivalent to 43.75% while below 1 year and 6 to 10 years have percentage rates of 31.25% and 25% respectively. On salary range, those with monthly salary between P15,000.00 to P25,000 is the highest at 62.5% while those with salary below P15,000.00 represents the 37.5%. As for career eligibilities, 43.75% of the participants doesn't have any form of eligibilities while those who have CSC-Professional eligibility is at 37.50% and the remaining 18.75% are for those who have other forms of career eligibilities recognized by the Civil Service Commission that includes Honor Graduate Eligibility, Bar/Board Eligibility and Skills Eligibility. In terms of employment designation, Family Welfare Officer is the highest at 31.25% while Administrate Staff, ORP Staff, Repatriation Support, IT Staff/Labor Communications Officer/Arabic Instructor is at 18.75%, 12.50%, 12.50% and 25% respectively.

Variable	Subgroup	Frequency	Percentage
Age	20 to 24 years old	1	6.25
	25 to 34 years old	14	87.50
	45 to 54 years old	1	6.25
Gender	Female	4	25.00
	Male	12	75.00
Civil Status	Single	10	62.50
	Married	6	37.50
Length of Service	Below 1 year	5	31.25
	2 to 5 years	7	43.75
	6 to 10 years	4	25.00
Monthly Salary	Below P15,000	6	37.50
	P15,000 to P25,000	10	62.50
Career Eligibilities	None	7	43.75
	Career Service Professional Eligibility	6	37.50
	Others	3	18.75
Employment Designation	Admin Staff	3	18.75
	Family Welfare officer	5	31.25
	ORP Staff	2	12.50
	Repatriation Support	2	12.50
	IT staff/Labor Communications Officer/Arabic Instructor	4	25.00

The overall mean score of 2.80 for affective commitment indicated a level of neutral commitment. Participants may feel a sense of connection with their organization, but it might not be exceptionally strong.

Indicators	Mean	Verbal Description
This organization has a great deal of personal meaning for me.	3.31	Neutral
I would be very happy to spend the rest of my career in this organization.	3.25	Neutral
I really feel as if this organization's problems are my own.	2.75	Neutral
I do not feel like a "part of my family" at this organization.	2.56	Neutral
I do not feel "emotionally attached" to this organization.	2.50	Neutral
I do not feel a strong sense of belonging to this organization.	2.44	Disagree
Average	2.80	Neutral

Mean: 1.00-1.49-Strongly disagree, 1.50-2.49-Disagree, 2.50-3.49-Neutral, 3.50-4.49-Agree, 4.50-5.00-Strongly Agree

The overall mean for continuance commitment was 3.23, which is regarded as a neutral level of commitment. The participants refuse to leave because it would be too expensive, and finding new jobs appears to be hard and they work even harder to stay because of the salary they currently receive.

Indicators	Mean	Verbal Description
Right now, staying with my job at this organization is a matter of necessity as much as desire	3.94	Agree
It would be very hard for me to leave my job at this organization right now even if I wanted to.	3.50	Agree
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	3.31	Neutral
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	3.25	Neutral
I believe I have too few options to consider leaving this organization.	2.81	Neutral
Too much of my life would be disrupted if I leave my organization.	2.56	Neutral
Average	3.23	Neutral

Mean: 1.00-1.49-Strongly disagree, 1.50-2.49-Disagree, 2.50-3.49-Neutral, 3.50-4.49-Agree, 4.50-5.00-Strongly Agree

The overall mean for normative commitment was 3.13, corresponding to a level of commitment that is neutral. Participants may take a neutral stance because they do not strongly identify with the organization's ethical values or do not feel a strong sense of duty.

Indicators	Mean	Verbal Description
I would not leave my organization right now because of my sense of obligation to it.	3.50	Agree
This organization deserves my loyalty.	3.44	Neutral
I owe a great deal to this organization.	3.31	Neutral
Even if it were to my advantage, I do not feel it would be right to leave.	3.00	Neutral
I do not feel any organization to remain with my organization.	2.81	Neutral
I would feel guilty if I left this organization now.	2.69	Neutral
Average	3.13	Neutral

Mean: 1.00-1.49-Strongly disagree, 1.50-2.49-Disagree, 2.50-3.49-Neutral, 3.50-4.49-Agree, 4.50-5.00-Strongly Agree

The overall mean for job satisfaction in terms of working conditions and environment was 2.86, which corresponds to a neutral level of commitment. Participants may believe that their working conditions and environment are generally satisfactory but not exceptional.

Indicators	Mean	Verbal Description
Communications seem good within this organization.	3.00	Neutral
People get ahead as fast here as they do in other places.	3.00	Neutral
Many of our rules and procedures make doing a good job difficult.	2.94	Neutral
I often feel that I do not know what is going on with the organization.	2.94	Neutral
Work assignments are not fully explained.	2.94	Neutral
The goals of this organization are not clear to me.	2.38	Disagree
Average	2.86	Neutral

Mean: 1.00-1.49-Strongly disagree, 1.50-2.49-Disagree, 2.50-3.49-Neutral, 3.50-4.49-Agree, 4.50-5.00-Strongly Agree

The overall mean for job satisfaction in terms of pay, promotion, and benefits was 3.16, corresponding to a level of commitment that is neutral. Participants may believe that their pay is reasonable, but this does not always reflect their exceptional performance or contributions (Rosenfeld, 2021).

Indicators	Mean	Verbal Description
I feel satisfied with my chances for salary increases.	3.88	Agree
There is too little chance for promotion in my job.	3.63	Agree
I am not satisfied with the benefits I receive.	3.44	Neutral
I feel I am being paid a fair amount for the work I do.	3.31	Neutral
Raises are too few and far between.	3.31	Neutral
There are benefits we do not have that we should have.	3.31	Neutral
I don't feel my efforts are rewarded the way they should be.	3.13	Neutral
There are few rewards for those who work here.	3.06	Neutral
I am satisfied with my chances for promotion.	3.06	Neutral
The benefits we receive are as good as most other organizations offer.	3.00	Neutral
When I do a good job, I receive the recognition for it that I should receive.	2.94	Neutral
Those who do well on the job stand a fair chance of being promoted.	2.75	Neutral
I feel unappreciated by the organization when I think about what they pay me.	2.69	Neutral
The benefit package we have is equitable.	2.69	Neutral
Average	3.16	Neutral

Mean: 1.00-1.49-Strongly disagree, 1.50-2.49-Disagree, 2.50-3.49-Neutral, 3.50-4.49-Agree, 4.50-5.00-Strongly Agree

The overall mean for job satisfaction in terms of leadership and coworkers was 3.23, corresponding to a level of commitment that is neutral. This level of neutral satisfaction indicates that the participants may have mixed feelings about the leadership style and coworker interactions.

Indicators	Mean	Verbal Description
I enjoy my coworkers.	3.94	Agree
I like the people I work with.	3.69	Agree
My supervisor shows too little interest in the feelings of subordinates.	3.38	Neutral
My supervisor is quite competent in doing his/her job.	3.31	Neutral
There is too much bickering and fighting at work.	3.06	Neutral
I find I have to work harder at my job because of the incompetence of people I work with.	3.00	Neutral
I like my supervisor.	2.88	Neutral
My supervisor is unfair to me.	2.63	Neutral
Average	3.23	Neutral

Mean: 1.00-1.49-Strongly disagree, 1.50-2.49-Disagree, 2.50-3.49-Neutral, 3.50-4.49-Agree, 4.50-5.00-Strongly Agree

The overall mean for job satisfaction in terms of job task engagement was 3.13, corresponding to a level of commitment that is neutral. The participants' neutral stance may indicate that they are looking for more variety, challenge, or opportunities for growth in their tasks.

Indicators	Mean	Verbal Description
I like doing the things I do at work.	3.88	Agree
I feel a sense of pride in doing my job.	3.44	Neutral
My job is enjoyable.	3.44	Neutral
I have too much to do at work.	3.19	Neutral
I do not feel that the work I do is appreciated.	2.88	Neutral
I have too much paperwork.	2.88	Neutral
My efforts to do a good job are seldom blocked by red tape.	2.75	Neutral
I sometimes feel my job is meaningless.	2.63	Neutral
Average	3.13	Neutral

Mean: 1.00-1.49-Strongly disagree, 1.50-2.49-Disagree, 2.50-3.49-Neutral, 3.50-4.49-Agree, 4.50-5.00-Strongly Agree

The overall mean for job satisfaction in terms of work performance was 3.84, indicating an acceptable level of satisfaction. Participants who agree with statements about job performance demonstrate a willingness to constantly improve.

Indicators	Mean	Verbal Description
I always take initiative at work.	4.19	Agree
I can set priorities.	4.06	Agree
I am capable of performing my duties and responsibilities effectively and efficiently.	4.13	Agree
I work on keeping my job-related knowledge up-to-date.	4.00	Agree
I meet deadlines and turn in reports on time.	3.94	Agree
I am willing to take on additional responsibilities at work.	3.88	Agree
I complain about minor work-related issues at work.	2.88	Neutral
I actively participated in meetings and/or consultations.	3.63	Agree
Average	3.84	Agree

Mean: 1.00-1.49-Strongly disagree, 1.50-2.49-Disagree, 2.50-3.49-Neutral, 3.50-4.49-Agree, 4.50-5.00-Strongly Agree

Job order personnel do not significantly differ in their level of organizational commitment when categorized based on their demographic profile. The p-values are greater than 0.05, suggesting no significant difference in their level of organizational commitment.

Demographic profile	Subgroup	Level of organizational commitment among the job order personnel					
		Affective Commitment		Continuance Commitment		Normative Commitment	
		Mean	p-value*	Mean	p-value*	Mean	p-value*
Gender	Female	2.92	0.303 ^A	3.12	0.552 ^A	2.88	0.289 ^A
	Male	2.77		3.26		3.21	
Civil Status	Single	2.83	0.538 ^A	3.15	0.312 ^A	3.02	0.307 ^A
	Married	2.75		3.36		3.31	
Length of Service	Below 1 year	2.73	0.359 ^A	3.07	0.541 ^A	3.23	0.825 ^A
	2 to 5 years	2.76		3.33		3.12	
	6 to 10 years	2.96		3.25		3.00	
Monthly Salary	Below P15,000	2.83	0.710 ^A	3.28	0.711 ^A	3.22	0.588 ^A
	P15,000 to P25,000	2.78		3.20		3.07	
Career Eligibilities	None	2.79	0.927 ^A	3.45	0.053 ^A	3.24	0.722 ^A
	Career Service Professional Eligibility	2.84		2.94		3.06	
	Others	2.78		3.28		3.00	
Employment Designation	Admin Staff	2.94	0.511 ^A	3.16	0.798 ^A	2.67	0.110 ^A
	Family Welfare officer	2.77		3.17		2.93	
	ORP Staff	3.00		3.34		3.00	
	Repatriation Support	2.67		3.00		3.50	
	IT staff/Labor	2.71		3.42		3.58	
	Officer/Arabic Instructor						

*tested at 0.05 level of significance using ANOVA. ^AResults indicate not significant at 0.05 level of significance./

There is a significant relationship between affective commitment and job satisfaction concerning coworkers and leadership, as well as a correlation between normative commitment and work performance (p-value of less than 0.05 level of significance). However, the remaining organizational commitment and job satisfaction variables had a p-value greater than 0.05, indicating no significant relationship between the other variables.

Level of job satisfaction among the job order personnel	Level of organizational commitment among the job order personnel					
	Affective		Continuance		Normative	
	Pearson's r	p-value	Pearson's r	p-value	Pearson's r	p-value
Pay, Promotion and Benefits	-0.059	0.829 ^A	-0.163	0.546 ^A	0.435	0.092 ^A
Working Conditions and Environment	0.247	0.357 ^A	-0.408	0.116 ^A	0.047	0.863 ^A
Leadership and Co-Workers	0.451	0.040 ^B	0.263	0.325 ^A	0.088	0.745 ^A
Job Task Engagement	0.184	0.495 ^A	0.243	0.364 ^A	0.047	0.863 ^A
Work Performance	-0.235	0.381 ^A	0.241	0.369 ^A	0.558	0.025 ^B

*tested at 0.05 level of significance using Pearson's r correlation. ^AResults indicate not significant at 0.05 level of significance. ^BResults indicate significant at 0.05 level of significance.

When job satisfaction is categorized by demographic profile, career eligibility, and gender have a significant impact on the degree of job satisfaction in terms of pay, promotion, benefits, and job task engagement (p-value is less than 0.05 level of significance). However, there is no significant difference on the other hand in terms of working conditions and environment, leadership and coworkers, and work performance (p-value greater than 0.05, indicating no significant difference).

		Level of job satisfaction among the job order personnel									
Demographic profile	Subgroup	Pay, Promotion and Benefits		Working Conditions and Environment		Leadership and Co-Workers		Job Task Engagement		Work Performance	
		Mean	p-value	Mean	p-value	Mean	p-value	Mean	p-value	Mean	p-value
		n	*	n	*	n	e*	n	*	n	*
Gender	Female	3.07	0.131	2.96	0.377	3.32	0.53	3.41	0.038	3.57	0.286
	Male	3.18		2.83		3.21	8 ^A	3.04		3.93	
Civil Status	Single	3.15	0.819	2.90	0.447	3.18	0.28	3.11	0.740	3.72	0.281
	Married	3.17		2.81		3.34	4 ^A	3.17		4.05	
Length of Service	Below 1 year	3.14	0.096	2.83	0.203	3.15	0.25	3.03	0.399	3.88	0.698
	2 to 5 years	3.22		2.79		3.18		3.11		3.93	
	6 to 10 years	3.05		3.04		3.44		3.32		3.63	
Monthly Salary	Below P15,000	3.15	0.998	2.89	0.752	3.29	0.55	3.02	0.281	3.88	0.830
	P15,000 to P25,000	3.16		2.85		3.20		3.20		3.82	
Career Eligibilities	None	3.20	0.048	2.79	0.418	3.24	0.25	3.02	0.561	3.97	0.288
	Career Service Professional Eligibility	3.18		2.89		3.13	6 ^A	3.20		3.92	
	Others	3.00		3.00		3.46		3.23		3.38	
Employment Designation	Admin Staff	3.16	0.689	2.78	0.784	3.25	0.91	3.07	0.129	3.87	0.616
	Family Welfare officer	3.14		2.93		3.15	9 ^A	3.04		3.88	
	ORP Staff	3.22		3.00		3.19		3.33		3.51	
	Repatriation Support	3.25		2.75		3.25		3.08		3.63	
	IT staff/Labor	3.09		2.83		3.35		2.88		4.19	
	Communications Officer/Arabic Instructor										

*tested at 0.05 level of significance using ANOVA. ^AResults Indicate not significant at 0.05 level of significance. ^BResults Indicate significant at 0.05 level of significance.

With the study's significant findings, enhancement efforts centered on employee well-being, leadership development, recognition and rewards, and feedback mechanisms may be proposed to address issues that are neutral and could lead to a more engaged, productive, and satisfied workforce regardless of job status. After all, these initiatives will always have a positive impact on the agency's overall performance and success in providing its programs and services.

V. CONCLUSION

The demographic characteristics and employment conditions of job order personnel provide insights, which could inform recruitment strategies, training programs, or policy decisions within the organization. A neutral stance on commitment could indicate a potential area for improvement in organizational engagement and retention strategies. It may also signify a need for further investigation into factors that could enhance employee commitment and loyalty within the agency. While the Job Order personnel may not strongly favor or disfavor their job conditions and environment, they are motivated by intrinsic factors such as job task engagement and personal fulfillment. Organizations may benefit from focusing on enhancing job engagement and providing opportunities for personal growth and achievement to foster greater satisfaction among employees. While the study did not reveal significant differences in commitment based on demographic profiles, the need for vigilance and responsiveness to changes in employee attitudes and expectations remains paramount. Emphasizing the importance of proactive measures to address disparities and promote fairness, transparency, and inclusivity in the workplace, ultimately contributing to higher levels of job satisfaction among employees. The significance of effective leadership, supportive coworker dynamics, and a culture of commitment in driving employee engagement, enhancing job satisfaction, and fostering organizational commitment among job order personnel. Organizations that prioritize these factors are poised to create a positive and fulfilling work environment, ultimately leading to improved performance and satisfaction among employees. The study's significant findings emphasize the importance of implementing targeted enhancement programs to improve job satisfaction and organizational commitment among employees. By addressing key areas identified in the study, organizations can create a more positive and encouraging work atmosphere, leading to various benefits.

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