

## **LEVEL OF COMMITMENT AMONG EMPLOYEES OF GLERISH TRANSPORT SERVICE: BASIS FOR PRODUCTIVITY**

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### **ABSTRACT**

*The purpose of this research was to identify the Level of commitment among the employees of Glerish Transport Service and through this, investigate the relationship between employees' commitment and their demographic profile. The researchers intended to (1) determine the demographic profile of the employee of Glerish Transport Service, (2) determine the Level of Commitment among the employees of the company, (3) determine the significant relationship between employee commitment and their demographic profile, and (4) propose programs which would improve the employees' level of commitment to increase their productivity level. The data were collected from Glerish Transport Service which is situated at San Agustin, Sto. Tomas, Batangas. It is an organization built to operate for trucking services. Furthermore, the descriptive research design method through the use of a survey questionnaire was used to gather all necessary information from the 30 respondents. These participants were known to be the company's employees who worked various job activities such as driver, helper and freelancers. Frequency Counts and Percentage, weighted mean and correlation were computed to see how it dealt to other aspects regarding level of employee commitment. Based from the survey, a big percentage from the employees were found to be committed having weighted mean ranging from 3.6-4.3. From the result of the correlation, there has been significant relationship with any of the demographic profile and commitment. These findings suggest that Glerish Transport Service should focus on retaining and improving their employee commitment with the basis of these relations through the following programs: employee training program, employee evaluation about the company, employee recognition, increase compensation and benefits and offer more job opportunities. This then concludes that the higher the level of the employee's commitment, the more productive they become.*

**Keywords:** *Commitment, Productivity Level, Demographic Profile, descriptive design, Correlation, trucking services, Research Design, Asia*

## **INTRODUCTION**

In a world where everything is drastically changing, creating a competitive advantage or distinction among competitors is a real must. Due to a modernized technology, the workplace, together with its people is getting more and more educated and creative for competing in the global market making everyone desperate in winning the tight competition. More so, every organization as of today is facing new challenges regarding productivity and creating committed workforce. Nowadays, no organization can perform at its peak unless each employee is committed to the organization's objectives. Hence, it is important to understand the concept of commitment and its feasible outcome.

Most of the organization today realized the vitality of their employees' role within the organization and commitment has been found to be an important construct in management since it can lead to increased productivity. For instance, several studies have shown that organization commitment has a positive impact on job performance (Lambert & Hogain, 2009). Since commitment is considered as predictor of employee satisfaction and performance, it has become a subject for intensive study for enhanced employee productivity and has become an important source of competitive advantage to organizations (Cooper & Viswesvaran, 2005). The moment wherein an employee is psychologically attached to the organization's goals and values' resulting to his/her loyalty to the organization is what merely employee commitment means. Among such benefits are: increased job satisfaction, increased job performance, decreased employee turnover, decreased intention to leave and decreased absenteeism (Amangala, 2013). Now the biggest challenge here is to identify ways to retain skilled and committed workforce from an increasingly limited pool of available talent. This is what they called the new competitive battle for the workforce share.

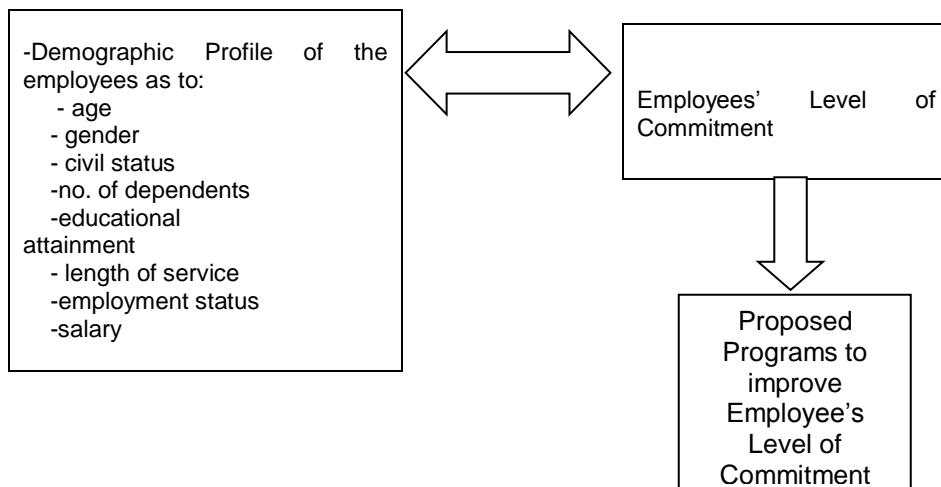
A committed workforce is important to all types of industry more so when it comes trucking businesses. In the trucking industry, turnover rates tend to be much higher than in other industries. It is not uncommon for trucking companies to have turnover rates over 100%. That is, often a trucking company can replace the volume of their driving force more than once over in the course of a year. Possible explanations for this immense problem are the following: first, of course, is that the job is stressful. Trucking is a difficult profession to undertake as they spend large amounts of time away from their family, there is often role and task ambiguity and a lack of concrete management and the attitudes of many people in the industry are often negative. Also, pay can be poor, and it can be hard for drivers to get the information they need. They are often faced with conditions that are

inconsistent or difficult to assess.

Organizational commitment is then considered as an important factor in turnover. It is commonly believed that employees who have a feeling of organizational commitment tend to be less likely to turnover than those who do not feel committed to the company they work for. Theoretically, this would hold true for truck drivers and helpers as well. (Rusakiewicz, 2005)

So with regards to this matter, the researchers have come up with identifying the level of commitment among the employees of Glerish Transport Services, an experienced trucking firm with 16 years of service operating since 1998. This is for the purpose of increasing productivity of the employees by making them committed.

In this paper, the relationship between demographic factors (age, education, tenure, salary, civil status and position) and employee commitment was exposed in the Glerish Transport Service Company. The researchers conducted this by determining the demographic profile of all the employees of the company and then get their level of commitment through the employee commitment questionnaire, determine significant relationship between the employees' demographic profile and commitment and lastly, propose a program to improve productivity level of employees.



**Figure 1: Conceptual Framework**

This framework was patterned from the objectives of this study. It shows that through the respondents' demographic profile, the researchers would identify its relationship with their level of commitment which provided

the researchers the basis for creating programs for the improvement of employees' level of commitment to increase productivity.

## **OBJECTIVES**

This research determined the level of commitment among the employees of Glerish Transport Service as basis for productivity.

More specifically, it described the socio-demographic profile of respondents in terms of: age, gender, civil status, number of dependents, educational attainment, length of service, Employment Status and salary. It also determined the level of commitment among the employees of the company. The researchers wanted to know the significant relationship between employee commitment and their demographic profile and lastly was to propose programs that would improve the employees' level of commitment and productivity.

## **METHODOLOGY**

### **Research Design**

The descriptive research design method was employed in this study. It was used to obtain information concerning the current status of Glerish Transport Service through the distribution of questionnaires. This method determined the relationship between the employee commitment and personal factors (demographic profile of the employees).

### **Research Locale**

The research was conducted in a trucking service company named Glerish Transport Service situated at 69 Km Barangay San Agustin, Sto. Tomas, Batangas.

### **Participants**

The respondents were composed of both regular and contractual employees of the company. According to the company, there was approximately a total of 30 employees. For the purposes of this study, the researchers decided to include all of these employees and chose respondents purposively to further obtain accuracy and reliability of information.

## **Collecting Tools/Research Instruments data**

The collection of data for this study included the distribution of a questionnaire which was divided into two sections: The biographical information section and the employee commitment section.

Part 1 was a structured questionnaire which gained details about the employees' demographic profile in relation to age, gender, civil status, number of dependents, educational attainment, length of service, employment status and salary.

Part 2 Modways et al.'s (Iqbal, 2010) Organizational Commitment Questionnaire (OCQ) was used to measure employee's commitment to their organizations. The internal consistency reliability (Cronbach's Alpha) for OCQ in this study was .870. This instrument measured attitudinal commitment and consists of 10 items .Likert Scale was used for responses ranging from Strongly Agree= SA; Agree = A; Moderately Agree= MA; Disagree = D; and Strongly Disagree = SD.

## **Gathering Procedure**

The set of questionnaires for assessing demographic data and organizational commitment were handed out to each respondent personally by the researchers together with the assistance and permission of the top level management administrators. The questionnaires were consisted of an introductory part which explained the purpose of the study, as well as, the plans of the researchers for improving the company's productivity level. All questionnaires were filled out voluntarily by the respondents so all clarification and explanation required by the respondents were tackled on the spot. The questionnaires were retrieved the day after its distribution through the support of the employees and directors.

## **Research Ethics Protocol**

The goal of ethics in research is to ensure that no one is harmed or suffer. Adverse consequences from the research activities (Cooper and Schindler,2001:112) cited in (Naicker, 2008) .The researchers assured the protection of the rights of the respondents through:

- No respondents are to be named and would be named during the research and succeeding thesis.
- Respondents were asked with proper diligence and respect.
- No respondents were forced to answer the given data gathering tool.
- All respondents were oriented about the purpose of the study.
- Permission was sought from the management of the selected company before the proceedings of the research initiatives.

## **Data Analysis**

The descriptive data analysis was conducted by calculating frequencies and mean scores for determining employee demographic profile and organizational commitment. Pearson correlation was calculated to examine the associations among employee commitment and their demographic profile.

The information collected was tallied, tabulated, encoded, and analyzed accordingly using the following statistical methods (tools):

**Frequency Counts and Percentage** was used to describe the socio- demographic profile of the employees of Glerish Transport Service according to: age, sex, civil status, and educational attainment, length of service, nature of work, job status and salary. This was employed to determine the frequency counts and percentage distribution of personal related variables of the respondents.

**Weighted Mean** was used to determine the average scores of respondents using an employee commitment questionnaire in terms of their company seniority, identification with the company, attitudes toward company administrators, and general attitudes toward the company using a Likert-scale with the following assigned values:

**Table 1. Interpretation for Rating**

Options	Range	Verbal Interpretation
4	3.50 - 4.00	Strongly Agree
3	2.50 - 3.49	Agree
2	1.50- 2.49	Disagree
1	1.00 – 1.49	Strongly Disagree

This was used to determine the assessment of the respondents with regards to their personal profiles.

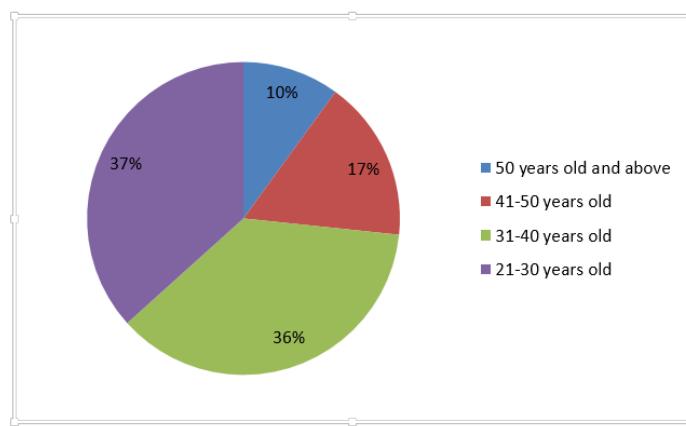
**Chi-square** was used to determine the significant relationship between employee commitment and the respondents' socio-demographic profile. Its value can be calculated by using the given observed frequency and expected frequency. Data were analyzed by using SPSS (Statistical

package for the social sciences).

## **RESULTS AND DISCUSSION**

This section contains all data gathered from the distributed questionnaires among the employees of Glerish Transport Service. The results helped the researchers in analyzing the findings critically and coming up with a conclusion.

The succeeding pie charts present the profile of the respondents grouped according to age, gender, civil status, number of dependents, educational attainment, length of service, employee status, and salary.



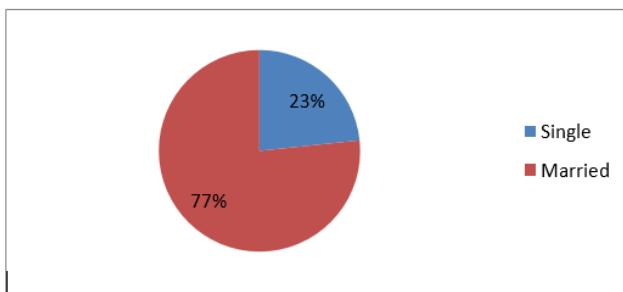
**Figure 2. Frequency Distribution of the Employees' Age**

The figure shows that, in terms of age group, the highest number of respondents is between the ages 21-30 years (37%) and 31 to 40 (36%). This is followed by the respondents between ages 41 to 50 years (17 %), and ages 51 and above (1; 10%).

In terms of getting hired and employment, younger people have higher chances of getting hired because people who are young (21-30 years old) tend to be more energetic to do work and have higher endurance to work longer than older people. One factor is also the salary; older people have more experiences than younger ones that is why their salary is different or mostly higher. This indicates that companies would hire the younger ones because their salary is lower and they are more productive and have more endurance (Bowman, 2015).

In terms of gender, all employees of Glerish Transportation Service are all men making up the totality of 30 respondents.

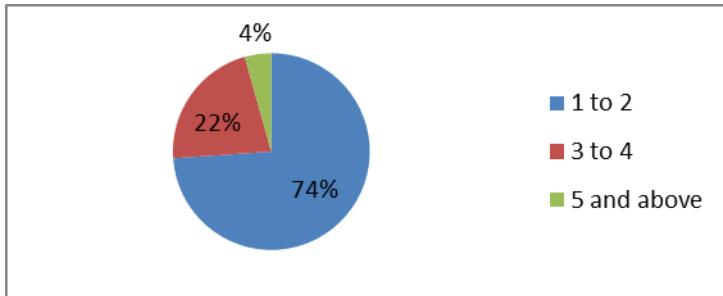
Gender Distribution of many occupations has shifted substantially but despite these shifts, women and men still tend to be concentrated in different occupations. Women continue to be highly overrepresented in clerical, service occupations, and health-related occupations (white collar worker), while men tend to disproportionately employed in craft, operator, and laborer jobs (blue collar worker) And considering the case of GTS, their workforce are held by an overwhelmingly high percentage of men since transportation service requires masculine effort ([www.catalyst.org](http://www.catalyst.org)).



**Figure 3.Frequency Distribution of Employees' Civil Status**

Figure 3 shows that majority of the employees (23 or equal to 77% out of 30 respondents) were already married while the remaining 7 respondents which is equal to 23% made up the single ones.

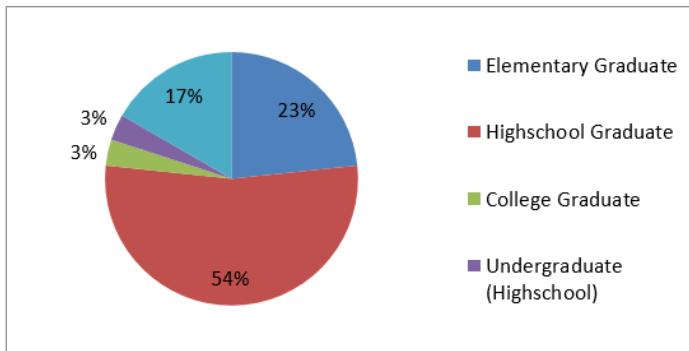
There is a marital status bias in terms of employment. Although in the past, companies are delaying at hiring people who are married because it may result on their lack of focus on the job; but it changed because single people are being perceived as less responsible, and less well-adjusted or flexible compared to married people. Single people have less sense of responsibility because they still do not have their own family to provide and are perceived who often care for themselves or as being selfish compared to married people. Married people are well-adjusted as being flexible and able to multi-task because they have more responsibilities stacked to them which gave them the experience to be more responsible and know what to prioritize compared to single people (Jordan & Zitek, 2012).



**Figure 4. Frequency Distribution of Employees' Number of Dependents**

Figure 4 shows that more than half of the respondents (74%) has 1-2 number of dependents; 5 respondents have 3 to 4 children and only 1 employee of the company is known to have 5 children and above.

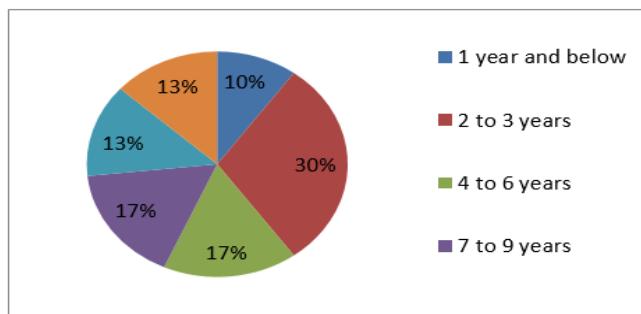
Employees who have more children tend to put more effort or do more work compared to those who have few children. This is because people who have higher quantity of children will have to work twice as hard to support his or her family. Having a family or having more children creates a sense of loyalty to the company for the sake of staying in the job and have a salary to support his or her family (Romero & Ruiz, 2007; Nolle et al., 2013).



**Figure 5. Frequency Distribution of Employees' Educational Attainment**

Figure 5 shows that the majority of Glerish Transportation Service employees are high school graduate having a frequency of 16 which is equivalent to 54%, followed by elementary graduate which has a frequency of 7 equal to 23%. Only 1 (3%) of them was able to finish college. The other 3% consisted of an undergraduate of high school. Lastly, 5 of the respondents were known to be elementary undergraduate.

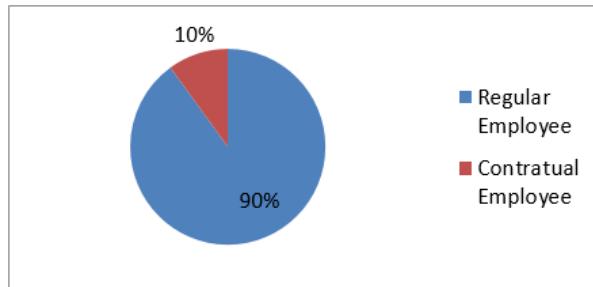
In the trucking business, goods are transferred from one place to another. In employment, most companies do not require a high educational attainment to those that apply as long as they know how to read and write and have a valid driver's license. Companies do not really require a person to be college graduate because in the trucking business what they mostly need are drivers and that does not have to be a person who has a high attainment in education; that give people who are high school graduates and those who did not have any educational attainment to have a job with better compensation and benefits (Short, 2014).



**Figure 6. Frequency Distribution of Employees' Length of Service**

As can be seen, 30% or 9 of the employees made up the majority of those having 2 to 3 years of service in the company. Followed by those employees who have been in the company for 4 to 6 years and 7 to 9 years with 5 as their frequency; 17%.

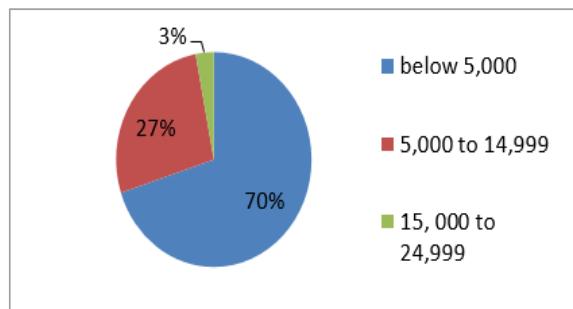
A broad work experience also has benefits for employee. It can develop skills that can make them valuable to an employer, gain knowledge about the work or industries and ability to appreciate an excellent workplace with a pleasant boss and good salary and benefits; they may be good but most companies have high turn-over rates because in a trucking business, there are time where one must do work almost for one-two days straight with not getting the tight amount of sleep and rest. This indicates that employees may be committed to a business but some will quit depending on the difficulty of the job (Strain, 2015). Since it is transportation services, some job position especially driving requires an enough time and experience to become professional, to trust them by carrying heavy vehicle full of loads.



**Figure 7. Frequency Distribution of Employees' Employment Status**

Most of the company's employees were regular covering 90% of our respondents which is equivalent to a frequency of 27 while contractual employees were only 10 % or 3 in counting.

Company needs to hire people to complete certain tasks or group of tasks within the organization and responsibilities of each position can usually be found within the job specification. Majority of GTS are regular employees (90%) who do tasks for the organization. Employees want a permanent job since it is hard to find new job or the benefits they may get when they become regular.



**Figure 8. Frequency Distribution of Employees' Monthly Salary**

The result shows that most of the respondent earned salary below 5000 monthly base. Employees of GTS have different salary income that is based on the quality of services they provided or job position. Most likely, these employees (70 %, below 5000 salary) are the helpers while the 3 % were regular drivers with more than 13 years of service to the company. Since they are into trucking, they were able to receive travel allowance aside

from their monthly salary while 27% of the employees have salary ranging from 5,000 to 14,999.

**Table 2. Employees Level of Commitment towards Glerish Transport Service as to different age brackets**

Statement	21 to 30 yrs old			31 to 40 yrs old			41 To 50 yrs old			50yrs old And above		
	WM	VI	R	WM	VI	R	WM	VI	R	WM	VI	R
1. I am willing to perform my job to the best way that I can for the betterment of the company.	3.82	SA	1	3.82	SA	1	3.8	SA	1	4	SA	1
2. I'm willing to recommend this company to any person as a great organization to work for.	3.64	SA	3	3.36	A	2	3.6	SA	2	3.67	SA	2
3. I find that the company values compliments with my own values.	3.09	A	6	2.73	A	6	3.4	A	3	3.33	A	3
4.I am proud to tell others that I am part of this company	3.45	A	5	2.73	A	6	3.4	A	3	3.33	A	4
5.I experience no difficulties in agreeing with this organization's policies on important matters relating to its employees	3.55	SA	4	3	A	4	3.4	A	3	3	A	3
6. I'm willing to work for other company as long as the job is similar.	3.45	A	5	2.64	A	7	2.8	A	6	3.33	A	4
7. I would accept any kind of job in order to keep me from working in the company.	3.45	A	5	3	Ag	4	3.2	A	4	3	A	1
8. The organization inspires me to be an asset for the company.	3.64	SA	3	3.27	A	3	3.2	A	4	3.67	SA	3
9. I don't have any regrets in choosing this organization to work for over others I was considering at the time I joined.	3.45	A	5	2.82	A	5	3	A	5	3.33	A	3
10. I really care about the future of this organization.	3.73	SA	2	3.36	A	2	3.8	SA	1	3.33	A	3
Composite mean	3.53	SA		3.07	A		3.36	A		3	A	

The table shows that employees whose age ranges from 21 to 30 years old appeared to be more committed than employees from other age groups. It can be seen on its composite mean that this group's level of commitment was verbally interpreted as Strongly Agree. This is highly acceptable since younger employees tend to have their first job experience between this age group. Therefore, they want to have a good impression from the company. This shows that these individuals are willing to perform at their best and stay longer in the company (Srivastava, 2007).

While the rest of the age groups; 31 to 40 years old, 41 to 50 years old and 51 years old and above were found not to be a strongly committed one but still committed. Even if their composite means have interpreted different ratings, there is not much difference with the mean's value. This only implies that younger employees after 10 years may possibly have reduced their level of commitment. One reason is that they could be experiencing boredom or lesser excitement on their job. But

right after turning the age of 41 to 50 it is noticeable that employees' commitment levels are increasing. One reason is that they are longing to have security in their job since they are nearing their retirement.

**Table 3. Employees Level of Commitment towards Glerish's Transport Service as to gender**

	Weighted Mean	Verbal Interpretation	Rank
1. I am willing to perform my job to the best way that I can for the betterment of the company.	4.83	Strongly Agree	1
2. I am willing to recommend this company to any person as a great organization to work for.	4.17	Agree	3
3. I find that the company values compliments with my own values.	3.57	Agree	8
4. I am proud to tell others that I am part of this company	3.67	Agree	6
5. I experience no difficulties in agreeing with this organization's policies on important matters relating to its employees.	4	Agree	4
6. I am willing to work for other company as long as the job is similar	3.6	Agree	7
7. I would accept any kind of job in order to keep me from working in the company.	3.83	Agree	5
8. The organization inspires me to be an asset for the company.	4.3	Agree	2
9. I do not have any regrets in choosing this organization to work for over others I was considering at the time I joined.	3.6	Agree	7
10. I really care about the future of this organization.	4.17	Agree	3
<b>Composite Mean</b>	<b>3.97</b>	Agree	

Table 3 shows that in terms of commitment, men showed greater loyalty than women more specifically when it comes to trucking industry. This is for the reason that men are known to be stronger and able to endure trucking work than women (Anderberg, 2015).

**Table 4. Employees Level of Commitment towards Glerish Transport Service as to Civil Status**

Statement	Married			Single		
	WM	VI	Rank	WM	VI	Rank
1. I am willing to perform my job to the best way that I can for the betterment of the company.	3.04	Agree	7	3.57	Strongly Agree	1
2. I am willing to recommend this company to any person as a great organization to work for.	3.52	Strongly Agree	2	3.43	Agree	2
3. I find that the company values compliments with my own values.	3.13	Agree	6	2.86	Agree	6
4. I am proud to tell others that I am part of this company	3.26	Agree	4	2.86	Agree	6
5. I experience no difficulties in agreeing with this organization's policies on important matters relating to its employees.	3.3	Agree	3	3.29	Agree	3
6. I am willing to work for other company as long as the job is similar	3.04	Agree	7	3	Agree	5
7. I would accept any kind of job in order to keep me from working in the company.	3.17	Agree	5	3.14	Agree	4
8. The organization inspires me to be an asset for the company.	3.57	Strongly Agree	1	3.43	Agree	2
9. I do not have any regrets in choosing this organization to work for over others I was considering at the time I joined.	3.13	Agree	6	2	Disagree	7
10. I really care about the future of this organization.	3.52	Strongly Agree	2	3.57	Strongly Agree	1
<b>Composite Mean</b>	<b>3.27</b>	<b>Agree</b>		<b>3.12</b>	<b>Agree</b>	

Results have shown that the composite mean for both married and single employees tend to have the same verbal interpretation for their level of commitment. One main reason for average commitment among married individuals is likely having family or dependents to support or provide for. Therefore, they are prospected to be loyal and assured of their job (Jordan & Zitek, 2012).

**Table 5 Employees Level of Commitment towards Glerish Transport Service as to Number of Dependent**

Statement	1 to 2			3 to 4			5 and above		
	WM	VI	R	WM	VI	R	WM	VI	R
1. I am willing to perform my job to the best way that I can for the betterment of the company.	3.94	SA	1	3.2	A	3	4	SA	1
2. I am willing to recommend this company to any person as a great organization to work for.	3.41	A	4	3.8	SA	1	4	SA	1
3. I find that the company values compliments with my own values.	3	A	7	3	A	5	4	SA	1
4. I am proud to tell others that I am part of this company	3.24	A	5	3.2	A	4	4	SA	1
5. I experience no difficulties in agreeing with this organization's policies on important matters relating to its employees.	2.29	A	9	3	A	8	4	SA	1
6. I am willing to work for other company as long as the job is similar	2.94	A	8	3	A	8	4	SA	1
7. I would accept any kind of job in order to keep m from working in the company.	3.06	A	6	3.2	A	4	4	SA	1
8. The organization inspires me to be an asset for the company.	3.53	SA	2	3.8	SA	1	4	SA	1
9. I do not have any regrets in choosing this organization to work for over others I was considering at the time I joined.	2.94	A	8	3.4	A	2	4	SA	1
10. I really care about the future of this organization.	3.47	A	3	3.4	A	2	4	SA	1
Composite Mean	3.18	A		3.3	A		4	SA	

Results have shown that employees who have five and above number of dependents lean towards being a more committed individuals. More so, people are known to be simultaneously committed to multiple entities, such as economic, educational, political, religious and most

especially familial. Individuals also particularly commit themselves to their spouses, parents and siblings (Vance, 2007).

Having a family to provide often owes them the sense of obligation to stay in their job for it would be a good source of income for their family. The more the needs of one individual are met, the more committed or motivated he could be towards his/her job.

**Table 6. Employees Level of Commitment towards Glerish Transport Service as to educational attainment.**

Statements	Elementary Graduate			Elementary Undergraduate			College Graduate			H.S Graduate			H.S. Undergraduate		
	WM	VI	R	WM	VI	R	WM	VI	R	WM	VI	R	WM	VI2	R
1. I am willing to perform my job to the best way that I can for the betterment of the company.	3.71	SA	1	3.8	SA	1	4	SA	1	3.26	A	1	4	SA	1
2. I'm willing to recommend this company to any person as a great organization to work for.	3.14	A	4	3.8	SA	1	4	SA	1	2.84	A	3	4	SA	1
3. I find that the company values compliments with my own values.	3.14	A	4	3	A	5	3	A	2	2.58	A	6	3	A	2
4. I am proud to tell others that I am part of this company	3	A	5	3.2	A	4	4	SA	1	2.79	A	4	3	A	2
5. I experience no difficulties in agreeing with this organization's policies on important matters relating to its employees.	3.14	A	4	3.4	A	3	3	A	2	2.84	A	3	2	DA	3
6. I'm willing to work for other company as long as the job is similar	2.86	A	6	3	A	5	4	SA	1	2.53	A	7	4	SA	1
7. I would accept any kind of job in order to keep me from working in the company.	2.86	A	6	3.4	A	3	4	SA	1	2.68	A	5	3	A	2
8. The organization inspires me to be an asset for the company.	3.57	SA	2	3.6	SA	1	4	SA	1	2.95	A	2	4	SA	1
9. I don't have any regrets in choosing this organization to work for over others I was considering at the time I joined.	2.86	A	6	3.2	A	4	4	SA	1	2.58	A	6	3	A	2
10. I really care about the future of this organization.	3.43	A	3	3.6	SA	2	4	SA	1	2.95	A	2	3	A	2
Composite Mean	2.89	A		3.4	A		3.8	SA		2.8	A	3.3		A	

Results have shown that employees who are college graduates showed more commitment to the company since they have broader knowledge to work ethics and professionalism. They have been introduced on how to properly act towards one company or organization. This then creates their competitive advantage towards gaining the company's trust. These kinds of employees are what company longs to have as a part of their

workforce (Aydogdu, 2014). Other categories for educational attainment such as elementary graduate, highschool graduate, college undergraduate and elementary undergraduate have revealed same levels of commitment.

**Table 7. Employees Level of Commitment towards Glerish Transport Service as to length of service**

Statement	1 year and below			2-3 years			13 yrs and above		
	WM	VI	Rank	WM	VI	Rank	WM	VI	Rank
1. I am willing to perform my job to the best way that I can for the betterment of the company.	3.67	SA	1	3.67	SA	1	4	SA	1
2. I'm willing to recommend this company to any person as a great organization to work for.	3.33	A	2	3.44	A	2	4	SA	1
3. I find that the company values compliments with my own values.	3	A	3	2.89	A	5	3.5	SA	4
4. I am proud to tell others that I am part of this company	3.33	A	2	3	A	4	4	SA	1
5. I experience no difficulties in agreeing with this organization's policies on important matters relating to its employees.	3.33	A	2	3.22	A	3	3.75	SA	2
6. I'm willing to work for other company as long as the job is similar	3.33	A	2	3.22	A	3	2	DA	5
7. I would accept any kind of job in order to keep me from working in the company.	3.33	A	2	3	A	4	3.5	SA	4
8. The organization inspires me to be an asset for the company.	3.33	A	2	3.44	A	2	4	SA	1
9. I don't have any regrets in choosing this organization to work for over others I was considering at the time I joined.	3.33	A	2	2.89	A	5	3.75	SA	2
10. I really care about the future of this organization.	3.33	A	2	3.44	A	2	4		1
Composite Mean	3.33	A		3.22	A		3.65	SA	

Table 7 results revealed that employees who had been in the company for about 10 to 12 years and 13 years above were more likely to be committed to the company. Job security and professionalism were factors to consider in terms of identifying why people with long term service for a company tend to be more committed (Iqbal, 2010). Staying in the company for a long term keeps employees from aging and therefore limits their opportunities for job. Because of this, they tend to be more dedicated or loyal to perform well for their company. A big difference can be observed since employees with lesser tenure in his/ her company (2-3 years and 1 year and below) has greater possibility to leave the company and do job-

hopping for there are more opportunities with these kinds of job within the industry.

**Table 8. Employees Level of Commitment towards Glerish Transport Service as to employment status.**

<b>Statement</b>	<b>Regular Employee</b>			<b>Contractual Employee</b>		
	<b>WM</b>	<b>VI</b>	<b>Rank</b>	<b>WM</b>	<b>VI</b>	<b>Rank</b>
1. I am willing to perform my job to the best way that I can for the betterment of the company.	3.89	SA	1	3.33	A	1
2. I am willing to recommend this company to any person as a great organization to work for.	3.56	SA	3	3	A	2
3. I find that the company values compliments with my own values.	3.11	A	7	2.67	A	4
4. I am proud to tell others that I am part of this company	3.3	A	8	2.67	A	4
5. I experience no difficulties in agreeing with this organization's policies on important matters relating to its employees.	3.26	A	5	3.33	A	1
6. I am willing to work for other company as long as the job is similar	3.04	A	9	3	A	2
7. I would accept any kind of job in order to keep me from working in the company.	3.15	A	6	3	A	2
8. The organization inspires me to be an asset for the company.	3.63	SA	2	3	A	2
9. I do not have any regrets in choosing this organization to work for over others I was considering at the time I joined.	3.11	A	7	2.67	A	4
10. I really care about the future of this organization.	3.56	SA	3	3	A	2
<b>Composite Mean</b>	<b>3.36</b>	<b>A</b>		<b>2.97</b>	<b>A</b>	

Table 8 shows that in terms of employment status, regular employees pose more agreeability on the level of commitment. Given that regular employees are already given the chance to have a secured job, they also have higher salary than contractual employees (Coşkuner, & Yertutan, 2009).

**Table 9: Employees Level of Commitment towards Glerish Transport Service as to employees' Salary.**

<b>Statement</b>	<b>Below 5,000</b>			<b>5,000- 14,999</b>			<b>15,000-24,999</b>		
	<b>WM</b>	<b>VI</b>	<b>R</b>	<b>WM</b>	<b>VI</b>	<b>R</b>	<b>WM</b>	<b>VI</b>	<b>R</b>
1. I am willing to perform my job to the best way that I can for the betterment of the company.	3.76	SA	4	SA	4	SA	1		
2. I am willing to recommend this company to any person as a great organization to work for.	3.48	A	3.38	A	4	SA	1		
3. I find that the company values compliments with my own values.	3.05	A	3	A	4	SA	1		
4. I am proud to tell others that I am part of this company	3.24	A	3.13	A	4	SA	1		
5. I experience no difficulties in agreeing with this organization's policies on important matters relating to its employees.	3.33	A	3	A	4	SA	1		
6. I am willing to work for other company as long as the job is similar	3.29	A	3	A	1	SD	3		
7. I would accept any kind of job in order to keep me from working in the company.	3.14	A	3.13	A	3	A	2		
8. The organization inspires me to be an asset for the company.	3.52	SA	3.63	SA	4	SA	1		
9. I do not have any regrets in choosing this organization to work for over others I was considering at the time I joined.	3.19	A	2.63	A	4	SA	1		
10. I really care about the future of this organization.	3.48	A	3.5	SA	4	SA	1		
<b>Composite Mean</b>	<b>3.35</b>	<b>A</b>	<b>3.34</b>	<b>A</b>	<b>3.6</b>	<b>SA</b>			

Table 9 shows that employees who have salaries ranging from 15,000-24,999 show more level of commitment compared to other

employees who have lower salaries. This indicates that if the employee has higher salary , he/she will become more motivated and more productive in terms his/her organizational performance (Omalayo, & Owolabi, 2007).

**Table 10. Relationship Between age and level of Commitment**

<b>Variables</b>	<b>Chi-square</b>	<b>p-value</b>	<b>Decision</b>
Age – C1	0.720	0.868	Not Significant
Age – C2	8.424	0.492	Not Significant
Age – C3	9.602	0.651	Not Significant
Age – C4	10.536	0.309	Not Significant
Age – C5	21.206	0.012	Not Significant
Age – C6	10.239	0.595	Not Significant
Age – C7	11.549	0.240	Not Significant
Age – C8	8.750	0.461	Not Significant
Age – C9	13.698	0.320	Not Significant
Age – C10	16.283	0.061	Not Significant

Based from the result, majority of interpretation are not significant which means age and level of commitment have no relations. Every individual cannot be prevented from aging. He will lose senses, memory and physical strength which will affect his performance but not his commitment, motivation and dedication to seek company goals. Researchers suggest that older workers are likely to experience higher level of commitment (Kumar & Giri, 2009). This indicates that the mindset of the aged employees is different from those of younger employees.

**Table 11 Relationship between civil status and level of commitment**

<b>Variables</b>	<b>Chi-square</b>	<b>p-value</b>	<b>Decision</b>

Civil Status – C1	10.770	0.001	Significant
Civil Status – C2	1.002	0.801	Not Significant
Civil Status – C3	1.773	0.777	Not Significant
Civil Status – C4	0.901	0.825	Not Significant
Civil Status – C5	0.418	0.936	Not Significant
Civil Status – C6	1.965	0.742	Not Significant
Civil Status – C7	5.127	0.163	Not Significant
Civil Status – C8	7.804	0.50	Not Significant
Civil Status – C9	7.716	0.103	Not Significant
Civil Status – C10	4.053	0.256	Not Significant

Table 11 shows that civil status and the level of commitment have correlation with ones willingness to perform at the best of his/ her ability for the betterment of the company. This data interpret that employees' commitment can somehow be affected by his/her civil status. Married individuals have a sense of responsibility and have a good adjustability in terms of work. This is affected mainly by the reason that married people have dependents to support and provide compared to singles who have lesser sense of responsibility and more likely to think for themselves.

**Table 12. Relationship between number of dependents and level of commitment**

<b>Variables</b>	<b>Chi-Square</b>	<b>P-value</b>	<b>Decision</b>
Number of dependent – C1	10.881	0.012	Significant
Number of dependent – C2	4.006	0.911	Not Significant
Number of dependent – C3	6.957	0.860	Not Significant
Number of dependent – C4	3.869	0.920	Not Significant
Number of dependent – C5	9.331	0.407	Not Significant
Number of dependent – C6	6.426	0.893	Not Significant
Number of dependent – C7	10.444	0.316	Not Significant
Number of dependent – C8	9.803	0.367	Not Significant
Number of dependent – C9	12.677	0.393	Not Significant
Number of dependent – C10	5.457	0.793	Not Significant

Table 12 shows the computed value which indicates correlation between willingness to perform best for the betterment of the company and number of dependents. According to Monfared and Amani (2015), individuals with families to support and provide for make employees dedicated to perform better at their work rather than quitting the job and having no money.

**Table 13. Relationship between educational attainment and level of commitment**

<b>Variables</b>	<b>Chi-square</b>	<b>p-value</b>	<b>Decision</b>
Educational Attainment – C1	1.354	0.716	Not Significant
Educational Attainment – C2	9.911	0.358	Not Significant
Educational Attainment – C3	6.796	0.871	Not Significant
Educational Attainment – C4	8.195	0.515	Not Significant
Educational Attainment – C5	18.083	0.034	Significant
Educational Attainment – C6	11.182	0.513	Not Significant
Educational Attainment – C7	6.710	0.667	Not Significant
Educational Attainment – C8	3.473	0.943	Not Significant
Educational Attainment – C9	11.156	0.516	Not Significant
Educational Attainment – C10	2.634	0.977	Not Significant

Table 13 shows correlation between educational attainment and employees experiencing no difficulties in agreeing with this organization's policies on important matters relating to its employees. This implies that educated individuals have broader knowledge and experience in dealing with the company's rules and policies reducing employees who misinterpret the company's core (Bentley, 2014).

**Table 14 Relationship Between Length of Service and Level of Commitment**

<b>Variables</b>	<b>Chi-square</b>	<b>p-value</b>	<b>Decision</b>
Length of service in the company – C1	5.040	0.411	Not Significant
Length of service in the company – C2	16.955	0.322	Not Significant
Length of service in the company – C3	26.122	0.162	Not Significant
Length of service in the company – C4	18.912	0.218	Not Significant
Length of service in the company – C5	15.182	0.438	Not Significant
Length of service in the company – C6	27.444	0.123	Not Significant
Length of service in the company – C7	14.300	0.503	Not Significant
Length of service in the company – C8	17.817	0.272	Not Significant
Length of service in the company – C9	19.985	0.459	Not Significant
Length of service in the company – C10	16.711	0.336	Not Significant

Table 14 reveals that all p-values are greater than 0.05 level of significance. This means that there is no significant relationship between length of service and level of commitment of employees. Many factors are to be considered to determine employee's level of commitment (Touchston, 2012). One reason possible for consideration in this case is the temptation coming from other company.

**Table 15. Relationship between employment status and level of commitment**

<b>Variables</b>	<b>Chi-square</b>	<b>p-value</b>	<b>Decision</b>
Employment Status – C1	6.000	0.014	Significant
Employment Status – C2	4.383	0.223	Not Significant
Employment Status – C3	5.641	0.228	Not Significant
Employment Status – C4	5.185	0.159	Not Significant
Employment Status – C5	0.343	0.952	Not Significant
Employment Status – C6	5.926	0.205	Not Significant
Employment Status – C7	5.758	0.124	Not Significant
Employment Status – C8	13.333	0.004	Significant
Employment Status – C9	6.667	0.155	Not Significant
Employment Status – C10	4.074	0.411	Not Significant

Table 15 shows that regular employees tend to be more committed to the company for they have higher chances to be promoted. It will result to a more a productive employee and company as well as making the employees to be an asset to the company. These factors will then inspire employees to be more productive and motivated towards their work for they are being acknowledged by the company (Carter, 2014).

**Table 16. Relationship between salary and level of commitment**

<b>Variables</b>	<b>Chi-square</b>	<b>p-value</b>	<b>Decision</b>
Salary – C1	2.571	0.276	Not Significant
Salary – C2	5.140	0.526	Not Significant

Salary – C3	8,838	0.356	Not Significant
Salary – C4	4.792	0.571	Not Significant
Salary – C5	6.039	0.419	Not Significant
Salary – C6	10.145	0.255	Not Significant
Salary – C7	4.972	0.547	Not Significant
Salary – C8	1.763	0.940	Not Significant
Salary – C9	5.827	0.726	Not Significant
Salary – C10	2.213	0.899	Not Significant

Table 16 shows that all computed p-values are greater than 0.05 level of significance. This means that there is no significant relationship between salary and level of commitment. According to Ogba (2008), the relationships between age, income and commitment might be explained by reference to cultural factors which might have stronger influence on employee expression of commitment to their organizations.

## **CONCLUSIONS**

This study aimed to determine the level of commitment among the employees of Glerish Transport Service. The study used the total populations of 30 respondents. In the survey questionnaire, the researchers included the demographic profile to determine its relation to employees' level of commitment.

The researchers choose the Glerish Transportation Service as the subject of the study. One objective is to identify and analyze the demographic profile of employee in the said company. Majority of the respondents belong to the age ranges from 21 to 50. In terms of gender, all respondents are male wherein 23 out of 30 are all married who mostly have 1 to 2 dependents. The results also reveal that 67% of respondent are high school graduate, and 70% have monthly base income salaries amounting to Php 5000 below.

In identifying the level of commitment of the employees, the following conclusions are drawn: Individuals, whose age ranges from 21 to 30 years old, appeared to be more committed than employees from other age group while in terms of gender specification regarding commitment, men are found to show greater loyalty than women more specially when it comes to trucking industry. Employees with higher salary tend to be more committed who mostly contain the company's regular employees. Results even reveal that employee's tenure in one's company is one of the factors in identifying their level of commitment. Even one's educational attainment is found to affect one's commitment. More so, the study has shown that employees who are college graduate show more commitment to the company. The researchers

also found out that the more the needs of an employee, the more committed he /she becomes.

Results also reveal that employees who are tenured show more commitment than employees who are not tenured. Through this research, the researchers found out that some demographic variables such as Civil Status, No. of Dependent, educational Attainment and Employee Status show significant relationship with the employee's Commitment while age, length of service while salary has no significant relationship.

It has been assumed that individuals who are highly committed towards their jobs are likely to be more productive, have higher satisfaction level and have less likely to leave than employees with low commitment. Increase in employee commitment will also help trucking companies to retain employees and move ahead to experience global competition.

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