

Organizational Climate and Workplace Commitment as Predictors of Employee's Performance

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Abstract: This study explores how the overall work environment, or organizational climate, and the level of commitment employees feel toward their workplace influence how well employees perform their jobs in tertiary institutions in Tagum City. Drawing from established theories of learning and goal setting, the research looks at how a positive and supportive workplace alongside strong dedication from employees can lead to better performance. Various aspects of the work environment, such as clear roles, respect among colleagues, communication, rewards, career growth, teamwork, and conflict resolution, were examined. Employee commitment was also explored through emotional attachment, practical reasons for staying, and moral obligations. The study analyzed data from 250 employees at private higher education institutions using surveys. Findings revealed that most employees experienced a very positive work environment and showed a high level of commitment, both of which were closely linked to better job performance. The study highlights the significant role these factors play in shaping employee outcomes. Based on these insights, it recommends improving reward systems, supporting career development, fostering teamwork, and managing conflicts effectively to boost employee dedication and performance. This research offers valuable guidance for academic leaders and HR practitioners looking to create a thriving, productive workplace.

Keywords: Employees Performance, Organizational Climate, Organizational Commitment, Organizational Culture, Tertiary Employees in Tagum city, Philippines, SGD Indicator # 09 Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All.

I. INTRODUCTION

In today's global and fast-moving market, keeping employees performing at their best matters more than ever. Strong performance isn't just about hitting metrics; it reflects how well people, programs, policies, and resources come together to help the organization reach its goals. (Mendonça, Soares, Riana and De Jesus da Costa (2021), pp 12-23). In simpler terms, performance measure how well a person can do their job and help achieve the organization's goals. According to (Triansyah ,Hejin and Stuparu (2023), pp 151) employees may lose interest in their roles due to a lack of recognition, rewards and other several factors.

Poor employee performance can cause a company to decrease productivity, lose customer, and high operational costs. In addition, (Sitopu, Sitinjak and Marpaung, 2021, pp. 72-83) Having a poor employee performance can cause losses for the company. In contrast, high performing employees can help an organization improve product or service quality (Hermansyah, Nasmilah, Pammu and Saleh, 2022, pp. 2) because, it influences in every aspect of the workplace, from boosting productivity and innovation to foster a positive organizational climate and enhancing employee's workplace commitment.

Organizational climate and workplace commitment play a huge role in creating a healthy and successful work environment. When employees feel strongly connected and attached to their workplace, they tend to be more loyal, satisfied, and motivated, often aligning their own goals with the company's mission. This connection helps drive the organization's success and stability. In addition, (Rozman & Strukelj, 2021, pp. 10-11) if the workplace atmosphere is negative and employees don't feel committed, it can lead to low morale, poor performance, and a drop in efficiency creating a harmful cycle that, if left unchecked, can seriously damage the organization.

Organizational Climate and Workplace Commitment as Predictors of Employee's Performance

Employee's workplace commitment has been a topic of significant interest in the field of organizational behavior (Hamid, Rahim & Salamzadeh, 2020, pp.77-78). Moreover, when employees are highly-committed, they are deeply committed to their work that creates a ripple effect of positive outcomes across the organization (Tai, Tiep, Tuan, The & Dat, 2024 pp. 479). Moreover, Organizational climate affects the practices of work culture and behavior of the workforce with respect to changing elements of the environment of organizations. (Madhura, 2020, pp. 11)

The study is based on the Social Learning Theory (SLT) (Bandura, 1971, pp.1-2) which state that by enhancing employee performance it drives organizational success and fostering an organizational climate where individuals feel valued, motivated, and capable of achieving their potential, as it recognizes that people learn best through observing and modeling the behaviors of others.

Furthermore, highly workplace commitment will show more loyalty and a strong desire to continue working with the organization (Tyahjono, Rajuyu & Putra, 2020, pp. 91-93). Also, further supported by Goal Setting Theory (Lock and Latham, 2002, pp. 28-29) on building a practically useful theory of goal setting and task motivation, which state, challenging goals with clear expectations leads to higher performance as individuals are more motivated and focused when they know exactly what they need to accomplish. This theory suggests that when employees have well-defined goals, they are more likely to engage in behaviors that contribute to reaching these targets, enhancing both productivity and job satisfaction.

This study is essential as it provides a comprehensive examination that influence the employee's performance in the workplace. by analyzing multiple factors of organizational climate such as role of clarity, respect, communication, reward system, career development, planning and decision making, innovation, relationship, teamwork, quality service, conflict management, commitment morale, training and learning and direction to perceive how things are in the organizational environment which composed of a variety of elements and dimension (Taguri and Litwin, 1968, pp.11).

Additionally, workplace commitment will be analyzed on the following factors such as, affective commitment, continuance commitment and normative commitment to measures how to strengthening their commitment and carefully consider the nature of the commitment they instill (Meyer, Allen and Smith, 1993, pp. 359). Moreover, employee's performance may examine through turnover, job satisfaction and commitment to measures how effectively an individual fulfills their job responsibilities and contributes to organizational goals (Hamad, 2018, pp 29-33).

INDEPENDENT VARIABLES

DEPENDENT VARIABLE

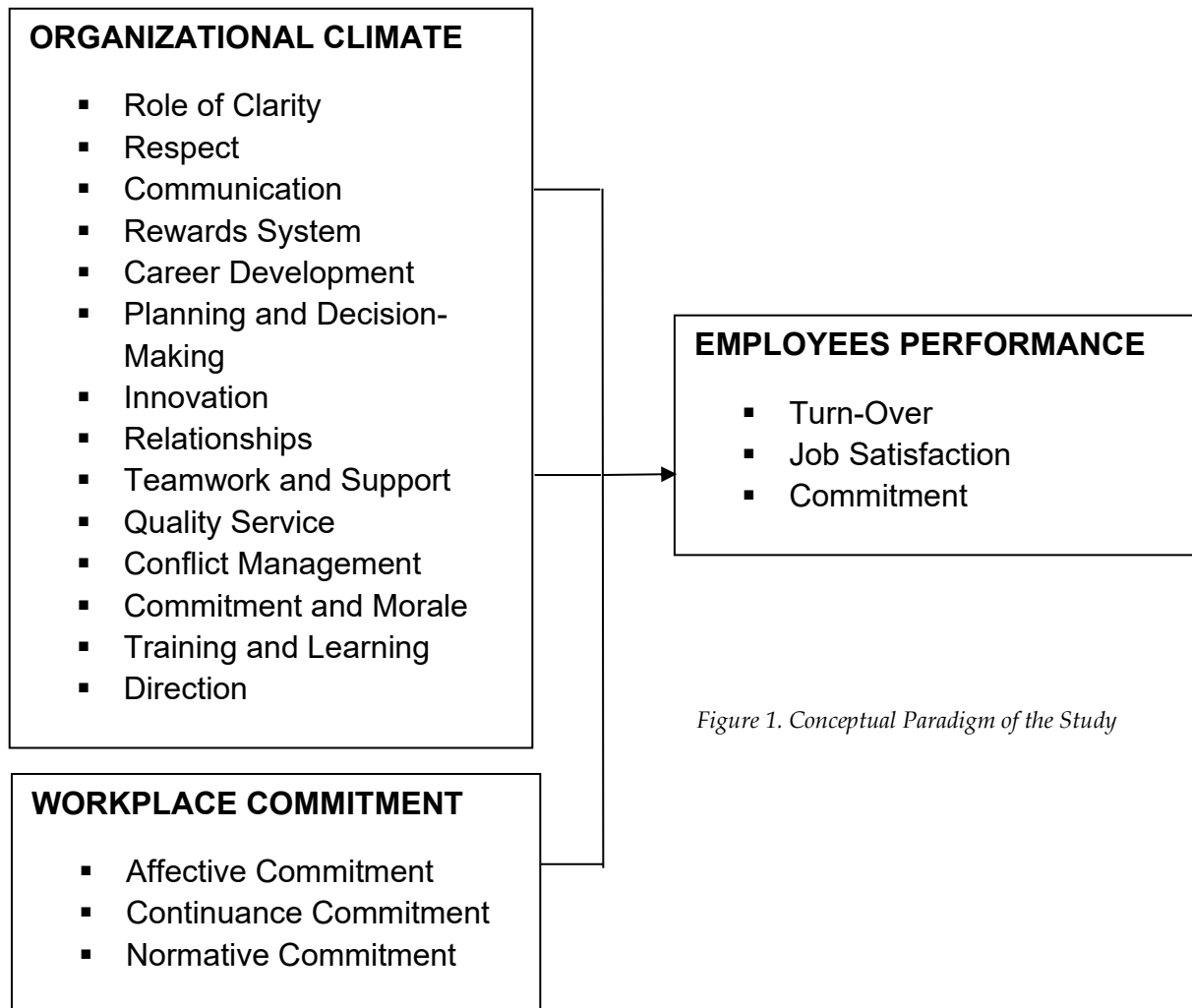


Figure 1. Conceptual Paradigm of the Study

Although there are several researches which is related to my study on organizational climate and workplace commitment. However, there is limited research examining their combined predictive factors on employee performance that needs to be explored on the effect of organizational climate and workplace commitment towards the employee's performance in higher education institution in local settings. Thus, this underscores the pressing need to investigate the effect of organizational climate and workplace commitment in the higher education institution in the locality as it is important to evaluate the behavioral motivations of the employees among higher education institution.

This research aimed to determine the predictive influence of organizational climate and workplace commitment on employee's performance. Especially, it sought to answer the following questions: first, describe the level of Organizational Climate in terms of Role of Clarity, Respect, Communication, Reward System, Career Development, Planning and Decision-Making, Innovation, Relationship, Teamwork and Support , Quality Service, Conflict Management, Commitment and Morale, Training and Learning and Direction; second determine the level of Workplace Commitment in terms of Affective Commitment, Continuance Commitment and Normative Commitment; third measure the level of Employees Performance in Tertiary Employees in terms of Turn-Over, Job Satisfaction and Commitment; fourth , to ascertain if there is a significant relationship between organizational Climate and Workplace Commitment on the tertiary employees performance in Tagum City; and lastly, to resolve if the Organizational Climate and Workplace Commitment predict the Employees Performance among Tertiary Employees in Tagum City.

Also, the following hypotheses were tested at 0.05 level of significance stating that: (1) there is no significant relationship between organizational climate and employee's performance in among tertiary employees in Tagum City; (2) there is no significant relationship between workplace commitment and employee's performance in among tertiary employees in Tagum City; and (3) Organization Climate and Workplace Commitment do not predict the Employees Performance among tertiary employees in Tagum City.

The study provides valuable insights for organization into how the work environment shapes employee behavior and how this behavior influences organizational outcomes and to understand the factors that drive employee performance and positive climate nurtures trust, cooperation, and motivation, while fostering a sense of belonging and commitment among employees (Zhenjing, Chrupradit, Ku Ky and Haffar, 2022, pp. 2-3). Several studies have examined the influence of organizational climate on employee performance, suggesting that a positive and supportive work environment can foster higher levels of employee engagement, motivation, and productivity (Carrillo, Redondo & Arbelaez, 2020, pp. 141).

This research can be beneficial to a number of stakeholders, notably organizational leaders, HR practitioners, Employees and Future Researchers. To understand the relationship of organizational climate and workplace commitment towards employee's performance so that the leaders of academe institution with actionable ideas that can be incorporated into their strategies for a more supportive, higher performing work environment and to help HR practitioners develop specific programs to improve the workforce engagement, loyalty and overall workplace satisfaction. Finally, since all these leads to better organizational climate and workplace commitment practices which in turn result in employee job satisfaction, work-life balance and career growth. Grouped together these benefits all contribute to a more united and higher performing organization.

Finally, this research will contribute to Sustainable Development Goal No. 09. to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. encourage organizations to invest in professional development, fair labor practices, and employee support systems.

II. METHODS

This chapter explains the methods used in the research to help the reader better understand how the study was conducted and developed. The methodology serves as the study's basis, directing data gathering and analysis. It guarantees that the research objectives are explored in a systematic and trustworthy manner. Thus, this chapter focuses on the research design, research respondents, research instruments, data gathering procedure, statistical treatment of data, and ethical considerations that were used to shape our analysis of employee motivation in the context of local government units.

III. Research Respondents

The respondents of the study were the current employees of a different tertiary school in Tagum City. The researcher determined the sample size using the online Raosoft Sample size calculator. In determining the number of respondents from the selected colleges and universities the researcher used the stratified random sampling technique. These methods aim to improve precision in population mean estimation (Kanwal, Syed, Tahir and Muhammad., 2024.Pp 2-3).

The sample per stratum was determined through ratio and proportion. This study has 250 respondents and the following details are: Company A, with 70 employees, had 29 respondents, Company B, with an estimated 140 employees, had 57 respondents, Company C, with an estimated 271 employees, had 123 respondents, Company D, with estimated 40 employees, had 16 respondents and Company E with estimated 60, had 25 respondents. The study was carried out at Tagum City's private higher education institutions.

IV. Materials and Instruments

The researcher modified and adopted the downloaded questionnaires of Natalie J. Allen and John P. Meyer (1993 appendix A) Organizational Commitment: The Case of Unrewarded Behavior, Adrian Furnham and Leonard D. Goodstein (1997, appendix) The Organizational Climate. And Lanja Hoshang Hamad (2018, appendix A) Questionnaire The impact of Quality of Work Life on Employees Job Performance.

In addition, the first indicator of the dependent variable, turnover, was subjected to reverse analysis to ensure that all items reflected a positive interpretation. The reliability of questionnaire was tested through pilot testing using Cronbach's Alpha, with a score of 0.972 Organizational Climate, 0.865 for Workplace Commitment and 0.946 for Employees Performance, all with very good internal consistency.

The researcher respondents were asked to rate the level of Organizational Climate, the level of Workplace Commitment and the level of Employees Performance. Responses were rated on a five-point Likert Scale: 5- Strongly Agree, 4-Agree, 3-Moderately Agree, 2-Disagree, 1-Strongly Disagree. The following means with its descriptions are 4.20- 5.00 or very High which means it is observed at all time; 3.40 – 4.19 or High, meaning it is observed most of the time; 2.60 – 3.39 or Moderate, reflecting sometimes observed; 1.80 – 2.59 or Low, meaning rarely observed; and 1.00- 1.79 or Very Low, which interpret never observed.

Design and Procedure

This study employed quantitative, non-experimental research utilizing descriptive correlational techniques. This technique was used to ensure that the variables of interest, being observable, could not be altered. It is imperative for the researcher to emphasize the need for researcher to consider alternative hypotheses to ensure a comprehensive assessment of factors and avoid making conclusive correlation claims without sufficient evidence (Singh, 2021, pp.147).

To gather the necessary data for the research, the following steps were considered: To confirm formal approval, the researcher must secure a certification from UMER, so that the researcher may request a certification and sought permission from the Dean of the Graduate School by asking them to sign the letter granting permission to conduct the study. Afterward, the researcher will be consulted the assigned statistician to verify and finalize the number of respondents needed for calculating Cronbach's alpha and to select participants for the study.

Subsequently, the approved letter and certification were provided to the human resource personnel of different selective academe institution, requesting permission to conduct the study. After receiving approval from different tertiary schools in their respective human resource personnel, the researcher personally administered the distribution of questionnaires to the respondents. Printed questionnaires were provided and the questions at their most convenient time and place.

Moreover, the researcher was personally briefed the respondents on the study's objectives and provided them with additional guidance on using the research instruments (questionnaire). Furthermore, the questionnaire included a qualifying question to validate and qualify respondents for the study within Tagum City. Then, the researcher was analyzed and interpreted the results the statistician gave the aid of the prescribed tools for treating them.

The data collected was interpreted using the following statistical tools: mean, Pearson correlational coefficient (Pearson-r), multiple regression and standard deviation. The mean was employed to describe the levels of organizational climate and workplace commitment on employee's performance among different tertiary schools in Tagum City. Pearson-r will be utilized to determine the significance of the relationship between the organizational climate and workplace commitment on employee's performance among different tertiary schools in Tagum City. Multiple regression to analyze the relationship between a dependent variable and multiple independent variables. Standard deviations will be a measurement that shows how spread-out data is from the mean.

Ethical Consideration

This study was conducted with full respect for ethical principles to protect participant rights and ensure the integrity of the research. Participation was entirely voluntary, with no coercion, and all respondents were fully informed about the study's purpose, procedures, risks, and benefits through a clear informed consent process. Recruitment was carried out transparently and fairly, ensuring equal opportunity for eligible participants. Risks to participants were minimized and carefully explained, while potential benefits included contributing to knowledge that could improve workplace practices.

The study adhered strictly to standards against plagiarism, fabrication, and falsification, maintaining academic honesty throughout. Authorship reflects actual contributions to the research to uphold credit and accountability.

Deceit or misleading practices were rigorously avoided. Data was collected, stored, and analyzed with transparency and integrity, and findings was reported honestly, acknowledging limitations and avoiding fabrication or misrepresentation.

The research was seeking approval from the appropriate ethics review, from University of Mindanao Ethics Review Committee (UMERC) prior to data collection, and all research activities were aligned with applicable laws, institutional policies, and professional guidelines. Any potential conflicts of interest were disclosed, and participant anonymity was preserved unless explicit permission is given to identify individuals.

Finally, the dissemination of results was conducted responsibly, with consideration given to potential societal impact and the rights of stakeholders.

V. RESULTS AND DISCUSSION

This section provides a summary and discussion of the results and findings obtained during the data collection process. Moreover, this intends to identify which indicators within the organizational climate and workplace commitment are the most significant predictors of employee's performance, which contribute to a better understanding of the specific elements that drive the employee's performance among tertiary employees in Tagum City.

Level of Organizational Climate

The overall mean of the level of organizational climate is 4.22 which is describe as Very high, suggests that, on average, participants have a positive perception of the overall environment within the organization. In other words, that employees generally feel satisfied with how the organization operates and how they experience their work environment. Total mean is a result of the indicators, which are role of clarity is 4.42, respect is 4.49, communication is 4.25, reward

system is 3.93, career development is 4.08, planning and decision-making is 4.19, innovation 4.29, relationship is 4.20, teamwork and support is 4.08, quality service is 4.31, conflict management is 4.08, commitment and morale is 4.26, training and learning is 4.24 and direction 4.32 respectively , as exhibited in Table 1. Among the following indicators, the highest mean received was Respect with a very high variation, there may be consistent behaviors of basic professional courtesy, but possibly a lack of stronger affirmations such as recognition, inclusion, or equitable treatment.

The Respect, with a 4.49 mean, suggests that while respect is perceived more positively than other aspects of the organizational climate as employees' experiences. The SD of 0.235 indicating a low level of variability in responses. This suggests that employees had relatively consistent perceptions of respect within the organization, showing general agreement on this aspect of the organizational climate.

Table 1.

Level of Organizational Climate

Indicators	Mean	SD	Descriptive Equivalent
Role of Clarity	4.42	0.506	Very High
Respect	4.49	0.235	Very High
Communication	4.25	0.577	Very High
Reward System	3.93	0.722	High
Career Development	4.08	0.664	High
Planning and Decision- Making	4.19	0.614	High
Innovation	4.29	0.621	Very High
Relationship	4.20	0.648	Very High
Teamwork and Support	4.08	0.533	High
Quality Service	4.31	0.649	Very High
Conflict Management	4.08	0.668	High
Commitment and Morale	4.26	0.605	Very High
Training and Learning	4.24	0.642	Very High
Direction	4.32	0.849	Very High
Overall	4.22	0.487	Very High

Confirming with (Kaviya and Balakrishnan,2025. Pp 4-5) in their research found, that creating a healthy workplace is not just something nice to aim for, but it is essential. When organizations make a real effort to build a positive environment, it not only boosts how well employees perform but also keeps them engaged and helps the company success. Meanwhile, the lowest mean rewards system, suggests that employees perceive the organization's methods of recognizing and rewarding their efforts as observed most of the time. That means, that the way rewards are currently handled are often to inspire employees or make them feel truly valued. Individual efforts often got noticed, and many people feel the system often as fair or transparent as it should be. As a result, this can lightly impact employee morale, job satisfaction, and overall engagement. Improving the reward system can be a critical area for the organization to focus on in order to foster a more positive work environment and enhance employee motivation and retention. According to (Figueiredo, Margaca and Garcia. 2025. Pp. 26-45) reward system influence employee behavior and organizational outcomes. Furthermore, another lowest mean of 4.08 was received by Conflict Management, suggests that conflict resolution behaviors are observed frequently, indicating effective management of workplace disagreements often of the time. Employees are likely demonstrating strong skills in addressing conflicts constructively, maintaining emotional control, and engaging in negotiation and mediation to find mutually acceptable solutions.

Level of Workplace Commitment

The overall mean of the level of Workplace Commitment is 3.79 which describe as high. suggests that, on average, employees demonstrate a reasonable but not strong level of dedication to their organization.

In Table 2, the overall mean is a result of the indicators which are Affective Commitment, Continuance Commitment and Normative Commitment, with a mean of 3.68, 3.82 and 3.90 respectively. This means that while most employees feel some sense of loyalty, involvement, and attachment to their workplace, there may still be room for improvement in fostering deeper commitment. The overall SD of 0.679 indicates, suggests that not everyone feels the same way. Some employees may feel highly committed and connected to the organization, while others may feel less engaged or uncertain about their long-term dedication.

Table 2.

Level of Workplace Commitment

Indicators	Mean	SD	Descriptive Equivalent
Affective Commitment	3.68	0.823	High
Continuance Commitment	3.82	0.823	High
Normative Commitment	3.90	0.730	High
Overall	3.79	0.679	High

Among the following indicators, the highest mean received was The Normative Commitment with a 3.90 mean suggests a relatively strong sense of obligation among employees to remain with their organization. Normative commitment reflects the feeling that staying with the company is the right or moral thing to do, often driven by loyalty, a sense of duty, or appreciation for the organization's support. That means, that employees are likely influenced by internalized values or norms about commitment, which can contribute to lower turnover and a stable workforce.

Affective commitment having the lowest mean of 3.68 among the indicators, suggests a moderate level of emotional attachment and identification employees have with their organization. Affective commitment means that employees choose to stay because they truly care about the company and feel a real, positive connection to it. This means, that the organization could do more to boost emotional connection with employees by building a supportive culture, appreciating their efforts, and encouraging strong, meaningful relationships. When employees feel more emotionally connected, they're likely to be more motivated, happier at work, and more willing to stay. (Modise, 2023. Pp. 15-20) says, empowering employees is vital for building workplace commitment, which then helps employees do their best work and keeps the organization thriving over the long run.

Level of Employees Performance

The overall mean indicators which are Turn-Over, job Satisfaction and Commitment with a mean of 3.96, 4.04 and 4.23 respectively It shows they are productive, effective, and making valuable contributions to the organization. The overall mean of 4.08 for Employees Performance which, descriptively High, suggest, that employees are doing a good job overall, often putting in extra effort and doing more than what's asked of them. This mean, the company's work environment, the way managers lead, and the motivation they provide are all doing a great job of helping employees perform at their best.

Table 3.

Level of Employees Performance

Indicators	Mean	SD	Descriptive Equivalent
Turn-Over	3.96	0.862	High
Job Satisfaction	4.04	0.848	High
Commitment	4.23	0.685	Very High
Overall	4.08	0.622	High

This highest mean among the indicators in Employees Performance is Commitment with a mean of 4.23, which descriptively Agree, suggest, that commitment is a key to strengthen the employees. Means, that employees really connect with their work and the company, feeling genuinely loyal and dedicated. In addition, the lowest mean indicator of employee's performance is Turn-Over with a mean of 3. 96, and has a descriptive equivalent of High, this study suggests that the organization should continue to foster the positive work environment and conditions that contribute to this stability. This means, the study showed that when employees work in a positive and supportive environment, they're more likely to stay committed to their jobs and less likely to want to leave. Because of this, it's important for the organization to keep nurturing these good conditions to help employees feel secure and satisfied. Simply because, the study emphasizes how much a caring workplace matters for keeping employees happy and loyal. (Thu Doan Ngoc Vuong and Loi Tan Nguyen ,2022. Pp 13-15), believes that effective performance evaluation systems should consider fair treatment, alignment with team goals, and individual employee to keep employees engaged and help them do better.

Relationship between Organizational Climate and Workplace Commitment to Employees Performance

Table 4 presents the significant relationship between Organizational Climate and Workplace Commitment to Employees Performance. The results show a p-value of 0.001 which is lower that the significance level of 0.05, revealing that the null hypothesis was rejected and indicating that the results are statistically significant. This means that there is enough evidence to reject the null hypothesis, which concludes that there is a significant relationship between Organizational Climate and Workplace Commitment and Employees Performance.

Organizational Climate and Workplace Commitment as Predictors of Employee's Performance

The r -value of 0.630 implies a strong correlation between Organizational Climate and Employees Performance, this means, that generally, as the organizational climate improves, employee performance tends to improve as well. The relationship is not perfectly strong, but it is meaningful enough to suggest that a better workplace environment has a noticeable influence on how well employees perform their jobs. In other words, a positive organizational climate is fairly linked to higher employee performance.

Table 4.

Significance on Relationship between Organizational Climate and Workplace Commitment to Employees Performance

Independent Variable	Dependent Variable	r- value	R ²	P-value	Decision
Organizational Climate	Employees Performance	0.630	0.396	0.001	Reject HO
Workplace Commitment		0.529	0.28	0.001	Reject HO
*p<0.05					

Moreover, the data shows that the 0.529 r -value and 0.28 r -squared or 28% of the workplace commitment among tertiary employees in Tagum City, see how well employees perform can be partly understood by how committed they feel to their workplace. Such findings align with research, that shows employee commitment contributes significantly to better performance but also highlights the need to consider additional organizational and individual factors influencing performance.

Regression Analysis on the Influence of Organizational Climate and Workplace Commitment to Employees Performance

In the table 5, this displayed the Regression Analysis on the Influence of Organizational Climate and Workplace Commitment to Employees performance revealed and F-ratio of 96.219 and p -value of 0.001 for the dependent variable the F-ratio of 96.219 indicates that the overall regression model is good fit for the data. It tests whether the model as a whole, both organizational climate and workplace commitment, significantly predicts employee's performance. The p -value of 0.001 is well below the 0.05 threshold, meaning the results is statistically significant, leading to the rejection of the null hypothesis, confirming that at least of the independent variables has a statistically significant impact employees' performance.

These figures indicate that the null hypotheses are rejected as the p -values are below the significance level of 0.05, and both the level of organizational climate and workplace commitment forecast the employee's performance of tertiary employees in Tagum City. Likewise, the R -value of the dependent variable which is 0.662 suggest that both independent variables positively influence employee's performance. this reflects a strong positive multiple correlation between the two predictors, organizational climate and workplace commitment, and the outcome variable, which is employee's performance. This suggest that both predictors are positively associated employees' performance.

In addition, the parameter Organization Climate is .597 means that the organization climate increases by 0.597 units as employees' performance by one unit. The second parameter, workplace commitment is .359 means that the workplace commitment increases by 0.359 unit as employee's performance by one unit.

Table 5.

Regression Analysis on the Influence of Organizational Climate and Workplace Commitment to Employees Performance

Independent variable	Unstandardized coefficients		Standardized coefficients Beta	t-Value	p-Value	Decision
	B	SE				
(Constant)	.188	2.95				
Organizational Climate	.597	0.079	.418	7.550	0.001	Reject HO
Workplace Commitment	.359	.058	.343	6.197	0.001	Reject HO
Dependent Variable: Employee Performance						
R= 0.662			R ² =0.438			
F-ratio = 96.219			p-value= 0.001			

The r-squared value of 0.438 or 44% proves that the organizational climate and workplace commitment rationalize the variation of the employee's performance. This is a high explanatory power, implying that these two factors are very influential in determining the employee's performance. The remaining 0.562 or 56% in the adjusted r-squared represents other factors that can influence the employee's performance of Tertiary employees in Tagum City, which can be answered by further research.

VI. CONCLUSIONS AND RECOMMENDATIONS

The study findings and suggestions are provided in this section. The following are the conclusion of the researcher based on the findings of the study:

First, the level of Organizational Climate of Tertiary Employees in Tagum City has a Very High variation, meaning that the organizational climate is observed at all times. This resulted from assessing the role of clarity, respect, communication, reward system, career development, planning and decision-making, innovation, relationships, teamwork and support, quality service, conflict management, commitment and morale, training and learning and direction which signified a Very High observance of organization climate, except for rewards system, career development, planning and decision-making, teamwork and support and conflict management, which implicates a high mean or the organizational climate to rewards system, career development, planning and decision-making, teamwork and support and conflict management observed most of the time.

The Organizational Climate results indicate a generally positive and favorable work environment. This suggests that employees perceive the organizational climate as supportive, motivating, and conducive to their performance. A strong organizational climate like this likely contributes to enhanced employee morale, satisfaction, and productivity, thereby improving overall employee performance. That's why creating and nurturing a positive work environment is so important it helps employees stay motivated and perform at their best, which ultimately leads to the success of organizations in Tagum City's tertiary institution. The overall SD of 0.487 indicates that the employees' perceptions of the work environment are relatively consistent, suggests that most employees have similar views about the organizational climate, with only moderate variation in their responses. In other words, there is general agreement among employees about the quality of the organizational climate in the workplace.

Meanwhile, the overall mean level of workplace commitment is described as high or workplace commitment is observed most of the time. This was the result from looking at its different indicators: Affective Commitment, Continuous Commitment and Normative Commitment. Three of these received high variation, which shows that employees generally feel a fairly strong sense of commitment overall, suggest that employees are not only emotionally attached but also practically and ethically invested in the organization, leading to greater retention, engagement, and overall organizational stability.

Lastly, the Employees Performance of Tertiary Institution in Tagum City is considered High or the employees' performance is observed most of the time. The three indicators: Turn-over, Job Satisfaction and Commitment each received a high variation, reflecting strong levels across all areas. Turn-over indicates a high variation of employee departures, which may signal challenges in retaining staff unless this is framed positively in a specific context. While the job satisfaction and Commitment suggest, employees are very satisfied with their job roles, work environment, and overall workplace experience, demonstrate strong dedication and loyalty to the organization, contributing to consistent performance and reduced absenteeism which generally leads to increased motivation and productivity.

Based on the study results, it is recommended to establish and enhance a well-designed reward system as it is essential for motivating employees, boosting engagement, and driving organizational success, the reward system must align with company goals and be a balanced mix of monetary incentives, such as bonuses and salary increases and meaningful non-monetary rewards like recognition, career development, and flexible work options. Additionally, reviewing the system ensures it stays relevant and effective in promoting high performance and a positive workplace culture.

A strong recommendation for career development and teamwork support to create an environment where employees are encouraged to actively assess and build their skills, set clear career goals, and receive guidance through training and mentorship programs. Organizations should promote cross-functional teamwork to enhance collaboration, broaden skill sets, and foster innovation by providing career development workshops, learning opportunities, and regular feedback helps employees grow professionally and feel more connected to their work and colleagues. Supporting teamwork and career growth not only boosts individual performance but also strengthens the overall organizational climate and commitment.

A helpful recommendation for planning, decision-making, and conflict management is to establish clear processes that involve the right people at the right time, ensuring that decisions align with the organization's goals and

values, by encouraging open communication and constructive debates to explore different perspectives and promote better choices. In addition, the management should clearly defined roles and responsibilities to enhance accountability and efficiency. Moreover, conflict management, adopt strategies that focus on collaboration, active listening, and finding mutually beneficial solutions, turning conflicts into opportunities for growth and improved teamwork by fostering a culture where planning, decision-making, and conflict resolution are handled thoughtfully and inclusively, organizations can drive better outcomes and maintain a harmonious work environment.

An important recommendation for affective commitment is to the strengthen the emotional connection of employees to feel toward their organization. This emotional bond leads them to be more engaged, motivated, and willing to go the extra mile. To foster affective commitment, organizations should create a supportive work environment that values employees, promotes inclusive leadership, offers opportunities for growth, and recognizes employee contributions by building this strong emotional attachment it helps to reduce turnover and drives overall employee performance and loyalty.

Additionally, enhancing normative commitment is to foster a workplace culture where employees feel a strong sense of moral obligation and loyalty toward the organization. This can be achieved by investing in employee development programs, such as training and mentoring, which show that the organization values and supports its people. Creating an inclusive and cohesive environment where teamwork and mutual support are emphasized helps build a sense of responsibility toward colleagues and the company. In addition, recognizing employees' contributions and communicating the meaningful impact of their work can strengthen their feeling of duty to stay and contribute positively. These efforts promote a deeper commitment based on a shared sense of loyalty and ethical responsibility. Furthermore, continuance commitment must develop strategies that help employees recognize the value and benefits of staying with the organization, this includes offering competitive compensation and comprehensive benefits, creating clear career development pathways, and fostering a supportive work environment so that, employees perceive the cost of leaving as high, which encourages them to remain with the company. However, it is essential to balance continuance commitment with emotional and normative commitment to avoid disengagement or reduced job satisfaction.

Another recommendation for turnover, which is explained in instrument section, to keep employees feel supported and work in a positive environment, they're more likely to stay dedicated and less likely to think about leaving. That's why it's so important for the organization to keep building and maintaining these good conditions, so employees feel safe, appreciated, and happy. Finally, build stronger employee commitment by fostering loyalty and a true emotional connection to the organization. This happens through open and honest communication, offering chances for learning and growth and employees trust.

Finally, to the future research's to investigating the role of managerial practices, including consistency, recognition systems, and participative decision-making, could provide actionable insights on enhancing employee commitment and performance across different industries or sectors.

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