RESILIENCE AND ORGANIZATIONAL COMMITMENT AMONG HEALTHCARE WORKERS IN LAGUNA MEDICAL CENTER: BASIS FOR ENHANCEMENT PROGRAM

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Abstract

The main thrust of this study was to determine the significant *impact of healthcare workers'* resilience level on the organizational commitment level of Laguna Medical Center (LMC). The descriptive-correlational research design was used to determine the resilience level of healthcare workers at Laguna Medical Center (LMC) in terms of personal competence, social competence, family coherence, social support, and personal structure. A survey questionnaire was used to gather data from 469 respondents of the study who were chosen by using the stratified random sampling technique. The mean, Pearson Product Moment Correlation, and multiple regression analysis were used to interpret and analyze the data gathered.

The study revealed that the level of resilience of healthcare workers in all variables used were very high except in terms of social competence which was high. The study also revealed that the level of organizational commitment of healthcare workers in all variables used were high in terms of affective commitment, continuance commitment, and normative commitment. The null hypothesis was rejected thus, a *significant relationship existed between the healthcare workers' level of resilience and level of organiz*ation commitment on all the variables used. The resilience level of the healthcare workers on the organizational commitment as to personal competence had an impact on their affective commitment thus the null hypothesis was rejected. On the other hand, personal competence had no impact on continuance and normative commitment thus the hypothesis was rejected. The organizational commitment of the healthcare workers may also be enhanced, The LMC may provide good benefits, professional growth, and equal promotion opportunities for every healthcare worker.

Keywords: Resilience, Resilience Scale, Organizational Commitment

INTRODUCTION

Public administration has to cope with the constant changes which affect today's society and continue to ensure citizens' well-being. Consequently, public institutions should strengthen their capacity to manage the unforeseen, namely, to become resilient to different types of shocks. The medical crisis that is threatening the social and economic systems of countries as a result of the coronavirus pandemic is a big shock for many stakeholders, including government officials (OECD, 2020; International Monetary Fund, 2020). In reality, public institutions are confronted with two significant shocks to which they must respond simultaneously: the issues confronting national medical systems and the ensuing economic crisis. The government must deal with the repercussions of the coronavirus epidemic while also implementing policies that will allow economies to recover from this significant shock. This situation necessitates flexibility and a strong ability to adjust quickly in order to minimize the impact and repercussions as much as feasible (Profiroiu & Nastaca, 2021).

As it is, health is regarded as a state of complete physical, mental, social, and spiritual well-being that includes following daily instructions and taking disease-prevention measures to maintain the body as healthy as possible. Many people are impacted, but their health allows them to resist them, and thereby, they attain physical fitness, feel at ease, and go about their daily lives as usual.

In addition, health care plays an important part in promoting its value in humans. Medical professionals and clinical researchers have expressed concerns regarding the effectiveness and appropriateness of many existing and new medical practices, despite the fact that modern medicine serves a huge number of people. For example, the evidence supporting the efficacy of many of these procedures is frequently dubious and, in many cases, completely nonexistent.

When COVID-19 strikes, a sufficient supply of nurses with the right abilities is critical to mounting a quick and compelling reaction to a pandemic. It creates a big shortage of skilled nurses and other medical staffs that will serve as a front liner on the crucial time of medical emergencies. Hospitals reconfigure units to oblige critically ill patients while diminishing and, in some cases, taking out elective techniques and other routine confirmations. In many countries, calls went out to non-practicing nurses to return to the workforce.

As such, it is important to determine the organizational commitment of nurses as this is considered as an emotional and psychological reliance on the organization, A committed employee/nurse for this matter who is strongly committed and involves in work situation could contribute more to the work setting. In addition, resilience, which is explained and described as the capacity to rapidly recover from difficulties and struggles, can perform at their best during crucial and challenging times. These two can be recognized as the adhesive that provides a vital bond between people and organizational goals (Keyvanlo, 2019).

In connection with these, the ongoing demands Labrague and de los Santos (2021) said that nurses were among the health professionals that were confronted with burnout. In the United States, almost half (49.6%) the of the health care workers, including nurses, 56.1 per cent of workers identified being ill as a result of their jobs, and the same missed work due to illness (Lu, 2021). Moreover, during the pandemic's second wave, 38.5 percent healthcare nurses had average to huge compassion fatigue.

With this in mind, the researcher wanted to learn more about the resilience of healthcare workers in Laguna Medical Center, as well as the link between resilience and organizational commitment, because resilience and organizational commitment reduce the negative impact on frontline nurses' job fulfilment, turnover intention, and quality of health care in their assigned place. In addition, resilience-promoting treatments may improve nurse work satisfaction and retention, as well as the standard of healthcare service given in their units. This study also aimed to serve as a foundation for building enhancement programs to help nurses develop resilience and organizational commitment in these tough times.

METHODS

The researcher used the Descriptive-Correlational design with quantitative as approach. While descriptive research might use a range of variables, just one is required to conduct the study. The three basic goals of descriptive investigations are to describe, explain, and validate study findings.

The data was gathered from Laguna Medical Center. The researcher will conduct the study in Sta. Cruz Laguna due to the limited accessibility of the respondents. Laguna Medical Center is a Level II hospital, owned and operated by the Provincial Government of Laguna, is a licensed hospital under the Department of Health (DOH), and is an accredited healthcare institution by the Philippine Health Insurance Corporation (PhilHealth).

The respondents of the study are the healthcare workers from Laguna Medical Center. The respondents will be chosen regardless of age, gender, marital, and economic status. The healthcare workers may be directly holding plantilla positions as Permanent, Contractual, Casual, Contract of Service, and Job Order and are working as Medical Practitioners, under Medical Services, the Ancillary Services, the Nursing

Services, and the administrative services.

The source of the questionnaires that were used in quantitative research was Resilience Scale for Adults and the Organizational Commitment questionnaire in relation to Organizational Commitment. The researcher used a standardized questionnaire as an instrument of the study. The standardized research questionnaire can be categorized as a personal competence questionnaire, social competence questionnaire, family coherence questionnaire, social support questionnaire, and personal structure questionnaire for independent variable, on the other hand, the dependent variable questionnaire will be categorized as affective commitment questionnaire, continuance commitment questionnaire and normative commitment questionnaire.

The statistical treatments employed were the Mean to describe the level of resilience among healthcare workers at Laguna Medical Center in terms Resilience Scale for Adults, and Pearson Product Moment Correlation to show relationship between the level of resilience of healthcare workers and organizational commitment. The five-point Likert scale was used for further interpretation of the results.

RESULTS AND DISCUSSION
The discussion follows the order in which the problem statements were presented
Table 1.1

Level of Resilience of Healthcare Workers in terms of Personal Competence

	Indicators	Mean	Verbal Interpretation
1	I believe in my own abilities.	4.64	SA/VH
2	Believing in myself helps me to overcome difficult times.	4.55	SA/VH
3	I know that I succeed if I carry on.	4.59	SA/VH
4	I know how to reach my goals.	4.51	SA/VH
5	No matter what happens I always find a solution.	4.45	SA/VH
6	I am comfortable together with other persons.	4.22	SA/VH
7	My future feels promising.	4.35	SA/VH
8	I know that I can solve my personal problems.	4.45	SA/VH
9	I am pleased with myself.	4.34	SA/VH
10	I have realistic plans for the future.	4.45	SA/VH
11	I completely trust my judgements and decisions.	4.38	SA/VH
12	At hard times I know that better times will come.	4.59	SA/VH
	Composite Mean	**4.46**	**SA/VERY HIGH**

Legend:
5 - 4.20 – 5.00 Strongly Agree/Very High   4-3.40 – 4.19 Agree/High   3-2.60 – 3.39 Moderately Agree/Moderately High
2 -1.80 – 2.59 Disagree/Low   1-1.00 – 1.79 Strongly Disagree/Very Low

As shown in Table 1.1, the Level of Resilience of healthcare workers in Terms of Personal Competence obtained a composite mean of **4.46** interpreted as **Very High.** Indicator number 1, stating that "I believe in my own abilities" got the highest mean of **4.64** interpreted as **Very High**. Meanwhile, indicator number 6, which states that "I am comfortable together with other persons" attained the lowest mean of 4.22 interpreted as **Very High** also.

It implies that most of the resilience levels of healthcare workers from Laguna Medical Center (LMC) in terms of personal competence are very high since the nurses and healthcare workers are confident

enough with their skills which will enable them to perform their tasks efficiently and effectively. This also implies that the healthcare providers are given enough training and have competent mentors in the work field. Likewise, most of the healthcare worker–respondents from LMC strongly agree that all indicators about the personal competence as resilience of healthcare workers from 1 to 12 are very high.

The result is in line with the study of McAllister and McKinnon (as cited in Low, et al. (2019) entitled "Social Support and Resilience to Stress" stated that the development of resilience in health professionals began with training and practice, even during the undergraduate program. Furthermore, general intelligence, pliability, positive identity, esteem support, coping strategies, spiritual connection, and finding meaning in difficulty can all be learned and enhanced through educational learning. It should also provide an opportunity for practitioners to imitate on and learn from one another's work. Furthermore, seasoned professionals should assist those joining the health professions to set a positive example, mentor, lead, coach, and motivate others.

1.2 Social Competence
Table 1.2
Level of Resilience of Healthcare Workers in terms of Social Competence

	Indicators	Mean	Verbal Interpretation
1	I am good getting in touch with new people.	4.18	A/H
2	I easily established new friendships.	4.18	A/H
3	It is easy for me to think of good conversational topics.	4.00	A/H
4	I easily adjust to new social milieus.	4.02	A/H
5	It is easy for me to make other people laugh.	3.96	A/H
6	I enjoy being with other people.	4.10	A/H
7	I know how to start a conversation.	4.03	A/H
8	I easily laugh.	4.26	SA/VH
9	It is important for me to be flexible in social circumstances.	4.23	SA/VH
10	I experience good relations with both men and women.	4.15	A/H
	Composite Mean	**4.11**	**A/HIGH**

Legend:
5 - 4.20 – 5.00 Strongly Agree/Very High   4-3.40 – 4.19 Agree/High   3-2.60 – 3.39 Moderately Agree/Moderately High
2 -1.80 – 2.59 Disagree/Low   1-1.00 – 1.79 Strongly Disagree/Very Low

Table 1.2 shows the resilience level of healthcare workers at LMC in terms of social competence. It had a composite mean of **4.11** interpreted as **High**. Indicator number 8 which states that "I easily laugh" achieved the highest mean of **4.26** interpreted as **Very High**, meanwhile, indicator number 5 stating that "It is easy for me to make other people laugh" attained the lowest mean of **3.96** interpreted as **High**.

The result implies that nurses in the hospitals have high social competence which means that they are able to communicate and collaborate with co-workers. It also implies that the nurses have good communication skills and that they are trained well to transfer information clearly and effectively.

This is in line with the study conducted by Rilveria (2018) "Healthcare Workers: Work Stress & Mental Health" healthcare workers had cheerful personalities and can laugh easily even with adversity. Healthcare workers at Laguna Medical Center can easily laugh. It indicates that these healthcare workers, when stressed, can work efficiently and communicate with co-workers and patients effectively - trying to be happy.

Table 1.3

Level of Resilience of Healthcare Workers in terms of Family Coherence

	Indicators	Mean	Verbal Interpretation
1	There is strong bond in my family.	4.65	SA/VH
2	I enjoy being with my family.	4.71	SA/VH
3	In our family we are loyal towards each other.	4.64	SA/VH
4	My family we enjoy finding common activities.	4.53	SA/VH
5	Even at difficult times my family keeps a positive outlook on the future.	4.60	SA/VH
6	In my family we have a common understanding of what's important in life.	4.57	SA/VH
7	There are few conflicts in my family.	3.99	A/H
	Composite Mean	**4.53**	**SA/VERY HIGH**

Legend:
5 - 4.20 – 5.00 Strongly Agree/Very High   4-3.40 – 4.19 Agree/High   3-2.60 – 3.39 Moderately Agree/Moderately High
2 -1.80 – 2.59 Disagree/Low   1-1.00 – 1.79 Strongly Disagree/Very Low

The result implies that the respondents have a good relationship with family members. This may imply that work stress does not affect the family relationship or that the health care providers have a support system that helps them to cope with work-related stress and be resilient at work.

This is in line with the study of Cheng, et al. (2018), they explained that work and family were two core parts of everyday life. In addition to fulfilling traditional family roles, nurses undertook high-frequency night shifts or irregular shifts, manage a high and intense workload and work-associated risks, and assume vital care-related responsibilities. When work and family role requirements were incompatible, work-family conflicts often result. Work-family conflict was labeled as a kind of clashing expectation that took place when the burdens associated with work and family became challenging to balance. The two directions of conflict were work to family, which occured when difficulties at work affect the ability to fulfill duties at home, and family to work, which occurred when problems at home affected the ability to perform duties at work.

Table 1.4

Level of Resilience of Healthcare Workers in terms of Social Support

	Indicators	Mean	Verbal Interpretation
1	I have some close friends/family members who really care about me.	4.53	SA/VH
2	I have some friends/family members who back me up.	4.45	SA/VH

3	I always have someone who can help me when needed.	4.46	SA/VH
4	I have some close friend/family members who are good at encouraging me.	4.45	SA/VH
5	I am quickly notified if some family members get into a crisis.	4.35	SA/VH
6	I can discuss personal matters with friends/family members.	4.26	SA/VH
7	I have some close friends/family members who value my abilities.	4.38	SA/VH
8	I regularly keep in touch with my family.	4.43	SA/VH
9	There are strong bonds between my friends.	4.37	SA/VH
	Composite Mean	**4.41**	**SA/VERY HIGH**

Legend:
5 - 4.20 – 5.00 Strongly Agree/Very High   4-3.40 – 4.19 Agree/High   3-2.60 – 3.39 Moderately Agree/Moderately High
2 -1.80 – 2.59 Disagree/Low   1-1.00 – 1.79 Strongly Disagree/Very Low

The result implies that nurses in LMC have tremendous social support. They feel that they are secure and safe with the group and community they belong. There is a presence of trusted people either family or friends that they feel safe being around. The findings may indicate that the nurses are happy and confident with the people surrounding them.

The findings were in line with a study by to Zhang (2020) on the Impact of the COVID-19 Pandemic on mental health and quality of life among residents in Liaoning province, China: a cross-sectional study, social support especially from close friends and family during COVID-19 pandemic played a part in helping the individual feel sustained and share the emotions they felt towards the extreme events which individual was experiencing.

Also, Feng and Ying's (2021) study "Social Support and Hope Mediate the Relationship between Gratitude and Depression Among Front-Line Medical Depression Among Front-Line Medical Staff During the Pandemic of COVID" stated that people feel loved and cared for when they uplifted others and focused on the benefits they obtained from social resources, according to the study; hence, social relationships may provide support in times of need.

1.5 Personal Structure
Table 1.5

Level of Resilience of Healthcare Workers in terms of Personal Structure

	Indicators	**Mean**	**Verbal Interpretation**
1	Rules regular routines make my daily life easier.	4.28	SA/VH
2	I keep up my daily routines even at difficult times.	4.19	A/H
3	I prefer to plan my actions.	4.29	SA/VH
4	I work best when I reach for goal.	4.38	SA/VH
5	I am good at organizing my time.	4.18	A/H
	Composite Mean	**4.26**	**SA/VERY HIGH**

Legend:
5 - 4.20 – 5.00 Strongly Agree/Very High   4-3.40 – 4.19 Agree/High   3-2.60 – 3.39 Moderately

Agree/Moderately High

2 -1.80 – 2.59 Disagree/Low   1-1.00 – 1.79 Strongly Disagree/Very Low

Table 1.5 shows the resilience level of healthcare workers at LMC in terms of personal structure. It obtained a composite mean of **4.26** interpreted as **Very High**. It appeared that indicator number 4 stating that "I work best when I reach for goal" achieved the highest mean of **4.38** interpreted as **Very High**, while indicator number 5 which states that "I am good at organizing my time" got the lowest mean of **4.18** interpreted as **High**.

The findings imply that nurses in LMC are organized and know what to do ahead of time. This may be a result of routine work and bedside care in the hospital. They feel effective at work by planning ahead of time. As working as a heathcare provider, changes are inevitable, and planning the course of action can be beneficial for the nurses and patients.

As such, Ojo, et al. (2021) study, it stated that personal resources improved employees' self-perceived hopeful attributes and strengths, often through the development of self-efficacy, resilience, or optimism. Employees with a lot of personal resources were required to assess their ability to complete job demands quickly, trust in positive outcomes, and be able to meet their requirements by actively participating in their organizational roles. In addition, employees' traits and individual skills developed from daily routines helped people endure stressed circumstances to attain expected objectives or attain additional resources. Likewise, in the same study personal resources were composed of distinctive traits like a sense of independence, self-efficacy, and optimism as composure of their personality structure.

Problem Number 2: What is the level of healthcare workers' organizational commitment in Laguna Medical Center in terms of:

2.1 Affective Commitment
Table 2.1

Level of Resilience of Healthcare Workers in terms of Affective Commitment

	Indicators	Mean	Verbal Interpretation
1	I would be very happy to spend the rest of my career in this organization.	4.04	A/H
2	I really feel as if this organization problems are my own.	3.82	A/H
3	I feel like 'part of my family' at this organization.	4.07	A/H
4	I feel emotionally attached' to this organization.	3.88	A/H
5	This organization has a great deal of personal meaning for me.	4.00	A/H
6	I feel a strong sense of belonging to this organization.	4.00	A/H
	Composite Mean	**3.97**	**A/HIGH**

Legend:
5 - 4.20 – 5.00 Strongly Agree/Very High   4-3.40 – 4.19 Agree/High   3-2.60 – 3.39 Moderately Agree/Moderately High
2 -1.80 – 2.59 Disagree/Low   1-1.00 – 1.79 Strongly Disagree/Very Low

Table 2.1 shows the level of healthcare workers' organizational commitment in Laguna Medical Center in terms of affective commitment. It obtained a composite mean of **3.97** interpreted as **High**. Indicator

number 3 stating that "I feel like 'part of my family' at this organization" received the highest mean of **4.07** interpreted as **High**. On the other hand, In indicator number 2 which states that "I really feel as if this organization problem are my own" earned the lowest mean of **3.82** interpreted as **High**.

The result implies that the nurses in LMC feel that they are really a part of the organization. They feel accepted and acknowledged by the organization. This also implies that LMC is taking care of their employees as respondents feel loved and taken care of by the institution.

The result is in line with the study conducted by Meyer and Allen (1991 as cited in Gorgulu, & Akilli, 2017) revealed that nurses in most hospitals in the United States wanted to stay at their organizations and had a high level on how they feel affection for their organizations. Employees were affectively devoted to their company, which implies that they wanted to stay there, were involved in the organization's goals, believed that the organization's issues and successes were their own, and were happy with their work. The study also found that nurses during the pandemic were willing to put extra effort in providing care for the patients. Affective commitment, according to some experts, can mitigate the harmful effects of work pressures on employee health and well-being. Others, on the other hand, believed that devoted employees were more likely to have negative reactions to such circumstances than less committed employees.

2.2 Continuance Commitment

Table 2.2

Level of Resilience of Healthcare Workers in terms of Continuance Commitment

	Indicators	Mean	Verbal Interpretation
1	It would be very hard for me to leave my job at this organization right now even if I wanted to.	3.93	A/H
2	Too much of my life would be disrupted if I leave my organization.	3.68	A/H
3	Right now, staying with my job at this organization is a matter of necessity as much as desire.	3.88	A/H
4	I believe I have too few options to consider leaving this organization.	3.77	A/H
5	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	3.72	A/H
6	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	3.78	A/H
	Composite Mean	**3.79**	**A/HIGH**

Legend:
5 - 4.20 – 5.00 Strongly Agree/Very High   4-3.40 – 4.19 Agree/High   3-2.60 – 3.39 Moderately Agree/Moderately High
2 -1.80 – 2.59 Disagree/Low   1-1.00 – 1.79 Strongly Disagree/Very Low

Table 2.2 shows the level of healthcare workers' organizational commitment in Laguna Medical Center in terms of continuance commitment. It obtained a composite mean of **3.79** interpreted as **High**. Indicator number 1 stating that "It would be very hard for me to leave my job at this organization right now even if I wanted to" yielded the highest mean of **3.93** interpreted as **High** while indicator number 2 which states that "Too much of my life would be disrupted if I leave my organization" achieved the lowest mean of **3.68** interpreted as High.

The result implies that although they feel loved and part of the organization, working as a nurse and being in the organization for so long makes it harder to change career path. As the practice has been a part of their life and daily routine, they tend to master the daily routine.

This is in accordance with the study of Asrar-ul-Haq et al. (as cited in Soriano & Castanano, 2020), involved a person's seeming need to stay with an organization since leaving would be costly. They made mentioned that continuance commitment was the need to be with the institution due to the costs (term of office, compensation, benefits, retirement pensions, and family obligations, among other things) associated with leaving. Furthermore, employees were devoted to their business since they shared the same views and values and would prefer to stay in order to contribute to the company. They also discovered that employees' perceptions of the management business' organizational support had a favorable and significant impact on their devotion to the company.

Table 2.3

Level of Organizational Commitment of Healthcare Workers in terms of Normative Commitment

	Indicators	Mean	Verbal Interpretation
1	I do not feel any obligation to remain with my organization (External).	3.38	A/H
2	Even if it were to my advantage, I do not feel it would be right to leave.	3.72	A/H
3	I would feel guilty if I left this organization now.	3.76	A/H
4	This organization deserves my loyalty.	3.98	A/H
5	I would not leave my organization right now because of my sense of obligation to it.	3.94	A/H
6	I owe a great deal to this organization.	4.01	A/H
	Composite Mean	**3.80**	**A/HIGH**

Legend:
5 - 4.20 – 5.00 Strongly Agree/Very High   4-3.40 – 4.19 Agree/High   3-2.60 – 3.39 Moderately Agree/Moderately High
2 -1.80 – 2.59 Disagree/Low   1-1.00 – 1.79 Strongly Disagree/Very Low

The result implies that nurses in LMC have ethical commitments toward the association since participation is seen as "the correct thing to do".

According to the study by Fabiene and Kachchhap (2017), healthcare and other industries, organizational commitment, particularly normative commitment, had a favorable link with employee performance. In other words, employees who felt a feeling of obligation and devotion to their employers tended to perform better. As a result, a lack of commitment among employees increased their desire or action to depart, lowering overall organizational performance.

Problem Number 3: Is there any significant relationship between the healthcare worker's level of resilience and the level of organizational commitment at LMC?

Table 3

Significant Relationship between the Level of Resilience and the Level of Organizational Commitment

Variables	Pearson r	Verbal Interpretation	T-Test		Remarks	Decision
			Computed	Tabular		
Personal Competence and Affective Commitment	0.390	Small Correlation	7.433	1.96	With Significant Relationship	Reject Ho
Personal Competence and Continuance Commitment	0.256	Small Correlation	4.648	1.96	With Significant Relationship	Reject Ho
Personal Competence and Normative Commitment	0.290	Small Correlation	5.318	1.96	With Significant Relationship	Reject Ho
Social Competence and Affective Commitment	0.381	Small Correlation	7.232	1.96	With Significant Relationship	Reject Ho
Social Competence and Continuance Commitment	0.317	Small Correlation	5.866	1.96	With Significant Relationship	Reject Ho
Social Competence and Normative Commitment	0.305	Small Correlation	5.621	1.96	With Significant Relationship	Reject Ho
Family Coherence and Affective Commitment	0.326	Small Correlation	6.052	1.96	With Significant Relationship	Reject Ho
Family Coherence and Continuance Commitment	0.287	Small Correlation	5.258	1.96	With Significant Relationship	Reject Ho
Family Coherence and Normative Commitment	0.248	Small Correlation	4.493	1.96	With Significant Relationship	Reject Ho
Social Support and Affective Commitment	0.331	Small Correlation	6.156	1.96	With Significant Relationship	Reject Ho
Social Support and Continuance Commitment	0.237	Small Correlation	4.281	1.96	With Significant Relationship	Reject Ho
Social Support and Normative Commitment	0.242	Small Correlation	4.377	1.96	With Significant Relationship	Reject Ho
Personal Structure and Affective Commitment	0.296	Small Correlation	5.438	1.96	With Significant Relationship	Reject Ho
Personal Structure and Continuance Commitment	0.255	Small Correlation	4.628	1.96	With Significant Relationship	Reject Ho

Personal Structure and Normative Commitment	0.266	Small Correlation	4.843	1.96	With Significant Relationship	Reject Ho

N = 310

It implies that affective commitment is determined by 'an employee's personal choice to remain committed to the organization via some emotional identification with the organization.

According to Gregor-Planer's (2019) research, employees who felt supported by their organization were braced to "pay it forward" to the business and hence desired to connect with it. As a result, the entire organization, as well as each management, should back each employee. If the employee perceived this support, he or she will grow more attached to the company. He or she will provide more of their social resources, including citizenship behavior.

As to Personal Competence and Continuance Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.256, since the computed t-test value of 4.648 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

In the study made by Damarsari et al. (2021) revealed that continuance commitment was considered as an employees' desire to advance the institution because of consideration of sacrifices and losses that must be paid if it left that institution. Also, continuance commitment formed on the worker's views of the losses that will be obtained if they did not continue working in the organization.

As to Personal Competence and Normative Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.290, since the computed t-test value of 5.318 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

According to the article published by Kaplan M., and Kaplan A., (2018) entitled "The Relationship Between Organizational Commitment and Work Performance: A Case of Industrial Enterprises," had the goal which was to see how organizational commitment (affective commitment, normative commitment, and continuation commitment) affected worker's productivity. A total of 329 employees from enterprises in the Konya Chamber of Commerce and Industry in Turkey were included in the sample. According to the study, normative commitment related to employees' value to the business; also, employees with a high level of normative commitment believed they should belong in the organization. Furthermore, in normative commitment, employees' retention in the business was influenced by their culture and work ethic, and as a result, employees felt loyal to the firm.

As to Social Competence and Affective Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.381, since the calculated t-test value of 7.232 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

Early socialization into the organization correlated positively with attitudes of responsibility, and peer group cohesion and attitudes toward the organization correlated strongly with commitment. Mercurio (2017) cited early research that established affective commitment as a construct as leading to crucial inquiries into the repercussions of low and high degrees of affective commitment.

As to Social Competence and Continuance Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.317, since the calculated t-test value of 5.866 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables have a significant relationship and thus the null hypothesis was rejected.

According to the study conducted by Hafiz (2017) entitled "Relationship between Organizational

Commitment and Employee's Performance Evidence from Banking Sector of Lahore made mentioned that Employees who feel heartened by their employer heeded to "pay it forward," and hence wanted to identify with the company. As a result, the entire organization, as well as each management, should back each employee. If an employee feels supported, he or she will become more attached to the organization and will transfer more of their social resources to it, including citizenship behavior.

As to Social Competence and Normative Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.305, since the calculated t-test value of 5.621 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

According to the study conducted by Lizote, et al. (2019) in "Perceived organizational factor, internal marketing and organizational commitment in Univesity Teachers". Said that affective organizational commitment instituted that a wide variety correlated with affective commitment that appeared to be linked to demographic traits and job experiences, both of which were positively associated to performance, according to the literature.

As to Family Coherence and Affective Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.326, since the computed t-test value of 6.052 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

According to the article by Mihalache (2021) entitled "Knowledge Hiding in Emergency Ambulance Healthcare Settings: Its Mediating Role in the Relationship between Organizational Support and Affective Commitment and Organizational Citizenship" mentioned that affective organizational commitment was noted to be linked to a great form of correlations. The affective commitment was found to be relatively connected to work-related well-being in the literature. It was also found to be related to both demographic variables and work experiences.

As to Family Coherence and Continuance Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.287, since the computed t-test value of 5.258 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

As to Family Coherence and Normative Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.248, since the computed t-test value of 4.493 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

According to the study conducted by Benligiray and Sonmez (as cited in Afifl, 2018) mentioned that Stress and work-family conflict were found to have a negative connection with emotional commitment and interlock with normative commitment. However, it was found that there was no substantial link between continued commitment and stress or work-family conflict.

As to Social Support and Affective Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.331, since the computed t-test value of 6.156 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

As stated by Abun, et al. (2021) entitled "Employee Treatment and Work Engagement: The Philippines Context", it was stated that the performance of employees in the workplace depended on their perceived social support for the organization. For instance, people perceived positive images and feel proud to affiliate with "their" organization and considered it a "true or real organization." They developed their self-esteem, sense of loyalty, and the desire to perform better and form affective bonds that benefited the whole organization.

As to Social Support and Continuance Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.237, since the computed t-test value of 4.281 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

The unifying point of organizational commitment components, as indicated by Hashmi, et al. (2021) said that affective commitment enabled workers to work diligently, accepted their employers' aims and objectives, and contributed to the organization's success and that the employees continued to remain in the organization whatever they felt positive or negative. Affective commitment should lead to increased job satisfaction, increased commitment, and reduced turnover (Khan & Iqbal, 2020b).

As to Social Support and Normative Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.242, since the computed t-test value of 4.377 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

The study conducted by Martini et al. (2018) found that a sense of ethical obligation to be in the institution was linked to normative commitment. The expression of normative commitment was based on raising experiences received first in the family and then in the workplace, especially if faithfulness to one organization mattered. The level of normative commitment was defined by an individual's ideals and the beneficial relationship between a company and its employees.

As to Personal Structure and Affective Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.296, since the computed t-test value of 5.438 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

As to Personal Structure and Continuance Commitment, it has a small correlation as manifested by the computed Pearson's r value of 0.255, since the computed t-test value of 4.628 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

As stated by Abun, et al. (2021) entitled "Employee Treatment and Work Engagement: The Philippines Context", it was stated that the performance of employees in the workplace depended on their perceived social support for the organization. For instance, people perceived positive images and feel proud to affiliate with "their" organization and considered it a "true or real organization." They developed their self-esteem, sense of loyalty, and the desire to perform better and form affective bonds that benefited the whole organization.

As to Personal Structure and Normative Commitment, it had a small correlation as manifested by the computed Pearson's r value of 0.266, since the computed t-test value of 4.843 was greater than the tabular t-test value of 1.96 at 0.05 level of significance, hence it can be said that the paired variables had a significant relationship and thus the null hypothesis was rejected.

Halim et al. (2019) said that the individual performance of employees strongly influences the success of an organization. Every organization always tried to improve employee performance to accomplish goals. Performance was still a problem that management faces, so administration needed to know the factors that affected work performance One measure of employee performance was intellectual ability, which was supported by the ability to master, manage themselves, and the ability to build personal relationships with others.

Problem Number 4: Does the resilience level of the healthcare workers singly or in combination significantly impact organizational commitment in LMC?

Problem Number 4: Does the resilience level of the healthcare workers singly or in combination significantly impact organizational commitment in LMC?

Table 4.1

Multiple Regression Analysis on the Level of Health Workers: Personal Competence

Variables	Coefficients	Standard Error	t-Stat	P-Value	Remarks	Decision
Intercept	40.65	1.9395	20.958	0.000		
Affective Commitment	0.434	0.0908	4.776	0.000	Significant	Reject Ho
Continuance Commitment	0.011	0.102	0.107	0.915	Not Significant	Reject Ha
Normative Commitment	0.101	0.101	1.001	0.318	Not Significant	Reject Ha

Table 4.1 shows the impact of the resilience level of the healthcare workers on organizational commitment. It appeared that personal competence had an impact on their affective commitment as it attained a p-value of 0.000 which was lower than the critical p-value of 0.05, thus the null hypothesis was rejected.

On the other hand, personal competence had no impact on continuance and normative commitment. They obtained a p-value of 0.915 and 0.318 which were both higher than the tabular p-value of 0.05, which was why the hypothesis was rejected.

Basuki, et al. (2020) it discussed that the success of a company was heavily influenced by individual employee performance. Every company strived to increase employee performance in order to meet its objectives. Management still has a problem with employee performance; thus, they must understand the elements that influenced employee performance. Intellectual capacity was one indicator of employee success, which was bolstered by the ability to master and govern oneself, as well as the ability to develop personal interactions with others.

Multiple Regression Analysis on the Level of Health Workers: Social Competence

Variables	Coefficients	Standard Error	t-Stat	P-Value	Remarks	Decision
Intercept	26.616	2.004	13.278	0.000		
Affective Commitment	0.360	0.094	3.840	0.000	Significant	Reject Ho
Continuance Commitment	0.170	0.106	1.609	0.109	Not Significant	Reject Ha
Normative Commitment	0.091	0.104	0.868	0.386	Not Significant	Reject Ha

Table 4.2 shows the impact of resilience level of the healthcare workers on the organizational commitment. It appeared that social competence had an impact on their affective commitment as it attained a p-value of 0.000 which was lower than the critical p-value of 0.05, thus the null hypothesis was rejected.

On the other hand, social competence had no impact on continuance and normative commitment

where they obtained a p-value of 0.109 and 0.386 which were both higher than the tabular p-value of 0.05 thus the hypothesis was rejected.

The study made by Gadecka, et al. (2018) showed that over 10% of the healthcare professionals' population may have considerable difficulty in coping with everyday social situations. Another cause may be a lack of knowledge and nurse training regarding augmentative and alternative communication. Furthermore, based on the study nurses have the average predisposition both to work with patients and to cope with various social including professional situations.

Table 4.3

Multiple Regression Analysis on the Level of Health Workers: Family Coherence

Variables	Coefficients	Standard Error	t-Stat	P-Value	Remarks	Decision
Intercept	24.056	1.252	19.207	0.000		
Affective Commitment	0.189	0.059	3.215	0.001	Significant	Reject Ho
Continuance Commitment	0.124	0.066	1.872	0.062	Not Significant	Reject Ha
Normative Commitment	0.015	0.065	0.227	0.820	Not Significant	Reject Ha

On the other hand, family coherence had no impact on continuance and normative commitment where they obtained a p-value of 0.062 and 0.820 which were both higher than the tabular p-value of 0.05 that is why the alternative hypothesis is rejected.

According to the study "Relationship between sense of coherence, health, and work engagement among nurses" by Aguilera, et al. (2018) emphasized that life was perceived as ordered, manageable, and meaningful globally. It was capable of dealing with stressful situations. People's coping abilities to deal with everyday life challenges was measured by their sense of coherence (SOC). Understanding, managing, and attaching significance to life events and the work environment were all highlighted in enabling to cope with adverse experiences. Many workplace stressors may be simpler to manage if registered nurses have a high sense of family coherence, but the impact of this score on their self-reported health condition and work engagement was uncertain. Nurses who scored high on the feeling of coherence scale reported no work-related family conflicts, improved health, and higher productivity.

Table 4.4

Multiple Regression Analysis on the Level of Health Workers: Social Support

Variables	Coefficients	Standard Error	t-Stat	P-Value	Remarks	Decision
Intercept	29.968	1.722	17.404	0.000		
Affective Commitment	0.307	0.081	3.807	0.000	Significant	Reject Ho
Continuance Commitment	0.058	0.091	0.643	0.521	Not Significant	Reject Ha
Normative Commitment	0.047	0.090	0.526	0.600	Not Significant	Reject Ha

Table 4.4 shows the impact of resilience level of the healthcare workers on the organizational

commitment. It appeared that social support had an impact on their affective commitment as it attained a p-value of 0.000 which was lower than the critical p-value of 0.05, thus the null hypothesis was rejected.

On the other hand, social support had no impact on continuance and normative commitment where they obtained a p-value of 0.521 and 0.600 which were both higher than the tabular p-value of 0.05 thus the hypothesis was rejected.

According to the study of Othman and Nasurdin, (2019) entitled "Social support and work engagement: a study of Malaysian nurses" Nurses also played a significant role in representing the organization's competency as frontline employees. Patients' happiness and perceptions of service quality were influenced by their attitudes and behavior toward them. Supervisor support was found to be closely linked to work engagement. Work engagement was found to be unaffected by coworker support. Nurses' work engagement was influenced by their bosses' support. Nurse supervisors should receive more training and knowledge updates on a yearly basis, and nurse mentoring programs should be developed to encourage more support for nurses.

Table 4.5

Multiple Regression Analysis on the Level of Health Workers: Personal Structure

Variables	Coefficients	Standard Error	t-Stat	P-Value	Remarks	Decision
Intercept	15.810	0.966	16.366	0.000		
Affective Commitment	0.114	0.045	2.515	0.012	Significant	Reject Ho
Continuance Commitment	0.058	0.051	1.129	0.260	Not Significant	Reject Ha
Normative Commitment	0.066	0.050	1.305	0.193	Not Significant	Reject Ha

Table 4.5 shows the impact of resilience level of the healthcare workers on the organizational commitment. It appeared that personal structure had an impact on their affective commitment as it attained a p-value of 0.012 which was lower than the critical p-value of 0.05, thus the null hypothesis was rejected.

On the other hand, personal structure had no impact on continuance and normative commitment where they obtained a p-value of 0.260 and 0.193 which were both higher than the tabular p-value of 0.05 thus the hypothesis was rejected.

Shalaby, et al. (2018), care has been regarded as the moral ideal and 'heart' of nursing. Furthermore, caring was the most important intellectual, theoretical, heuristic, and core essential to nursing practice. Nurse supervisors and nurse peers' caring attitudes toward nurses played an important role in developing connections that created a good work environment. Taking care of a caring environment was recognized as the overarching category. Caring through aiding and supporting, caring through appreciating, and honoring undeserved caring were also discovered as emerging categories. According to the research, nurses showed caring behaviors toward their coworkers by getting to know them on a professional and personal level. These actions lay the groundwork for an environment that encouraged a consistent display of compassion.

Problem Number 5: Based on the findings of the study, what resilience enhancement program may be proposed?

A resilience enhancement program was proposed to help LMC healthcare workers.

Table 5

Proposed Resilience Enhancement Program

KEY RESULT AREA	OBJECTIVES	STRATEGIES/ ACTIVITIES	TIME FRAME	PERSONS INVOLVED	SOURCE OF FUNDS	SUCCESS INDICA-TORS
• LMC employees presented to have challenges in easily making other people laugh even if they are able to get along well with their colleagues; • Despite the family-like ambience at work, employees do not feel as if the organization's problems are their own. • Only a few of the employees believe that their life would be disrupted if they leave the organization; and • Majority of the employees still do not feel any obligation to remain with the organization.	• To promote the development of a sound mind and body through lectures, open forums, focused group discussions and other follow-up exercises which will enlighten the individual understanding of each participant on how vital their roles, morals, and performances are in the overall success of the organization. • To increase employee retention to 30% for the next three months after the execution of the entire program; • To encourage the Management to device an effective measure on how to provide employee recognition program and a more in-depth	Strategy (1): The Program, promoted through a series of webinar for LMC employees, aims to improve the resilience of the healthcare workers by promoting the development of a sound mind and body through lectures, open forums, focused group discussions and other follow-up exercises which will enlighten the individual understanding of each participants on how vital their roles, morals, and performance are in the overall success of the organization. **a. Week 1:** Webinar – "Emotional Safety in the Workplace" Attendees will be able to identify the different factors that triggers their negative and positive emotions in the workplace. They will be able to create a safe personal dimension where they can safeguard their emotions, hence contributing to the wellness of other people's emotions especially at work.	Strategy 1 (Webinar series) shall be launched by January 31, 2022, following the four (4) week schedule as plotted: a. Week 1: Webinar – Mon, Wed, and Friday. Each day will have two (2) sessions – morning and afternoon, both 3 hours each.	• Batch 1 – Nurses & doctors from clinical wards • Batch 2 – Nursing Aides and hospital helpers • Batch 3 – Lab & Pharmacy Personnel • Batch 4 – Admin Personnel (1) • Batch 5 – Admin Personnel (2) • Batch 6 – Admin Personnel (3) • Batch 7 – Unit Heads; • Batch 8 – Hospital Management and Clinical Department Heads. **Life Coach Philippines; and **Resilience Institute.	Company Approved 2021 Budget Company Approved 2021 Budget Company Approved 2021 Budget Company Approved 2021 Budget Company Approved 2021 Budget Company Approved 2021 Budget Company Approved 2021 Budget Company Approved 2021 Budget	• Resilience level among healthcare workers at LMC has been amplified by 70% at the end of the year; • Employee resignation rate has been decreased by 70% at the end of the year; • Employee Recognition boards has been 100% visible and maximized in key areas of the facility; • Absences and tardiness rates have been drastically reduced by 70% at the end of the year; • Complaints received

analyzation of the employee promotion or selection program which will lift employee morale.	**b. Week 2:** Webinar - "Finding Worth in Your Work" Through this webinar, attendees will be able to realize, understand, and appreciate their personal worth in the work place. They will also be able to set their physical and emotional boundaries at work hence preserving and strengthening their personal resilience towards work. **c. Week 3:** Webinar – "Redefining stress and staying calm under pressure" Understanding the nature and the causes of stress at work will help the individual in creating an action plan on how to stay calm even under pressure especially during this time of pandemic. This webinar will help workers to become more accustomed and aware of stress triggers hence, improving their way of reacting and improving their state to eventually eliminate stress in their work area, even in their personal lives. **d. Week 4:**	b. Week 2: Webinar - Mon, Wed, and Friday. Each day will have two (2) sessions – morning and afternoon, both 3 hours each. c. Week 3: Webinar – Mon, Wed, and Friday. Each day will have two (2) sessions – morning and afternoon, both 3 hours each.	Company Approved 2021 Budget Company Approved 2021 Budget	has been reduced by 70% at the end of the year; • The number of medical supplies requested has been reduced by 30% at the end of the year as employees are no longer hiding them from their colleagues.

Webinar – "Resilience for Leaders" This webinar focuses on empathy, influence, and team chemistry, designed specifically for leaders. This is will help improve and edify the effectiveness of leadership in order to create a harmonious and healthy work environment, which eventually minimizes stress in the workplace.	d. Week 4: Webinar – Mon, Wed, and Friday. Each day will have two (2) sessions – morning and afternoon, both 3 hours each.	Company Approved 2020 Budget

CONCLUSIONS

The following conclusions were formed based on the study's above-mentioned findings:

That healthcare employees are optimistic about their prospects. They feel confident in their ability to succeed in the future. Similarly, they believe that whatever happened, they could solve it on their own. Healthcare personnel have a high level of social competency. They might laugh while doing their jobs because they believe that social competency is essential for being adaptable in their profession.

That healthcare workers at LMC have a very high level of resilience. However, there are few family conflicts that might affect performing their duties and responsibilities as healthcare workers at LMC. With social support, LMC healthcare workers have a very high level of resilience. They are adaptable to any situation that may emerge while carrying out their duties and responsibilities. Similarly, they have a wonderful family/friend's relationship that helps them to be supportive in all aspects of life.

That LMC healthcare employees have a high level of organizational commitment in terms of normative commitment. LMC healthcare employees cannot simply quit their professions since they are obligated and accountable to carry out their tasks and responsibilities. Similarly, they believe that the LMC does not deserve for its employees to resign without proper coordination with management simply.

That a significant relationship exists between personal competence, social competence, family coherence, and social support among the organizational commitment of the LMC Healthcare workers in terms of affective commitment, continuance commitment, and normative commitment.

That the proposed Resilience Enhancement Program can help nurses develop resilience and organizational commitment in these tough times.

RECOMMENDATIONS

Based on the conclusion drawn, the researcher would like to recommends the following:

LMC may maintain the high level of social competency of their healthcare workers' resilience, especially since they can laugh while doing their jobs. This may be done by promoting and providing a good work atmosphere for the healthcare workers, However, there is a need to enhance/improve the indicators identified as high.

LMC may include certain interventions to mitigate or address family conflicts of the healthcare workers as it affects the performance of their employees. This may be done by organizing and conducting webinars about it.

LMC may maintain the very high level of resilience of their healthcare workers in terms of social support. It may be recommended to design and provide suitable and manageable time schedules and workloads to healthcare workers for them to have quality time with friends and loved ones.

LMC may improve or enhance the affective commitment of their healthcare workers' organizational commitment. Thus, the LMC may provide good benefits, professional growth, and equal promotion opportunities for every healthcare worker.

The proposed Resilience Enhancement Program may be adopted to help nurses develop resilience and organizational commitment in these tough times.

Future researchers may use this research as reference to any study that deals with the concepts similar to the current study. They may want to explore other factors that affect their resiliency toward organization commitment.

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Appendix A

LETTER

25 May 2021

JUDY A. RONDILLA, MD, MHM
Officer-in-Charge
Laguna Medical Center
Sta. Cruz, Laguna

      THRU: JONEL C. OSIO, LPT, MPA
      Administrative Officer V

Dear Dr. Rondilla:

I am Mary Ann Basco, a Master in Management major in Public Administration student from Laguna College of Business and Arts (LCBA). I am currently pursuing my research study entitled "Resilience and Organizational Commitment among Healthcare Workers in Laguna Medical Center: Basis for Enhancement Program".

In line with this I would like to request from your good office the permission to allow me to conduct my study by asking your employees to fill-out the herewith attached questionnaire. Rest assured the answers will be treated with utmost confidentiality.

Your kindest support is greatly appreciated and is valuable for the attainment and success of this research.

More power and God bless.

Sincerely,

Mary Ann D. Basco
Researcher

Noted:

ALFREDO G. PEREZ, JR, MAEd
Dean, School of Graduate Studies

Appendix B

SURVEY QUESTIONNAIRE
RESILIENCE SCALE FOR ADULTS

By: Friborg, Hjemdal, Rosenvinge, & Martinussen, (2003)

Instructions: Using the rating scale below, check on the space provided for each statement that is most true for you right now. Please be open and honest in your responding.

Strongly Agree	5
Agree	4
Moderately Agree	3
Disagree	2
Strongly Disagree	1

Personal Competence	5	4	3	2	1
I believe in my own abilities					
Believing in myself helps me to overcome difficult times					
I know that I succeed if I carry on					
I know how to reach my goals					
No matter what happens I always find a solution					
I am comfortable together with other persons					
My future feels promising					
I know that I can solve my personal problems					
I am pleased with my self					
I have realistic plans for the future					
I completely trust my judgements and decisions					
At hard times I know that better times will come					
Social Competence					
I am good getting in touch with new people					
I easily established new friendships					
It is easy for me to think of good conversational topics					
I easily adjust to new social milieus					
It is easy for me to make other people laugh					
I enjoy being with other people					
I know how to start a conversation					
I easily laugh					
It is important for me to be flexible in social circumstances					
I experience good relations with both men and women					
Family Coherence					
There is strong bond in my family					
I enjoy being with my family					
In our family we are loyal towards each other					
My family we enjoy finding common activities					
Even at difficult times my family keeps a positive outlook on the					

future					
In my family we have a common understanding of what's important in life					
There are few conflicts in my family					
Social Support					
I have some close friends/family members who really care about me					
I have some friends/family members who back me up					
I always have someone who can help me when needed					
I have some close friend/family members who are good at encouraging me					
I am quickly notified if some family members get into a crisis					
I can discuss personal matters with friends/family members					
I have some close friends/family members who value my abilities					
I regularly keep in touch with my family					
There are strong bonds between my friends					
Personal Structure					
Rules regular routines make my daily life easier					
I keep up my daily routines even at difficult times					
I prefer to plan my actions					
I work best when I reach for goal					
I am good at organizing my time					

ORGANIZATIONAL COMMITMENT QUESTIONNAIRE
By: Meyer and Allen 1997

Directions: Using the rating scale below, check on the space provided for each statement that is most true for you right now. Please be open and honest in your responding.

Strongly Agree	5	
Agree		4
Moderately Agree		3
Disagree	2	
Strongly Disagree		1

Affective Commitment	5	4	3	2	1
I would be very happy to spend the rest of my career in this organization					
I really feel as if this organization problems are my own					
I feel like 'part of my family' at this organization					
I feel emotionally attached' to this organization					
This organization has a great deal of personal meaning for me					
I feel a strong sense of belonging to this organization					
Continuance Commitment					
It would be very hard for me to leave my job at this organization right now even if I wanted to					
Too much of my life would be disrupted if I leave my organization					
Right now, staying with my job at this organization is a matter of necessity as much as desire					
I believe I have too few options to consider leaving this organization					
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere					
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.					
Normative Commitment					
I do not feel any obligation to remain with my organization (External)					
Even if it were to my advantage, I do not feel it would be right to leave					
I would feel guilty if I left this organization now					
This organization deserves my loyalty					
I would not leave my organization right now because of my sense of obligation to it					
I owe a great deal to this organization					

Appendix C

TURNITIN SIMILARITY INDEX

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