

Who Stays Committed? Demographic and Sectoral Lessons for Theory and Practice

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Abstract

Organizational commitment plays an important role in shaping employee performance, engagement, and retention, yet empirical findings on its demographic and sectoral determinants remain mixed, particularly in developing-country contexts. Guided by Meyer and Allen's three-component model and Social Exchange Theory, this study examined differences in affective, continuance, normative, and overall organizational commitment across demographic factors such as age, sex, educational attainment and tenure, and employment sector among 380 Filipino employees from public and private organizations. Using a descriptive-comparative design, data were analyzed through nonparametric tests, including Mann-Whitney U and Kruskal-Wallis tests. Results revealed no statistically significant differences in organizational commitment across demographic groups, suggesting that personal characteristics alone do not meaningfully explain variations in employee commitment. In contrast, significant sectoral differences were observed, with public sector employees reporting higher levels of affective, continuance, normative, and overall commitment than their private sector counterparts. These findings suggest that organizational context, institutional stability, and sector-specific practices have a stronger impact on commitment than individual demographic attributes. The study highlights the significance of the organizational environment in promoting employee loyalty and retention, and suggests that private organizations can enhance commitment by adopting effective public-sector practices related to job security, organizational values, and employee support. Future research is encouraged to explore the underlying mechanisms driving sectoral differences and to evaluate targeted interventions aimed at enhancing organizational commitment across sectors.

Keywords: Employment Sector, Government Employees, Organizational Commitment, Private Employees.

Introduction

In today's fast-changing workplace, businesses across sectors struggle to understand why some employees remain committed to their organizations while others quietly disengage or leave. High turnover rates, particularly in the private sector, drain resources through recruitment costs, disrupt workflows, and erode institutional knowledge. Managers often attribute this problem to broad demographic traits such as age, gender, or education without clear evidence, resulting in policies that fail to address the real drivers of employee loyalty. The challenge is identifying who stays committed and uncovering why they do and how organizations can replicate those conditions to strengthen retention and performance.

This is where data mining methods become powerful. By analyzing large datasets on employee demographics, tenure, and sectoral contexts,

patterns of commitment can be discovered that traditional analyses might overlook. For instance, while demographic variables may show little impact, data mining can reveal hidden associations between organizational practices and higher commitment levels. Such insights enable private organizations to design evidence-based strategies, drawing from successful public-sector models that promote stability, enhance employee engagement, and foster long-term loyalty. In short, data mining transforms raw information into actionable knowledge, giving organizations a clearer roadmap to address one of their most pressing workforce challenges.

In the Philippine employment context, organizations across both public and private sectors continue to face persistent challenges related to employee retention, engagement, and workforce stability. High turnover rates,

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particularly in the private sector, are associated with increased recruitment costs, loss of institutional knowledge, and reduced organizational effectiveness, making organizational commitment a critical concern for employers and policymakers. Despite its importance, organizational commitment is often explained using broad demographic assumptions—such as age, gender, education, or tenure—without sufficient empirical evidence on whether these individual characteristics meaningfully shape commitment in comparison to sector-based institutional conditions. Prior research has shown that public sector employees tend to exhibit stronger organizational commitment due to structural factors such as job security, formalized human resource systems, and institutional stability. Given the distinct structural features of public and private employment in the Philippines, there is a need to empirically examine whether organizational commitment is primarily driven by individual demographic factors or by sectoral context. To understand how organizational commitment operates within this context, it is necessary to examine its conceptual foundations and theoretical underpinnings.

Organizational commitment is a crucial factor influencing employee performance. It is a multifaceted construct that encapsulates an individual's psychological attachment to an organization, encompassing alignment with its goals and values, willingness to exert effort on its behalf, and intention to maintain membership (1). Unlike broader notions of employee commitment focusing on work or career, organizational commitment centers specifically on the employee-organization relationship (2). Although the concept has been defined in various ways, leading to some complexity in interpreting research findings, the three-component model has emerged as the dominant framework in the literature (3-4). Meyer and Allen's Three-Component Model of Organizational Commitment, identifies three distinct yet interrelated components: affective commitment, continuance commitment, and normative commitment (3, 5). Affective commitment refers to the employee's emotional attachment to the organization; continuance commitment reflects the perceived costs associated with leaving; and normative commitment denotes a sense of moral obligation to remain. Each represents a unique psychological

state influencing an employee's decision to stay, but they offer a comprehensive understanding of employee loyalty and retention (6).

Affective commitment is characterized by emotional attachment, identification with, and organizational involvement. Employees with high affective commitment remain because they want to, motivated by a sense of belonging and shared values (1-2). This form of commitment is strongly linked to job satisfaction, intrinsic motivation, and discretionary effort, and it often thrives in environments where employees perceive fair treatment, support, and growth opportunities (6). Continuance commitment, on the other hand, arises from an awareness of the potential costs of leaving (4). Employees with strong continuance commitment stay because they need to weigh the economic, social, or professional sacrifices resignation would entail (2, 6). Although this type of commitment supports retention, it is more calculative and does not necessarily equate to higher levels of performance or satisfaction (3). Normative commitment, meanwhile, reflects a moral obligation to remain in the organization (3, 5). Employees with high normative commitment stay because they feel it is the right thing to do, often due to personal values, cultural expectations, or reciprocation for organizational support such as training or mentorship (4). While this type of commitment can foster loyalty, it may not always be accompanied by the enthusiasm typically associated with affective commitment.

These three components have been linked to different aspects of employee performance. Affective commitment has been associated with both task and contextual performance, as employees are motivated to exceed expectations and engage in behaviors that benefit the organization (7). Continuance commitment, while sometimes positively related to task performance, can also correspond with lower engagement when employees remain primarily to avoid the costs of leaving (8). Normative commitment, in contrast, is often associated with contextual performance, particularly organizational citizenship behaviors, where employees feel a moral duty to contribute positively to the workplace (7).

Complementing this model is Social Exchange Theory (SET), which posits that workplace relationships are grounded in reciprocity and mutual benefit (9). According to SET, employees

are more likely to demonstrate commitment when they perceive that their organizations provide support, fairness, and fulfilling expectations. They reciprocate with loyalty and sustained membership (10). This perspective helps explain sectoral differences in commitment, as public sector employees may perceive greater stability, institutional support, and reciprocity than private sector employees.

Organizational commitment is shaped by both individual-level procedures and contextual or structural procedures, which operate at different levels of influence. Individual-level procedures refer to personal attributes and dispositions such as age, gender, educational attainment, tenure, values, and preferences that shape how employees perceive and respond to their work environment (3, 4). In contrast, contextual or structural procedures are sector-embedded organizational conditions that systematically influence employee experiences, including employment norms, job security arrangements, institutionalized human resource policies, governance structures, and organizational values. Distinguishing between these two levels of influence is essential for understanding whether organizational commitment is primarily driven by personal characteristics or by institutional and sectoral contexts.

The expectations examined in this study are grounded in Three-Component Model of Organizational Commitment and Social Exchange Theory, which together provide a conceptual basis for anticipating variations in employee commitment (3). From an individual-level perspective, demographic characteristics such as age, gender, educational attainment, and tenure are expected to influence organizational commitment because they reflect differences in career stage, accumulated investments, and perceived costs and benefits of organizational membership (3, 4). Employees who are older, more educated, or longer-tenured are theorized to develop stronger affective attachment, perceive higher continuance costs, and experience a greater sense of obligation to remain with the organization. From a contextual or structural perspective, employment sector is expected to exert a stronger influence on commitment because it determines institutionalized conditions such as job security, HR practices, organizational stability,

and value systems. Social Exchange Theory suggests that employees reciprocate favorable structural conditions—such as stability, fairness, and long-term support—with higher levels of commitment (9, 10). Accordingly, this study conceptually expects organizational commitment to vary across both individual-level and sectoral contexts, with sector-based structural conditions potentially exerting a more pronounced influence than demographic characteristics.

Given these dynamics, scholars have explored how demographic factors influence organizational commitment. Age, for instance, has consistently been found to shape levels of commitment, with older employees tending to display higher commitment than younger employees (11-13). This pattern may be explained by increased job stability and stronger attachment developed over time. Gender, however, has yielded mixed findings. Some studies report no significant differences between male and female employees, while others suggest that women exhibit higher levels of organizational commitment (11-15). Educational attainment also plays a role, with higher levels of education generally linked to stronger organizational commitment, likely due to improved job positions and career prospects (11, 12, 16-18). Similarly, work experience contributes to higher commitment, as more experienced employees often demonstrate a deeper understanding of organizational goals and culture (11, 13, 14, 16). Taken together, these findings suggest that personal characteristics meaningfully shape organizational commitment, leading to the first hypothesis:

H1. There are significant differences in organizational commitment across (a) age, (b) gender, (c) educational attainment, and (d) tenure. Further research has examined the influence of these factors on specific commitment dimensions. Concerning affective commitment, older employees tend to exhibit stronger emotional attachment, while higher educational attainment has also been positively associated with affective commitment (13, 19, 20). Gender, however, appears to have little effect, as both male and female employees show similar levels of affective attachment (13, 21). Work experience is another important determinant, with more experienced employees generally demonstrating stronger

affective bonds (13, 20). These findings provide the basis for the second hypothesis:

H2. There are significant differences in affective commitment across (a) age, (b) gender, (c) educational attainment, and (d) tenure

For continuance commitment, evidence suggests a strong association with age, as older employees often perceive greater costs in leaving their organizations (13, 19, 20). Gender has also been identified as influential, with studies indicating that women, particularly in contexts such as nursing and academia, report higher continuance commitment than men (22, 23). Like affective commitment, continuance commitment is generally higher among employees with more work experience (13, 20) and among those with advanced education (20). These findings lead to the third hypothesis:

H3. There are significant differences in continuance commitment across (a) age, (b) gender, (c) educational attainment, and (d) tenure

In the case of normative commitment, findings have been less consistent. While age plays a clear role in affective and continuance commitment, its effect on normative commitment remains mixed across studies (13, 19-20). Gender, similarly, appears to have little or no impact (13, 21). Education, by contrast, has shown a more positive relationship, with more educated employees reporting a stronger sense of obligation to remain in their organizations (20). Longer tenure has also been linked to higher normative commitment, suggesting that loyalty develops over time (20). These findings inform the fourth hypothesis:

H4. There are significant differences in normative commitment across (a) age, (b) gender, (c) educational attainment, and (d) tenure.

Employees in the public sector often exhibit higher

levels of organizational commitment compared to their private sector counterparts. This stronger commitment is largely attributed to job security, public service motivation, and participatory management practices (24-26). In contrast, private sector employees are generally characterized by higher affective and normative commitment, as they are motivated by opportunities for career advancement, improved work-life quality, and greater prospects for personal and professional growth (22, 26).

More specifically, public sector employees tend to develop a deeper emotional attachment to their organizations, aligning themselves with the mission and values that define public service (25, 26). They also perceive greater economic value in remaining with their organizations due to the stability of job security and benefits commonly associated with government employment (25, 26). Moreover, public sector employees often feel a heightened obligation to continue their service, reflecting a normative commitment rooted in the culture of serving the public good (25, 26).

These differences highlight that organizational commitment does not manifest uniformly across employment sectors. Instead, the nature and strength of commitment vary depending on whether employees are situated in public or private institutions. This provides a strong basis for positing that organizational commitment and its dimensions differ significantly between public and private sector employees.

H5. Organizational commitment and its dimensions significantly differ between public and private sectors.

Guided by Allen and Meyer's Three-Component Model and the Social Exchange Theory, the study's conceptual framework is presented in Figure 1 below.

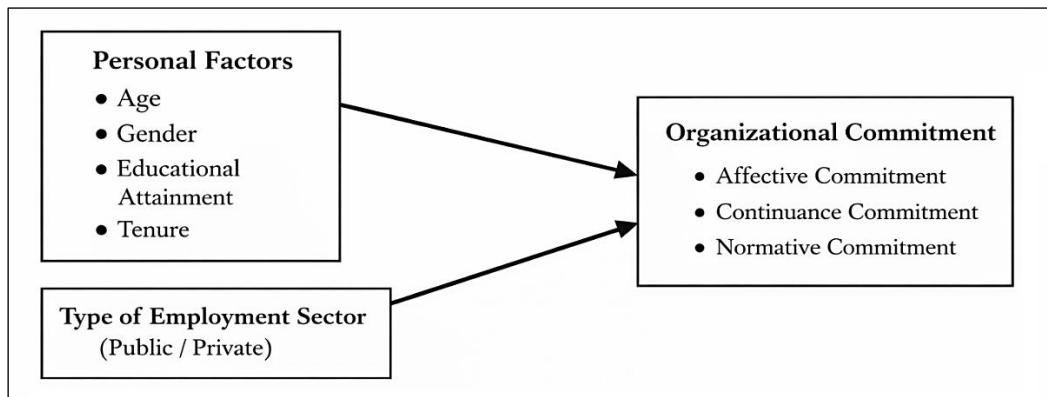


Figure 1: Conceptual Research Framework

Through this investigation, the study examines how personal factors, specifically age, gender, educational attainment, and tenure, and employment sector relate to organizational commitment and its three dimensions: affective, continuance, and normative. While previous research has provided valuable insights, findings remain inconclusive, particularly when analyzed across cultural and organizational contexts. This study contributes to theory and practice by addressing these gaps, offering evidence-based insights that can inform human resource strategies designed to strengthen employee retention and foster greater engagement.

Indexing and abstracting services depend on the accuracy of the title, extracting from it keywords useful in cross-referencing and computer searching. An improperly titled paper may never reach the audience for which it was intended, so be specific.

Methodology

This study employed a descriptive-comparative research design to examine organizational commitment across demographic and sectoral groups. A non-probability sampling strategy combining purposive and snowball sampling was used to ensure the inclusion of respondents who met clearly defined criteria, namely regular or permanent employees currently employed in public or private organizations in the Philippines. Purposive sampling was applied to identify eligible employees with sufficient organizational exposure to assess commitment, while snowball sampling facilitated access to additional qualified participants across organizations. To enhance sectoral comparability, the sample was intentionally balanced, comprising 380 respondents equally drawn from the public sector ($n = 190$) and the private sector ($n = 190$).

In this study, five grouping variables were considered: age, gender, educational attainment, tenure, and employment sector. Age was categorized into three career stages—early career (30 years old and below), mid-career (31–45 years

old), and late career (46 years old and above)—based on an established career-stage framework (27), reflecting differences in professional experience and responsibilities across life stages. Tenure was classified into three stages of organizational attachment: the establishment stage (two years or less), representing the entry or learning phase; the advancement stage (more than two years up to 10 years), representing mid-career development; and the maintenance stage (more than 10 years), representing senior or tenured employees (28).

Organizational commitment was measured using an established scale (29), consisting of three items for affective commitment, four items for continuance commitment, and four items for normative commitment. Internal consistency reliability was assessed using Cronbach's alpha, with all constructs yielding coefficients above 0.70, indicating acceptable reliability for the study.

Data analysis was conducted using Jamovi software. Descriptive statistics were generated to summarize the respondents' profiles and commitment levels. To determine significant differences in organizational commitment between groups, the study employed Mann-Whitney U-tests for two-group comparisons and Kruskal-Wallis tests for multiple-group comparisons, as the data did not meet parametric assumptions.

This study complied with the ethical standards of research involving human participants. Participation was entirely voluntary, and informed consent was obtained from all respondents. Data were collected anonymously and treated strictly, ensuring no identifying information was disclosed or used in the analysis.

Results and Discussion

Table 1 presents the personal profile of the respondents, highlighting key demographic and employment characteristics. The table categorizes respondents according to age/career stage, sex, educational attainment, tenure, and employment sector.

Table 1. Personal Profile of the Respondents

Personal Factors	Counts	% of Total
Age/Career Stage		
30 years old and below (early career)	184	48.4 %
31–45 years old (mid-career)	155	40.8 %
46 years old and above (late career)	41	10.8 %

Sex			
Male	105	275	27.6 %
Female			72.4 %
Educational Attainment			
High school	13		3.4 %
College	303		79.7 %
Master's	59		15.5 %
Doctorate	5		1.3 %
Tenure			
2 years and below (establishment stage)	114		30.0 %
3 - 10 years (advancement stage)	204		53.7 %
Above 10 years (maintenance stage)	62		16.3 %
Employment Sector			
Public	190		50%
Private	190		50%

In terms of age or career stage, the majority of respondents were 30 years old and below (48.4%), followed by those in the mid-career stage of 31–45 years old (40.8%), while only a small proportion were in the late career stage of 46 years old and above (10.8%). For sex, most respondents were female (72.4%), whereas males accounted for only 27.6%. Regarding educational attainment, the overwhelming majority were college graduates (79.7%). In comparison, a smaller portion attained a master's degree (15.5%), very few reached only high school (3.4%), and the least number completed a doctorate (1.3%). As for tenure, more

than half of the respondents (53.7%) had served for 3–10 years, about one-third (30.0%) had less than 2 years of service, and only a minority (16.3%) had more than 10 years of service.

Tables 2 and 3 present the organizational commitment levels of respondents across different age groups and the corresponding statistical test results. Table 2 shows the mean scores of affective, continuance, and normative commitment, as well as overall organizational commitment, categorized by age/career stage while Table 3 displays the Kruskal-Wallis test results.

Table 2: Organizational Commitment Levels by Age

Age	Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment
30 years old and below (early career)	4.01	3.6	3.96	3.86
31–45 years old (mid-career)	4.08	3.66	3.96	3.9
46 years old and above (late career)	3.96	3.34	3.69	3.66

Table 3: Kruskal-Wallis Test Results for Organizational Commitment by Age

Variables	χ^2	df	p-value	Results
Affective Commitment	0.71	2	0.701	Not significant
Continuance Commitment	3.216	2	0.2	Not significant
Normative Commitment	3.216	2	0.2	Not significant
Organizational Commitment	3.413	2	0.182	Not significant

In terms of age, respondents in the mid-career stage (31–45 years old) registered the highest levels of affective commitment ($M = 4.08$) and overall organizational commitment ($M = 3.90$). Meanwhile, those in the early career stage (30 years old and below) obtained slightly lower yet comparable scores in affective ($M = 4.01$) and overall organizational commitment ($M = 3.86$). Respondents in the late career stage (46 years old and above) reported the lowest scores across all

dimensions, particularly in continuance commitment ($M = 3.34$) and overall organizational commitment ($M = 3.66$).

Despite these observed variations, the Kruskal-Wallis test revealed that the differences across age groups were not statistically significant in any commitment dimensions, as all p -values exceeded the 0.05 threshold. This indicates that organizational commitment, whether affective, continuance, or normative, does not significantly

differ by age. These results contradict earlier studies that consistently reported higher levels of commitment among older employees (11-13), who were thought to develop stronger ties due to accumulated experience and organizational investments.

Tables (4 and 5) present the organizational

commitment levels of respondents by sex and the corresponding statistical test results. Table 4 shows the mean scores of affective, continuance, and normative commitment, as well as overall organizational commitment, for male and female respondents while Table 5 displays the Mann-Whitney U test results.

Table 4: Organizational Commitment Levels by Sex

Sex	Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment
Male	4.03	3.55	3.99	3.86
Females	4.04	3.61	3.91	3.85

Table 5: Mann-Whitney U Test Results for Organizational Commitment by Sex

Variables	Statistic	p-value	Results
Affective Commitment	14119	0.74	Not significant
Continuance Commitment	13577	0.37	Not significant
Normative Commitment	13880	0.56	Not significant
Organizational Commitment	14228	0.83	Not significant

In terms of sex, females exhibited slightly higher continuance commitment ($M = 3.61$) compared to males ($M = 3.55$), while males showed a marginally higher normative commitment ($M = 3.99$) and overall organizational commitment ($M = 3.86$). Affective commitment scores were nearly identical between males ($M = 4.03$) and females ($M = 4.04$). However, the Mann-Whitney U test results indicate that none of these differences were statistically significant, with all p -values well above the 0.05 threshold. This suggests that organizational commitment—across its affective, continuance, and normative dimensions—does not significantly vary between male and female

respondents. This confirms prior findings that organizational commitment does not vary significantly by gender (11-14). However, it contradicts studies that reported higher levels of commitment among women (15), which may be attributed to cultural or organizational contexts. Tables 6 and 7 present the organizational commitment levels of respondents by educational attainment and the corresponding statistical test results. Table 6 shows the mean scores of affective, continuance, and normative commitment, as well as overall organizational commitment, across different levels of education while Table 7 displays the Kruskal-Wallis test results.

Table 6: Organizational Commitment Levels by Educational Attainment

Educational Attainment	Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment
High school	4.08	3.71	4.10	3.96
College	4.02	3.60	3.94	3.86
Master's	4.07	3.51	3.81	3.80
Doctorate	4.33	3.65	4.15	4.05

Table 7: Kruskal-Wallis Test Results for Organizational Commitment by Educational Attainment

Variables	χ^2	df	p-value	Results
Affective Commitment	0.987	3	0.804	Not significant
Continuance Commitment	0.287	3	0.963	Not significant
Normative Commitment	1.901	3	0.593	Not significant
Organizational Commitment	0.553	3	0.907	Not significant

Across educational attainment, doctorate holders reported the highest levels of affective ($M = 4.33$), normative ($M = 4.15$), and overall organizational commitment ($M = 4.05$), while those with a

master's degree exhibited slightly lower scores across most dimensions, particularly in normative commitment ($M = 3.81$) and overall commitment ($M = 3.80$). High school graduates also

demonstrated relatively high affective ($M = 4.08$) and normative ($M = 4.10$) commitment levels compared to college and master's degree holders. Despite these variations in mean scores, the Kruskal-Wallis test revealed no statistically significant differences across the four educational groups for affective, continuance, normative, or overall organizational commitment (all p -values > 0.05). This indicates that educational attainment does not significantly influence organizational commitment. These results contradict prior

research suggesting that employees with higher educational levels demonstrate stronger organizational commitment (11, 12, 16-18).

Tables 8 and 9 present the organizational commitment levels of respondents by tenure and the corresponding statistical test results. Table 8 shows the mean scores of affective, continuance, and normative commitment, as well as overall organizational commitment, across different stages of tenure while Table 9 displays the Kruskal-Wallis test results.

Table 8: Organizational Commitment Levels by Tenure

Tenure	Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment
2 years and below (establishment stage)	3.90	3.46	3.83	3.73
3 - 10 years (advancement stage)	4.12	3.65	3.98	3.92
Above 10 years (maintenance stage)	4.02	3.63	3.96	3.87

Table 9: Kruskal-Wallis Test Results for Organizational Commitment by Tenure

Variables	χ^2	df	p-value	Results
Affective Commitment	4.44	2	0.108	Not significant
Continuance Commitment	2.26	2	0.324	Not significant
Normative Commitment	1.83	2	0.401	Not significant
Organizational Commitment	2.80	2	0.247	Not significant

Organizational commitment levels varied slightly across tenure groups. Employees in the advancement stage (3-10 years) reported the highest scores across all dimensions, with affective commitment ($M = 4.12$), normative commitment ($M = 3.98$), and overall organizational commitment ($M = 3.92$). Those in the establishment stage (2 years and below) demonstrated the lowest levels, particularly in continuance commitment ($M = 3.46$) and overall commitment ($M = 3.73$). Employees in the maintenance stage (above 10 years) showed moderately high levels of affective ($M = 4.02$), continuance ($M = 3.63$), and normative commitment ($M = 3.96$), close to those in the advancement stage.

However, the Kruskal-Wallis test results indicated that these differences were not statistically significant for affective, continuance, normative, or overall organizational commitment (all p -values > 0.05). This suggests that tenure does not have a significant effect on employees' organizational commitment. This result contradicts earlier studies that reported longer tenure as positively associated with affective and normative commitment (11, 13, 14, 16).

Tables 10 and 11 present the organizational commitment levels of respondents by employment sector and the corresponding statistical test

results. Table 10 shows the mean scores of affective, continuance, and normative commitment, as well as overall organizational commitment, for public and private sector employees while Table 11 displays the Mann-Whitney U test results.

Employees in the public sector demonstrated higher organizational commitment across all dimensions compared to those in the private sector. Public sector employees reported the highest mean in affective commitment ($M = 4.21$), followed by normative commitment ($M = 4.03$) and overall organizational commitment ($M = 3.99$). Meanwhile, private sector employees scored lower across all dimensions, with affective commitment ($M = 3.87$), continuance commitment ($M = 3.46$), normative commitment ($M = 3.83$), and overall commitment ($M = 3.72$).

The Mann-Whitney U test confirmed that these differences were statistically significant for affective commitment ($p < .001$), continuance commitment ($p = .002$), normative commitment ($p = .005$), and overall organizational commitment ($p < .001$). This indicates that sector of employment has a significant effect on organizational commitment, with public sector employees exhibiting stronger commitment than their private sector counterparts. These findings are consistent

with previous research, which highlighted stronger organizational commitment in the public sector compared to the private sector (24-26),

possibly due to greater job security, benefits, and stability in public institutions.

Table 10: Organizational Commitment Levels by Sector

Sector	Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment
Public	4.21	3.73	4.03	3.99
Private	3.87	3.46	3.83	3.72

Table 11: Mann-Whitney U Test Results for Organizational Commitment by Sector

Variables	Statistic	p-value	Results
Affective Commitment	13698	<.001	Significant
Continuance Commitment	14772	0.002	Significant
Normative Commitment	15086	0.005	Significant
Organizational Commitment	14237	<.001	Significant

Note: Significance is indicated at $p < 0.05$

Conclusion

This study examined organizational commitment across demographic characteristics and employment sectors among Filipino employees. The findings reveal that age, sex, educational attainment, and tenure do not significantly differentiate affective, continuance, normative, or overall organizational commitment. In contrast, the employment sector emerged as a significant determinant, with public sector employees demonstrating consistently higher levels of commitment than their private sector counterparts. These results indicate that organizational commitment is shaped more strongly by sectoral context and institutional conditions than by individual demographic characteristics, highlighting the importance of organizational environment, structural practices, and shared values in fostering employees' psychological attachment.

Recommendations

Based on the findings, private sector organizations are encouraged to strengthen employee commitment by adopting structural practices commonly observed in the public sector, such as enhancing job security, implementing consistent and transparent human resource policies, and reinforcing organizational values and a shared sense of purpose. These institutional strategies may be more effective than demographic-based interventions in improving employee retention, engagement, and loyalty. However, this study is subject to certain limitations, including the use of non-probability sampling, a cross-sectional research design, and reliance on self-reported

data. In response to these limitations, future research is encouraged to employ probability-based or longitudinal designs and mixed-method approaches to examine how organizational commitment develops over time. Further studies may also incorporate additional organizational variables—such as perceived organizational support, leadership style, and organizational justice—to better explain sectoral differences in commitment across diverse organizational contexts.

Abbreviations

None.

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Author Contributions

Ellaine Joy Guyo Eusebio: overall research project, conceptualization, data collection, formal analysis, methodology design, manuscript preparation, Emelyn F Montoya: conceptualization, formal analysis, final manuscript evaluation, Sherryl M

Fetalvero: conceptualization, manuscript preparation, data collection, analysis, Rommel H Glori: methodological validation, manuscript preparation, review, Alemar de la Rosa Betito: data collection, analysis, Rensie Mae S Magadia: conceptualization, data collection.

Conflict of Interest

The authors declare no real or perceived conflicts of interest related to the conduct or reporting of this study.

Declaration of Artificial Intelligence (AI) Assistance

The authors declare that no generative artificial intelligence (AI) or AI-assisted tools were used in the study's conception, data collection, analysis, or interpretation. Minor assistance from AI-based grammar and language refinement tools was utilized solely for improving readability and formatting, and all intellectual content, arguments, and conclusions were developed entirely by the authors.

Ethics Approval

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