

A Prediction Model On Organizational Commitment of Correctional Officers in Relation to Organizational Culture and Health

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Abstract— The goal of this study was identifying the model that best predicts the organizational commitment of correctional officers in relation to organizational culture and health in Davao Prison and Penal Farm Using a quantitative non-experimental research design and the descriptive-correlational method, the research was conducted. The statistical techniques used to analyze the collected data included the Mean, Pearson r, and Regression. The researcher adapted standardized questionnaires to measure the organizational culture, organizational health, and organizational commitment. There are 300 correctional officers in Davao Penal Farm who participate in the study. The researcher utilized stratified sampling technique. The study's results demonstrated high organizational commitment, organizational health, and organizational culture. According to the study, there is a strong correlation between organizational commitment, organizational culture, and organizational health when it comes to correctional officers. Independently, there is a strong relationship between organizational commitment and all the organizational culture and health indicators. Thus, out of the two variables, organizational health predicts correctional officers' organizational commitment the best.

Keywords— organizational culture, organizational health, organizational commitment, correlation, prediction model, Philippines.

INTRODUCTION

The most key component in achieving the institution's goals and objectives is the correctional officials. These officers usually operate in coercive settings where they are required to manage and control convicts who may be dangerous and unwilling to cooperate. Correctional officers are the backbone of any prison and have a direct contact with the inmates that creates a unique work environment not found in other professions. Correctional officers are important because of the nature of their work and the high level of discretion with dealing the inmates. Research on commitment is related to some variables that affect how well the officers perform their jobs and interact with coworkers, institution, and inmate's attitude (Deffendall, 2018).

Organizational commitment, a person connects with, participates in, and is prepared to make the sacrifices necessary to remain in a given group, as well as their willingness to put out the effort necessary to stay with that organization, has become important organization. Since the institution depends on employee success, the situation becomes more important. Positive results are produced by organizational commitment for both individual and organizational outcomes (Kaplan, 2018).

The presence of devoted employees in every institution not only lowers their absenteeism, delays, and

displacements but also significantly improves the organization's performance and efficiency, better achieving goals and the mission of the organization as well as achieving individual objectives. This study sought to understand how organizational culture and employee organizational commitment connected. (Hamidi et al 2017).

Also, the stability of any institution today determines how well a society will grow. When employees enjoy their jobs and feel glad to work there, an organization is in excellent condition. They have a good spirit and teamwork who working on the task given, also willingness to work together to attain the common goals. Organizations that have a lot of energy and happiness can motivate all employees to work hard and inspire to do the things that make them more productive. Thus, Organization commitment and health are strongly correlated, and commitment increases employee loyalty and motivates them to work toward accomplishing organizational goals. (Pordeli, & Vazifeh, 2017).

The research objective is to determine the predictive power of organizational culture and organizational health on the organizational commitment of correctional officers, specifically; it will provide answers to the following queries: First, describe the level of organizational culture of correctional officers. Second,

ascertain the level of organizational health of correctional officers. Third, to assess the level of organizational commitment of correctional officers. Fourth, establish the significance of the relationship between organizational culture and organizational, commitment organizational health and organizational commitment. Fifth, determine the model that best predicts on organizational commitment of correctional officers.

The Hypotheses are the following: First, there is no significant relationship between organizational culture and organizational health on organizational commitment among correctional officers; Second, there is no model that best predicts on organizational commitment.

The conceptual framework Figure 1 shows the paradigm which displayed The dependent variable in the study was the paradigm that showed how organizational culture.

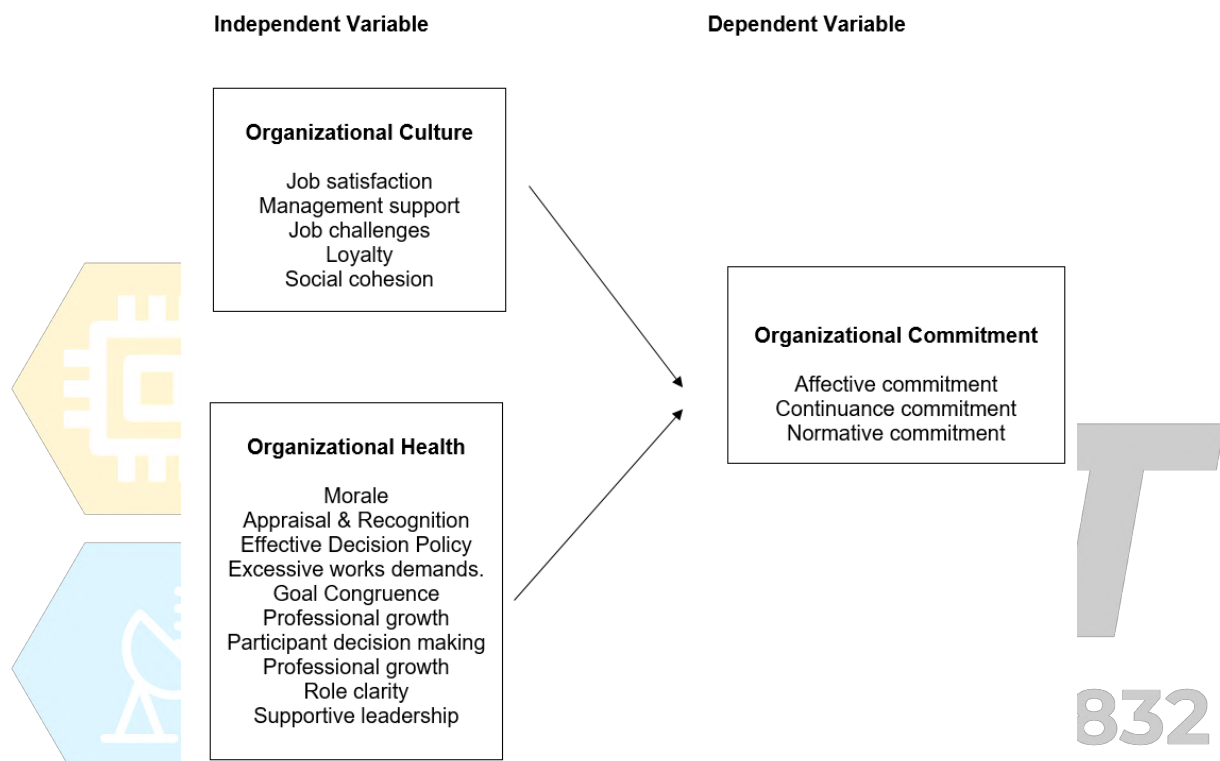


Figure 1. The Conceptual Paradigm of the Study and commitment interacted, with organizational health standing as the independent variable.

METHODOLOGY

The standardized questionnaires used in the study were distributed to Correctional officers. There are 300 correctional officers in Davao Penal Farm who participate in the study. According to Adenike (2013) with a total of 300 respondents, correlational survey research was used for the study, and the stratified sampling approach was applied to the selection process.

While conducting sample surveys, stratified sampling is a probability sampling technique used. The components of the target population are separated into distinct groups or strata, and within each stratum, they are similar to one another in terms of a few important features for the survey. To increase the effectiveness of

sample design, stratification is also used to reduce survey costs and increase estimator accuracy. In the context of simple random sampling, the fundamentals of stratified sampling are discussed in this article (Parsons, 2014).

The study was took in the Davao Region, also known as Region XI, a territory that includes Davao City and is bordered by the Davao Gulf. The Davao Region consisted of six cities: Davao City, Digos City, Panabo City, Island Garden City of Samal, Tagum City, and Mati City, as well as five provinces: Davao Occidental, Davao del Sur, Davao del Norte, Davao Oriental, and Davao de Oro. Region XI of Davao del Norte is where the Davao Prison Farm is located.

The researchers used correlation and regression techniques in a quantitative non-experimental study approach. Results from a quantitative, non-experimental correlation study must be accurately and descriptively interpreted. This approach seeks to uncover novel truths, which can take many different forms, including enhanced knowledge, unique generalizations, the identification of the significant relationship between all variables, and a more precise formulation of the issue at hand (Cohen, 2001).

The research was carried out in several steps by the researcher. Before beginning the actual data collection and questionnaire distribution, the researcher first sought approval from the dean of the University of Mindanao's professional school as well as the respective directors of Davao Prison and Penal Farm, outlining the study's goals, respondents, and data flow because of the research.

RESULTS AND DISCUSSION

Based on respondents' responses to the prediction model on correctional officers' organizational commitment in

Table 1. Level of Organizational Culture

Indicators	SD	Mean	Descriptive Level
Job Satisfaction	0.541	4.19	High
Management Support	0.498	4.12	High
Job Challenges	0.541	4.01	High
Loyalty	0.831	2.38	Low
Social Cohesion	0.539	3.97	High
Overall	0.405	3.73	High

This is supported by Fitria, (2018) the normative order that serves as a foundation for consistent behavior throughout the organization is known as organizational culture.

Employees that work in an atmosphere where the culture is right feel more positively about their jobs, the workplace, and the organization's mission; ; they also have a stronger desire to cooperate to accomplish the organization's objectives.

With the correct culture, employees are motivated to take on the challenge of achieving organizational goals and to operate as a team.

They feel good about their work, their workplace, and the organization's mission.

relation to organizational culture and health, the facts and conclusions presented in this chapter are based on their responses.

This is the order of the discussions on the aforementioned subject: level of organizational culture; level of organizational health; level of organizational commitment; the significance relationship between organizational culture and organizational commitment, the relationship between organizational health and commitment and to determine the model that best predicts on organizational commitment of correctional officers.

Level of Organizational Culture

The level of organizational culture of corrections officer is illustrated in Table 1.

The general mean score on organizational culture is 3.73 with a standard deviation of 0.405, described as high. This implies that organizational culture is often observed.

Level of Organizational Health

The level of organizational health of corrections officer is shown in Table 2. The general mean score is 3.52 with a standard deviation of 0.597, described as high, which implies that organizational health is often observed. The level of organizational health of correctional officers was high.

This high level is consistent with the proposition of Pordeli & Vazifeh (2017) that concept of organizational health is unique because it gives us a complete view of the state of the organization. Personnel that work for healthy organizations are dedicated, accountable, and productive, and they also perform well.

Hence, the research tries to clarify how organizational health promotion affects employee loyalty to the organization.

Table 2. Level of Organizational Health

Indicators	SD	Mean	Descriptive Level
Morale	0.613	3.80	High
Appraisal and Recognition	0.664	3.56	High
Effective Discipline Policy	0.843	3.53	High
Excessive Work Demands	0.663	3.22	Moderate
Goal Congruence	0.597	3.68	High
Professional Growth	0.640	3.68	High
Participant Decision Making	0.829	3.35	Moderate
Professional Interaction	0.724	3.55	High
Role Clarity	0.705	3.75	High
Supportive Leadership	0.901	3.52	High
Overall	0.597	3.52	High

Level of Organizational Commitment

The level of organizational commitment of correctional officers is illustrated in Table 3. The general mean score

is 3.65 with a standard deviation of 0.619, defined as high, which means that organizational commitment is often observed.

Table 3. Level of Organizational Commitment

Indicators	SD	Mean	Descriptive Level
Affective Commitment	0.632	3.79	High
Continuance Commitment	0.692	3.50	High
Normative Commitment	0.658	3.66	High
Overall	0.619	3.65	High

The level of organizational commitment of correctional officers was high. This finding confirms the viewpoints of Al Zefeiti & Mohamad (2017) that one of the attitudes that could result in high performance is organizational commitment. Because they work harder to ensure the company's success and to achieve its goals, employees who are more devoted to their employer are more likely to deliver excellent work than less passionate employees. Workers that score higher on the commitment scale should be more motivated and perform at their best. This commitment comprising three dimensions: A strong desire to remain a member of the organization as well as a strong belief in and acceptance of its goals and ideals and the ability to put up a lot of

work on its behalf. Additionally, they believe that greater organizational commitment among personnel would turn into improved performance.

Organizational Culture and Organizational Commitment of the Correctional Officers

The significance on the relationship between organizational culture and organizational commitment is illustrated in Table 4. Showing correlations between independent variable and dependent variable. The null hypothesis is rejected since the general r-value is 0.623 and the p value is 0.000, which is less than the level of significance at 0.05 reached by the measures.

Table 4. Significance of the Relationship between the Organizational Culture and Organizational Commitment of the Correctional officers

Organizational Culture	Organizational Commitment			Overall
	Affective Commitment	Continuance Commitment	Normative Commitment	
Job Satisfaction	.366* (0.000)	.238* (0.000)	.377* (0.000)	.347* (0.000)
Management Support	.436* (0.000)	.371* (0.000)	.428* (0.000)	.437* (0.000)
Job Challenges	.391* (0.000)	.258* (0.000)	.410* (0.000)	.374* (0.000)

Loyalty	.410* (0.000)	.341* (0.000)	.360* (0.000)	.394* (0.000)
Social Cohesion	.623* (0.000)	.499* (0.000)	.594* (0.000)	.608* (0.000)
Overall	.642* (0.000)	.496* (0.000)	.620* (0.000)	.623* (0.000)

*Significant at 0.05 significance level

The said result conforms to the idea of Aranki et al., (2019) that they also consider it to be a key aspect in every organization's success. Creating a culture is more important than these components, even though organizational culture is not the only factor in organizational success.

An employee's organizational commitment is what binds them to a path of action that serves specific objectives. As a result, Organizations with devoted personnel perform better because they put in more effort and are more engaged. The majority of people refer to this idea as the advantages of personal implications and identifications within an organization. When both the employer and the employee are interested in preserving their working relationship, organizational commitment is attained.

Organizational Health and Organizational Commitment of the Correctional Officers

The significance of the connection between organizational health and organizational commitment is illustrated in Table 5. The general r- value extracted from the said measures is 0.867 with p value of 0.000 which is less than the level of significance at 0.05. The result is significant, and as a result, the null hypothesis that there is no significant relationship is rejected. In addition, it was noted that morale, appraisal and recognition, effective discipline policy, excessive work demands, goal congruence, professional growth, participant decision making, professional interaction, role clarity and supportive leadership as indices of organizational health when correlated with affective commitment, Significant because the r-value is 0.843 and the p value is 0.000, which is less than the level of significance at 0.05.

Table 5. Significance of the Relationship between the Organizational Health and Organizational Commitment

Organizational Health	Organizational Commitment			
	Affective Commitment	Continuance Commitment	Normative Commitment	Overall
Morale	.718* (0.000)	.625* (0.000)	.677* (0.000)	.717* (0.000)
Appraisal and Recognition	.758* (0.000)	.660* (0.000)	.765* (0.000)	.774* (0.000)
Effective Discipline Policy	.820* (0.000)	.695* (0.000)	.810* (0.000)	.824* (0.000)
Excessive Work Demands	.236* (0.000)	.380* (0.000)	.239* (0.000)	.306* (0.000)
Goal Congruence	.708* (0.000)	.580* (0.000)	.693* (0.000)	.704* (0.000)
Professional Growth	.724* (0.000)	.697* (0.000)	.742* (0.000)	.768* (0.000)
Participant Decision Making	.727* (0.000)	.685* (0.000)	.794* (0.000)	.783* (0.000)
Professional Interaction	.787* (0.000)	.709* (0.000)	.809* (0.000)	.818* (0.000)
Role Clarity	.731* (0.000)	.529* (0.000)	.750* (0.000)	.711* (0.000)
Supportive Leadership	.742* (0.000)	.597* (0.000)	.773* (0.000)	.748* (0.000)

	(0.000)	(0.000)	(0.000)	(0.000)
Overall	.843*	.744*	.858*	.867*
	(0.000)	(0.000)	(0.000)	(0.000)

*Significant at 0.05 significance level

Employees are dedicated and productive to the extent that they perceive personal gain from organizational operations. Organizational support is "employees' perceptions of how much their employer values their contributions, cares about their wellbeing, and believes that the company has deliberately taken actions that have an impact on the workers." or "when a dedicated about the wellbeing of its employees and exhibits traits that boost employee engagement and job satisfaction, it is said to be providing organizational support." (Kaynak et al., (2016).

Extent of variables on Organizational Commitment

Table 6 shows the extent of predictor variables on organizational commitment. The table shows the F-ratio of 457.389 and the p-value of 0.000 which is less than the 0.05 level of significance. This allows the researcher to reject the null hypothesis which states that there is no model that best predict to the organizational commitment among correction officers. Thus, there is a predictor model that significantly predicts organizational commitment.

Table 6. Extent of Influence of Predictor Variables on Organizational Commitment

Organizational Commitment (Dependent Variables)				
Independent Variables	β (Standardized Coefficients)	B (Unstandardized Coefficients)	t	Sig.
Organizational Culture (OC)	.080	.122	1.821	.070
Organizational Health (OH)	.928	.962	21.089	.000
R	.869			
R²	.755			
F	457.389			
p	.000			

This was evident that healthy organization, employees are dedicated, helpful, and diligent, and they exhibit good morale and performance. This result supports the research of Buyukyilmaz et al, (2018) that Healthy organization are those who are interested in their work. On the other hand, a company with a healthy environment is one that: is dependable in information exchange; has the adaptability and inventiveness to make the required changes depending on the information gathered; and has unity and devotion to the company's goals.

CONCLUSION AND RECOMMENDATION

The study's findings lead to the following conclusions, which are made: There is high level of organizational culture and organizational health of correctional officers which means are often observed by the respondents.

Similarly, the level organizational commitment among correctional officers is also high which means organizational commitment are often observed by the respondents. Meanwhile, there exists a significant

relationship between organizational health and organizational culture on the organizational commitment of the correction officers. This means that all indicators of organizational culture and organizational health have a significant relationship to the organizational commitment. Lastly, among the two variables the organizational health most predict on the organizational commitment of correction officers.

Therefore, the findings of this study confirm a healthy organization is Those who enjoy their jobs and are glad to be a part of an organization work there more effectively which is parallel to the theory of Denison's model (2000). They have a good spirit and teamwork who working on the task given, also willingness to work together to attain the common goals. Organizations that have a lot of energy and happiness can motivate all employees to work hard and inspire to do the things that make them more productive.

Following are some recommendations that are proposed in light of the findings and conclusion given above. The

level or organizational culture in terms of loyalty was found low. This means that loyalty was seldom observed by the respondents. Employee identification with the company's mission and work ethics defines employee loyalty. Hence, an employee's loyalty can be shown in his or her desire to assist the company's executive in line with work ethics and professionalism, as well as their sense of belonging to the organization and their team of coworkers. Hence, as fellow officers or superiors, it is the duty to address any mistakes or rule violations made by the coworkers or subordinates rather than to protect them and tolerate their behaviors.

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