

Research Paper

Psychological Contract and Organizational Commitment: A Study on Non-Tenure Local Government Unit Employees in General Tinio, Philippines

Jennifer R. Bulawit^{1*}, Mary Ann D. Barlis², Albert C. Bulawat³

^{1,2}Nueva Ecija University of Science and Technology Off-Campus Program (General Tinio)

²Irenea Integrated School, SDO-Nueva Ecija, Philippines

*Corresponding Authors: papayaoffcampus@gmail.com

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Abstract— This study investigated the relationship between psychological contracts and organizational commitment among non-tenure local government unit (LGU) employees in the municipal hall of General Tinio, Nueva Ecija. It examined how employees' perceptions and feelings towards the organization impacted their work commitment and performance, emphasizing the importance of their commitment to organizational objectives and effective work for the organization's success. The research aimed to describe the psychological contract and organizational commitment of non-tenure LGU employees in General Tinio, utilizing a quantitative approach and a three-part survey questionnaire administered to 125 respondents who had been working as non-tenure LGU employees in the locale for at least one year. The majority of the non-tenure LGU employees in the municipal hall were aged 24-29 and 30-35, predominantly female, married, and vocational graduates. However, the employees' demographic profile did not show a significant relationship between their psychological contract and organizational commitment. Nevertheless, the study revealed a significant association between the non-tenure LGU employees' psychological contract and organizational commitment, indicating that higher levels of organizational commitment were correlated with higher levels of the psychological contract. The research suggested that implementing reward and award programs, as well as engaging in team-building activities, could enhance the psychological contract and organizational commitment of non-tenure LGU employees. Overall, this study provided valuable insights into the factors influencing the psychological contract and organizational commitment of non-tenure LGU employees in General Tinio, Nueva Ecija, offering guidance for strategies and interventions to strengthen employee-organization relationships and improve organizational performance.

Keywords— Psychological contract, Organizational commitment, Non-tenure LGU employees, Work commitment, Employee-organization relationships, Organizational performance

1. Introduction

The relationship between employees and organizations is a critical aspect of organizational effectiveness and success. One important factor that influences this relationship is the psychological contract, which refers to the unwritten expectations and obligations between employees and their organizations. The psychological contract represents the mutual beliefs and expectations regarding the employment relationship, including aspects such as job security, career development, rewards, and work conditions. It plays a significant role in shaping employees' attitudes and behaviors toward their organizations.

Organizational commitment is another key construct in the study of employee-organization relationships. It refers to the extent to which employees feel a sense of loyalty, identification, and emotional attachment to their organizations. Organizational commitment has been found to

have significant implications for employee motivation, job satisfaction, and performance, as well as organizational outcomes such as retention and productivity.

However, limited research has focused on the relationship between psychological contracts and organizational commitment among non-tenure local government unit (LGU) employees, particularly in the context of General Tinio, Nueva Ecija, Philippines. Understanding this relationship is crucial in the local government sector, as it can provide insights into the factors that influence employee attitudes and behaviors within this specific context.

The purpose of this study was to examine the relationship between psychological contracts and organizational commitment among non-tenure LGU employees in General Tinio, Nueva Ecija, Philippines. By exploring the psychological contract and its impact on organizational commitment, this research aimed to contribute to a better

understanding of the dynamics between employees and their organizations in the local government sector.

To accomplish this objective, the study employed a quantitative research design, utilizing survey questionnaires to collect data from non-tenure LGU employees in General Tinio. The questionnaires included validated measures of psychological contract and organizational commitment, ensuring the reliability and validity of the data collected.

This research was significant as it filled a gap in the existing literature by examining the relationship between psychological contract and organizational commitment specifically among non-tenure LGU employees in General Tinio, Nueva Ecija. The findings of this study could provide valuable insights for both practitioners and policymakers in the local government sector, helping them understand the factors that influenced employee commitment and informing strategies to enhance employee-organization relationships.

1.1 Research Objectives

The main objective of this study was to provide a comprehensive description of the psychological contract and organizational commitment among non-tenure local government unit (LGU) employees in General Tinio, Nueva Ecija. In order to achieve this, the following sub-objectives were addressed:

1. To describe the profile of the respondents in terms of age, sex, civil status, highest educational attainment, and number of years working as non-tenure employees. This sub-objective aimed to provide a demographic overview of the participants involved in the study.
2. To examine and describe the psychological contract of the respondents in terms of employee obligations, employer obligations, transitions, and fulfillment. By analyzing these dimensions, the study sought to gain insights into the expectations and perceptions that employees hold regarding their roles and responsibilities within the organization.
3. To explore and describe the organizational commitment of the respondents in terms of affective commitment, continuance commitment, and normative commitment. This sub-objective aimed to assess the employees' emotional attachment, perceived costs and benefits, and sense of obligation towards the organization.
4. To determine if there was a significant relationship between the profile of the respondents and their psychological contract. This objective aimed to investigate whether demographic factors such as age, sex, civil status, highest educational attainment, and tenure affected the formation and content of the employee's psychological contract.
5. To investigate whether there was a significant relationship between the profile of the respondents and their organizational commitment. This sub-objective aimed to explore whether demographic factors influenced the level of commitment exhibited by the employees towards the organization.
6. To examine whether there was a significant relationship between the organizational commitment and

psychological contract of the respondents. This objective aimed to assess the interplay between the employees' commitment to the organization and their perceptions of the psychological contract, in order to determine if these factors were mutually reinforcing or influenced each other.

By addressing these research objectives, the study aimed to provide valuable insights into the psychological contract and organizational commitment of non-tenure LGU employees in General Tinio, Nueva Ecija. The findings would contribute to a better understanding of the factors that influence employee-organization relationships and provide guidance for strategies and interventions to enhance organizational performance.

2. Related Work

The concept of the psychological contract and its influence on organizational commitment has received significant attention in the field of organizational behavior. The psychological contract refers to the unwritten expectations and obligations that exist between employees and their employers, which significantly shape employees' attitudes and behaviors toward their organizations. This literature review aims to critically examine the existing research on the relationship between the psychological contract and organizational commitment, with a specific focus on non-tenure local government unit (LGU) employees.

The psychological contract is a mutual understanding and belief system between employees and employers, encompassing both transactional and relational dimensions. The transactional psychological contract focuses on the exchange of specific obligations such as pay, benefits, and job security, while the relational psychological contract emphasizes socio-emotional aspects like trust, loyalty, and job satisfaction. Reference [1] research findings provide valuable insights into the significance of the psychological contract in fostering organizational commitment. Their study emphasizes that a strong psychological contract plays a crucial role in influencing employees' level of commitment toward their organization. The research demonstrates that as the degree of the psychological contract increases, there is a corresponding increase in organizational commitment among employees.

By highlighting the positive relationship between the psychological contract and organizational commitment, [1] work underscores the importance of establishing and maintaining a mutually beneficial relationship between employers and employees. When employees perceive that their organization fulfills its obligations and commitments, they are more likely to develop a stronger emotional attachment and identification with the organization.

These findings have practical implications for organizations seeking to enhance employee commitment and engagement. By understanding and fulfilling the expectations and obligations inherent in the psychological contract, organizations can foster a positive work environment,

promote trust and loyalty, and ultimately increase organizational commitment among their employees [2].

Meanwhile, recent research has shed light on the complex interplay between organizational commitment and employee performance, indicating that organizational commitment holds a more substantial influence on employee performance compared to individual psychological contracts. While both factors contribute to shaping employee behavior and attitudes, the strength of organizational commitment has been found to have a more pronounced impact on performance outcomes [3].

Organizational commitment refers to the extent to which employees identify with and dedicate themselves to their organizations. It comprises three components: affective commitment, which reflects an emotional attachment and identification with the organization; continuance commitment, which arises from employees' perceived costs associated with leaving the organization; and normative commitment, which stems from a sense of obligation and moral responsibility towards the organization.

While extensive research has examined the relationship between the psychological contract and organizational commitment across various organizational settings, there is a scarcity of research specifically focusing on non-tenure LGU employees. Nonetheless, the limited available literature suggests several key findings in this context.

One study investigated the relationship between psychological contract breach, which involves the violation of perceived obligations, and organizational commitment among public sector employees. The findings revealed a negative association between psychological contract breach and organizational commitment [4]. Non-tenure LGU employees who experienced higher levels of breach reported lower levels of organizational commitment, particularly in terms of affective commitment.

Another study explored the impact of psychological contract fulfillment, which measures the extent to which employees perceive their obligations being fulfilled by the organization, on organizational commitment. The study found a positive relationship between psychological contract fulfillment and organizational commitment. When employees perceived that their organization fulfilled its obligations, they demonstrated higher levels of organizational commitment across affective, continuance, and normative dimensions.

Furthermore, research focused on the role of psychological contract violation, the perception of not receiving what was promised, in shaping organizational commitment among public sector employees. The results indicated that psychological contract violation had a negative impact on organizational commitment, particularly affective commitment. Non-tenure LGU employees who perceived higher levels of violation reported lower levels of affective commitment towards their organizations.

These findings suggest that psychological contract breach and violation have detrimental effects on organizational commitment, while psychological contract fulfillment has a positive influence [5][6]. Consequently, managing employees' expectations and ensuring that organizational obligations are met is crucial for enhancing their commitment. Further research is needed to explore additional factors that may moderate or mediate the relationship between the psychological contract and organizational commitment among non-tenure LGU employees.

3. Theoretical Framework

Psychological Contract Theory proposes that the psychological contract plays a crucial role in the employee-employer relationship. It refers to the unwritten expectations and obligations that exist between employees and their organizations. This theory suggests that the psychological contract represents the mutual beliefs and expectations regarding the employment relationship, including aspects such as job security, career development, rewards, and work conditions. It emphasizes the impact of the psychological contract on employees' attitudes and behaviors toward their organizations.

The Model of Commitment provides a comprehensive framework for understanding organizational commitment. According to this model, organizational commitment consists of three distinct components: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects an emotional attachment and identification with the organization. Continuance commitment arises from employees' perception of the costs associated with leaving the organization. Normative commitment is driven by a sense of obligation and moral responsibility towards the organization.

Previous studies have investigated the relationship between psychological contracts and organizational commitment. For example, research has shown that psychological contract breach negatively affects organizational commitment among public sector employees. Additionally, studies have demonstrated a positive relationship between psychological contract fulfillment and organizational commitment. It has also been found that psychological contract violation has a negative impact on organizational commitment among public sector employees. These findings provide empirical support for the relationship between psychological contracts and organizational commitment.

Currently, there is a lack of universally accepted categorization that fully captures the intricate relationship between psychological contracts and organizational commitment [4]. However, an extensive literature has consistently highlighted the strong correlation between these two theoretical constructs. Researchers have examined this connection from various angles, emphasizing its significance and impact within the realm of organizational behavior [7]. Researchers have approached this topic from diverse perspectives, considering factors such as the fulfillment or

breach of psychological contract obligations, the role of trust and perceived fairness in the employment relationship, and the impact of socio-emotional aspects on organizational commitment. By delving into these areas, scholars have underscored the intricate nature of the psychological contract-organizational commitment connection and its significance in organizational settings.

The recognition of this relationship has prompted researchers to delve deeper into understanding the antecedents, consequences, and dynamics associated with psychological contracts and organizational commitment. By exploring these constructs from multiple angles, the literature has contributed valuable insights into how organizations can foster and maintain high levels of commitment among their employees. In this research, the theoretical framework based on the Psychological Contract Theory and the Model of Commitment guided the investigation of the relationship between psychological contracts and organizational commitment among non-tenure LGU employees in General Tinio, Philippines. The Psychological Contract Theory informed the examination of the psychological contract and its dimensions, such as transactional and relational obligations. The Model of Commitment guided the assessment of organizational commitment, including affective, continuance, and normative commitment. By applying these theories, this study aimed to contribute to a better understanding of the dynamics between employees and their organizations in the local government sector.

4. Methodology

This study employed a Quantitative Correlational Research Design to investigate the relationship between psychological contracts and organizational commitment among non-tenure LGU employees in General Tinio, Nueva Ecija. The researchers aimed to understand and describe the psychological contract and organizational commitment of non-tenure local government unit employees in the specified locale. The study took place at the municipal hall of General Tinio, Nueva Ecija.

A purposive sampling method was used to select the respondents for the study. Non-tenure LGU employees who had been working in the locale for one (1) year or more were considered eligible participants. This sampling approach ensured that the responses obtained were well-grounded and provided valuable insights into the psychological contract and organizational commitment of the target population. A total of one hundred twenty-five (125) non-tenure employees who met the specified criteria were included in the study.

Data collection was conducted using a standardized survey questionnaire that consisted of three parts. Part I gathered information about the respondents' profiles, including age, sex, civil status, highest educational attainment, and number of years working as non-tenure LGU employees in General Tinio. Part II focused on the respondents' psychological contract, encompassing employee obligations, employer obligations, transitions, and fulfillment. Part III explored the

respondents' organizational commitment, including affective commitment, normative commitment, and continuance commitment. The questionnaire was validated by experts and administered to the respondents after obtaining permission from relevant authorities.

Ethical considerations were prioritized throughout the study. The researchers adhered to the Data Privacy Law, ensuring that collected data were used solely for educational purposes. Respondents' anonymity was maintained, and informed consent was obtained before their participation. Participants had the option to withdraw from the study at any time, ensuring their discretion. The confidentiality of the gathered data was ensured, and strict data security measures were implemented.

The collected data underwent statistical treatment. For Statement of the Problem number 1, frequency and percentage distributions were used to present quantitative data in tabular form. The absolute frequency represented the number of occurrences of a specific value, while the total number of data was denoted as N. The percentage was calculated by dividing the value by the total and multiplying the result by 100.

Weighted mean and the Likert scale were employed for Statement of the Problem numbers 2 and 3. The weighted mean is an average that assigns different weights to individual values. It was calculated by summing the product of weights and quantities, divided by the sum of weights. In Statements of Problem numbers 4, 5, and 6, the Pearson correlation coefficient (Pearson's r) was used for hypothesis testing. The formula for Pearson's r calculates the correlation between two variables. Statistical software, such as SPSS Statistics, was utilized for the correlation analysis.

The quantitative data were then translated into qualitative data using the Likert scale, allowing for a comprehensive analysis and interpretation of the relationships between variables. The findings derived from the statistical analyses formed the basis for drawing conclusions and providing recommendations for the study.

5. Results and Discussion

The demographic profile of the non-tenure LGU employees in the locale provides valuable insights into the characteristics of the study participants. The majority of the employees fall within the age brackets of 24-29 years old and 30-35 years old. This finding suggests that the non-tenure LGU workforce in General Tinio, Nueva Ecija, comprises individuals in their mid to late twenties and early thirties. Such a distribution of age groups may have implications for understanding the dynamics of the psychological contract and organizational commitment among this particular population.

In terms of sex, the study reveals that most of the non-tenure LGU employees in the locale are female. This finding indicates a gender imbalance within the workforce, where women are more prevalent. The disproportionate

representation of female employees could have implications for understanding the dynamics of the psychological contract and organizational commitment, as gender-related factors may influence the employees' perceptions, experiences, and levels of commitment within the organization.

The civil status of the non-tenure LGU employees shows that the majority of them are married. This finding suggests that the employees' personal lives may be influenced by their marital status, which can have implications for their psychological contract and organizational commitment. Married individuals often have additional responsibilities and commitments outside of work, which may influence their perceptions, expectations, and levels of commitment within the organization.

Regarding the highest educational attainment, vocational graduates constitute the majority of the respondents. This finding implies that the non-tenure LGU employees in the locale may have acquired specialized vocational skills relevant to their roles within the organization. The educational background of the employees may shape their perceptions of the psychological contract and influence their organizational commitment.

The number of years working as non-tenure LGU employees in the locale reveals that the respondents fall into two brackets: 1 year to 3 years and 4 years to 6 years. This finding suggests that the majority of the non-tenure LGU employees have relatively short tenure within the organization. The duration of employment can influence the development of the psychological contract and organizational commitment. Employees with longer tenures may have different perceptions and expectations compared to those who are relatively new to the organization.

These demographic findings provide a foundation for understanding the characteristics of the non-tenure LGU employees in General Tinio, Nueva Ecija. The distribution of age groups, sex, civil status, educational attainment, and tenure can influence the employees' perceptions, experiences, and levels of commitment within the organization. It is important to consider these demographic factors when analyzing the relationships between psychological contracts and organizational commitment among the non-tenure LGU employees in the locale.

The findings related to the psychological contract of the non-tenure LGU employees in the locale provide insights into their perceptions and experiences regarding employee obligations, employer obligations, transitions, and fulfillment. Several relevant studies have explored similar dimensions of the psychological contract and organizational commitment, shedding light on the significance of these findings.

In terms of employee obligations, the majority of the non-tenure LGU employees seek out development opportunities that enhance their value to the employer. This finding aligns with research by Rousseau and McLean Parks (1993), who argue that employees' investment in their development and

skills can contribute to their perception of fulfilling their obligations within the psychological contract. This indicates that employees who actively pursue growth opportunities are more likely to have a positive psychological contract and higher levels of commitment to their organization.

Regarding employer obligations, the majority of the non-tenure LGU employees in the locale knew that their jobs are continuous as long as their employers need them. This finding is consistent with the concept of job security as an important aspect of the psychological contract. Research by Guest and Conway (2002) highlights the significance of perceived job security in shaping employees' perceptions of the psychological contract and their commitment to the organization. When employees perceive their jobs as secure, it can positively influence their organizational commitment.

The finding that most of the non-tenure LGU employees considered that their employer withholds information relates to the dimension of transitions in the psychological contract. This finding echoes the importance of open communication and information sharing within the employment relationship. Research by Coyle-Shapiro and Kessler (2000) emphasizes the role of trust and fairness in the exchange of information between employers and employees. When employees perceive that information is withheld by their employer, it can negatively impact their psychological contract and may decrease their commitment to the organization.

Regarding fulfillment, the majority of the non-tenure LGU employees greatly fulfilled their commitment to their employer. This finding suggests a positive relationship between fulfillment and organizational commitment. Research by Robinson et al. (1994) highlights the significance of fulfillment in the psychological contract as a predictor of employees' commitment to the organization. When employees perceive that their obligations are met and their contributions are valued, it enhances their commitment to the organization.

Meanwhile, the findings related to the organizational commitment of the non-tenure LGU employees in the locale indicate their levels of affective commitment, continuance commitment, and normative commitment. Affective commitment refers to the emotional attachment and identification employees have with the organization. The finding that most of the non-tenure LGU employees would be very happy to spend the rest of their career with the organization suggests a high level of affective commitment. This finding aligns with research by Meyer and Allen (1997), who argue that affective commitment is characterized by strong emotional ties and a desire to maintain a long-term relationship with the organization.

Continuance commitment reflects the perceived costs and lack of alternatives to leaving the organization. The finding that most of the non-tenure LGU employees have too few options to consider leaving the organization suggests a higher level of continuance commitment. This finding is consistent with research by Allen and Meyer (1996), who propose that

employees with limited alternative job opportunities are more likely to exhibit continuance commitment due to their perceived lack of viable options.

Normative commitment is based on employees' feelings of obligation and moral responsibility to remain with the organization. The finding that most of the non-tenure LGU employees do not feel it was right to leave the organization for another offer for a better job elsewhere indicates a higher level of normative commitment. This finding corresponds to research by Meyer and Allen (1997), who argue that normative commitment is driven by a sense of duty and a belief in the importance of honoring obligations to the organization.

Table 1. Relationship between the profile of the respondents and their Psychological Contract

Correlation Profile	Psychological Contract		Interpretation
	r- value	p-value	
Age	-.010	.910	No significant relationship
Sex	.046	.608	No significant relationship
Civil Status	-.045	.618	No significant relationship
Highest Educational Attainment	.131	.144	No significant relationship
Number of Years Working	.026	.775	No significant relationship

Table 2. Relationship between the profile of the respondents and their Organizational Commitment

Correlation Profile	Psychological Contract		Interpretation
	r- value	p-value	
Age	.060	.506	No significant relationship
Sex	.087	.335	No significant relationship
Civil Status	.037	.685	No significant relationship
Highest Educational Attainment	.010	.915	No significant relationship
Number of Years Working	.028	.755	No significant relationship

The results of the hypothesis testing indicate that there is no significant relationship between the profile of the non-tenure LGU employees and their psychological contract, as well as their organizational commitment. This finding suggests that demographic factors such as age, sex, civil status, highest educational attainment, and years of working in the organization do not have a substantial influence on the psychological contract and organizational commitment of the non-tenure LGU employees. This finding is consistent with research by Lambert et al. (2018), who argue that the psychological contract and organizational commitment can be shaped by various individual and organizational factors beyond demographic characteristics.

Table 3. Relationship between the Respondent's' Psychological Contract and their Organizational Commitment

Correlation Variable	Psychological Contract		Interpretation
	r- value	p-value	
Organizational Commitment	.658**	.000	Significant relationship

**correlation is significant @ 0.01 level

However, the study reveals a significant relationship between organizational commitment and the psychological contract of non-tenure LGU employees. These results corroborate the assumption that psychological contract fulfillment is positively related to commitment [8][9]. The higher the organizational commitment, the higher the psychological contract of the employees. This finding supports the notion that organizational commitment and the psychological contract are mutually reinforcing. This suggests that when employees have a strong sense of commitment to the organization, it enhances their perception of a positive psychological contract, characterized by trust, mutual obligations, and reciprocity [10][11].

Based on the study findings, proposed programs, assistance, and activities are recommended to improve the psychological contract and organizational commitment of the non-tenure LGU employees. Using rewards and awards programs can help enhance the psychological contract by recognizing and appreciating employees' efforts and contributions. Additionally, spending time together for team-building activities is suggested to foster a sense of camaraderie and strengthen the employees' commitment to the organization [12]. Furthermore, offering opportunities for non-tenure employees to be promoted as tenure LGU employees can increase their commitment and motivation to stay with the organization.

In summary, the findings regarding the psychological contract and organizational commitment of the non-tenure LGU employees provide valuable insights into their perceptions, experiences, and levels of commitment within the organization. These findings align with relevant research studies and highlight the importance of factors such as employee obligations, employer obligations, transitions, fulfillment, affective commitment, continuance commitment, and normative commitment. Understanding and addressing these dimensions can contribute to improving the psychological contract and enhancing organizational commitment among non-tenure LGU employees.

6. Conclusion and Future Scope

The demographic profile of non-tenure LGU employees in General Tinio, Nueva Ecija, reveals that the majority of the workforce consists of individuals aged 24-29 years and 30-35 years. This age distribution indicates a relatively young workforce, which may have implications for their psychological contract and organizational commitment. Furthermore, the study found a gender imbalance within the workforce, with females being more prevalent. This gender disparity can influence the dynamics of the psychological contract and organizational commitment, as gender-related factors may shape employees' perceptions and experiences. Moreover, the civil status of the employees predominantly showed that they are married, suggesting that their personal lives and responsibilities outside of work may affect their psychological contract and organizational commitment. Additionally, the educational background of the employees, with vocational graduates being the majority, may influence

their perceptions and expectations of the psychological contract and organizational commitment. Lastly, the study revealed that most employees had relatively short tenures within the organization, indicating that the duration of employment can impact the development of the psychological contract and organizational commitment.

The findings related to the psychological contract of non-tenure LGU employees highlight their pursuit of development opportunities to enhance their value to the employer, awareness of job continuity, perception of information withholding by the employer, and fulfillment of commitment. These findings align with previous research, emphasizing the importance of employees investing in their development, perceiving job security, establishing transparent communication, and experiencing fulfillment in the psychological contract. Moreover, the study revealed significant levels of affective, continuance, and normative commitment among the employees. This indicates their emotional attachment to the organization, perceived lack of alternative job options, and moral obligation to remain with the organization, respectively. These findings correspond with existing literature that underscores the significance of affective, continuance, and normative commitment in shaping employees' commitment to their organization.

While the study did not find a significant relationship between the demographic profile of non-tenure LGU employees and their psychological contract or organizational commitment, it did establish a significant relationship between organizational commitment and the psychological contract. This suggests that employees with higher organizational commitment tend to have a more positive psychological contract, characterized by trust, mutual obligations, and reciprocity. These findings support the notion that organizational commitment and the psychological contract are mutually reinforcing and highlight the importance of fostering a strong commitment to the organization to enhance the psychological contract.

Based on the study's findings, it is recommended to implement rewards and awards programs to recognize and appreciate employees' contributions, conduct team-building activities to foster camaraderie and strengthen commitment, and offer promotion opportunities from non-tenure to tenure positions to increase employees' motivation and commitment to the organization. These recommendations aim to improve the psychological contract and enhance organizational commitment among non-tenure LGU employees in General Tinio, Nueva Ecija. By considering the dimensions of employee obligations, employer obligations, transitions, fulfillment, and the different aspects of organizational commitment, organizations can create a supportive work environment that promotes strong commitment and positive psychological contracts among their employees.

Based on the conclusion drawn from the study, the following recommendations can be made:

1. **Implement Rewards and Awards Programs:** Since the study found that non-tenure LGU employees in the

municipal hall of General Tinio highly value development opportunities and fulfillment of commitment to their employer, implementing rewards and awards programs can be an effective strategy to enhance their psychological contract. Recognizing and rewarding employees' achievements and contributions can increase their motivation, job satisfaction, and loyalty to the organization.

2. **Foster Transparent Communication:** The study highlighted that non-tenure LGU employees perceived that their employer withholds information. To improve the psychological contract, it is important to foster transparent communication within the organization. Establishing open channels of communication, providing regular updates and feedback, and involving employees in decision-making processes can create a sense of trust and inclusivity.
3. **Invest in Team Building Activities:** Given that non-tenure LGU employees in the locale exhibited a high level of organizational commitment and expressed a desire to spend their entire career with the organization, it is recommended to organize team-building activities. Spending time together in team-building exercises and creating opportunities for social interactions can strengthen relationships, enhance teamwork, and contribute to a positive organizational culture.
4. **Consider Promotion Opportunities:** The study indicated that non-tenure LGU employees had limited options to consider leaving the organization. To further enhance their organizational commitment, it is suggested to provide clear career development paths and promotion opportunities. Offering employees the possibility of advancing to tenure LGU positions can serve as an incentive and encourage their long-term commitment to the organization.

Scope and Delimitations

The scope of this study was to examine the relationship between psychological contracts and organizational commitment specifically among non-tenure local government unit (LGU) employees in General Tinio, Philippines. The focus was on understanding how the psychological contract, which encompassed both transactional and relational obligations, influenced the employees' levels of organizational commitment. The study aimed to explore the dimensions of the psychological contract, such as employee and employer obligations, transitions, and fulfillment, and their impact on affective, continuance, and normative commitment. The research was conducted within the context of non-tenure LGU employees in General Tinio, Philippines, providing insights into the dynamics of this specific group in relation to psychological contracts and organizational commitment.

This study had certain delimitations that defined its boundaries and limitations. Firstly, the research focused solely on non-tenure LGU employees, excluding other types of employees or sectors. The findings may not be generalizable to other industries or employment contexts. Secondly, the study was geographically limited to General

Tinio, Philippines, and may not have reflected the experiences and perceptions of employees in other regions or countries. Additionally, the research relied on self-reported data from the participants, which may have introduced subjective biases or limitations in the accuracy of the responses. Furthermore, the study did not consider external factors or variables beyond the psychological contract that may have influenced organizational commitment among non-tenure LGU employees. Finally, the study did not aim to establish causality but rather explored the relationship between psychological contracts and organizational commitment.

Conflict of Interest

The researchers involved in this study declare no conflicts of interest that could potentially influence the objectivity, integrity, or impartiality of the research process or the reporting of its findings. The study is conducted with the sole purpose of contributing to the existing body of knowledge on the relationship between psychological contracts and organizational commitment among non-tenure local government unit employees in General Tinio, Philippines.

Funding Source

1. This research was conducted independently, without any external funding or financial support. The study was initiated based on the researcher's interest and motivation to explore the relationship between psychological contracts and organizational commitment among non-tenure local government unit employees in General Tinio, Philippines.
2. No specific funding or sponsorship was received for this research project. The study was self-funded, and all expenses associated with data collection, analysis, and dissemination of findings were covered by the researcher. The decision to investigate the relationship between psychological contracts and organizational commitment in the context of non-tenure local government unit employees was driven solely by academic and scholarly pursuits.
3. The research conducted in this study was entirely self-funded, with no external financial assistance. The absence of any funding source or sponsorship ensures that the findings and conclusions drawn from this research remain unbiased and independent. The objective of the study was to explore and contribute to the understanding of the relationship between psychological contracts and organizational commitment among non-tenure local government unit employees in General Tinio, Philippines, without any influence from external funding bodies.

Authors' Contributions

Dr. Jennifer R. Bulawit was responsible for conceptualizing the study and preparing all the necessary write-ups for the paper. She played a crucial role in designing the research framework, determining the research questions, and outlining the scope of the study. Dr. Bulawit's expertise and knowledge in the field of organizational behavior and psychological contract theory were instrumental in shaping the direction of the research.

Mrs. Mary Ann D. Barlis took charge of gathering, analyzing, and interpreting the data collected for the study. She played a key role in conducting the data collection process, ensuring the accuracy and reliability of the data gathered from non-tenure local government unit employees in General Tinio, Philippines. Mrs. Barlis utilized her analytical skills to examine the data and extract meaningful insights that contribute to the understanding of the relationship between psychological contracts and organizational commitment.

Dr. Albert C. Bulawat contributed to the final manuscript of the research paper. He worked closely with Dr. Jennifer R. Bulawit and Mrs. Mary Ann D. Barlis to integrate their findings and insights into a cohesive and well-structured paper. Dr. Bulawat's role involved proofreading the manuscript, ensuring the accuracy of the information, and making revisions to enhance the clarity and coherence of the paper. His expertise in academic writing and attention to detail ensured that the final manuscript effectively presents the research findings and contributes to the existing body of knowledge.

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AUTHORS PROFILE

Dr. Jennifer R. Bulawit is a highly accomplished educator and academic professional with extensive experience in teaching and program management. She currently serves as a Master Teacher II at Lino P. Bernardo National High School, where she has made significant contributions to the field of education.

In addition to her role in secondary education, Dr. Bulawit holds a significant position as the program head of the BSBA (Bachelor of Science in Business Administration) Department at NEUST Papaya Off-Campus. Her expertise in business administration and her dedication to providing quality education have made her an invaluable asset to the department and the institution as a whole.

Furthermore, Dr. Bulawit's passion for teaching and commitment to academic excellence have led her to serve as a lecturer in the same college. Through her engaging teaching style and profound subject knowledge, she has positively influenced the learning experiences of countless students pursuing their higher education.

Dr. Bulawit's strong leadership skills, combined with her expertise in education and business administration, have earned

her recognition and respect among her peers and students alike. She consistently demonstrates a deep commitment to fostering a conducive learning environment, encouraging intellectual growth, and nurturing the development of her students.

With her diverse roles and responsibilities in both secondary and tertiary education, Dr. Jennifer R. Bulawit continues to make a significant impact on the field of education. Her dedication, expertise, and passion for teaching serve as an inspiration to her colleagues and students, making her an exceptional educator and a valuable asset to the academic community.

Mrs. Mary Ann D. Barlis is an esteemed educator and currently serves as the Head Teacher III of Irene Integrated School. She holds a bachelor's degree in teaching mathematics, which has provided her with a strong foundation in the field of education. Additionally, she has completed units towards a Master of Arts in Education, majoring in Educational Management and Mathematics Teaching. Her academic background and expertise have equipped her with the necessary knowledge and skills to effectively contribute to the improvement of educational practices.

In recognition of her exemplary dedication and commitment to education, Mrs. Barlis has been appointed as the district research coordinator in the District of General Tinio, Division of Nueva Ecija. In this role, she plays a pivotal role in promoting research initiatives and facilitating the development of research skills among teachers and students. Her passion for advancing educational research has positively influenced the teaching and learning practices within the district.

Dr. Albert C. Bulawat is an accomplished educator with a strong background in the field of education. He holds a Bachelor's degree in Secondary Education majoring in English, a Master of Arts in Education majoring in English, and a Doctor of Education in Educational Management.

Dr. Bulawat began his career in education as a Basic Education Teacher at the Department of Education, where he dedicated five years to shaping young minds and fostering a love for learning. With his passion for education and leadership skills, he eventually transitioned to become the College Department Head of Nueva Ecija University of Science and Technology Off-Campus Program in General Tinio.

Currently, Dr. Bulawat holds multiple roles at the same institution. He serves as the concurrent Program Head of the BSED (Bachelor of Secondary Education) Program, overseeing the development and implementation of the program's curriculum. Additionally, he is an esteemed lecturer, imparting his knowledge and expertise to aspiring teachers.

Beyond his commitments at Nueva Ecija University of Science and Technology, Dr. Bulawat also contributes to the field of education as a Graduate School Professor at Wesleyan University Philippines. In this role, he instructs graduate students, sharing his wealth of knowledge and experience in educational management.

Dr. Albert C. Bulawat's dedication to education, his diverse academic background, and his commitment to professional development make him a respected figure in the field. His contributions to both basic and higher education institutions have positively impacted the lives of countless students and educators.

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