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# Organizational Commitment in Relation to Occupational Stress, Work-Family Conflict, and Work Ethics among Bureau of Jail Management and Penology Personnel

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**Abstract:** *Organizational commitment is the psychological bond between employees and their employer, influencing their choice to stay or leave the organization. Three exogenous variables were utilized to generate the best-fit model: occupational stress, work-family conflict, and work ethics. The data were gathered from 400 jail personnel in Region 11, Philippines. Descriptive correlation and structural equation models were utilized as the study design. Further, this study adopted standardized instruments and gathered the data through online platforms in consideration of the healthy protocol of Jails in the adversities of COVID-19. Initially, analysis using descriptive statistical tools, namely mean, standard, and deviation, was utilized, followed by the inferential analysis of data such as Pearson r, multiple regression analysis, and structural equation modeling (SEM). Results revealed that occupational stress is moderate means it sometimes manifests, work-family conflict is moderate means it is sometimes felt, work ethics is very high means it is always observed, and organizational commitment is high means it oftentimes manifests. Moreover, there are links between occupational stresses, work ethics to organizational commitment; however, work-family conflict is not significantly correlated to organizational commitment. The test of influence also reveals that occupational stress and work ethics influence organizational commitment among BJMP personnel. In table 9, model 5 is the best-fit model, this model excludes work ethics and reveals that occupational stress and its correlation with work-family conflict is significantly influencing organizational commitment. Hence, these two factors significantly influence or predict the level of organizational commitment within the organization.*



***Keywords: Criminal Justice, Occupational Stress, Work-Family Conflict, Work Ethics, Organizational Commitment, BJMP Personnel.***

## **1. INTRODUCTION**

Organizational commitment is a psychological condition or attitude that characterizes employees' relationships with their employer and ultimately influences their intentions to stay or leave the organization (Kotzé & Nel, 2020). Hence, retaining the most valuable employees will be a struggle for every organization, whether government or commercial business. When they work for a learning organization, their performance improves, and their desire to quit decreases (Lin & Huang, 2020). Further, employee retention, whether it is strong or poor, must be regarded by any organization since it affects employee turnover propensity and resilience (Soenanta, 2020). In addition, jail officers with a low level of commitment had lower level with rapport, and respect towards inmates, compared to those jail officers with a medium to higher level commitment (Deffendol 2018).

The importance of organizational commitment stems from a generally accepted notion that an employee with a strong commitment to the organization will be productive and will always support it (Tindowen, 2019). Further, (Doan et al., 2020) Organizational commitment as the strength of an employee's identification with and drive to establish mutual respect between them and their organization (Ridwan et al., 2020). Moreover, (Peng et al., 2020) reiterate that organizational commitment is a force that will secure a follower to a course of action, which is important to any organization. In addition, empowering leadership will also improve employee commitment to the organization (Jung et al., 2020).

The lack of recognition and overtime pay for employees increases stress and reduces job satisfaction and performance (Rahayu, 2020). Workplace stress negatively impacts organizational commitment, as confirmed by multiple studies (Abdelmoteleb, 2019; Suryanthini et al., 2020). This study aligns with previous findings that stress significantly affects organizational commitment.

## **2. RELATED WORKS**

To correlate the study's variables, (Viegas & Henriques, 2021) stated that the uniform personnel occupational stress is extremely substantial and positively connected with their work-family conflict. Similarly, (Ghorbani et al., 2018) investigate the link between work ethics and the function of self-compassion as a mediator of occupational stress and mental health. At the same time, (Wang et al., 2020) found that the association between occupational stress and organizational commitment might be considered favorably predicted by occupational stress. Moreover, (Abdullah et al., 2021) reveals that work-family conflict substantially influences organizational commitment. On the other hand, work ethics were discovered to have a favorable and substantial association with organizational commitment (Nasution & Rafiki, 2020).



The impact of work ethics on organizational commitment is significant. Work ethic and organizational commitment are connected since both can impact one another's levels of commitment. It is vital to have a mindset that values hard work and sincere effort highly to be able to develop a work ethic (Saefi et al., 2020). Likewise, (Nur et al., 2019) research revealed that work ethic significantly influences organizational commitment and performance. It also significantly influences performance indirectly through organizational commitment.

Moreover, (Al-Marzouqi et al., 2019) found a strong relationship between organizational commitment and work ethic. Managers are advised to promote both the hard-working and leisurely components of work ethics to increase employee engagement with the organization. On the other hand, in terms of the Islamic environment, organizational commitment is positively and significantly impacted by work ethics. This implies that to set up his organization so that each member's commitment to it might improve, work ethics can support the encouragement of increasing commitment from workers to work together to achieve organizational goals (Romi et al., 2020).

In addition to the relationship between work ethic and organizational commitment, (Gheitani et al., 2019) mentions a positive relationship between intrinsic motivation and work satisfaction when discussing work ethics toward work satisfaction and organizational commitment mediated by intrinsic motivation, but the relationship is negative when work ethics is directly related to organizational commitment. Likewise, (Nasution & Rafiki, 2020) revealed that work ethics, organizational dedication, and job happiness all have favorable relationships.

On the other hand, when work obligations interfere with family time, when workers arrive at the office early and find it difficult to divide their time between household duties, when they frequently experience delays in getting to work, and when they have an impact on the onset of stress that lowers worker performance, a person will experience work-to-family conflict (Rahayu, 2020).

Additionally, this study's variable that represents occupational stress also demonstrates a relationship between work-family conflicts. Occupational stress and work-family conflict were directly associated (Mack & Rhineberger-Dunn, 2019). However, the nature of the connection was influenced by the job title. (Jerg-Bretzke et al., 2020) found strong associations between psychological workplace strain and the occupational stress indicator of overcommitment, as well as between work-family and family-work conflict.

Similar results were also found (Vickovic & Morrow, 2020), who found that time-based conflict only predicted job satisfaction, whereas strain-based conflict, a subtype of work-family conflict, strongly predicted occupational stress and job satisfaction. Each measure of work-family conflict had just a small correlation to organizational commitment. Employee performance can be evaluated in relation to work-family conflict and occupational stress, and



it can be stated that there is a significant relationship between these two variables (Karakaş & Tezcan, 2019).

In addition, Work-family conflict and occupational stress are strongly positively correlated in police officers. The study's conclusions may be used to create treatments for police officers that would help them strike a decent work-life balance by lowering stress at work and work-family conflict (Viegas & Henriques, 2021). While (Siswanto et al., 2022) study reveal that role conflicts in families cause bank employees to face substantial levels of professional stress, the government's decision to permit staff to work remotely during the epidemic is another factor causing role conflicts.

On the otherhand, work-family conflict has a significant impact on the domain of organizational commitment. Continuity and normative organizational commitment, with the exception of affective commitment, which has little effect on job satisfaction, mediate the relationship between work-family conflict and job satisfaction (Purwanto et al., 2021). While (Abdullah et al., 2021) found that work-family conflict had a substantial impact on organizational commitment and that the age and duration variability of marriage was a strong predictor of workplace well-being.

Similarly, (Rahayu's, 2020) study's findings show that work-family conflict has a negative and significant impact on organizational commitment. Consequently, employee commitment to the company increases as work-family conflict lowers and decreases as employee commitment to the company increases. Additionally, it was discovered that the perception of work-family conflict among female lecturers was negatively connected with their level of organizational commitment (Karya et al., 2021).

### **3. METHODOLOGY**

In Region XI, this study surveyed 400 jail officers employed by the Bureau of Jail Management and Penology (BJMP) to assess work-family conflict, work ethic, occupational stress, and organizational commitment. The respondents were chosen using complete enumeration to ensure equal representation and reliability. Only officers with at least five years of service were included to ensure relevant experience. Participants were free to choose whether to participate, assured of no repercussions, and could withdraw at any time. The study, conducted in early 2023, focused on officers from twelve jail units across five provinces in Region XI, including Davao de Oro, Davao del Norte, Davao del Sur, Davao Occidental, and Davao Oriental.

An adapted and modified survey questionnaire was used in this study, comprising four sets of instruments: Work-Family Conflict (Armstrong et al., 2015), Work Ethic (Sharma & Rai, 2015), Occupational Stress (Srivastava & Singh, 1984), and Organizational Commitment (Lopez Jr., 2006). These were adjusted to fit the study's needs. The research employed a non-experimental, quantitative design using a descriptive-correlational technique to explore relationships between variables. Structural equation modeling (SEM) was also used to assess multiple relationships and draw causal conclusions (Hair Jr. et al., 2017; Gana & Broc, 2019).

Data collection followed several steps. Initially, the questionnaires were reviewed and validated by experts, followed by pilot tests to ensure validity. Permission to conduct the study was then secured from the BJMP Regional Director. Upon approval, the research instrument was distributed to respondents via Google Forms. Data were subsequently collected, tabulated in Microsoft Excel, and analyzed by a statistician. The study, conducted in the second semester of the 2023-2024 school year, focused on jail officers in Region XI.

Statistical tools used included the Mean to measure levels of work-family conflict, work ethic, occupational stress, and organizational commitment; Pearson Product Moment Correlation (Pearson R) to determine relationships between variables; Multiple Regression to identify key predictors among the variables; and Structural Equation Modeling (SEM) to explore the best-fit model. Ethical standards were rigorously followed, adhering to the University of Mindanao Ethics Review Committee (UMERC) protocol, with the UMERC Certificate (UMERC-2023-454) included in the appendices.

#### **4. RESULT AND DISCUSSION**

Table 1 presents a summary of the perceived occupational stress among BJMP personnel which register a mean score that ranges from 3.80 to 2.49 with an overall mean score of 3.09, describe as moderate. This means that the BJMP personnel experience a moderate level of occupational stress.

Table 1. Level of Occupational Stress

<b>Indicators</b>	<b>Mean</b>	<b>SD</b>	<b>Descriptive Level</b>
Role Overload	3.03	.410	Moderate
Role Ambiguity	2.87	.497	Moderate
Role Conflict	2.91	.492	Moderate
Under Participation	3.38	.615	Moderate
Unreasonable Group and Political Pressure	2.71	.527	Moderate
Responsibility for Person	3.23	.613	Moderate
Powerless	3.80	.962	High
Peer Group Relation	3.32	.486	Moderate
Intrinsic Improverisement	3.24	.412	Moderate
Low Status	2.88	.643	Moderate
Strenous Working Condition	3.18	.421	Moderate
Unprofitability	2.49	.616	Moderate
Overall	3.09	.304	Moderate

Reflected in Table 2 are the responses of respondents on their level of work-family conflict among BJMP personnel indicated a mean score that ranges from 3.30 to 2.10 with an overall mean score of 2.62, describing the situation as moderate, suggests that BJMP personnel encounter a balanced level of work-family conflict.



Table 2. Level of Work-Family Conflict among BJMP personnel

Indicators	Mean	SD	Descriptive Level
Time-Based Conflict	3.30	.394	Moderate
Strain-Based Conflict	2.79	.255	Moderate
Behavioral-Based Conflict	2.10	.578	Low
Family-Work Conflict	2.28	.494	Low
Overall	2.62	.330	Moderate

As shown in table 3 are the responses of respondents on their level of work ethics among BJMP personnel indicated a mean score that ranges from 4.41 to 4.06 with an overall mean score of 4.26, describing it as "very high" indicates that BJMP personnel maintain a significant level of work ethics.

Table 3. Perceived level of Work Ethics among BJMP Personnel

Indicators	Mean	SD	Level
Work as Central Life Interest	4.06	.552	High
Moral Approach to Work	4.31	.563	Very high
Intrinsic Work Motivation	4.41	.583	Very high
Overall	4.26	.503	Very high

Illustrated in Table 4 are responses of respondents on their level of organizational commitment among BJMP personnel, indicating a mean score that ranges from 4.05 to 3.92 with an overall mean score of 4.01, described as a high level, suggesting a strong dedication and loyalty to the organization's goals and values?

Table 4. Level of Organizational Commitment among BJMP Personnel

Indicators	Mean	SD	Level
Affective Commitment	4.05	.562	High
Continuance Commitment	3.92	.564	High
Normative Commitment	4.05	.407	High
Overall	<b>4.01</b>	<b>.407</b>	High

In table 5, the results demonstrates that the occupational stress domain, excluding work overload ambiguity, role conflict, unreasonable group and political pressure, strenuous working condition, and unprofitability, exhibit p-values below or within the statistical threshold of significance of 0.05 and an r-value of .269. This suggests a noteworthy a significant relationship between occupational stress and organizational commitment of BJMP personnel.

Table 5. Correlation Analysis between Occupational Stress and Organizational Commitment.

	Affective	Continuance	Normative	Overall
Work Overload	-.063 <sup>ns</sup>	.220 <sup>**</sup>	.041 <sup>ns</sup>	.086 <sup>ns</sup>

	.273	.000	.477	.136
Role Ambiguity	.067 <sup>ns</sup>	.113 <sup>*</sup>	.080 <sup>ns</sup>	.110 <sup>ns</sup>
	.248	.049	.168	.057
Role Conflict	.041 <sup>ns</sup>	.064 <sup>ns</sup>	.095 <sup>ns</sup>	.080 <sup>ns</sup>
	.482	.267	.101	.166
Under Participation	.385 <sup>**</sup>	.212 <sup>**</sup>	.453 <sup>**</sup>	.426 <sup>**</sup>
	.000	.000	.000	.000
Unreasonable Group and Political Pressure	-.048 <sup>ns</sup>	.113 <sup>*</sup>	.136 <sup>*</sup>	.076 <sup>ns</sup>
	.411	.050	.018	.189
Responsibility for Person	.218 <sup>**</sup>	.167 <sup>**</sup>	.116 <sup>*</sup>	.216 <sup>**</sup>
	.000	.004	.044	.000
Powerless	.326 <sup>**</sup>	.141 <sup>*</sup>	.269 <sup>**</sup>	.305 <sup>**</sup>
	.000	.014	.000	.000
Peer Group Relation	.176 <sup>**</sup>	.179 <sup>**</sup>	.188 <sup>**</sup>	.227 <sup>**</sup>
	.002	.002	.001	.000
Intrinsic Improverisement	.100 <sup>ns</sup>	.111 <sup>ns</sup>	.183 <sup>**</sup>	.158 <sup>**</sup>
	.083	.054	.001	.006
Low Status	-.051 <sup>ns</sup>	-.149 <sup>**</sup>	-.104 <sup>ns</sup>	-.127 <sup>*</sup>
	.375	.010	.071	.027
Strenuous Working Condition	.090 <sup>ns</sup>	.065 <sup>ns</sup>	.102 <sup>ns</sup>	.106 <sup>ns</sup>
	.120	.259	.077	.067
Unprofitability	-.013 <sup>ns</sup>	-.035 <sup>ns</sup>	.006 <sup>ns</sup>	-.020 <sup>ns</sup>
	.819	.542	.917	.724
Overall	.222 <sup>**</sup>	.178 <sup>**</sup>	.254 <sup>**</sup>	.269 <sup>**</sup>
	.000	.002	.000	.000

In table 6, the results showed that work-family conflict exhibit p-values above .05 level of significant and an r-value of -.068. This suggests a noteworthy that there is no correlation between the work-family conflict and organizational commitment of BJMP personnel. The lack of correlation between work-family conflict and organizational commitment among BJMP personnel suggests that while work-family balance issues are important, they may not be the primary driver of organizational commitment within this specific context.

Table 6. Correlation Analysis between Work-Family Conflict and Employee Commitment.

	<b>Affective</b>	<b>Continuance</b>	<b>Normative</b>	<b>Overall</b>
Time-Based Conflict	.098 <sup>ns</sup>	.042 <sup>ns</sup>	.066 <sup>ns</sup>	.087 <sup>ns</sup>
	.090	.466	.254	.133
Strain-Based Conflict	-.071 <sup>ns</sup>	-.035 <sup>ns</sup>	-.023 <sup>ns</sup>	-.057 <sup>ns</sup>
	.218	.543	.689	.326
Behavioral-Based	-.073 <sup>ns</sup>	-.068 <sup>ns</sup>	-.039 <sup>ns</sup>	-.078 <sup>ns</sup>

Conflict	.208	.237	.503	.176
Family-Work Conflict	-.118*	-.084 <sup>ns</sup>	-.113 <sup>ns</sup>	-.131*
	.041	.145	.051	.023
Overall	-.060 <sup>ns</sup>	-.056 <sup>ns</sup>	-.044 <sup>ns</sup>	-.068 <sup>ns</sup>
	.296	.337	.448	.238

In table 7, the result showed that work ethics and organizational commitment exhibit a p-values below or within the statistical threshold of significance of 0.05 and an r-value of .356. It suggest that there is a significant relationship between work ethics and organizational commitment of BJMP personnel. It also suggest that the significant relationship between work ethics and organizational commitment among BJMP personnel suggests that a strong adherence to ethical principles in work conduct is associated with higher levels of commitment to the organization.

Table 7. Correlation Analysis between Work Ethics and Organizational Commitment.

	<b>Affective</b>	<b>Continuance</b>	<b>Normative</b>	<b>Overall</b>
Work as Central Life Interest	.262**	.264**	.257**	.329**
	.000	.000	.000	.000
Moral Approach to Work	.254**	.270**	.293**	.340**
	.000	.000	.000	.000
Intrinsic Work Motivation	.232**	.209**	.232**	.281**
	.000	.000	.000	.000
Overall	.281**	.278**	.293**	.356**
	.000	.000	.000	.000

Table 8 presents the regression coefficients used to examine the influence of occupational stress, work-family conflict, and work ethics on the organizational commitment of BJMP personnel. The results, with an f-value of 22.289, r-value of 0.184, r-square of 0.184, and p-value of .000 ( $p < 0.05$ ), indicate significant effects, leading to the rejection of the null hypothesis. The multiple regression analysis showed that occupational stress had standardized and unstandardized coefficients of .381 and .285, a t-value of 4.505, and a significant p-value of .000. Work-family conflict had coefficients of -.149 and -.121, a t-value of -1.843, and a non-significant p-value of .066. Work ethics had coefficients of .225 and .278, a t-value of 4.755, and a significant p-value of .000. Thus, occupational stress and work ethics significantly influence organizational commitment, while work-family conflict does not.



Table 8. Preliminary regression analysis of latent exogenous variables on latent endogenous variable prior to structural equation modelling.

	B	S.E.	Beta	t	Sig.
(Constant)	2.263	.305		7.412	.000
Occupational stress	.381	.085	.285	4.505	.000**
Work-family conflict	-.149	.081	-.121	-1.843	.066 <sup>ns</sup>
Work ethics	.225	.047	.278	4.755	.000**
F = 22.289, p = <0.05, R <sup>2</sup> = 0.184, ΔR <sup>2</sup> = 0.176					

### Best Structural Model of Organizational Commitment among BJMP Personnel

This section examines the relationships between occupational stress, work-family conflict, work ethics, and organizational commitment among BJMP personnel. Five models were tested to find the best fit for assessing organizational commitment, each deconstructed into a measurement model and a structural model. The model fit was evaluated using indices such as Chi-square/DF, RMSEA, CFI, NFI, TLI, and GFI, which had to meet specific criteria.

The initial model, linking occupational stress, work-family conflict, and work ethics to organizational commitment, did not fit well, failing to meet the required index thresholds. Subsequent models (second, third, and fourth) also failed to meet the criteria, with poor fit indices and p-values below 0.05.

Model 5, however, showed a strong fit with indices CMIN/DF (1.961), p-value (.000), RMSEA (.057), p-close (.202), NFI (0.892), CFI (0.942), TLI (0.907), and GFI (0.943), indicating it effectively represents organizational commitment among BJMP personnel. The exogenous variables occupational stress and work-family conflict are significant predictors of organizational commitment. Reducing occupational stress and managing work-family conflict can enhance organizational commitment, highlighting the importance of addressing these factors.

Table 9. Summary of Goodness of Fit Measures of the Five Generated Models

Mode l	P- value (>0.05 )	CMIN / DF (0<value <2)	GFI (>0.95)			CFI (>0.9 5)	NFI (>0.9 5)	TLI (>0.9 5)	RMSE A (<0.05)	P- close (>0.0 5)
1	.000	5.155	.784			.700	.656	.659	.107	.000
2	.000	3.447	.886			.852	.808	.799	.082	.000
3	.000	3.376	.872	.841	.793	.784	.086		.000	
4	.000	3.265	.871	.833	.780	.787	.084		.000	
5	.000	1.961	.943	.942	.892	.907	.057		.202	

### Generated Best Fit Model of Organizational Commitment

Figure 2 displays the standardized solution of the structural model that has been created. The analysis reveals that, of the initial three variables, only occupational stress and work-family conflict persist as components of the resulting optimal model. This implies that the inclusion of work ethics in the best-fit model of organizational commitment of BJMP personnel was determined to be statistically unsuitable. The findings of this study indicate that the first latent variable, occupational stress, is influenced by various measurable characteristics, including work overload, role conflict, unreasonable group and political pressure, responsible for person, powerless, peer group relation, intrinsic improvisement, low status, strenuous working condition, unprofitability. Therefore, the exclusion of role ambiguity, workplace relation, schedule of work within the process, in the case of work-family conflict, the inclusion of parameters such as family-work conflict, behavioral-based conflict, and time-based conflict allows for a statistical correlation with the endogenous variable. However, strain-based conflict is omitted from this model.

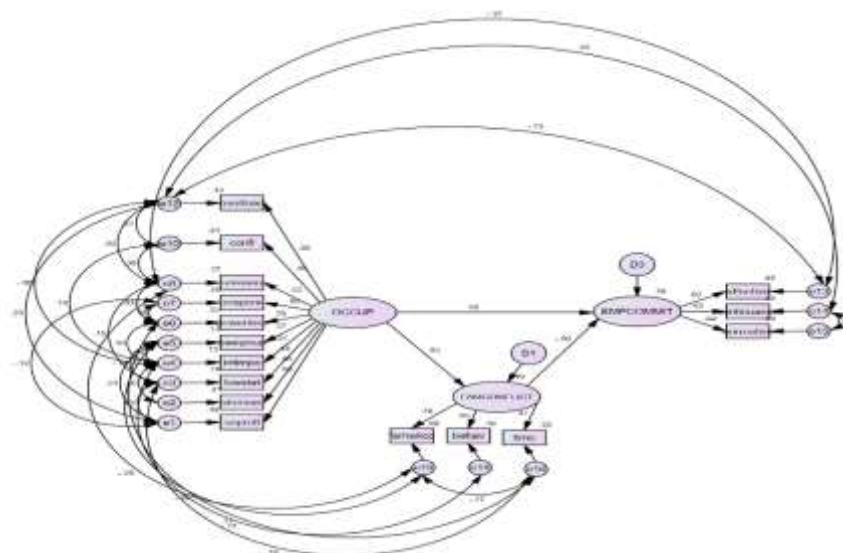


Figure 2. The Best Fit Model of Organizational Commitment of BJMP Personnel.

#### LEGEND:

**OCCUP**- Occupational Stress

**OVERLOAD**- Work Overload

**CONFL**- Role Conflict

**RESPERS**- Responsibility for person

**OWERLES**- Powerless

**PEERGROU**- Peer group relation

**INTIMPO**- Intrinsic improvisement

**LOWSTAT**- Low status

**STRENOUS**- Strenuous Working Condition

**UNPROFI**- Unprofitability

**UNREASO**-unreasonable group and political pressure

**EMCOMMIT**- Organizational commitment

**AFFECTIVE**- Affective commitment

**NTUNUAN**- Continuance commitment

**ORMATIV**- Normative commitment

**FAMCONFLICT**- Work-family conflict

**FAMWKCO**- Family-work conflict

**BEHAV**- Behavioral-based conflict

**TIME**- Time-based conflict



## **5. CONCLUSION AND RECOMMENDATION**

Based on the findings, the following conclusions were drawn: The results of this study suggest that the BJMP personnel demonstrate a moderate level of occupational stress and a high level of feeling powerless of its indicator. Recommending to implement stress management programs and empowerment initiatives within the DILG and Jail Administration to support the well-being and efficacy of personnel in dealing with their responsibilities effectively. Similarly, work-family conflict is moderate due to respondents' moderate responses in time-based and strain-based conflicts. To help employees balance work and home lives, it is recommended that BJMP Administration implement stress management programs, offer mental health support, and promote flexible scheduling with advance notice. Additionally, enhancing leave policies and work-life balance programs will support employees' well-being, energy, and enjoyment in family and social lives, fostering a positive work environment.

Moreover, work ethics is very high, however, given the low response to the statement "Even if I don't have to work to earn a living, I would still prefer to continue working," it is recommended to BJMP Administration to enhance job satisfaction through professional development opportunities and recognition programs. Additionally, creating a more engaging and fulfilling work environment will help motivate employees to find intrinsic value in their roles. In addition, organizational commitment is high. Despite high overall satisfaction, the low response to items related to emotional attachment and commitment suggests a need to strengthen organizational loyalty. It is recommended to BJMP Administration to enhance employee engagement through team-building activities, transparent communication, and career growth opportunities, fostering a stronger emotional connection to the organization.

The study additionally demonstrates that there are noteworthy links between occupational stress and organizational commitment; and work ethics and organizational commitment, implies that these factors are interconnected in the workplace. The Jail Administration should conduct comprehensive assessments to identify the underlying factors contributing to occupational stress and work ethics issues among jail personnel, subsequently implementing targeted interventions to improve organizational commitment. Additional evaluation reveals that the occupational stress and work-ethics have a considerable impact or influence on the organizational commitment. The Jail Administration should develop and enforce policies that promote a healthy work environment, address sources of stress, and reinforce positive work ethics to enhance organizational commitment among jail personnel.

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