

**A STUDY ON THE LEVEL OF ORGANIZATIONAL COMMITMENT
OF THE MEMBERS OF THE ROTARY CLUB OF CABUYAO CIRCLE (RCCC)
AND HOW IS IT MANIFESTED IN GROUP PERFORMANCE**

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by
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APPROVAL SHEET

This thesis entitled **A STUDY ON THE LEVEL OF COMMITMENT OF THE MEMBERS OF THE ROTARY CLUB OF CABUYAO CIRCLE (RCCC) AND HOW IT IS MANIFESTED IN GROUP PERFORMANCE** presented by **Marilyn Chua Baculpo** in fulfillment of the requirements for the degree **Bachelor of Arts Major in Organizational Communication** is hereby accepted.



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This paper was almost a Herculean task for me to finish yet I have been fortunate enough to have with me angels cloaked as human beings. Angels who made this task easier to surmount and I would like to spare them a space in this once in a lifetime project (once in a lifetime cause I have no intentions to make one again! Hahaha!)... **MARAMING SALAMAT** to:

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THE FATHER ALMIGHTY - *for the Life, Love and Talent. Wherever You may lead me, I will humbly go. Glory be to the Highest.*

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A B S T R A C T

Baculpo, Marilyn Chua (2000). A Study on the Level of Organizational Commitment of the Members of the Rotary Club of Cabuyao Circle and How it is Manifested in Group Performance. An unpublished undergraduate thesis, University of the Philippines Manila.

Sometime June 1999, the Rotary Club of Cabuyao Circle (RCCC) planned to come up with a series of cable television shows on the importance of a college/vocational degree after high school as a part of their career-orientation program service for the community. This project proposal of the RCCC has led the students to study the community of Cabuyao as the subject for individual theses. This also prompted the researcher to study the members of the group of RCCC, mainly because of their voluntary work for RCCC.

This paper tackles organizational commitment and how it is manifested in the performance of a group. Organizational commitment has been defined as a representation of agreement on the part of the employees with the goals and objectives of an organization and a willingness to work towards these goals.

The main problem of this study is to know the level of commitment of the members of the Rotary Club of Cabuyao Circle (RCCC). Its subproblems include: (a) What are the indicators of the commitment of its members?; (b) How are these manifested in the group?; (c) What are the factors contributing to the level of organizational commitment among its members?; and (d) Does it have an effect on group performance?

The Organizational Commitment Questionnaire (OCQ), designed by Steers and Mowday in 1979, has been used to serve as a measuring tool for the level of commitment of the members of the RCCC. It has 15 items, each presenting statements about the respondents' sentiments towards the group they belong to, their relationship with its members and its impact on their personal lives. Five items are negatively phrased, thus the scoring is reversed. A Focus Group Discussion (FGD) with the members has also been done to get in-depth explanations of their responses in the questionnaire.

To measure the data gathered from the questionnaire, the mean measure of central tendency has been employed. The questionnaire has been presented and analyzed on a per respondent and a per item level and verified with their responses from the FGD.

A 5.00 result from the questionnaire means that the level of commitment is high and deviations from 5.00 signifies a lower level of commitment, depending on the points gained. This constant value is computed by adding the highest possible answers for all the items, divided by the number of items. Results show that the level of commitment is high, after getting a computed mean of 5.02 for the group. Factors contributing to this high commitment are what the group has coined their *Anchors of Friendship* which are: Open Communication, Feeling of Belongingness, Acceptance of Limitations, Being Positive in Outlook, Going the Extra Mile for Others, Flexibility, Trust, Resourcefulness and Sense of Humor. Furthermore, indicators of this high level of commitment are their sense of pride in their affiliation with the group, loyalty to the group and synonymous personal values to that of the group's values.

In return, the members level of commitment has directly contributed to the performance of the group for the past three years, which are evidenced by the number of awards and citations the group has received. On their first year of service, they have been fortunate to receive the Rookie Club of the Year.

Thus, the level of commitment of members has an effect on the performance of the group, and in a macro sense, in the organization they are working for. The members have been willing to share and sacrifice what they have, both material and immaterial for the group to thrive.

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CHAPTER I

INTRODUCTION

Ms. J, a staff of the marketing department, usually arrives at the office late and packs up her stuff fifteen minutes before 5:00 PM. Ms. M of the accounting department often gets in the office the earliest and sometimes goes overtime to finish the work scheduled for the day. And the rest of the employees do their stuff in the workplace, arriving and leaving on time. Manong Nilo, one of the drivers of the company, finds his work satisfying but wishes he gets more than the salary he receives. At times, he thinks of leaving the company but drops the idea for he knows he would have a hard time finding a new job. Mr. Padua is a manager for a multinational company. He gets all the perks a manager ought to get but he wants to resign from his post. However, he is afraid of the reaction of the people around him if he does so - his family, his employer, and his subordinates. Because of this matter, he decides to stay. Engr. R, an aircraft maintenance planner, has worked for an aviation company since its early days. He does not think of working for other companies for he believes that he has grown with the company. These are some of the

scenarios happening inside a company - instances that are very common in the workplace.

Employees have their own ways of showing their enthusiasm and interest in the work - whether overtly and covertly. And this enthusiasm and interest in the work and in the group, are essential in determining the performance and productivity of the organization. The group, of course, sees each member or employee as a vital element to the entire picture. Everyone contributes something to the maintenance and survival of the organization and the endeavors of the group. It is then important to note each individual's commitment to the group and to the community they belong to simply because they have this symbiotic relationship.

Staw defines commitment as, "a representation of agreement on the part of the employees with the goals and objectives of an organization and a willingness to work towards these goals" (Staw 1991). Here, Staw elaborates that if an employee firmly believes in what the organization is trying to achieve, he or she should be motivated to attend and something towards the achievement of those objectives. Even if the employee does not enjoy the actual task of the job, a sense of motivation exists in the individual.

Commitment may also be equated with the individual's involvement on his job. In job involvement, an employee feels that his job becomes a part of him and the job cannot be accomplished without him. In this case, the employee has 'internalized' the work that he feels he strongly fits and belongs to the organization or group and he may no longer see himself working for others.

It is then compelling to study the Rotary Club of Cabuyao Circle. The organization is made up of individuals who also have their careers 'outside' the group and are nursing a family of their own. Their work in the group is purely voluntary, done out of service for the community they belong to. In this role they play, they do not get any form of remuneration that also adds up to the interest of the researcher in studying the group. Since they have other roles to play in the home, the workplace and the community, their degree or level of commitment to this group may affect the group's over-all performance and productivity.

An instance for this divided work between home and workplace is their career orientation program for the graduating senior high school students of the public schools in Cabuyao. Instead of staying at home early in the morning, they have to be in different public high schools to conduct interest tests and invite speakers and organize talks dealing with

courses to take in college. This has driven the researcher to study the group and its commitment to the community.

PURPOSE OF THE STUDY

This researcher decided to conduct a study on the degree of organizational commitment of the members of a voluntary group because of the nature of the members' service to the community. It has always been said that 'money motivates.' It does not apply to everything but then, it is of nature to be motivated by money, or any other tangible incentive. The RCCC does not receive any form of remuneration from this work. In fact, it can be even viewed as 'an extra load' for them. With this being the case, what now drives them to be committed to this group? Knowing the answer to this query is the purpose of this study.

STATEMENT OF THE PROBLEM

Faced with the issue on organizational commitment, the general problem of this study is - **WHAT IS THE LEVEL OF COMMITMENT EXISTING IN THE MEMBERS OF THE ROTARY CLUB OF CABUYAO CIRCLE?** Given that

there is a degree of commitment among its members, the following are the sub problems to further substantiate the answer to the main problem:

- ❖ What are the indicators of the commitment of its members?
- ❖ How are these manifested in the group?
- ❖ Does it have an effect on group performance?

OBJECTIVES OF THE STUDY

The main objective of this study is to ascertain the level of commitment of the members of the RCCC. To further elucidate this level of commitment the researcher also aims to prove that:

- ❖ The existing level commitment among its members is high.
- ❖ There are several factors which contribute to a high level of commitment.
- ❖ The commitment of its members has an effect on the group's performance.

SCOPE AND LIMITATION

This paper covers a study on the level of commitment of the members of the RCCC and how it is manifested in the group.

Questionnaires and FGD were utilized to gather data and only the mean measure of central tendency has been used to ascertain that level of commitment. Furthermore, because this study has been done in a short time frame only, it does not attempt to generalize its summary of findings in a larger scale and thus limiting its results to the study itself.

CHAPTER II

REVIEW OF RELATED LITERATURE

Commitment may be given to a lot of things - commitment to one's self, to one's partner, to one's profession and even to the group or organization one belongs to. In this chapter, organizational commitment will be given emphasis as presented in various viewpoints - varieties, degrees, stages, dimensions, factors and its outcomes.

In Greenberg's book *Managing Behavior in Organizations*, he presented three varieties of organizational commitment which are continuance commitment, affective commitment and normative commitment (1995).

Being committed to an organization is not only a matter of 'yes' or 'no' or even 'how much.' Distinctions can also be made with respect to what kind of commitment. Specifically, scientists have distinguished between three distinct forms of organizational commitment.

People who feel deeply committed to their organizations behave differently than those who do not. *The more highly committed employees are to their organizations, the less likely they are to resign and be absent* (Greenberg 1995). Being committed leads people to stay on their

jobs and show up when they are supposed to. Beyond remaining in their organizations, those who are highly committed to them demonstrate a great willingness to share and make sacrifices required for the organization to thrive (Greenberg 1995). Small acts of good organizational citizenship are also likely to occur among people who are highly committed to their organizations. This makes sense if one considers that it would take people who are highly committed to their organizations to be willing and to make the investment needed to give of themselves for the good of the company. Commitment tends to be lower when the economy is such that employment opportunities are plentiful.

In the book *Psychological Dimensions of Organizational Behavior* by Staw, commitment is defined as an agreement on the part of the employee with the goals and objectives of an organization and the willingness to work towards these goals (Staw 1991). If an employee firmly believes in what an organization is trying to achieve, he should be more motivated to attend and contribute towards those objectives. This motivation may exist even if the employee does not enjoy the actual tasks required by the job.

Organizational commitment is typically conceived as an individual's psychological bond to the organization, including sense of job involvement, loyalty and a belief in the values of the organization (Staw 1991).

Stages of Commitment

First is compliance - a person accepts the influence of others mainly to obtain something from others such as pay.

Second is identification - an individual accepts influence in order to maintain a satisfying, self-defining relationship. In this stage, people feel pride in belonging to the firm.

Third is internalization - an individual finds the values of the organization to be intrinsically rewarding and congruent with personal values.

There are four determinants of commitment. These are Explicitness, Revocability, Volition and Publicity.

In the book *Organizational Behavior: Managing People and Organizations*, the employee's level of commitment has been given emphasis. Here, organizational commitment is defined as attitude that reflects an individual's identification with and attachment to the organization (1995).

A person with a high level of commitment is likely to see herself as a true member of the team, to overlook minor sources of dissatisfaction with the firm and to see herself remaining a member of the organization. A person with less organizational commitment is most likely to see herself as an outsider, expresses more dissatisfaction and is a no long-term team member. Low level of commitment can be observed. This can be seen as a withdrawal manifest from the group. Withdrawal from commitment includes :absenteeism - when workers do not show up for work and turnover - when workers quit their jobs.

Organizational commitment strengthens with an individual's age, years with the organization, sense of job security and participation in discussion-making.

Dimensions of Organizational Commitment

Dimensions of organizational commitment has been discussed in Fred Luthans book *Organizational Behavior*. Organizational commitment is defined as the strong desire to remain a member of a particular organization, willingness to exert high levels of effort on behalf of the organization, definite belief and acceptance of values and goals of the organization and an attitude about employee's loyalty to their organization

as an ongoing process through which organization participants express their concern for the organization and its continued success and well-being.

This attitude is determined by number of persons such as age, tenure in the organization, dispositions like positive and negative affectivity and job design and leadership style.

There are three dimensions of organizational commitment: *affective commitment* - employees attachment to, identification with and involvement in the organization; *continuance commitment* - commitment based on the costs that the employee associates with leaving the organization and *normative commitment* - employee's feelings of obligations to stay with the organization (Luthans 1995).

In the book *Industrial - Organizational Psychology*, the processes, contributors and consequences of organizational commitment has been given stressed.

The Commitment Process

Commitment can emerge very early in the employment. Certain individuals have a strong built-in potential for commitment to an organization and rapidly attach these feelings to the firm that hires them. In

fact, one way a company can foster organizational commitment is to hire people with considerable commitment potential.

Contributors to Organizational Commitment

There are three major contributors to organizational commitment - overall job satisfaction, intention to stay and group cohesion. Trust and confidence in management appear to play a very significant role in commitment. If employees do not believe that they can rely on a company's management, they are much less likely to commit themselves to that company. Cultural differences in organizational commitment have also been found.

Consequences of Organizational Commitment

Among the most stable findings regarding organizational commitment is the consistent and strong relationship to turnover - a relationship that appears to be more pronounced than that for job satisfaction. This is not entirely a matter of the inclusion of maintaining membership in the organization in the definition of organizational commitment. Even without this aspect, higher organizational commitment contributes to reduced turnover.

Relationships to absenteeism and quantity and quality of output are less pronounced, but they are found on occasion. As with job satisfaction, in the absence of other variables high commitment is positively related to low absenteeism and high productivity. As with job satisfaction, however, numerous other factors operate in practice to cloud the impact of organizational commitment on performance. In general, organizational commitment lessens the chances of turnover while at the same time providing a reservoir of potential energy on which the organization can draw in times of crisis and need. At such times, commitment should yield both better attendance and improved output.

Individual Significance. From the viewpoint of an individual employee, organizational commitment can have both positive and negative aspects. Just as companies may find it difficult to get rid of highly committed employees who probably should be let go for other reasons, highly committed employees may find it difficult to let go of companies that in other respects might be better off leaving. People can hamper their careers and their development by becoming so committed to a company that they pass up attractive opportunities elsewhere.

Commitment certainly can bring rewards and satisfactions, too. Many of the people who rise to the top of large corporations are strongly

committed individuals who stay with that company throughout their careers. For those individuals who are prone to establishing strong commitments to organizations, failure to do so can be a source of considerable discomfort and stress. In short, from an individual viewpoint whether organizational commitment is a plus or minus depends first on the nature of the individual and second on characteristics of the employing organization. It takes a good fit between the two for commitment to work.

CHAPTER III

FRAMEWORK

This chapter presents the conceptual and operational frameworks which will illustrate and elucidate the flow of the study.

CONCEPTUAL FRAMEWORK

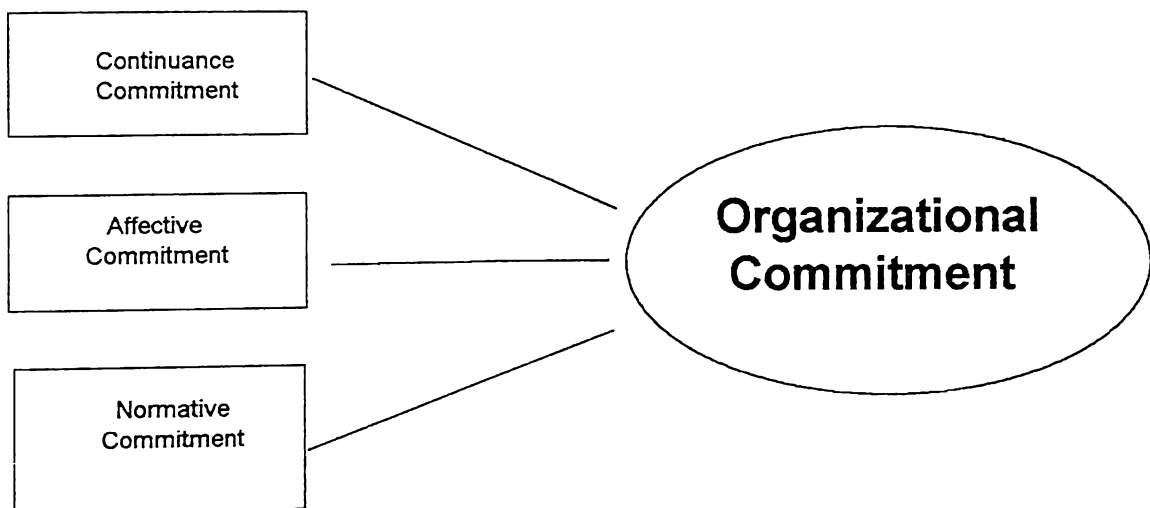


Figure 1. Varieties of Organizational Commitment

The conceptual framework shows the process to be undertaken in this study. The study starts with the members of the RCCC. The group's degree and dimension of commitment will then be measured with the use of the Organizational Commitment Questionnaire and with the facility

of an interview with its officers then. Once the dimension and degree of commitment is measured, its analysis will then be correlated to the group's over-all performance and productivity.

To further elucidate the framework illustrated, the following elements are presented. The first is continuance commitment, the strength of a person's desire to remain working for an organization due to his or her belief that it may be costly to leave. The longer people remain in their organizations, the more they stand to lose what they have invested in the organization over the years (e.g, retirement plans, close relationships). Many people are committed to staying on their jobs simply because they are willing to risk losing these things. Such individuals may be said to have high degree of continuance commitment.

Signs suggest today that continuance commitment is not as high as it used to be. Traditionally, people sought jobs that would offer them lifetime employment. Many employees would stay on their jobs their whole working lives, starting at the bottom and working their way to the top. But today that scenario is not readily found; the unspoken pact of job security in exchange for loyalty has all but faded from the organizational scene.

A second type of organizational commitment is affective commitment. This is the strength of people's desire to continue working

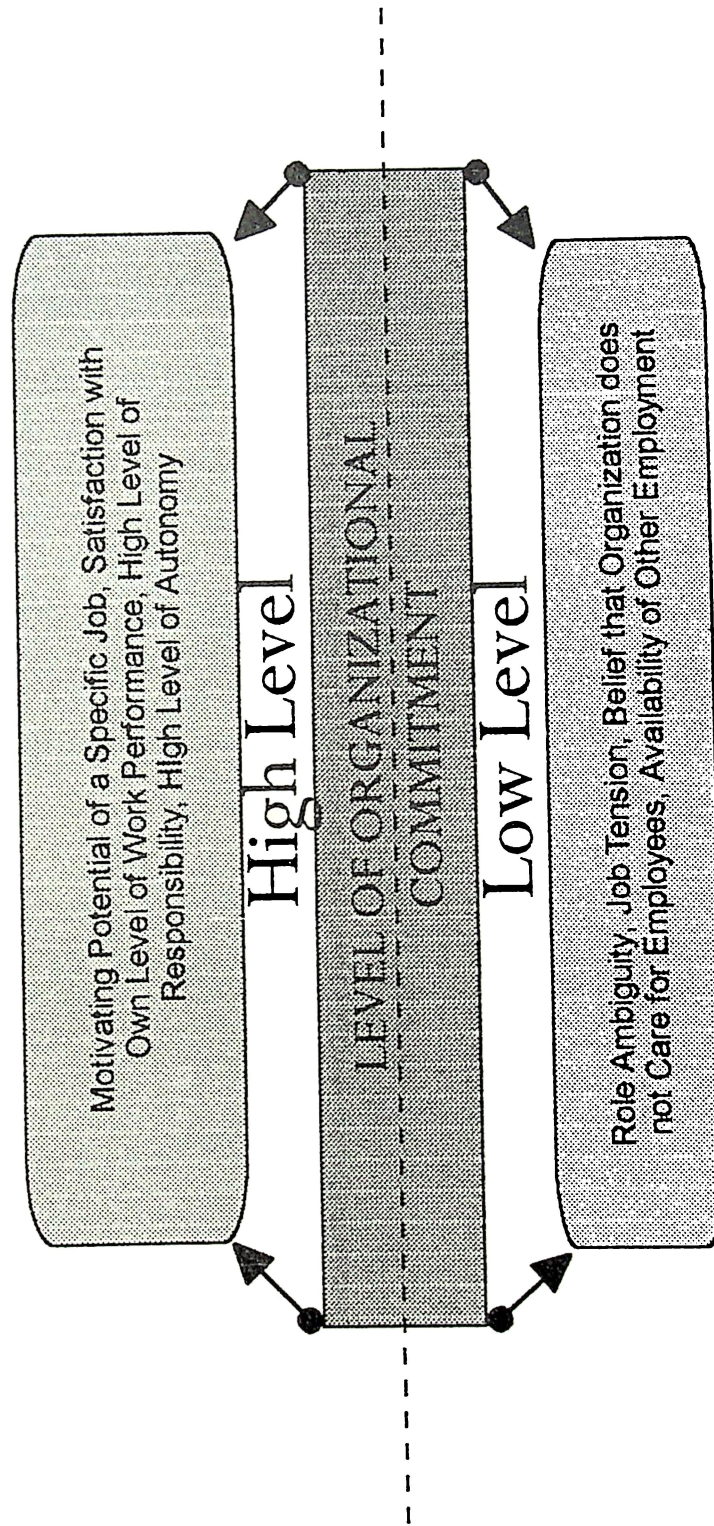
for an organization because they agree with its underlying goals and values. People feeling high degrees of affective commitment desire to remain in their organizations because they endorse what the organization stands for and are willing to help in its mission. Sometimes, particularly when an organization is undergoing change, employees may wonder whether their personal values continue to be in line with those of the organization in which they continue to work. When this happens, they may question whether they still belong, and if they believe not, resign.

Finally, a third type of organizational commitment is normative commitment. This refers to employees' feelings of obligation to stay with the organization because of the pressures from others. People who have high degrees of normative commitment are greatly concerned about what others would think of them for leaving. They would be reluctant to disappoint their employers and concerned that their fellow employees may think poorly of them for resigning.

Lastly, the group's performance and productivity over time will tell whether commitment really has an effect on these.

Organizational commitment may also be measured in terms of level, which can either be high or low (Figure 2). A high level of commitment results to high level of autonomy, high level of responsibility, satisfaction with own level of performance and a motivating potential on

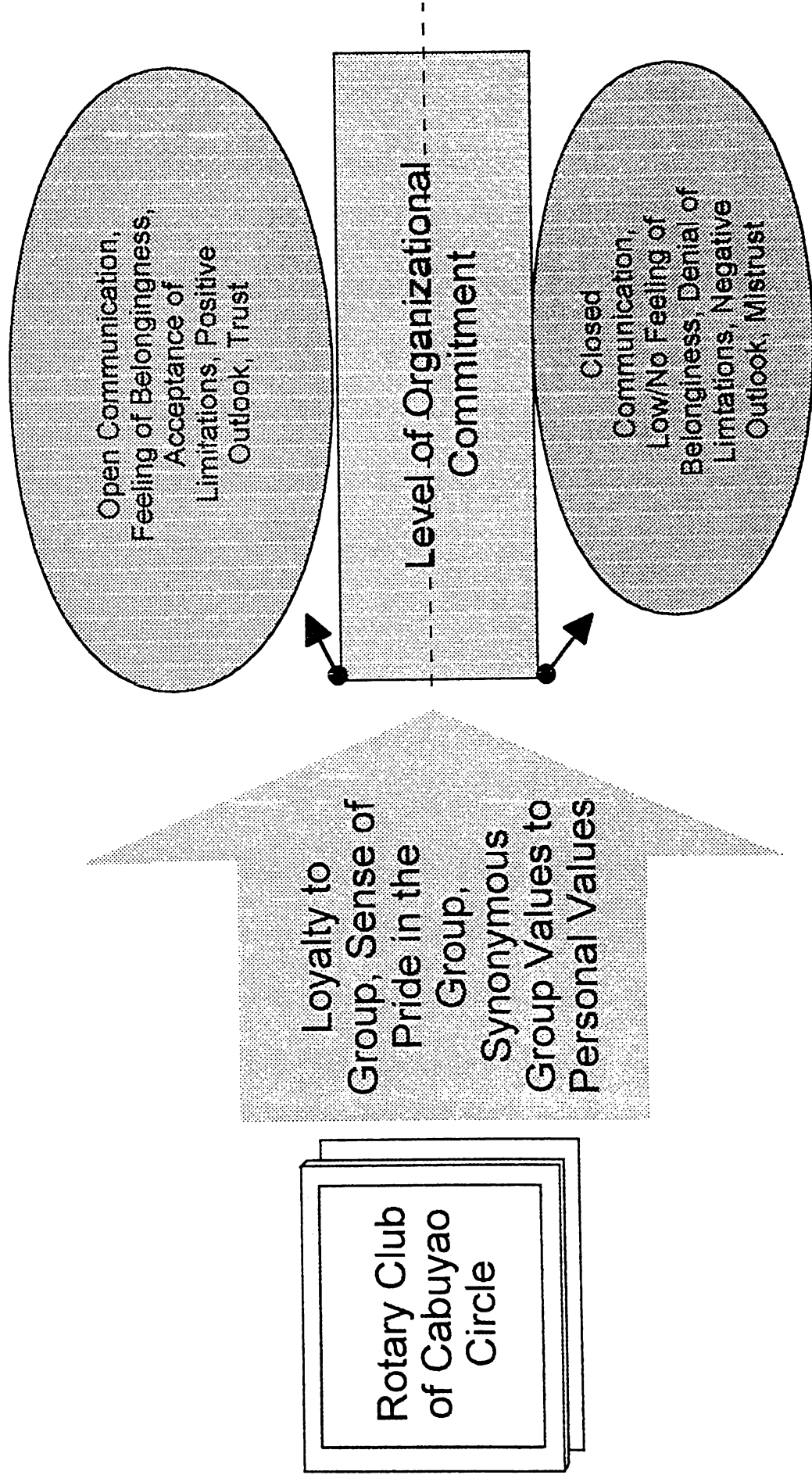
a specific job. A low level of commitment, on the other hand, results to role ambiguity, job tension, belief that the organization does not care for its employees and employees are readily available for other employment.

Figure 2. Conceptual Framework

Operational Framework

Based on the framework on the level of commitment, the operational framework shows how the study can be 'processed'. Loyalty, pride, and values of the members will all be measured using the statements in the questionnaire while the level of commitment will be measured using their answers to the statements. The results of these two will then lead to the answer whether the level of commitment is high or low (Figure 3).

Figure 3. Operational Framework



CHAPTER IV

METHODS & PROCEDURES

The purpose of this study is to determine the degree of the organizational commitment of the members of the Rotary Club of Cabuyao Circle and ascertain whether it has an effect on the group's performance and productivity. This chapter presents the procedures and instruments to be undertaken and used in the study.

RESEARCH DESIGN

To achieve the objectives of this study, descriptive and qualitative studies were done to obtain complete and accurate information. The researcher chose the two research designs because of the topic itself and because of the process to be undertaken. Since the data for analysis and interpretation were based on a survey questionnaires and scheduled FGD, the data were also be of descriptive and qualitative substance.

RESEARCH VARIABLES

The variables of this study are the dependent and independent variables where the level of commitment is the dependent variable and the manifestations of this commitment in the Rotary Club of Cabuyao Circle Laguna is the independent.

RESPONDENTS

The participants of this study included all the 18 members of the group who were asked to answer the survey questionnaire. The members of the group were invited to attend the FGD to gather a much in depth data about the variables.

INSTRUMENTS

This study made use of two instruments in gathering the data namely *survey questionnaire* and *interview*. The questionnaire which used is the *Organizational Commitment Questionnaire (OCQ)*. This questionnaire has been used to measure employees' commitment since 1979. This questionnaire has been designed by RT Mowday, RM Steers and LW Porter. There are fifteen (15) items and the responses to each item are measured on a 7-point scale with (1) strongly disagree; (2)

moderately disagree; (3) slightly disagree; (4) neither agree or disagree; (5) slightly agree; (6) moderately agree and (7) strongly agree. Some statements though, are marked with an (R) where it denotes a negative phrase and scores are reversed.

The FGD was conducted informally, with the members being asked questions dealing with commitment. The questions aimed at verifying their answers in the questionnaire. Twelve (12) members participated in this FGD.

DATA ANALYSIS

Data analysis will be done through tabular and textual form. The mean type of central tendency will be utilized in the analysis of the responses in the questionnaire while descriptive analysis will be used for the interview.

The mean is computed by getting the sum of the responses of each member/item and dividing it by the number of respondents. Formula for computing the mean is as follows:

$$\bar{X} = \frac{\sum x}{n}$$

Where: $\bar{X}$ = mean (average)

$\sum X$ = summation of the responses

N = number of respondents

CHAPTER IV

DATA PRESENTATION AND ANALYSIS

This chapter presents the data gathered in the survey questionnaires given to the 18 respondents and the results of the FGD with the members of the Rotary Club of Cabuyao Circle . Only 12 questionnaires, though, were returned. The tables are presented per respondent and item, and analyzed at per respondent and at the level of each item. The questionnaire, in general, used a seven-point scale with (1) signifying strong disagreement on the statement and (7) signifying strong disagreement. Some statements are written negatively, thus, the scale is reversed. Measures of central tendency has been utilized in determining the level of commitment of the members, on a per item basis.

Table 1. Responses of Respondent #1 to OCQ

	Score
1. I am willing to put in a great deal of effort of beyond what is expected in order to help this organization be successful.	5
2. I talk about this organization with my friends as a great organization to work for.	7
3. I feel very little loyalty to this organization (R).	1
4. I would accept almost any type of job assignment in order to keep working for this organization.	7
5. I find that my values and the organization's values are very similar.	5
6. I am proud to tell others that I am a part of this organization.	7

Mean	5.2	4.73	5.07	5.33	5.07	4.93	4.73	4.8	5.13	5.33	5.2
-------------	------------	-------------	-------------	-------------	-------------	-------------	-------------	------------	-------------	-------------	------------

Table 2 shows the summary of the individual responses on the OCQ. As previously mentioned, the highest possible score to be computed is 5.00. All the respondents have posted averages of responses starting from 4.73. It can be noticed that some have even posted averages higher than 5.00. Thus, the level of commitment per individual is high.

Table 3. Computed Mean of Group Based on Individuals' Means

R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	Sum	Mean
4.73	5.2	4.73	5.07	5.33	5.07	4.93	4.73	4.8	5.13	5.33	5.2	60.27	5.02

Thus, the group's average is high, for it has posted a 5.02 average.

Table 4. Computed Mean on Item #1

I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful.													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	Sum	Mean
5	5	6	6	7	7	7	7	7	7	7	7	84	6.5

The highest possible weighted average for item #1 is 7 and the group has scored 6.5. This being the case, there is a strong agreement that the group is willing to accomplish statement #1.

Table 5. Computed Mean on Item #2

I talk about this organization with my friends as a great organization to work for.													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	Sum	Mean
7	7	6	7	7	7	7	7	7	7	7	7	83	6.92

In item #2, the group has scored an almost perfect score, with .08 difference, thus, each member is highly proud to belong to the organization they are currently working for.

Table 6. Computed Mean for Item #3

I feel very little loyalty to this organization. (R)													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
1	1	1	1	1	1	1	1	1	1	1	1	12	1

Item #3 is negatively phrased, thus, the scoring is reversed. The group got a mean = 1.00 thus, the group feels a very high level of loyalty to the group.

Table 7. Computed Mean for Item #4

I would accept almost any type of job assignment in order to keep working for this organization.													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
7	7	5	6	5	7	5	6	7	6	7	.7	75	6.25

Item #4 presents to us that there is only a slight agreement among the members in the kind of job assignment each one may receive while working for the organization, with only a 6.25 average.

Table 8. Computed Mean for Item #5

I find that my values and the organization's values are very similar.													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
5	4	5	7	7	5	6	6	6	6	7	7	72	6

Table 8 tells that there is a slight difference among the values of the individuals to that of the organization, the statement gaining an average of 6.

Table 9. Computed Mean for item #6

I am proud to tell others that I am a part of this organization.													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
7	7	7	6	7	7	7	7	7	7	7	7	83	6.92

Table 9 reveals that there is a great sense of pride among the members with their membership in the organization.

Table 10. Computed Mean for Item #7

I could just as well be working for a different organization as long as the type of work was similar. (R)													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
3	2	1	4	4	1	1	2	1	4	1	1	25	2.08

Table 10 shows there is a strong probability that the members will join another organization if they find that the role of such other organization was similar.

Table 11. Computed Mean for Item #8

This organization really inspires the very best in me in the way of job performance.													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
7	7	7	7	6	7	7	6	7	7	7	7	82	6.83

Table 10 presents that members are highly motivated in their jobs because of their affiliation with the group.

Table 12. Computed Mean for Item # 9

It would take very little changes in my present circumstances to cause me to leave this organization.													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
4	7	6	5	7	5	5	4	4	4	4	7	62	5.17

Table 11 shows that the group is neither agreeable nor disagreeable to the idea that little changes will make them abandon their post in their organization.

Table 13. Computed Mean for Item #10

I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
7	7	7	7	7	7	7	7	7	4	4	7	62	5.17

Table 12 shows us that each member is proud to have been a part of this organization. Furthermore, it shows that they are proud to be a part of this organization over the other organizations.

Table 14. Computed Mean for Item #11

There is not much to be gained by sticking with this organization indefinitely. (R)													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
2	2	3	2	3	3	4	1	1	1	7	2	31	2.58

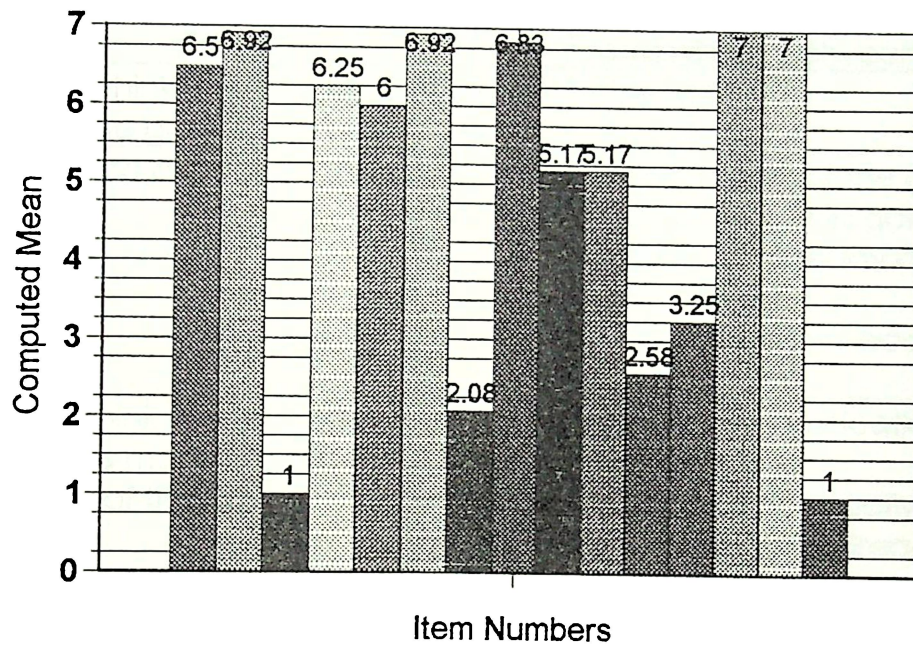
Table 13 presents that the benefit there is still a level of uncertainty among the group members in terms of the benefits or learnings they get from the organization.

Table 15. Computed Mean of Item #12

Often, I find it difficult to agree with this organization's policies on important matters relating to its members. (R)													
R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	S	M
1	7	2	3	4	4	2	2	2	4	4	4	39	3.25

Table 18 presents that this group was a definite and strong choice for them when they joined it.

Table 19. Summary of Tables 4 - 18



Based on the FGD conducted, the results are as follows:

Table 20. Summary of FGD

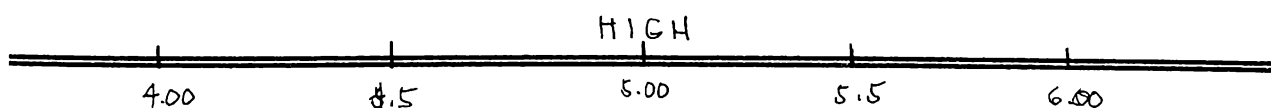
Question	Response
In a scale of 1-10, with one being the highest, how do you rate/gauge your commitment to the group?	- Mostly quickly answered 10, some even 11 - Later on, they agreed that it is somewhere between 8 and 9
What do you think is that thing that binds you most to the group?	- Friendship
How committed are you to the group?	- Being a part of the group and participating in its activities and programs is already a sign of commitment - Commitment of each member still vary
How do you think your individual commitment is manifested in the performance of the group?	- Open communication among members - Participation in activities - Membership is already a form of commitment. Membership is worthless if commitment is not there
How long do you intend to stay with/in the group?	- As long as we can
Individually, what have you done for the group to deliver?	- Presence - Loyalty to the group - Being proud to others that we are a part of this group - Participation in its programs
As a group, what have you done for the community?	- We come up with programs for all ages, <i>walang pinipili</i> - Programs such as the career orientation for high school students, Lakbay Kwento for pre-schoolers, Pasko at Puso - a medical mission program for the elderly among others - As much as possible, we involve ourselves in the community
Do you think the group has delivered well,	- On our first year, we received

in terms of the group's performance?

the Rookie Club of the Year
 - Best President and Best Secretary on our first year
 - Same award for two consecutive years
 - Citations from private groups
 - Acceptance of the community
 - Recognition of the group in Cabuyao

Data Analysis

Based on the questionnaire and the FGD, it can be seen that the commitment of the members is really high. The analysis of the questionnaire can be measured in this manner: the highest score of the group is fixed at 5.00. This has been computed by multiplying the ten (10) positively stated statements by 7 and the five (5) negatively stated statements by 1. Adding this, we get seventy five (75). This sum is divided by the number of statements in the questionnaire which is fifteen (15). Thus, the result is 5.00. The answer can be measured in this scale.



Scale 1. Scale of measurement of level of commitment based on the OCQ

It can be clearly discerned that the average of the group in the questionnaire is 5.02, just .02 away from 5.00. This result indicates high commitment of each member to the group.

Based on the FGD on the other hand, it can be seen that this is harmonious with the answers on the questionnaire. When asked about their level of commitment, they settled for an 8-9 score. This score is synonymous to that of the 5.02 result. Furthermore, because the group has been solely formed out of friendship and solidarity among members, it has been interesting to note from their weekly publication, *Hamaka*, what they have called the Anchors of Friendship which are: Open communication, Acceptance of one's limitations, Feeling of belongingness, Being positive in outlook, Going the extra mile for others, Flexibility, Trust, Resourcefulness and Sense of Humor.

The researcher has also attended five (5) weekly meetings of the RCCC and observations do show that these anchors are manifested in the group and contributes something to the group. The most noticed ones are: open communication - each member is very open-minded to criticisms and suggestions of other members and an anytime-anywhere-call-on-me atmosphere shared by the members; strong feeling of belongingness - the group is like a home and a family to each member; being positive in outlook - the members and the officers are very much optimistic in every endeavor

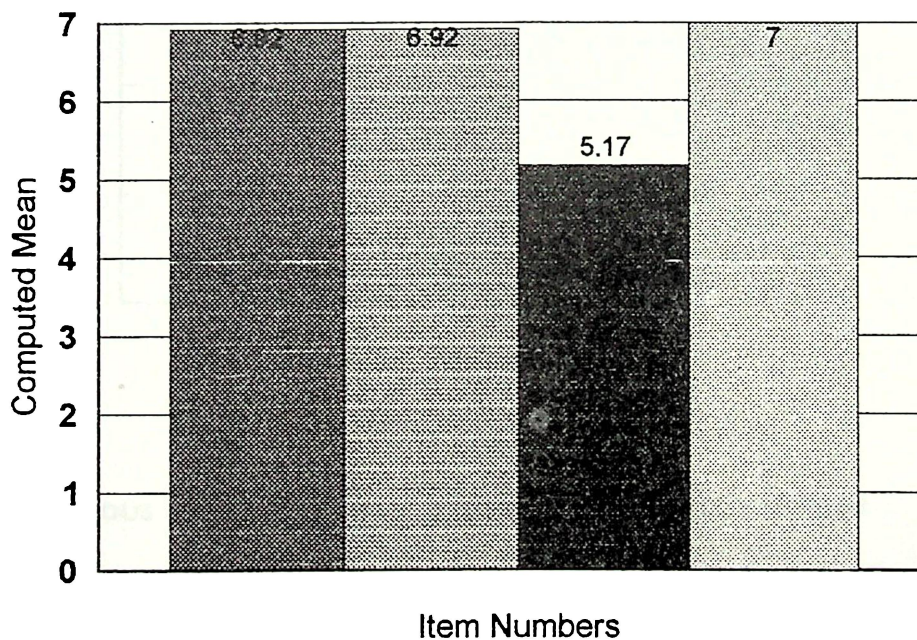
taken by the group; and sense of humor - the very ingredient why each of them is very much alive in discussions and in their activities.

Relating these two findings, it can be drawn that the level of commitment is high, based on three indicators:

Sense of Pride in the Group

Statements 2, 6, 10 and 14 describe the members' sense of pride in the group:

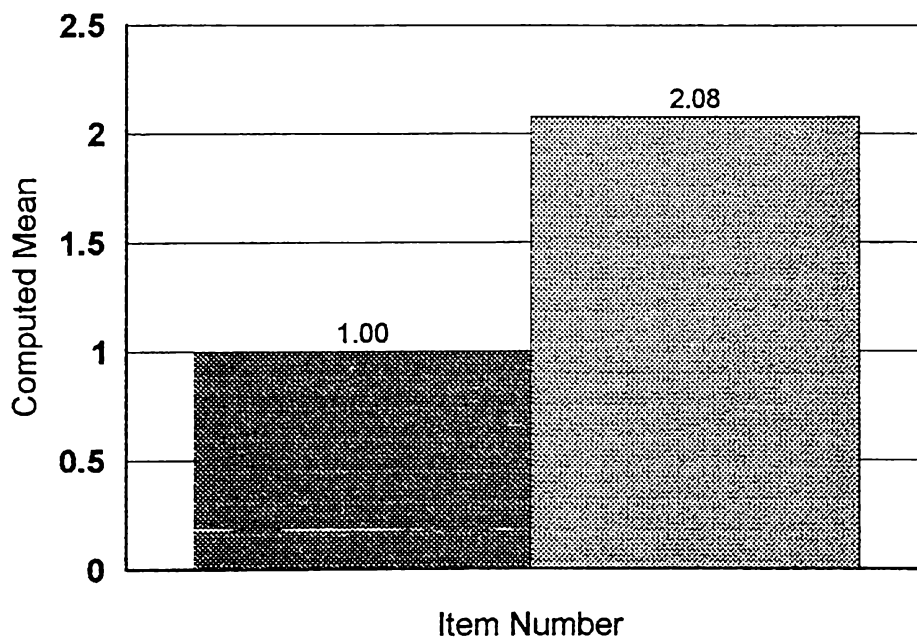
Table 21



Loyalty of Members

Statements 3 and 7 describe the loyalty of the members to the group (note that these statements are negatively stated, thus, the highest score for these statements is 1.0)

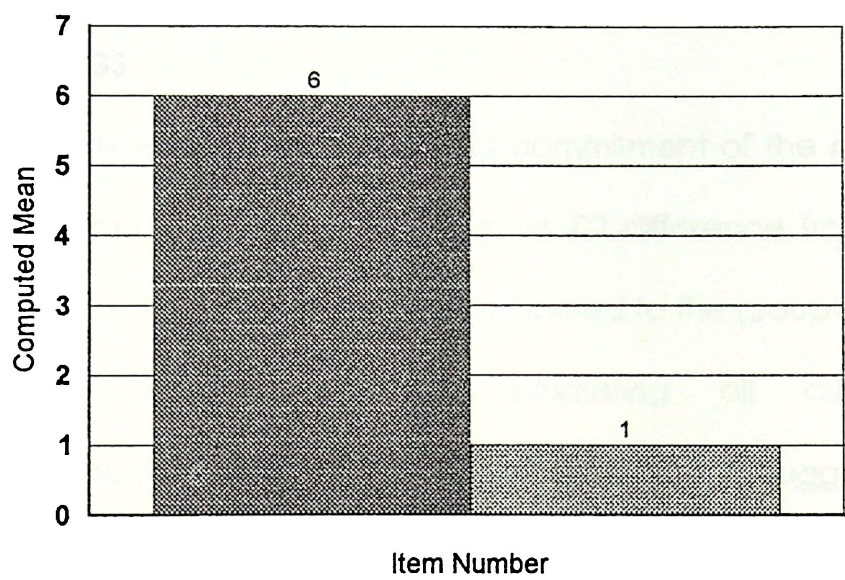
Table 22



Synonymous Personal Values to that of the Group's Values

Items 5 and 12 describe the similar values the members have to that of their group (take note that item 12 is also negatively stated).

Table 23



Thus, it can be said that the level of commitment is high based on the questionnaire and as verified by the focus group discussion results.

CHAPTER VI

CONCLUSION

SUMMARY OF FINDINGS

This study clearly shows that the level of commitment of the members of the RCCC is high, after posting a 5.02 mean, a .02 difference from the 5.00 score. This high level of commitment can be attributed to the group's

- Open communication - exhausting all avenues of communication available, open-mindedness in suggestions and criticisms of members;
- Acceptance of one's limitations - realizing that one cannot do everything, thus, there is interdependence among members;
- Feeling of belongingness - treating each other like family, and making each meeting a venue for strengthening existing bond among members;
- Being positive in outlook - keeping an optimistic perspective in every endeavor, thus reinforcing support in each member;
- Going the extra mile for others - extending one's support not only for the betterment of group but of others as well;
- Flexibility - accepting almost any form of job assignment for the group and easily adjusting to any situation;

- Trust - acknowledging that each member can be trusted and in return, the group as well carries that same trust;
- Resourcefulness - knowing where to find other means of doing things, the efficient way;
- Sense of humor - that value every member possesses which clearly makes the group a very healthy and conducive place to improve oneself and the community.

CONCLUSION

It can, therefore, be concluded, that the level of commitment of the members of the Rotary Club of Cabuyao Circle is high, and this level of commitment is manifested in the group's performance in terms of their high level of loyalty to the group, their sense of pride in the group and their synonymous values to that of the group.

This is very significant in the attainment of the career orientation program being implemented by the group. This study has seen that the members are very committed to doing almost anything for the betterment of their community. The researcher, thus, believes, that the program can be attained given such, and other programs and activities will be carried along easily if the same or a higher level of commitment is maintained by the group.

RECOMMENDATION

For the Rotary Club of Cabuyao Circle

It is recommended that the group continue this high level of commitment in serving and reaching out to the community. Activities, programs and projects which target all sectors of the society are highly encouraged. Examples of these projects are the Lakbay Kwento for pre-schoolers, the career-orientation program for senior high school students and the medical missions for the elderly.

For Related Studies

It is recommended that studies on group performance be made for the concepts and theories to be more apt. In this study, the organizational commitment concept has been used, which is, in its sense, much applicable to an organization with a large number of members and in a corporate setting.

For Future Researchers

It is recommended that a study which ties up variety and level of commitment be made since this will give a much focused study on the group. Also it is recommended that the effects of commitment be measured so as to give a, more or less, predictive output of the group's efforts. Lastly, it is recommended that commitment studies be done for the researcher believes

that this can lead to better understanding of the behavior and functions of these cause-oriented and civic-minded groups.

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Observations:

16 December 1999.

13 January 2000.

20 January 2000.

09 February 2000.

16 February 2000.

APPENDICES

Background of the Location of Study

Study was conducted in Cabuyao, Laguna particularly in Group II B according to the Rotary Club of Cabuyao area of responsibility. Cabuyao is the fourth town of Laguna situated between Sta. Rosa and Calamba. The town has an estimated population of seventy thousand (70,000) living in Barangay Pulo, Gulod, Bigaa, only to name a few of its barangays.

Within Cabuyao area is a national high school that currently serves three thousand (3,000) students. The Cabuyao National High School has humble beginnings. It started as a small private school in 1988, the Cabuyao Institute that lasted for thirty-seven years (37) of operation. The sudden closure of Cabuyao Institute in 1987, a prestigious private school that caters the educational need of the students in the Municipality of Cabuyao after 37 years of operation, resulted the problem in so far as the need for secondary education is concerned to the community. To take care of more than two hundred twenty-five displaced students on the secondary level who were unable to enroll and seek accommodations in the three (3) Barangay High Schools in Pulo, Gulod, Bigaa, and other adjoining private schools. This same institution has been chosen by the researcher to be the central source of participants for the study since it is the town's high school. Furthermore, a vast populace of teen-agers from Cabuyao attended the said school. The fourth year for this year alone is divided in eleven sections with an approximate of sixty-three (63) students per class.

Source: Velante, D. (2000) **A Descriptive Research on the 'Filipino Loob' and Effects on Family and Work Values as Perceived by Teen-agers in Cabuyao, Laguna.** Unpublished undergraduate thesis, UP Manila.

UNIVERSITY OF THE PHILIPPINES MANILA
College of Arts & Sciences
Padre Faura, Ermita, Manila

19 January 2000

Dear Respondent,

I am Marilyn 'Len' C. Baculpo, a senior college student taking up BA Organizational Communication. I am currently working on my thesis about organizational commitment. I have chosen your group, the ***Rotary Club of Cabuyao Circle*** as my participants to be studied. I do find your group interesting because of the nature of work of its members which is voluntary. Particularly, I would like to know if the degree of commitment of members of a group has an effect to the group's performance and productivity.

Attached is a questionnaire which aims to measure the degree/level of your commitment. Kindly follow instructions and answer each item honestly. Rest assured that your responses to each item will be dealt with full confidentiality.

Should there be any questions, a space has been provided after the questionnaire.

Thank you very much and God speed.

Respectfully,

LEN CHUA BACULPO

ORGANIZATIONAL COMMITMENT QUESTIONNAIRE

Listed below are a series of statements that represent possible feelings that individuals might have about the organization for which they work. With respect to your own feelings about the particular organization for which you are working now, please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives with each statement.

Responses to this scale are measured on a 7-point scale with scale points anchors labeled:

- 1 strongly disagree
- 2 moderately disagree
- 3 slightly disagree
- 4 neither agree or disagree
- 5 slightly agree
- 6 moderately agree
- 7 strongly agree

Please take note that an 'R' after an item denotes a negatively phrased and reverse scored item.

	1	2	3	4	5	6	7
1. I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful.							
2. I talk about this organization with my friends as a great organization to work for.							
3. I feel very little loyalty to this organization. (R)							
4. I would accept almost any type of job assignment in order to keep working for this organization.							
5. I find that my values and the organization's values are very similar.							
6. I am proud to tell others that I am a part of this organization.							
7. I could just as well be working for a different organization as long as the type of work was similar. (R)							
8. This organization really inspires the very best in me in the way of job performance.							
9. It would take very little changes in my present circumstances to cause me to leave this organization.							

10. I am extremely glad that I chose this organization to work for over others iw was considering at the time I joined.							
11. There is not too much to be gained by sticking with this organization indefinitely.							
12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.							
13. I really care about the fate of this organization.							
14. For me, this is the best of all possible organizations for which to work.							
15. Deciding to work for this organization was a definite mistake on my part. (R)							

Name (Optional): _____

Occupation: _____

of years with RCC: _____

Feel free to scribble down your responses on this space:

Thank you so much for taking time to answer this questionnaire! God bless!

MARILYN CHUA BACULPO

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WORK EXPERIENCE

April 5, 1999 -
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Marketing and Accounting Departments
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EDUCATIONAL ATTAINMENT

June 1996 - present

University of the Philippines Manila
BA Organizational Communication

June 1992 - 1996

Paranaque Science High School
Finished secondary level

June 1986 - 1992

Lycee D' Regis Marie
Finished primary level

ACHIEVEMENTS

SY 1992 - 2000

Iskolar ng Paranaque

First Semester
1998-1999,
1999-2000

College Scholar Lister

March 1996

Creative Writer of the Year

Septmber 1995

1st Place, Editorial Writing in English
1995 Par-Las Secondary Schools Press Conference

March 1992

Graduated with Distinction

1985 - 1993

Consistent Outstanding Student

EXTRA CURRICULAR ACTIVITIES

AY 1996 - 2000	Member Organizational Communication Society
AY 1997 - 2000	Block Handler
1st Semester 1998 - 1999	Applicant Anak Tibawan Theater Group
AY 1997-1998	Member UP Society for Enrichment in Academic Learning (UP SEAL)
April - May 1996	Campaign Manager Kilos-Sandigan Party Sangguniang Kabataan Elections Barangay Tambo
April - June 1996	Member Music Ministry St. Joseph's Parish Church Barangay Tambo
SY 1995 - 1996	Editor-in-Chief The Momentum Secretary English Club
August 1995	Delegate Soroptimist International Youth Forum Paranaque Chapter
SY 1993 - 1996	Member PNHS Glee Club Staffer The Momentum
SY 1992 - 1994	Member Rotary Interact Club Choir Palanyag

UNPUBLISHED WORKS

March 2000

A Study on the Level of Organizational Commitment of the Members of the Rotary Club of Cabuyao Circle (RCCC) and its Perceived Effects on Group Performance
An Undergraduate Thesis

September 1998

A Market Feasibility Study of Jandum Airways System

PERSONAL

Birthdate: 29 June 1979

Age: 20

Birthplace: Makati City

Religion: Roman Catholic

Father's Name: Benjamin C. Baculpo

Occupation: Pilot

Mother's Name: Cherly Yoklim C. Baculpo

Occupation:

Brother(s)/Sister(s):

Name	Age
------	-----

Occupation

Marben	27
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Flight Attendant

Maricel	24
---------	----

Air Philippines Corporation

Professional Medical Representative

Maricris	19
----------	----

Schering Plough Corporation

Student

AMA Computer College

Skills:

- Knowledgable in MS Word, Excel, Powerpoint and Explorer Applications
- Knowledgable in Lotus Wordpro, 123 and Freelance Graphics Applications
- Can communicate well
- Can edit and copyread

REFERENCES

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Professor

University of the Philippines Manila

Col. Ramon S. Gutierrez

President

Corporate Air, Incorporated

Mr. Gil Espelita

Treasurer

Manila Sanitarium and Hospital

March 23, 2000