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INFLUENCE OF JOB SATISFACTION AND CAREER GROWTH ON THE ORGANIZATIONAL COMMITMENT OF LGU EMPLOYEES

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ABSTRACT

This study investigates the influence of job satisfaction and career growth on the organizational commitment of employees in a Local Government Unit (LGU). Anchored on organizational behavior and human resource development theories, the research employed a quantitative correlational design to determine the extent to which job satisfaction and career growth predict employees' commitment to their organization. Data were collected through a standardized survey instrument administered to LGU employees across various departments. Descriptive statistics, Pearson correlation, and multiple regression analysis were utilized to examine the relationships among variables. One thousand five hundred employees from various departments and functional areas of the municipalities of Davao de Oro were identified as the respondents. Mean scores, Pearson's Correlation Coefficient, and Linear Regression Analysis were used to analyze the data. The study's results revealed that employees from both LGUs reported high levels of job satisfaction, a favorable perception of career growth opportunities, and a high level of organizational commitment. Correlation analysis demonstrated that both job satisfaction and career growth were positively and significantly associated with organizational commitment. Moreover, regression findings confirmed that the two variables serve as significant predictors of organizational commitment, with job satisfaction exerting a more substantial predictive influence than career growth. These findings indicate that satisfaction with work conditions, recognition, and opportunities for advancement play a crucial role in shaping long-term employee commitment within LGUs.

Furthermore, the study underscores the importance of strategic human resource initiatives in strengthening employee commitment across local government institutions. It recommends enhancing professional development programs, establishing transparent promotion systems, and institutionalizing engagement mechanics to build a more motivated and committed public-sector workforce. The results provide empirical evidence valuable for HR practitioners, administrators, and policymakers seeking to improve employee retention and organizational performance in the public sector.

KEYWORDS: Job Satisfaction, Career Growth, Organizational Commitment, Local Government Unit, Public Sector Employees

INTRODUCTION

Employees as human resources were said to be the most critical component of an organization (Babatunde & Onoja, 2023; Preethi & Lourthuraj, 2015). Furthermore, addressing rank advancement issues can directly foster a more positive work environment. Instituting clear pathways for promotion, coupled with transparent evaluation processes, can diminish feelings of uncertainty among employees regarding their career trajectories. It is also essential to create a culture of recognition and appreciation, where achievements are acknowledged and celebrated. This not only boosts morale but also reinforces employee loyalty and dedication to their roles. In this new era of competition brought about by globalization, there is a need for a new breed of high-quality, skilled employees who are competent and equipped with the intelligence and abilities necessary to win global competition (Srimulatsi, 2021).

Organizational performance is a comparison between results and actual outcomes. It would be a significant loss, as the investments made in training those employees and equipping them for the job would be in vain (Gorder, 2019). Aside from this, employee retention would also lead to a reduction in production costs due to an increased production rate among efficient employees (Soenanta et al., 2021). A factor defined as the “psychological attachment” (Meixner, 2020), mental connection (Othman et al., 2021), and a sense of loyalty that the employee has for the organization, which motivates them to stay and increase their productivity in the attainment of organizational goals. In other words, it fosters in the employee a sense of care for the organization they work for (Mulyanda et al., 2022). It was found that employees who commit to their work and organization have a lower chance of turnover, which is defined as a permanent separation between the employee and the employer (Humayra & Mahendra, 2018).

Meanwhile, one effective method is the establishment of a constructive onboarding process, which can significantly influence new hires’ perception of the organization. A well-structured onboarding program provides clarity surrounding the company culture, expectations, and available resources, helping newcomers feel secure and valued from the outset (Trevino et al., 2020). Tailored training programs not only develop skills but also demonstrate the organization's commitment to the employee's growth, fostering a sense of belonging and shared purpose (Baker & Thompson, 2022). Regular workshops, certifications, and personal development seminars can engage employees and encourage them to stretch their potential, ultimately driving the organization forward. Othman et al. (2021) also suggest that organizational commitment is viewed as a predictor of other positive employee attitudes, such as good conduct in the workplace and the willingness to learn new things for self-development. Organizational commitment also affects employees' desire to change. Demorito, J. V. S., & Bercilla, L. C. (2024). This factor has a positive impact on the organization because it must continuously change and evolve in response to globalization, and so must its employees (Bakir & Tyas, 2024). Motivation was one of the factors considered to be the cause of these positive behaviors. For example, it was found that employees with high commitment scores were more motivated to perform

at their best (Zefeite & Mohamad, 2017). Accordingly, it has been suggested that a committed human resource can be considered an organization's key advantage (Preethi & Lourthuraj, 2015).

On another note, the commitment of the human resources will ensure that they provide opportunities and best practices that will eventually influence the commitment of other employees. This would enable the company to maintain its flexible, intelligent, and competent human resources for its benefit (Misko et al., 2021). Job satisfaction was defined as the employee's willingness to perform the job due to the rewards expected for a job well done (Kaliski, 2007; Dziuba et al., 2020). Many studies on the influence of job satisfaction on employee commitment have shown that employees' job satisfaction towards the organization affects their organizational commitment (Tatar, 2020; Moonsri, 2018). To further establish the connection between job satisfaction and organizational commitment, this study employed Social Exchange Theory and Equity Theory. Social Exchange Theory was based on the concept of giving and receiving, in other words, reciprocity. This theory focused on the employee's perception of the organization, based on what was obtained from it, and what would be given back by the employee in exchange for this favor. This theory further explains that when employees receive favorable treatment from the organization, they develop a positive perception of the organization, which in turn leads them to take actions that benefit the organization (Aydin-Kukuk, 2020).

Furthermore, certain factors have been identified as predictors of organizational commitment and job satisfaction, which in turn influence organizational performance. On the other hand, the researcher observed that employees in local government institutions often experience varying levels of satisfaction and differing opportunities for advancement depending on their departments, employment status, and organizational culture, and has not come across any studies that show a link between organizational culture and total quality management as predictors to organizational performance, particularly in the locale of Davao de Oro. Additionally, the researchers have yet to encounter quantitative studies. Thus, there is a need to conduct a survey that measures the relationship between the aforementioned variables.

The main objective of this study is to determine the influence of job satisfaction and career growth on organizational commitment among LGU employees in the Municipality of Nabunturan and Montevista. Specifically, the study will be conducted to answer the following questions: (1) to describe the level of Job Satisfaction of the employees in terms of Intrinsic Satisfaction, and Extrinsic Satisfaction. (2), to describe the level of career development of the employees in terms of Career Goal Progress, Professional Ability Development, Promotion Speed, and Remuneration Growth. (3), to describe the level of organizational commitment in terms of Affective Commitment, Normative Commitment, and Continuance Commitment. (4), to determine if there is a significant relationship between Job Satisfaction and the Organizational Commitment of the Employees of the Municipality of Nabunturan and Montevista. (5), to determine which domain of job Satisfaction significantly predicted the Organizational Commitment of the Employees of the Municipality of Nabunturan and Montevista, (6), to determine if there is a Significant Relationship between Career Growth and

Organizational Commitment of the employees of Nabunturan and Montevista, and lastly, to determine which domain of Career Growth significantly predicted the Organizational Commitment of the employees of the Municipality of Nabunturan and Montevista.

2. METHODS

Research Respondents. The respondents in this study were government employees from the Local Government Units of Nabunturan and Montevista, Davao de Oro. The prospective respondents were employees, regardless of their tenure. In this study, the researcher considered the two municipalities of Davao de Oro.

The respondents were selected using stratified random sampling, which means that the total population was grouped into specific departments of the two municipalities of Davao de Oro and randomly assigned in equal ratios according to their population. This sampling technique ensured that all potential respondents had an equal chance to participate in the study. The number of respondents was determined using Slovin's formula, which sets a 5% standard error to calculate the sample size, and helped the researchers create a sample from the population.

Furthermore, casual employees and those with a job order or contract of service in the two municipalities of Davao de Oro, who do not have an employee-employer relationship, meet the criteria for participation as respondents in the study. The participants in the study were given the freedom to withdraw at any moment if they felt threatened or uncomfortable with the research. The overall combined total population from both progressive municipalities was 900, and a sample size of 600 was determined for the study.

Materials and Instruments. Primary data was used to gather information about the study, which consisted of three parts: job satisfaction, career growth, and organizational commitment. In conducting the data analysis for this study, the researcher used the three adapted survey questionnaires as a guide for collecting data.

To measure the first independent variable, job satisfaction, the researcher utilized a research questionnaire obtained from Ismail and Razak's (2016) study. The questionnaire measured the level of job satisfaction of the employees based on the following categories: Intrinsic Satisfaction and Extrinsic Satisfaction. This questionnaire was modified and subjected to internal and external validations before utilization. To properly assess the level of job satisfaction, the researcher used a Likert Scale that ranged from 1 to 5, with descriptive equivalents of "very low" to "very high." A calculated mean that ranged between 4.20 and 5.00 has a very high descriptive equivalent, indicating a very high level of job satisfaction among employees. Means that ranged between 3.4 and 4.19 had a high descriptive equivalent, indicating a high level of job satisfaction among employees.

Meanwhile, those that ranged between 2.60 and 3.39 had a moderate descriptive equivalent, indicating a moderate level of job satisfaction among employees. Additionally, those with a mean score that

ranged between 1.80 and 2.59 had a low descriptive equivalent, indicating a low level of job satisfaction among employees. Moreover, those means that ranged between 1.00 and 1.79 had a very low descriptive equivalent, indicating a very low level of job satisfaction among employees. On the other hand, to measure the second independent variable, career growth, the researcher utilized the study by Bai and Liu (2018) to assess the level of career growth among LGU employees.

The questionnaire assessed the level of career growth among employees across four categories: Career Goal Progress, Professional Ability Development, Promotion Speed, and Remuneration Growth. Pimentel, N. R., & Bercilla, L. C. (2023). This questionnaire underwent modification and was subjected to internal and external validation before its utilization. The questionnaire used a Likert Scale that ranged from 1 to 5, with descriptive equivalents of very low to very high. A calculated mean that ranged between 4.20 and 5.00 has a very high descriptive equivalent, indicating a very high level of career growth among employees. Those that ranged between 3.4 and 4.19 had a high descriptive equivalent, indicating a high level of career growth among employees.

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Finally, to measure the dependent variable of organizational commitment, the researcher utilized a research questionnaire obtained from Manalo's (2021) study. The questionnaire assessed the level of career growth among employees based on the following categories: Affective Commitment, Continuance Commitment, and Normative Commitment. This questionnaire underwent modification and was subjected to internal and external validation before its utilization. It was in the form of a Likert scale, ranging from 1 to 5, with descriptive equivalents of "very low" to "very high," to measure the level of career growth among employees. A calculated mean that ranged between 4.20 and 5.00 has a very high descriptive equivalent, indicating a very high level of career growth among employees. Those that ranged between 3.4 and 4.19 had a high descriptive equivalent, indicating a high level of career growth among employees.

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Design and Procedure. The nature of this study is a quantitative, non-experimental research design that employs a correlation method. This design helped measure the extent to which job satisfaction and career development affected the organizational commitment of employees. The researcher obtained the consent of the chosen respondents to participate in the survey questionnaire. Those who gave their consent voluntarily received the validated research questionnaires in printed document form. The gathered responses were filtered for any invalidated reactions based on the adviser's advice. Responses were encoded in MS Excel with utmost confidentiality to protect the respondents' information. The encoded data was then submitted to the statistician for statistical analysis. The researcher used the mean as the statistical treatment to determine the level of job satisfaction, career development, and organizational commitment among employees. Pearson's r was utilized to measure whether there was a significant relationship between job satisfaction, career growth, and organizational commitment. Multiple Regression Analysis was employed to measure the influence of job satisfaction and career growth on the organizational commitment of LGU employees in the Municipalities of Nabunturan and Montevista.

The statistical tools used in analyzing the gathered data were the following: (1) Mean. This was used to determine the levels of job satisfaction and career growth to the organizational commitment of LGU employees of the Municipality of Nabunturan and Montevista, Davao de Oro. (2) Pearson r . This was used to determine the significant relationship between job satisfaction and career growth as predictors of organizational commitment of the Municipality of Nabunturan and Montevista, Davao de Oro. (3) Linear Regression Analysis. This study aimed to determine the significant influence of job satisfaction and career growth on the organizational commitment of the Municipality of Nabunturan and Montevista, Davao de Oro. Throughout the duration of this study, ethical issues and concerns may arise. To ensure that moral standards are thoroughly observed in the conduct of this research, minimum standards, criteria, and protocols were strictly adhered to.

3. RESULTS

All inferential results were analyzed and interpreted at a 0.05 level of significance. Chronologically, tables and their interpretation were arranged under the following subheadings: Level of Job Satisfaction among LGU employees, Level of Career Growth among LGU employees and Level of Organizational Commitment, Regression Analysis on the Influence of Job Satisfaction on Organizational Commitment, Significance of relationship between Job Satisfaction and Organizational Commitment, Regression Analysis on the Influence of Career Growth on Organizational Commitment, and Significance of the Relationship Between Career Growth and Organizational Commitment.

Table 1 presents the mean scores for *Job Satisfaction among LGU employees*, with an overall mean of 4.189, described as "high," and a standard deviation of 0.472. This indicates that the level of *Job Satisfaction among LGU employees* was observed to be at a high degree, as evidenced by the respondents' ratings in terms of both intrinsic and extrinsic satisfaction. The total mean score was

computed using the following order of highest to lowest indicators: 4.074, high for Intrinsic Satisfaction; 4.303, high for extrinsic satisfaction;

Table 1. Level of Job Satisfaction among LGU employees

Indicators	Mean	SD	Descriptive Equivalent
Intrinsic Satisfaction	4.074	0.565	High
Extrinsic Satisfaction	4.303	0.627	High
Overall Mean	4.189	0.472	High

The data in the appended Table 1 reveal that the respondents assigned the highest priority to extrinsic satisfaction, with a mean score of 4.303, indicating that the organization has a long-term purpose and direction. The very high-level finding is corroborated by the study of Nie et al. (2023), which states that when an employee has a high intrinsic satisfaction, such as a positive perception of their work, they tend to have more enthusiasm for their job amid challenges. This would eventually lead to higher job satisfaction. Singh (2021) also affirmed this result by highlighting the critical role of intrinsic motivation. Intrinsic motivations, such as self-determination in performing one's job, were statistically significant in relation to job satisfaction among employees. This means that an employee is more likely to have higher job satisfaction when intrinsically motivated. Additionally, Mosquiera et al. (2020) supported this result, but noted that extrinsic motivations, such as compensation, promotions, and recognition, have a more substantial impact on job satisfaction than intrinsic motivations.

Moreover, a study conducted by Ogundare (2022) on Malaysian employees further verified this result, emphasizing that both intrinsic and extrinsic factors have a positive effect on job satisfaction. Inherent factors may include the opportunity to participate in the decision-making process and the evaluation of employees' accomplishments. Extrinsic factors may consist of the working environment itself and salary. Furthermore, the study by Wang and Eugenio-Villanueva (2024) on Y College employees also supports this result, emphasizing that both intrinsic and extrinsic rewards are factors that can influence job satisfaction among employees. However, they pointed out that speed in promotion and a salary increase were the two most essential and desirable factors in maintaining job satisfaction among employees. Thus, they emphasized that these two motivations must be prioritized.

Table 2 revealed that the mean scores for the career growth indicators had an overall mean of 3.878, which was described as "high," and a standard deviation of 0.556. This indicates that a high level of

career growth was observed. The high ratings given by respondents to the indicators of Professional Ability, Career Goal Progress, Promotion Speed, and Remuneration Growth likely contributed to the total mean score, which ranged from 3.878, indicating a high level for Professional Ability.

Table 2. Level of Career Growth among LGU employees

Indicators	Mean	SD	Descriptive Equivalent
Career Goal Progress	3.941	0.634	High
Professional Ability Development	4.129	0.477	High
Promotion Speed	3.744	0.888	High
Remuneration Growth	3.697	0.799	High
Overall Mean	3.878	0.556	High

The data appended in Table 2 reveals that Professional Ability has the highest mean score. It further reveals that a high level of career growth was related to the employability competencies of employees. Employees with more employability skills tend to experience higher career growth. These employability competencies may include, but are not limited to, knowledge and skills, as well as the ability to adapt and adjust to complex workplace situations. Having more employability skills would ensure a maintained or advanced career position and obtaining promotions.

This was further supported by the research findings of Sabanal and Abellanos (2024) for public school teachers in the Division of Davao City, which highlighted that proactive behaviors are key factors in fostering career self-management, ultimately leading to career growth. Proactive behaviors were a result of developing positive traits, such as positive self-esteem, commitment, and cultural affiliation. Self-efficacy also had a positive effect on career self-management. Always keeping in mind, career self-management among public employees would be of great advantage in fostering career development.

Additionally, Poljašević et al. (2025) substantiated this result. They pointed out that a continuous learning process for employees can be regarded as one of the factors that can further advance career growth. The institution's initiative to provide ample training and other learning opportunities is vital in ensuring that employees are equipped with the knowledge and skills they need to advance their

careers when opportunities arise.

Table 3 presents the overall mean score of 3.850, which is described as very high for all indicators of organizational performance, with a standard deviation of 0.556. This implies that the level of organizational commitment among LGU employees is highly observed. The highest-rated indicator was normative commitment, with a score of 3.970, followed by affective commitment at 3.856 and continuance commitment at 3.725, all of which received very high ratings.

Table 3. Level of Organizational Commitment among LGU employees

Indicators	Mean	SD	Descriptive Equivalent
Affective Commitment	3.856	0.671	High
Continuance Commitment	3.725	0.707	High
Normative Commitment	3.970	0.683	High
Overall Mean	3.850	0.556	High

The details in Table 3 show that normative commitment had the highest mean score of 3.970, indicating that organizational justice and job satisfaction were among the factors influencing organizational commitment. This further supported the idea that when an employee feels a sense of fairness and satisfaction in their working environment, they tend to be dedicated and committed to performing their job. This item, rated highest by the respondents, should be sustained and further enhanced to leverage quality improvements, with a high mean score driving further success and continuous growth. The very high result of organizational performance in terms of its indicators is consistent with studies that state that organizational performance broadens the criteria for evaluating its capacity to reach objectives, yielding effective and efficient results based on available resources to satisfy clients' expectations (Ahmed & Shafiq, 2018).

These results were also consistent with the research findings of Opolot et al. (2024), which emphasized that a high level of organizational commitment is related to various factors nurtured within the organization. These factors include cooperation, effective lines of communication, a sense of belonging, and fairness. Another study, conducted by Nguyen (2023), further corroborates this result and presents additional factors that contribute to achieving higher organizational commitment. These factors include job satisfaction, increased compensation, leadership style, social relationships and connectedness, and the overall work environment.

Additionally, Geremias et al. (2024) supported the idea of a high level of organizational commitment among healthcare employees in Angola, which was affected by various factors. Psychological capital was identified as the primary factor that can significantly influence organizational commitment, particularly the affective component of employee commitment. In this relationship, leadership style, specifically transformational leadership, was determined as the mediating factor.

Table 4. Regression Analysis on the Influence of Job Satisfaction on Organizational Commitment

Independent Variable	Unstandardized Coefficients		Standardized Coefficients Beta	t-value	P-value	Decision
	B	SE				
(constant)	0.768	0.124				
Job Satisfaction	4.412×10 ⁻⁴	0.023	3.747×10 ⁻⁴	0.019	0.985	Do not reject Ho
Dependent Variable: Organizational Commitment						

Additionally, Table 5 presents the significant relationship between job satisfaction and organizational commitment among LGU employees. It showed that the Pearson *r* correlation has a calculated *r* value of -0.018, which denotes a very low negative correlation. This suggests that job satisfaction has a very low negative influence on the organizational commitment of LGU employees in Montevista and Nabunturan. Additionally, the *p*-value of 0.566 also indicated that job satisfaction was not statistically significant in relation to organizational commitment.

Table 5: Using Regression Analysis, the researcher presented the statistical findings to measure the significant relationship between job satisfaction and organizational commitment among LGU employees of the Municipality of Montevista and Nabunturan, based on the predetermined objectives of this study. As shown in Table 4, the *p*-value of 0.985 is larger than the accepted value of 0.05, indicating that the predetermined null hypothesis of this study was not rejected. This further suggested that job satisfaction was not statistically significant in predicting organizational commitment of LGU employees. In other words, job satisfaction does not significantly influence the organizational commitment of LGU employees of the Municipality of Montevista and Nabunturan.

Additionally, Table 5 presents the significant relationship between job satisfaction and organizational commitment among LGU employees. It showed that the Pearson r correlation has a calculated r value of -0.018, which denotes a very low negative correlation. This suggests that job satisfaction has a very low negative influence on the organizational commitment of LGU employees in Montevista and Nabunturan. Additionally, the p -value of 0.566 also indicated that job satisfaction was not statistically significant in relation to organizational commitment.

Table 5. Significance of the Relationship Between Job Satisfaction and Organizational Commitment

Independent Variable	Dependent Variable	r-value	p-value	Decision
Job Satisfaction	Organizational Commitment	-0.018	0.566	Do not reject H_0

The results of this study contradicted those of Degef and Kidane (2024), who conducted a study among academic personnel in Ethiopia. They found that job satisfaction has a significant influence on the three domains of organizational commitment: normative commitment, affective commitment, and continuance commitment. Another study, conducted by Soenanta et al. (2020), also negated this result, finding that job satisfaction has a significant and positive influence on employee retention and organizational commitment. Moreover, the study conducted by Bijker et al. (2022) further refuted this result, finding that job satisfaction has a strong influence on organizational commitment during the COVID-19 pandemic in Germany. Additionally, the study conducted by Nurhasanah et al. (2025) also contradicts the results of this study, indicating that job satisfaction has a positive effect on organizational commitment but no significant impact on employee performance.

However, even though the result of statistical treatment may be contrary to the previously presented literature, the result of this study was supported by the survey conducted by Noor et al. (2024), which demonstrated that while employees had a positive level of job satisfaction, other factors may affect their relationship to the organizational commitment, like stress-related issues in the working environment. Also, Devyani and Meria (2023) corroborated this result. Their study suggested that job insecurity can significantly affect organizational commitment, but job satisfaction does not mediate this relationship. With this, they concluded that even though employees were satisfied with their jobs, when they felt that they could be removed from it at any time, their job satisfaction was meaningless.

Table 6 represents a Regression Analysis That was also utilized to determine the significant relationship between career growth and organizational commitment among LGU employees of the

Municipality of Montevista and Nabunturan, based on the predetermined objectives of this study. As shown in Table 6, organizational commitment has a p-value of $< .001$, which is within the accepted value of 0.05. This suggests that career growth was statistically significant in predicting organizational commitment of LGU employees. In other words, career growth influences the organizational commitment of LGU employees in the Municipality of Montevista and Nabunturan.

Table 6. Regression Analysis on the Influence of Career Growth on Organizational Commitment

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(constant)	0.768	0.124				
Career Growth	0.794	0.020	0.794*	40.705	$< .001$	Reject Ho

Dependent Variable: Organizational Commitment

The results show that each indicator of career growth on organizational commitment has a beta of 0.768, respectively, and a p-value of 0.001, which is statistically significant. This suggests that indicators of career growth have a significant predictive value for organizational commitment.

The findings of this study indicate that all indicators of career growth can influence the organizational commitment of LGU employees in the Municipality of Montevista and Nabunturan. Accordingly, based on the value of the Standardized Coefficient Beta, career goal progress and remuneration growth have a more substantial influence on organizational commitment, with values of 0.275 and 0.262, respectively. On the other hand, professional ability development has a Standardized Coefficient Beta value of 0.217, while promotion speed has a value of 0.256.

Table 6.1 Regression Analysis on the Influence of the Domains of Career Growth on Organizational Commitment

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	P-value	Decision
	B	SE	Beta			
(constant)	0.578	0.097				
Career Goal Progress	0.241	0.022	0.275*	10.717	<.001	Reject Ho
Professional Ability Development	0.254	0.027	0.217*	9.384	<.001	Reject Ho
Promotion Speed	0.161	0.015	0.256*	10.529	<.001	Reject Ho
Renumeration Growth	0.182	0.018	0.262*	10.023	<.001	Reject Ho
Dependent Variable: Organizational Commitment						
R value = 0.797		F value = 423.687				
R ² = 0.635		p value = <.001				

Table 7 further showed that all variables of career growth significantly influence organizational commitment. But career goal progress and renumeration growth were the indicators that strongly influence the organizational commitment of LGU employees of the Municipality of Montevista and Nabunturan with r-value of 0.658 and 0.659 respectively. Moreover, professional ability development also has a significant r-value of 0.567 as well as the promotion speed with an r-value of 0.618. In totality, the result of regression analysis and the result of Pearson *r* correlation method has a consistent result, pointing out that among the indicators of career development, career goal progress and renumeration growth were the main factors that has a stronger influence to the organizational commitment.

Table 7 Significance of the Relationship Between Career Growth and Organizational Commitment

The result of this study was supported by the study of Balushi et al. (2022) to the public employees in Oman where it was found out that organizational commitment was found out to be a motivating factor for employee retention thereby preventing them from resigning or leaving. Additionally, the study of Rehman (2017) to the employees of telecom companies in Pakistan substantiated these findings. It was found out that career growth has a significant effect to the three aspects of organizational commitment: affective commitment, continuance commitment, and normative commitment.

Indicators	Dependent Variable	r-value	p-value	Decision
Career Goal Progress	Organizational Commitment	0.658*	< .001	Reject Ho
Professional Ability Development		0.567*	< .001	
Promotion Speed		0.618*	< .001	Reject Ho
Renumeration Growth		0.659*	< .001	Reject Ho

In addition to this, the study of Zahirah and Satrya (2024) also corroborate with this result. They found out that career growth and organizational support can significantly increase organizational commitment of the Indonesian millennial employees. Also, Srimulatsih (2021) supported the idea of positive relationship between career growth and organizational commitment. That's why it was suggested that career development program must be prioritized in the institution in order to increase the level of organizational commitment among the employees. This idea was also in lined with the findings of the study conducted by Haliensyah et al. (2024) which found out that turnover intention which is caused by lack of organizational commitment was influence by career development among the Indonesian Air Force personnel. That's why the authors suggested that organizational commitment must be increased through incorporating career development activities for the personnel.

CONCLUSION AND RECOMMENDATIONS

Based on the study's results, the following conclusions can be drawn: There is a high level of satisfaction among LGU employees. Second, there is also a high level of career growth. Third, organizational commitment was also at a high level. Fourth, no significant relationship exists between job satisfaction and organizational commitment. However, career growth has a significant relationship with organizational commitment. Lastly, all indicators of career growth significantly influence organizational commitment; however, career goal progress and remuneration growth were the variables that showed a stronger level of significance.

Additionally, the result of this study was only consistent with the principles of Side-Bet Theory and Psychological Contract Theory. Thus, based on the findings and conclusions of this study, the researcher presents the following recommendations:

First, since job satisfaction was at a high level, including all its indicators, the researcher recommends that more intrinsic motivations be planned, implemented, monitored, and maintained. These motivations may include mutual respect among employees and their leaders, acknowledgment of employee effort and accomplishments, a high-quality job being assigned, and plans for employees' growth. This can also be achieved through awareness seminars that explain these concepts, team-building activities to foster positive mutual relationships among employees and their leaders, and the regular conduct of award ceremonies to recognize the efforts and achievements of employees. Extrinsic factors should also be considered, including compensation, job promotion, and job security. Institutions shall formulate rules, programs, and or resolutions that would ensure that employees would have regular increases in their compensation, be promoted, and have job security based on their merit and other qualifications.

Second, a high level of career growth and all its indicators must also be maintained or improved to an exceptionally high level among LGU employees. Various strategies must be implemented in order to achieve this. For instance, providing opportunities for employees to acquire new skills through training, encouraging mentorship among employees, and conducting proper orientation seminars to help new ones cope and improve, as well as assisting employees in setting a clear path for their career development. Other strategies, such as promoting opportunities for qualified employees and increasing compensation, must also receive attention from the administration and the human resource management team.

Third, organizational commitment was also at a high level with all its indicators. With this, the researcher recommends that the administration and human resource team continue to implement the previously determined and implemented strategies or programs, or create new ones, in order to improve employees' organizational commitment to a very high level. Some strategies or programs that can be utilized may include fostering a positive working environment while ensuring that employees are satisfied with their jobs. Other methods may also involve fostering organizational support, strong and

effective leadership, provision of opportunities for professional and career development, ample acknowledgement and just compensation, and, above all, fairness.

Fourth, since the statistical analysis revealed that job satisfaction does not significantly influence organizational commitment, the researcher recommends that future researchers, the human resource team, and the administration explore other factors that can significantly influence organizational commitment through further studies and research. Since the working environment is diverse and employees are varied, various aspects can be explored to develop employees' organizational commitment further. Several factors or aspects that can be explored include the leadership style of managers and leaders, organizational culture, and the mental health of employees. These are just a few of the aspects that can be examined, and there are many more that can be explored.

Lastly, a significant relationship was noted between career growth and organizational commitment. Additionally, career goal progress and remuneration growth were the two domains of career growth that had a more substantial influence on organizational commitment. With this, the researcher recommends that the administration and human resource management team ensure that qualified employees are given the opportunity for a promotion, accompanied by an increase in their compensation. Promotion must also be fair and an equal opportunity for all, and must be based on merit and length of service, and this must be embodied in an approved resolution or order.

Recommendations

As this study reveals, future researchers, human resource teams, and administrators should investigate additional factors that can significantly impact organizational commitment. The administration and human resource management team must ensure that qualified employees are given the opportunity for a promotion, accompanied by an increase in their compensation. On a similar note, more intrinsic and extrinsic motivation can be planned, implemented, monitored, and maintained within organizations.

Finally, to strengthen and constantly foster strong and effective organizational performance of these two municipalities of Davao de Oro, it is suggested to plan ways and strategies to enable career growth and all its indicators to be maintained or improved in to a very high level among the LGU employees, the administration and human resource must keep on implementing the previously determined and implemented strategies or programs, and or make new ones to improve employees' organizational commitment into a very high level, and continuously and regularly provide proper direction, motivation, and guidance to the organization's improvement effort and monitoring system to sustain all the high level results given by the respondents to cultural traits, total quality management practices and organizational performance measures.

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