



# INTERPLAY OF ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CHANGE CAPACITY: THE CASE OF THE NUEVA VIZCAYA STATE UNIVERSITY FACULTY AND STAFF

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This study was focused mainly in the description and analysis of the organizational commitment and organizational change capacity of faculty and staff of the Nueva Vizcaya State University by utilizing both quantitative and qualitative research design.

Questionnaires were adapted in the collection of salient data and results were verified through interview or triangulation method. Using appropriate statistical tools, it also looked into the significant difference in the perceived organizational commitment and organizational change capacity of the respondents when they are grouped according to campus geographical location, and the established significant correlations between the two main research-constructs as perceived by 115 faculty and staff serving as respondents of this study. Review of related studies conducted revealed that there are few researches conducted along the variables in this study among higher education institutions in the country. Using both quantitative and qualitative research design, results of the study revealed that there is a strong organizational commitment and organizational change capacity as perceived by the respondents. Moreover, there is no significant difference in the perceived organizational commitment and organizational change capacity of the respondents when they are grouped according to campus geographical location. The researcher also found out that there is a significant correlation between the perceived organizational commitment and organizational change capacity of the respondents. A training design was developed to enhance or sustain the respondents' manifestation of their organizational commitment and organizational change capacity.

This study looked into the organizational commitment and organizational change capacity of employees of the Nueva Vizcaya State University. Specifically, this study answered the following problems:

1. How do the faculty and staff of the Nueva Vizcaya State University perceived their organizational commitment

along the dimensions of affective, continuance, normative, and alienative?

2. How do the respondents perceived their organizational change capacity along the dimensions of (a) understanding and acceptance of different change approaches (b) enhancing willingness and ability to change, (c) building a change-supportive infrastructure, (d) providing appropriate resources, (e) creating a change-facilitative culture, and (f) ensuring ongoing strategizing.
3. Are there significant differences in the respondents' level of organizational commitment and organizational change capacity when grouped according to campus geographical location?
4. Is there a significant correlation between the perceived organizational commitment and organizational change capacity of the respondents?
5. Based on the significant findings of the study, what intervention program could be developed to enhance or sustain the organizational commitment and the organizational change capacity of the respondents?

The main objective of this research investigation is to look into the organizational commitment and organizational change capacity of the faculty and staff of the Nueva Vizcaya State University. Specifically, this study will also look into the following:

First, it will determine the prevailing commitment of the respondents along the dimensions of affective, continuance, normative, and alienative.

Second, it will look into the organizational change capacity of the employee-respondents along the dimensions of (a) understanding and acceptance of different change approaches (b) enhancing willingness and ability to change, (c) building a change-supportive infrastructure, (d) providing appropriate resources, (e) creating a change-facilitative culture, and (f) ensuring ongoing strategizing.



Third, It will determine if there is a significant difference in the perceived organizational commitment and organizational change capacity of the respondents when they are grouped according to campus geographical location.

Fourth, it will establish the correlation of organizational commitment organizational change capacity as perceived by the respondents.

Finally, based on the salient findings of the study, the researcher will develop an intervention program that will enhance or sustain the organizational commitment, and organizational change capacity of the respondents.

The following are the significant findings of the study:

1. The respondents perceived to have a moderately high organizational commitment as shown by the 2.97 computed overall mean. The dimensions of organizational commitment like affective, continuance, normative, and alienative were all measured as moderately high as shown by 3.16, 2.77, 3.00, and 2.93 computed area means respectively.
2. The respondents have a somewhat high capacity for organizational transformation as shown by the 2.86 computed overall mean. They have a moderately high perception of facilitative culture (2.88), supportive infrastructure (2.84), different changes approach (2.85), ongoing strategizing (2.83), sufficient resources (2.87), and willingness and ability to change (2.91).
3. When respondents are categorized by the location of their school, there are no appreciable differences in their perceptions of organizational commitment. as shown by the computed t-value of 0.09 is lower than the critical t-value of 1.98 for 113 degrees of freedom at 0.05 level of significance. Furthermore, when respondents are categorized according to the location of their campus, there are no discernible differences in their perceptions of their ability to effect organizational change. since the computed t-value of 0.84 is lower than the critical t-value of 1.98 for 113 degrees of freedom at a 0.05 level of significance.
4. There is a strong positive correlation between the perceived organizational commitment and organizational change capacity of the respondents which is considered to be very significant as shown by the computed r-value of 0.627 which is higher than the critical r-value of 0.154 at 0.05 level of significance for 113 degrees of freedom.
5. A training design was prepared by the researcher purposely to enhance the organizational commitment of the respondents, and to strengthen their existing organizational change capacity. The training design was intended for the faculty and staff of the university and it was developed based on the items which were perceived by the respondents as "sometimes" manifested by them in the case of organizational commitment and organizational change capacity which was considered by the researcher as weaknesses needing improvement.

Based on the significant findings of the study, the following conclusions were obtained:

1. The respondents perceived to have a moderately high organizational commitment
2. Their organizational change capacity is moderately high
3. There is no significant difference in the perceived organizational commitment and organizational change capacity of the respondents when they are grouped according to campus geographical location
4. There is a strong positive and significant correlation between the perceived organizational commitment and organizational change capacity of the respondents.
5. A training design was prepared by the researcher purposely to enhance the organizational commitment of the respondents, and to strengthen their existing organizational change capacity.

In the light of the foregoing significant findings and conclusions in this study, the following recommendations are offered:

1. Respondents of the study perceived that they have a very strong organizational commitment, therefore a need to sustain this by institutionalizing seminars and pieces of training is recommended.
2. Strengths and weaknesses identified from the dimensions of organizational change capacity could serve as the basis for developing programs and activities at the campus level for the professional development of faculty and staff aside from attending seminars and training at the national and international level to be funded by the university.
3. Further studies should be conducted among the faculty and staff of other universities in the region using the same instruments to cross-validate the findings of this research work and enhance the veracity of the data gathered.
4. Future researchers in the field of organization development and planning are encouraged to conduct an in-depth investigation and triangulation method along with factors that have a significant effect on the variables considered in this research investigation.
5. The developed intervention program should be funded and integrated as a regular activity of the Nueva Vizcaya State University.

Key words: organization, organizational commitment, organizational change