



ISSN : 2350-0743



## RESEARCH ARTICLE

### A STRUCTURAL EQUATION MODEL ON ORGANIZATIONAL COMMITMENT IN RELATION TO WORK VALUES, SELF-ACTUALIZATION, AND JOB SATISFACTION OF BUREAU OF CORRECTIONS OFFICER AT IWAHIG PRISON AND PENAL FARM IN PUERTO PRINCESA CITY, PALAWAN

\*Baby Jane C. Ngujo-Bundac and Nestor C. Nabe, PhD

A Dissertation Presented to the Faculty of the Professional Schools, University of Mindanao, Davao City, Philippines

#### ARTICLE INFO

##### Article History

Received 24<sup>th</sup> August, 2025  
Received in revised form  
10<sup>th</sup> September, 2025  
Accepted 15<sup>th</sup> October, 2025  
Published online 30<sup>th</sup> November, 2025

##### Keywords:

Criminal justice, organizational commitment, Bureau of Corrections officer, work values, self-actualization, job satisfaction, SEM, Philippines.

##### \*Corresponding author:

BABY JANE C. NGUJO-BUNDAC

#### ABSTRACT

This study examined the organizational commitment of Bureau of Corrections officers at Iwahig Prison and Penal Farm in Puerto Princesa City, Palawan. It explored the relationship between work values, self-actualization, and job satisfaction, aiming to construct a structural equation model (SEM) to understand their collective influence on organizational commitment. The research design employed a quantitative, correlational approach, utilizing validated and pre-tested Likert-scale instruments to collect data from 522 officers through total enumeration sampling. The results revealed high levels of work values, self-actualization, and job satisfaction among the respondents, with significant positive correlations to organizational commitment. Job satisfaction emerged as the strongest predictor of organizational commitment, followed by work values and self-actualization. The best-fit SEM demonstrated strong alignment among these factors, explaining 75.1% of the variance in organizational commitment. The findings emphasized the importance of creating supportive work environments that aligned with employee values, promoted personal growth, and enhanced job satisfaction to cultivate a dedicated and effective workforce.

Copyright©2025, Baby Jane C. Ngujo-Bundac and Nestor C. Nabe. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Citation: Baby Jane C. Ngujo-Bundac and Nestor C. Nabe, PhD, 2025. "A structural equation model on organizational commitment in relation to work values, self-actualization, and job satisfaction of bureau of corrections officer at iwahig prison and penal farm in puerto princesa city, palawan", *International Journal of Recent Advances in Multidisciplinary Research*, 12,(11), 11911-11922.

## INTRODUCTION

Correctional officers serve as a crucial asset in fulfilling the mission and operational goals of correctional facilities. They routinely navigate demanding environments where they must oversee individuals who may be resistant to authority or exhibit unpredictable behavior. Many correctional researchers consider them to be the foundational support of these institutions due to their central role in maintaining order and safety (Vickovic & Morrow, 2019). Given the isolating nature of the prison environment, many of the current issues within the judiciary can be traced back to these circumstances. One of the most studied aspects was how correctional staff's attitudes influenced the functioning of the facilities. The witnessed situations and the difficulty of the tasks have made the negative attitudes prevail in the correctional staff, which has become a huge problem not only for facility management but also for the society as well (Serin et al., 2011). Consequently, in the scholarly works, job-related stress, employee satisfaction, and organizational commitment are often mentioned as core variables among institutional attitudes, which in turn have a strong influence on a wide range of significant institutional outcomes (Lambert et al., 2020). Among a lot of other things, correctional officers have the main responsibility of watching, supplying to, guarding, and managing prisoners in jails. The officers, in general, are performing a variety of tasks they record the incidents and observe the daily life, seize the illegal goods, and impose punishments against those prisoners who break the rules. Additionally, they take prisoners to different places, such as hospitals, parks, or courts, not only to make sure that they are properly looked after but also out of protection against any kind of harm. Yet, according to the National Institute of Justice (2023), the mental health of the officers as well as their morale are deeply affected by numerous challenges and obstacles, which in turn negatively impact their level of commitment to their organization. The importance of job satisfaction, dedication to the organization, and their influence on intentions to resign was underscored by research conducted at universities in Adamawa State. The research demonstrated a correlation between turnover intentions, job satisfaction, and organizational commitment, underscoring the significance of companies creating a supportive work environment in which employees can openly discuss their concerns and receive support from their managers (Bello et al, 2017). Emotional investment in an organization can majorly improve job performance. When employees are committed, they become more productive, enjoy their work more, and take a more engaged approach to their responsibilities which is a win-win situation for both the individual and the organization (Jiatong et al., 2022). Moreover, a close link exists between decreased employee turnover and high organizational commitment. Committed staff members will most probably stay, thus the recruitment and training costs and inconveniences will be lowered significantly. This

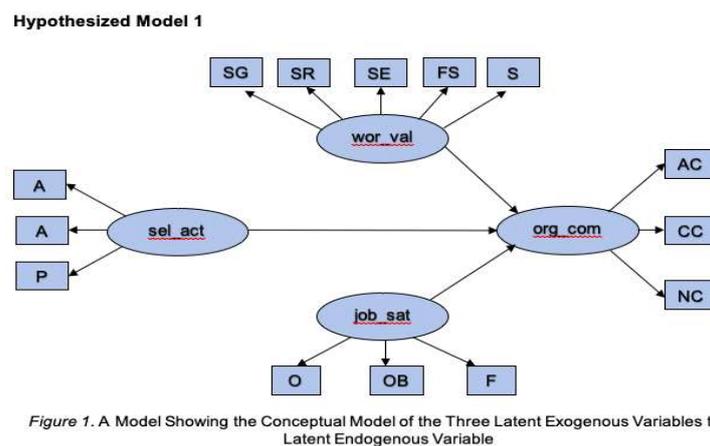
fact is highly essential in the environment of prisons where the security situation can get unsafe and the smooth running of institutional operations can get interrupted due to the frequent change of personnel (Fantahun et al., 2023). Recent research has been focused on the complex interplay between organizational commitment, work values, self-actualization, and job satisfaction. One study used structural equation modeling to test a model by Locke and Latham (2004) that indicated a causal path from job involvement leading to organizational commitment via satisfaction. Another study examining public and private sector employees in Greece compared job satisfaction and commitment of the two groups and found differences in the relationship between the two variables depending on the sector. Both studies emphasize the vital role of job features and employee engagement through organizational policies in determining employee satisfaction and commitment, thus, giving a deep understanding of the attitudes towards work in different sectors (Culibrk et al., 2018). Organizational commitment is associated to better mental health outcomes for employees. Those who feel valued and supported by their organization are less likely to experience burnout, stress, and other mental health issues. This is particularly relevant for correctional officers, who often work in high-stress environments and face significant psychological challenges (Jiatong et al., 2022). A value is an ideal that individuals aspire to and that permeates every facet of their personal and professional lives. Since workers become proficient when they are engaged with different work responsibilities that are constantly changing in the content setting of people, they place value on their work, which allows them to gain new knowledge, encourages them to learn and scrutinize things while working, and, to the extent possible, permits them to work with new approaches (De Leon et al., 2022). Recent research has highlighted the significant relationship between work values and organizational commitment. The study delves into the detailed relationship between work values and organizational commitment among employees. Their research illuminates that intrinsic work values exhibit a notably strong correlation with commitment compared to extrinsic values. Furthermore, the study emphasizes that the diverse dimensions of work values wield a substantial influence on affective commitment, continuance commitment, and normative commitment within the organizational context (Lestari et al., 2023). The study of Basel Al-Jabari and Issam Ghazzawi (2019) dives deeply into both the theoretical and practical aspects of literature concerning organizational commitment. One of the main points of emphasis is the focus upon the intersection of work values and organizational commitment. The study, both theoretically and empirically, is a thorough investigation of a wide range of factors and facets that lead to employee retention. Those factors include affective, normative, continuance, attitudinal, and behavioral commitment. Besides that, the study also is a survey of the employee commitment exchange theory, employee retention strategies, side-bet commitment, and social identity theory. The research unravels the complex dynamics of organizational commitment and serves as a roadmap for the future to delve deeper into and enhance the crucial link between work values and organizational commitment. Self-actualization is a term that specifically refers to the process of a person achieving the highest level of their potential and seeking for personal growth and fulfillment. Besides, the study reveals that the employees who self-actualize are the ones that show more commitment and loyalty towards the organization. Employers who care about the success and growth of their staff members are very likely to receive more commitment from them. By happening to the staff members' learning and development, companies can create a positive atmosphere that leads to employee engagement, job satisfaction, and even organizational commitment. When employees are treated as valuable and see that their values are aligned with those of the company, they become committed to it (Lichtenstein, 2019). In addition to that, the examination of self-actualization in relation to organizational commitment shows that it is the main driver of worker engagement. As people individually strive to realize their full potential and grow through their work, they get more and more in line with the company's objectives. The very self-actualization that is often unnoticed thus not only raises job satisfaction but also deepens the feeling of commitment and loyalty towards the organization. Consequently, companies are able to create a culture of high commitment and engagement by making it possible for their employees to grow and be given power, which then leads to increased productivity and organizational success (Gopinath, 2020). The pursuit of self-fulfillment, personal work values, and general job satisfaction are all components of organizational commitment, which can be seen as a broad evaluative relationship between an employee and their organization. Studies show that work values are generally stable throughout adulthood, particularly when measured by self-report measures (Dawis, 1991; Jin & Rounds, 2012). These principles have an impact on people's actions, choices, and long-term objectives. More personally, an individual's perception of their workplace, sense of community, and degree of satisfaction within the company are all influenced by their work values (De Leon et al., 2022).

Conversely, prior research has demonstrated a significant correlation between job satisfaction and organizational commitment across multiple domains. Research conducted by Romi et al. (2021) and Jigjiddorj et al. (2021) indicates that elevated levels of job satisfaction enhance organizational performance, compliance with corporate policies and culture, and a robust commitment to the job. Furthermore, research conducted by Zhu et al. (2014) has underscored the significance of job satisfaction and commitment in fostering sustainable organizational development, indicating a positive correlation between job satisfaction and loyalty for practical implementation. Nevertheless, Goujani et al. (2019) discovered that not all employee categories demonstrate increased commitment solely attributable to job satisfaction; for example, the "hostage employees" category exhibited diminished loyalty levels. Even with these differences, the studies we looked at show that job satisfaction has a consistently positive effect on organizational commitment across the general population. Additionally, in this framework, work values, self-actualization, and job satisfaction serve as the exogenous variables, while organizational commitment functions as the endogenous variable. Organizational commitment is further defined by three dimensions: affective, continuance, and normative commitment. Because latent constructs are not directly observable, they require indirect measurement through multiple associated indicators or observed variables. Consequently, one of the central concerns of this study is examining the extent to which these latent constructs are reflected in their corresponding observable measures. Ultimately, the researcher chose to pursue a study utilizing structural equation modeling to examine the relationship between organizational commitment and factors such as work values, self-actualization, and job satisfaction. This decision was driven by the noticeable gap in existing literature concerning the organizational commitment of Bureau of Corrections officers assigned to the Iwahig Prison and Penal Farm in Puerto Princesa City, Palawan. As the first research of its kind conducted within the province, this study holds the potential to offer valuable insights and contribute significantly to the body of knowledge in the field. The study generally aims to construct a structural equation model on organizational commitment of Bureau of Corrections officers through work values, self-actualization, and job satisfaction. Specifically, this study deals with the following objectives: first, to measure the level of work values of Bureau of Corrections officers in terms of: self-growth, self-realization, self-esteem, friendship and social interaction, and security; second, to assess the level of self-actualization of Bureau of Corrections officers in terms of: acceptance, authenticity, and purpose; third, to assess the level of job satisfaction of Bureau of Corrections officers in terms of: opportunity, organization behaviors and functionality; fourth, to ascertain the level of organizational commitment of Bureau of Corrections officers in terms of: affective commitment, continuance commitment and normative commitment; fifth, to determine the significant relationship between work values and organizational commitment, self-actualization and organization commitment, and job satisfaction and organization commitment; sixth, to determine the singular and combined influence of the independent variables to the organizational commitment of Bureau of Corrections officers in Iwahig Prison and Penal Farm; lastly, to determine what model best fits for organizational commitment of Bureau of Corrections officers in Iwahig Prison and Penal Farm. The Three-Component Model (TCM) theory introduced by (Meyer and Allen 1991) is particularly relevant for studying organizational commitment among correctional officers, given the unique challenges of their work environment: a. Affective Commitment. Correctional officers may develop strong emotional bonds with their colleagues and derive a sense of purpose from their role in maintaining public safety, which enhances their affective commitment; b. Continuance Commitment. The benefits, job security, and lack of alternative employment opportunities in similar roles may contribute to higher

continuance commitment among correctional officers; and c. Normative Commitment. Personal values, a sense of duty to protect society, and the perceived moral obligation to support their colleagues and the institution can drive normative commitment. The Becker's side-bet theory (1960) proposed that "commitments are formed when an individual, through making a side bet, connects external interests with a coherent pattern of behavior". By engaging in side bets, individuals raise the stakes of abandoning a particular course of action. In the context of organizational commitment, this action pertains to remaining loyal to the company. Side bets can manifest in various ways, categorized by Becker as generalized societal norms regarding accountability, self-image considerations, formal bureaucratic structures, personal adaptations to social roles, and non-work related matters. One of the prominent theories which highlights the significance of employee-company relationships in the workplace is Blau's (1986) Social Exchange Theory. Employees, according to this theory, when recognized, helped and provided with growth opportunities by the company, they become motivated to reciprocate such good deeds. The relational dynamic suggests that employees view their contributions as investments and thus, they expect in return recognition, support, and career advancement opportunities. This concept emphasized the significance of relationships among coworkers in the work environment as a basis for employee loyalty and engagement. When employees receive value, support, and affirmation from their company, they tend to respond with behaviors which are beneficial to the organization, such as higher productivity, alignment with company's objectives, and willingness to do more than their job requirements. At its core, Social Exchange Theory focused on the interdependent relationship between employees and organizations, where mutual benefits and positive interactions foster strong employee loyalty and commitment.

Rusbult (1983) came up with the Investment Model of Organizational Commitment theory, which gave a complete picture of how organizational commitment works. This hypothesis posits that three primary factors affect an individual's commitment to an organization. How happy employees are with their jobs has a big effect on how dedicated they are. Employees who are happy with their job duties, responsibilities, and work environment are more likely to stay with the company. Also, the importance of choices is a big part of building loyalty in a business. Employees who believe they have superior prospects at another company may exhibit diminished dedication to their current employer.

The conceptual framework of the stud revolves around two categories of latent constructs: exogenous and endogenous variables. Exogenous variables include values at work, self-actualization, and job satisfaction. Work values are the fundamental beliefs and principles that define a person's way of thinking and acting at work. Self-actualization is the journey of becoming one's full potential, personal growth, and working toward significant goals. Job satisfaction is a measure of the degree of fulfillment, happiness, and general contentment that an individual can live through in their professional role and environment. Contrarily, organizational commitment is the endogenous variable. The three main factors: affective commitment, continuance commitment, and normative commitment, are used to measure it.



**Legend:**

SG - Self growth;	O - Opportunity;	AC - Affective commitment;
SR - Self-realization;	OB - Organization behaviors; and	CC - Continuance commitment;
SE - Self-esteem;	F - Functionality.	and
FS - Friendship and social	<i>job_sat</i> - Job satisfaction	NC - Normative commitment.
interaction;		<i>org_com</i> - Organizational
S - Security		commitment
<i>wor_val</i> - Work values		
A - Acceptance;		
A - Authenticity; and		
P - Purpose.		
<i>sel_act</i> - Self-actualization		

The common conception of organization commitment is that it is made up of three types of commitments: affective, continuance, and normative commitment. Among these, affective commitment is used to describe the emotional connection of an employee with their company. One can see this through a strong feeling of loyalty, identification, and enthusiastic involvement at work. In contrast, continuance commitment refers to a situation when a person decides to keep working for the same organization as he/she knows the cost of quitting and thinks that he/she might lose something or take a risk. Lastly, normative commitment involves a sense of moral obligation to stay, often rooted in personal values and a belief that remaining with the organization is the right thing to do. Latent constructs, by their nature, cannot be captured through direct observation and thus require indirect measurement. To address this, each latent variable is represented by a series of observable indicators. Consequently, one of the main focuses of this research is to examine the strength of the pathways linking each latent construct to its associated observed measures. At the 0.05 significance level, the null hypothesis asserted that there would be no meaningful associations between work values and organizational commitment, self-actualization and organizational commitment, or job satisfaction and organizational commitment. It further posited that none of these three factors would significantly influence the organizational commitment of Bureau of Corrections officers at Iwahig Prison and Penal Farm and that no structural equation model would demonstrate a satisfactory fit for predicting commitment. This study offers important contributions by revealing how work values, self-actualization, and job satisfaction drive organizational commitment among Bureau of Corrections officers. Its findings highlight that strengthening these factors not only helps retain this vital workforce but also boosts overall institutional productivity and effectiveness. Moreover, by fostering greater officer commitment, correctional facilities can more effectively prevent inmate misconduct and ensure the humane treatment of individuals in custody. Also, recognizing the organizational dedication of its officers this study can assist the Bureau of Corrections officers in identifying areas for enhancement within the organization. The Bureau can make workers happier, lower turnover, and make the whole organization more effective by focusing on things that affect dedication. This study is

also for officers. The Bureau can make plans to improve their welfare, happiness at work, and career growth by looking at how dedicated they are to the organization. This could lead to a better work environment and higher productivity for the officers. Moreover, the study aligns with SDG 16: Peace, Justice, and Strong Institutions. It is very important to check out the organizational commitment and job satisfaction of the staff in the correctional environment, as this will lead to the improvement of the efficacy and the welfare of the institutions that are engaged in the maintenance of justice and the provision of safety. As a result of better working conditions and more commitment of correctional officers, the prison system will be able to operate more fairly and effectively. People studying organizational behavior, human resources, and public administration can gain insights by analyzing the commitment of employees at the Bureau of Corrections. This research aligns with SDG 3 (Good Health and Well-being) by showing how correctional officers can improve mental health, reduce stress and burnout, and promote health-promoting activities that prevent illnesses and injuries. It also connects to SDG 16 (Peace, Justice, and Strong Institutions) by highlighting that increased organizational commitment leads to safer, more law-abiding, and accountable correctional institutions. This consolidates the rule of law, reduces abuse and corruption, and enhances the fairness and reliability of public safety institutions that deliver justice. A higher level of organizational commitment not only improves the health and well-being of correctional systems but also increases their fairness, strength, and safeguards people's health and trust in the public sector.

## METHODS

This section outlined the research methodology and procedures utilized in this study, encompassing the research participants, materials and instruments, design and methodology, and ethical considerations implemented in the research.

**Research Respondents:** This study employed a scientific methodology in the selection of its respondents to guarantee the accuracy and validity of its findings. The people in the study were Bureau of Corrections (BuCor) officers who worked at the Iwahig Prison and Penal Farm in Puerto Princesa City, Palawan. According to official records from the institution, there are 761 BuCor officers working at the facility. But 188 officers were left out of the study because they were new hires and didn't have enough field experience yet. This left 573 qualified officers in the population. The study employed stratified random sampling to guarantee comprehensive representation, which entails dividing the entire population into homogeneous groups known as strata. However, due to factors such as official leave, absence, or other duty assignments, only 522 officers were successfully surveyed and included in the final data gathering. Even so, the total enumeration method is still appropriate because it tried to include everyone who was qualified and available. The researcher meticulously selected participants for the study on the organizational commitment of Bureau of Corrections officers according to specific criteria to guarantee the findings were both pertinent and dependable. Inclusion criteria encompassed factors such as employment status, necessitating participants to be current employees of the organization. The tenure of employees was also considered, with preference given to those who have worked for a set period, thereby providing insights from seasoned staff members. To get opinions from people in different parts of the organization, a variety of job titles were used. Also, to measure commitment across hierarchies, the person's job level, from entry-level to senior management, was taken into account. Consent was a basic requirement to make sure that everyone was free to choose to take part. Exclusion criteria were equally significant in enhancing the selection of respondents. Temporary or contract workers were not included because they might not be as committed as other workers. In the same way, part-time and probationary workers were not included. Individuals on long-term leave, such as maternity or sabbatical were also not included to maintain representativeness. Employees who did not meet the minimum tenure requirement were excluded to ensure that all participants had sufficient organizational experience to contribute valuable insights. These criteria enabled the creation of a sample reflective of the organizational environment, supporting an in-depth exploration of organizational commitment. Participants retained the right to withdraw from the study at any time without penalty or adverse consequences. They could withdraw by informing the researcher verbally or in writing. Declining to answer specific questions on the questionnaire was permitted and did not result in exclusion; however, missing data were considered during the analysis. While withdrawal did not harm participants, it could affect the overall data analysis and conclusions. The researcher respected participant autonomy and did not attempt to dissuade anyone from opting out. The study was conducted at the Iwahig Prison and Penal Farm, Puerto Princesa City, Palawan. Respondents were selected from the four sub-colonies of the facility: Central Sub-Colony, Sta. Lucia Sub-Colony, Montible Sub-Colony, and Inagawan Sub-Colony. Known as "The Prison Without Walls," Iwahig Prison and Penal Farm was established in 1902 during the American occupation of the Philippines and converted into a free-living penal colony in 1906. The facility expanded from 22 acres to over 70,000 acres and housed around 5,000 inmates, along with numerous ex-offenders and their families who chose to remain within the settlement.

**Materials and Instruments:** The study used an adapted and modified questionnaire to gather primary data, covering and measuring the variables of work values, self-actualization, job satisfaction, and organizational commitment of BuCor officers at the Iwahig Prison and Penal Farm. The Cronbach Alpha method, which is often used in academia to check the reliability of Likert-scale surveys, was used to pre-test the questionnaire to make sure it was appropriate. Cronbach's alpha is a way to measure how consistent something is on the inside, and a value of 0.70 is considered acceptable. The items on the scale are more reliable the closer the alpha coefficient is to 1 (Taber, 2018). The first tool measured work values and was based on Ho (2006). It had indicators like self-esteem, self-growth, self-realization, friendship and social interaction, and security. The second instrument assessed self-actualization, modified from Gopinanth (2020), utilizing the indicators of acceptance, authenticity, and purpose. The third tool, which was based on Guzman et al. (2014), looked at job satisfaction by looking at the indicators of opportunity, organizational behavior, and functionality. The fourth tool, which was based on Baek (2019), used affective commitment, continuance commitment, and normative commitment as signs of organizational commitment. Participants evaluated items using a five-point Likert scale, with responses ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). The following is how mean scores were understood: 4.20–5.00 meant "Strongly Agree," which meant that the attribute is always there; 3.30–4.19 meant "Agree," which meant that it is often there; 2.60–3.39 meant "Moderately Agree," which meant that it is sometimes there; 1.80–2.59 meant "Disagree," which meant that it is rarely there; and 1.00–1.79 meant "Strongly Disagree," which meant that it is almost never there. To maintain the integrity and credibility of the study, all potential conflicts of interest were thoroughly disclosed. The main concern was still the well-being of the participants and the validity of the research results. To keep objectivity and ethical standards throughout the research process, secondary interests like personal gain or academic advancement were clearly separated from these main goals.

**Design and Procedure:** The research utilized a quantitative, correlational methodology. The Structural Equation Model (SEM) was utilized to produce the optimal model for examining the interrelationships among the variables. The correlational design sought to assess the relationships among factors with differing dimensions. Journal (2021) affirms that correlational research is suitable for evaluating established theories related to behavior, emotions, and motivations. It was appropriate for this study as it entailed the measurement of various variables and the evaluation of their interrelations. Crawford (2014) asserts that correlational research elucidates systematic relationships among variables, rendering it suitable

for this investigation. The statistical modeling method used was SEM. Fan et al. (2011) observed that SEM is extensively utilized across multiple disciplines, including behavioral sciences, due to its capacity to amalgamate variable interpretation with regression and path analysis. SEM is particularly advantageous for developing models that incorporate latent variables, integrating exploratory factor analysis, regression models, and intricate path diagrams. The model became more accurate and stable because it could use more than one measure for each latent variable. To see how Bureau of Corrections officers' work values, self-actualization, job satisfaction, and organizational commitment compared to the study's goals, mean scores were calculated. Subsequently, Pearson's product-moment correlation was utilized to analyze the interrelationships among these variables. Finally, a multiple regression analysis was performed to identify the specific dimensions of work values, self-actualization, and job satisfaction that most significantly predict organizational commitment. The researcher observed the highest level of ethics in this study as per the ethical guidelines laid down by UMERC Protocol No. 2023-019 which was approved by the research committee of the university. Consent to take part in the research was an absolute free choice of the participants; the respondents were provided with proper information regarding the nature, the objectives, and the procedures of the study and they were sure that there would be no negative consequences for them as a result of their participation. Signed consent from the BuCor administration and every participant indicated that they honored each individual's right to self-determination. During the data collection process, the privacy and anonymity of the respondents were protected. We collected completed questionnaires and handled them with the utmost care to make sure that individual responses could not be traced or shared with anyone who shouldn't have them, even other BuCor officers. All data were only used for academic purposes and were kept safe so that no one could see them. The study presented no anticipated physical, psychological, or socio-economic risks to participants, as it solely entailed the completion of a structured survey instrument. The research aimed to provide advantages to both participants and the institution by yielding empirical insights into the organizational commitment of BuCor officers, specifically regarding its correlation with work values, self-actualization, and job satisfaction. These findings are anticipated to guide forthcoming human resource strategies and organizational policies designed to improve employee engagement and institutional efficacy. By strictly following ethical research guidelines, the study made sure that all participants' rights, dignity, and well-being were protected.

This study utilized a structural equation model (SEM) to examine the interrelations among work values, self-actualization, job satisfaction, and organizational commitment among Bureau of Corrections staff at Iwahig Prison and Penal Farm in Puerto Princesa City, Palawan. The SEM framework enabled an extensive examination of the direct and indirect impacts of these variables on organizational commitment, thus providing detailed insights into the determinants affecting officer retention and engagement. To make sure that everyone acted ethically and followed the rule of informed consent, big signs were put up at all observation sites. These signs made it clear that the researcher was there and what the study was about. This method put a lot of emphasis on being open and respecting the privacy of participants. It made sure that people had all the information they needed and could choose whether or not to take part. The study followed UMERC Protocol No. 2023-019, which the university's research ethics committee had approved. Participants were given a clear explanation of the study's goals and methods and were asked to take part on a completely voluntary basis, with no penalties or loss of benefits for saying no. Before giving out the questionnaires, both the Bureau of Corrections administration and each officer gave their informed consent. To protect privacy and confidentiality, all completed surveys were collected securely and anonymized so that no names or personal responses could be traced back to respondents. The research posed minimal risk, with no anticipated physical, psychological, or socioeconomic harm. Finally, officers benefited by gaining insight into their own organizational commitment and understanding how their work values, self-actualization, and job satisfaction interact within the Iwahig Prison and Penal Farm context.

## RESULT AND DISCUSSION

This section of the paper presents the collected data, accompanied by a comprehensive analysis, interpretation, and discussion of the study's results.

**Work Values of Bureau of Corrections Officers:** Table 1 presents the Bureau of Corrections Officers' perceptions of work values. The work values exhibited an average score of 4.43, indicating very high. This general consensus highlights a shared organizational culture that values personal and professional growth, interpersonal relationships, and job-related stability. Among the indicators, self-growth registered the highest mean score (4.48), indicating that officers strongly prioritized continuous learning, skill enhancement, and personal development within their roles. At the same time, security got the lowest mean score (4.34), which is still high. This shows that people are very concerned about job security and safety, but not as much as they are about developmental and relational aspects. These results align with Miller et al. (2025), who contended that opportunities for personal development substantially enhance employee satisfaction, commitment, and overall performance. When correctional officers see clear ways to move up in their jobs, they are more likely to stay motivated and work toward the goals of the institution.

**Table 1. Level of Work Values of Bureau of Corrections Officers**

Indicators	SD	Mean	Descriptive level
Self-Growth	0.65	4.48	Very High
Self-Realization	0.69	4.45	Very High
Self-Esteem	0.71	4.42	Very High
Friendship and Social Interaction	0.65	4.44	Very High
Security	0.79	4.34	Very High
<b>Overall</b>	<b>0.64</b>	<b>4.43</b>	<b>Very High</b>

Moreover, Piotrowski et al. (2020) emphasizes the vital role of socially positive interactions in the prisons milieu. Their study showed that a peer-supportive environment leads to better cooperation, higher work satisfaction, and improved mental health of the staff in the correctional system. This is in line with the Bureau of Corrections officers' placing a strong emphasis on friendship and social interaction, which is an indication of the creation of a friendly and hospitable workplace culture being of great importance. The results here point to the fact that through increasing developmental opportunities and nurturing collaborative relationships, employee engagement and performance in the Bureau of Corrections can be elevated to a great extent.

**Self-Actualization of Bureau of Corrections Officers:** Table 2 presents the self-actualization levels of the Bureau of Corrections Officers which averaged at 4.50. The data reveal that self-actualization is very frequent among the officers, as they are categorized as "Very High". The

high scores indicate that officers operate in a work environment where they can integrate their personal values with their job requirements. Among all the indicators, Authenticity was the one with the highest mean score (4.58), while acceptance had a mean score of 4.35, which was slightly lower. The findings signal that the officers view their work as real and important, which is a deep reflection of personal relevance and integrity in their positions. The mean for acceptance is a bit lower but still quite strong. This indicates that most officers acknowledge feeling appreciated and respected, although this area may require more organizational support than the others.

**Table 2. Level of Self-Actualization of Bureau of Corrections Officers**

Indicators	SD	Mean	Descriptive level
Acceptance	0.74	4.35	Very High
Authenticity	0.61	4.58	Very High
Purpose	0.59	4.56	Very High
Overall	0.57	4.50	Very High

These results align with Baquero (2023), who emphasized that fostering authenticity, purpose, and acceptance in correctional staff significantly reduces burnout and job dissatisfaction. Particularly in correctional settings—where stress, emotional labor, and institutional constraints are prevalent—promoting self-actualization contributes to greater employee well-being, motivation, and commitment. Organizations that cultivate such environments not only enhance individual satisfaction but also strengthen team dynamics and rehabilitation outcomes for those under their supervision. These findings highlight the need for leadership within the Bureau of Corrections to support a culture that nurtures authenticity and purpose, as doing so can elevate job performance and organizational engagement.

**Job Satisfaction of Bureau of Corrections Officers:** Table 3 presents the levels of job satisfaction among Bureau of Corrections Officers, with the mean score overall is 4.33. These score fall under the “Very High” interpretation, indicating a consistently positive perception of job satisfaction among the officers. Overall, the findings suggest that officers generally hold favorable views regarding their work environment, interpersonal relationships, and professional development opportunities. Among the indicators, organizational behaviors recorded the highest mean score (4.37), reflecting a strong appreciation for the Bureau’s workplace culture and interpersonal dynamics. Such positive organizational behaviors characterized by collaboration, mutual respect, and supportive leadership play a critical role in fostering job satisfaction. Meanwhile, opportunity encompassing perceived chances for career growth and advancement had the slightly lower mean of 4.31, though still within the “Very High” range. This suggests that while development opportunities are well-recognized, there may be room for enhancement in career progression pathways. These findings are supported by (Abderhalden et al. 2019), who highlight the strong link between positive organizational behaviors and job satisfaction. In correctional environments, workplace dynamics such as organizational citizenship behavior where employees go beyond formal job duties are crucial in maintaining high morale and engagement. Moreover, Vickovic and Morrow (2019) emphasize that clear opportunities for advancement are a significant factor in correctional officers’ satisfaction. When officers perceive real prospects for professional growth, it sustains motivation and long-term commitment.

**Table 3. Level of Job Satisfaction of Bureau of Corrections Officers**

Indicators	SD	Mean	Descriptive level
Opportunity	0.64	4.31	Very High
Organization Behaviors	0.64	4.37	Very High
Functionality	0.71	4.32	Very High
Overall	0.60	4.33	Very High

The Bureau of Corrections benefits from a workforce that reports high job satisfaction, particularly in relation to positive organizational culture. Sustaining and further strengthening these areas especially organizational behavior and developmental opportunities can enhance employee retention, performance, and institutional effectiveness.

**Organizational Commitment of Bureau of Corrections Officers:** Table 4 illustrates the levels of organizational commitment among Bureau of Corrections Officers, with an overall mean score of 4.33. These result fall within the “Very High” category, indicating that the officers demonstrate a considerable degree of organizational commitment. This reflects positive perceptions of their roles and a deep sense of belonging within the institution. Among the indicators, affective commitment and normative commitment both recorded the highest mean score (4.36), suggesting that officers are emotionally attached to the organization and feel a moral obligation to remain. This emotional bond is essential in fostering long-term engagement, loyalty, and proactive work behaviors. In contrast, continuance commitment yielded a slightly lower mean score (4.27), which, although still high, indicates that officers' commitment is less driven by the perceived costs of leaving and more by emotional and normative factors. These findings align with previous research emphasizing the role of emotional and moral dimensions in organizational commitment. According to Boateng and Hsieh (2019), affective commitment significantly contributes to reducing absenteeism and turnover among correctional staff. Employees who are emotionally invested in their organization tend to exhibit higher engagement and performance. Additionally, the development of a positive and supportive work environment plays a pivotal role in strengthening affective and normative ties, which, in turn, fosters sustained organizational commitment.

**Table 4. Level of Organizational Commitment of Bureau of Corrections Officers**

Indicators	SD	Mean	Descriptive level
Affective Commitment	0.69	4.36	Very High
Continuance Commitment	0.78	4.27	Very High
Normative Commitment	0.70	4.36	Very High
Overall	0.66	4.33	Very High

The Bureau of Corrections Officers demonstrate a strong emotional and ethical commitment to their institution. Reinforcing these aspects through supportive leadership, recognition, and ethical organizational practices will be instrumental in sustaining commitment and improving institutional outcomes.

**Work Values and Organizational Commitment:** Table 5 illustrates the relationship between various work values and the components of organizational commitment— affective, continuance, and normative commitment. The overall correlation coefficient ( $r = .801$ ) suggests a strong positive relationship between work values and organizational commitment, indicating that Bureau of Corrections Officers who hold strong work values are more likely to exhibit higher levels of commitment to their organization. Among the specific indicators, the strongest correlation was observed between friendship and social interaction and affective commitment ( $r = .763$ ), suggesting that officers who prioritize social relationships in the workplace tend to feel a stronger emotional attachment to the organization. This is followed by high correlations between self-growth and self-realization with affective commitment, reinforcing the notion that opportunities for personal and professional development significantly contribute to organizational loyalty. While continuance and normative commitments also show positive relationships with work values, the correlations are notably lower, indicating that emotional and intrinsic motivations are more influential than obligations or perceived costs of leaving. These findings are consistent with literature emphasizing the importance of intrinsic work values in fostering organizational commitment. Zhang et al. (2022) found that employees who value social connections and interpersonal relationships report higher levels of emotional engagement and retention, underlining the significance of affective commitment in organizational contexts. In the same way, Leszczynska (2018) talked about how self-growth and self-realization affect normative commitment. She said that employees feel like they have a duty to stay with companies that support their personal goals and values.

**Table 5. Relationship between Work Values and Organizational Commitment**

Work Values	Organizational Commitment			
	Affective Commitment	Continuance Commitment	Normative Commitment	Overall
Self-Growth	.718**	.608**	.678**	.731**
	0.00	0.00	0.00	0.00
Self-Realization	.733**	.615**	.704**	.748**
	0.00	0.00	0.00	0.00
Self-Esteem	.701**	.566**	.623**	.689**
	0.00	0.00	0.00	0.00
Friendship And Social Interaction	.763**	.636**	.703**	.767**
	0.00	0.00	0.00	0.00
Security	.742**	.595**	.713**	.746**
	0.00	0.00	0.00	0.00
Overall	.796**	.657**	.745**	.801**
	0.00	0.00	0.00	0.00

The results underscore the need for organizations—particularly correctional institutions—to cultivate work environments that nurture social interaction and personal development. Aligning organizational culture with employees' core values not only enhances affective and normative commitment but also promotes a more engaged, loyal, and high-performing workforce.

**Self-Actualization and Organizational Commitment:** Table 6 presents the relationship between self-actualization and organizational commitment, revealing an overall correlation coefficient of  $r = .670$ , which indicates a strong positive relationship between self-actualization and the officers' commitment to the Bureau of Corrections. This suggests that self-actualization plays a significant role in fostering organizational loyalty and dedication among personnel. Among the indicators, the highest correlation is observed between acceptance and affective commitment ( $r = .623$ ), implying that officers who feel accepted and valued in their workplace are more emotionally attached to their organization. This is followed by strong correlations between purpose and normative commitment ( $r = .532$ ) and between acceptance and normative commitment ( $r = .594$ ), suggesting that when officers find meaning in their roles and feel accepted, they also feel a moral obligation to stay. Meanwhile, the lower correlations in the continuance commitment dimension—particularly with authenticity ( $r = .459$ ) and purpose ( $r = .462$ )—indicate that perceived costs of leaving are less influential compared to emotional and moral engagement.

**Table 6. Relationship between Self-Actualization and Organizational Commitment**

Self-Actualization	Organizational Commitment			
	Affective Commitment	Continuance Commitment	Normative Commitment	Overall
Acceptance	.623**	.569**	.594**	.653**
	0.00	0.00	0.00	0.00
Authenticity	.523**	.459**	.490**	.537**
	0.00	0.00	0.00	0.00
Purpose	.602**	.462**	.532**	.581**
	0.00	0.00	0.00	0.00
Overall	.659**	.565**	.611**	.670**
	0.00	0.00	0.00	0.00

These findings are consistent with prior research demonstrating the critical role of self-actualization in employee commitment. Dr. Gopinath (2020) emphasized that organizations which foster self-actualization by creating environments where employees feel accepted, purposeful, and authentic strengthen both emotional attachment and moral responsibility to the organization. Such conditions not only elevate organizational commitment but also enhance job satisfaction, retention, and overall performance.

**Job Satisfaction and Organizational Commitment:** Table 7 presents the relationship between job satisfaction and organizational commitment among Bureau of Corrections Officers, revealing an overall correlation coefficient of  $r = .853$ , which indicates a very strong positive association between job satisfaction and commitment. This suggests that higher levels of job satisfaction significantly enhance employees' commitment to the organization. Among the indicators, the strongest correlation is found between organizational behaviors and affective commitment ( $r = .802$ ), highlighting the critical role of positive interpersonal dynamics and workplace culture in fostering emotional attachment among employees. The findings suggest that when officers perceive supportive and collaborative organizational behaviors, they are more likely to develop a strong emotional connection to their roles and the institution. Comparatively, the correlations for continuance and normative commitment are slightly lower, indicating that while satisfaction influences perceptions of job-related costs and obligations, emotional ties are most strongly affected. These results align with existing literature emphasizing the role of job satisfaction in strengthening organizational commitment. Gessesse, et al (2023) assert that employees with high job satisfaction exhibit stronger affective commitment, which is essential for workforce retention and

sustained engagement. Similarly, Lee and Kim (2023) emphasize that organizations that prioritize job satisfaction foster greater employee loyalty and performance, while also reducing turnover rates. These results show how important it is to create a positive and engaging work environment to keep correctional officers committed over the long term.

**Table 7. Relationship between Job Satisfaction and Organizational Commitment**

Job Satisfaction	Organizational Commitment			Overall
	Affective Commitment	Continuance Commitment	Normative Commitment	
<b>Opportunity</b>	.701**	.633**	.669**	.732**
	0.00	0.00	0.00	0.00
<b>Organization Behaviors</b>	.802**	.669**	.732**	.803**
	0.00	0.00	0.00	0.00
<b>Functionality</b>	.789**	.652**	.688**	.777**
	0.00	0.00	0.00	0.00
<b>Overall</b>	<b>.846**</b>	<b>.720**</b>	<b>.770**</b>	<b>.853**</b>
	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Organizational Commitment as Predicted by Work Values, Self-Actualization and Job Satisfaction:** Table 8 shows the results of a multiple regression analysis that looked at how work values, self-actualization, and job satisfaction affect Bureau of Corrections Officers' commitment to their jobs. The model has a strong ability to explain things, with a R<sup>2</sup> value of 0.751. This means that 75.1% of the difference in organizational commitment can be explained by the three predictors working together. The model is statistically significant because it has an F-value of 512.081 and a p-value of 0.00. This means that these factors really do explain differences in organizational commitment. Job satisfaction is the most powerful factor (B=0.630) that explains the significance of it to be the main reason for employees' loyalty and commitment. After that, it is the work values (B = 0.262) and self-actualization (B = 0.097) that follow, thus both making a considerable difference though not as much as the first two. The findings tell a company how crucial it is to establish a workplace that prioritizes employee happiness, is consistent with their values, and stimulates them to realize their full potential.

**Table 8. Multiple Regression Analysis on Organizational Commitment as Predicted by Work Values, Self-Actualization and Job Satisfaction**

	B	SE	B	t-value	p-value
(Constant)	0.007	0.12		0.055	0.96
Work Values	0.262	0.044	0.256	5.996	0.00
Self-Actualization	0.097	0.037	0.084	2.608	0.01
Job-satisfaction	0.630	0.049	0.575	12.776	0.00
r <sup>2</sup> =0.751					
F-value=512.081					
p-value=0.00					

Previous research corroborates these findings. Ramalho Luz et al. (2018) discovered that employees whose personal values are congruent with the organization's culture exhibit greater job satisfaction and commitment. In the same way, Al Balushi et al. (2022) say that environments that encourage self-actualization increase long-term loyalty to the organization. Pehlivanoglu et al. (2022) also stress that acknowledging employees' contributions makes them more aligned with the organization's values, which in turn increases their commitment. These findings indicate that improving job satisfaction while fostering employees' core values and opportunities for growth is essential for maintaining organizational commitment.

**Regression Weights of the 3 Generated Model:** Table 9 shows the regression weights for three structural models that look at how work values, self-actualization, and job satisfaction affect Bureau of Corrections Officers' commitment to their jobs. All variables exhibit statistically significant contributions (p < 0.05) to organizational commitment, thereby validating the model's robustness. Among the predictors, work values consistently yield the that while all three predictors are essential, enhancing work values alignment should be prioritized, with continued investment in promoting job satisfaction and self-actualization to further strengthen organizational commitment.

**Table 9. Regression Weights of the 3 Generated Model**

Model	Exogenous Variables to Endogenous Variables		
	Work Values	Self-Actualization	Job-satisfaction
1	0.345*	0.272*	0.336*
2	0.339*	0.241*	0.335*
3	0.331*	0.246*	0.338*

\*Significant @p-value=0.05

This aligns with findings by Lestari et al. (2023), who emphasized that cognitive and affective work values significantly correlate with all dimensions of organizational commitment. Their study supports the notion that when employees perceive a congruence between personal values and the organization's mission, affective commitment is notably strengthened. Thus, organizations that actively foster value alignment, satisfaction, and personal growth opportunities cultivate a more engaged, loyal, and committed workforce.

**Covariance Best Fit Model:** Table 10 presents the covariance estimates for the best-fit model, revealing significant positive interrelationships among job satisfaction, work values, and self-actualization. The strongest relationship is observed between job satisfaction and work values (covariance = 0.315), indicating that when employees' roles align with their personal and professional values, their satisfaction with their jobs increases significantly. This is followed by the covariance between job satisfaction and self-actualization (0.242), and lastly, work values and self-actualization (0.209), all of which reinforce the interconnected nature of these constructs. These results support a growing body of literature emphasizing the central role of value alignment in enhancing employee satisfaction. When employees perceive that their work resonates with

their intrinsic values, their overall job satisfaction improves, leading to increased engagement and reduced turnover intentions. As supported by existing research, aligned work values cultivate a stronger sense of personal commitment and emotional investment in organizational goals.

**Table 10. Covariance Best Fit Model**

			Estimate	S.E.	P
Job Satisfaction	<-->	Work Values	0.315	0.024	***
Job Satisfaction	<-->	Self-Actualization	0.242	0.02	***
Work Values	<-->	Self-Actualization	0.209	0.018	***

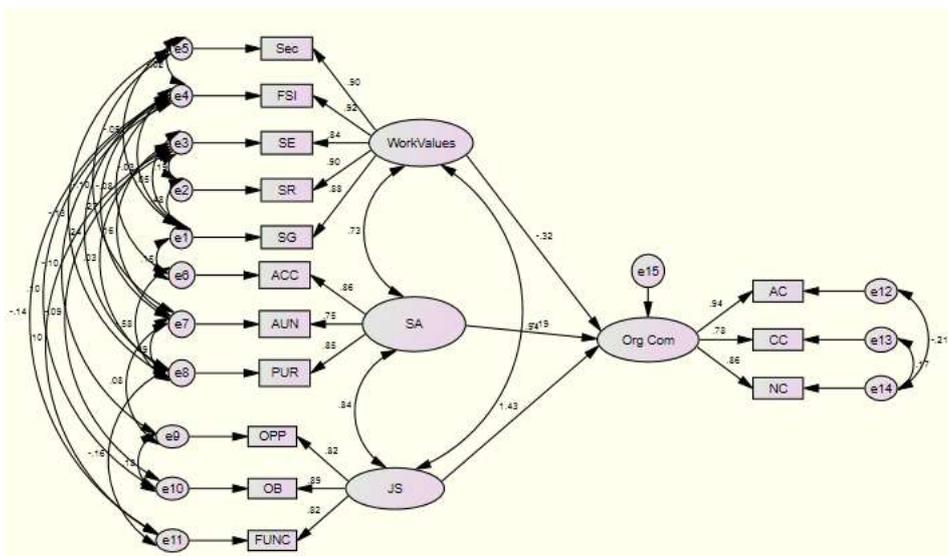
Besides settings that nurture self-actualization through offering ways for personal growth and meaningful contributions increase the level of job satisfaction. According to the findings of Busque-Carrier et al. (2021), companies that promote personal growth become the source of organizational loyalty and commitment. This, therefore, implies that it is vital to promote the culture which is a perfect blend of value alignment, satisfaction, and self-actualization because every factor supports the other thus, employee engagement and retention are at a higher level.

**Summary of Goodness of Fit Measures of 3 Generated Models:** Table 11 summarizes the goodness of fit criteria of the three models that were evaluated. These criteria describe how well the models represent job satisfaction, work values, and self-actualization. The models do not fit the data perfectly on average, as indicated by p-values of 0.0. Model 3 is always better than Models 1 and 2 with respect to the main fit indices. Model 3 is the one that fits the best among the indicators that were examined. This is evidenced by its CMIN/DF ratio of 2.88 which is very close to the acceptable range of 0 to 3. Moreover, Model 3 has the highest Comparative Fit Index (CFI) of 0.989 which is much higher than the commonly used cutoff of 0.95. It also has a Normed Fit Index (NFI) of 0.983 and a Tucker-Lewis Index (TLI) of 0.977. These values show that the model fits well in comparison to the lower indices in Models 1 and 2. Both the Root Mean Square Error of Approximation (RMSEA) value of 0.061 which is lower than the recommended maximum of 0.09 and the p-close value of 0.720 which is also good point out that Model 3 is adequate. These results corroborate previous studies indicating that models with elevated fit indices are more likely to encapsulate precise predictive relationships among constructs, thereby augmenting the validity and applicability of theoretical frameworks within organizational contexts (Dr. Gopinath, 2020). Model 3 specifically shows how job satisfaction, work values, and self-actualization all work together to affect organizational commitment.

**Table 11. Summary of Goodness of Fit Measures of 3 Generated Models**

Model	p-value	CMIN/DF	CFI	NFI	TLI	RMSEA	p-close
	>0.05	(0<value<3)	>0.95	>0.95	>0.95	<0.09	>0.05
1	0.0	6.21	0.95	0.942	0.932	0.101	0.000
2	0.0	4.016	0.975	0.967	0.963	0.077	0.000
3	0.0	2.88	0.989	0.983	0.977	0.061	0.720

The path diagram (Figure 2) adds to these findings by showing how two latent variables, "Work Values" and "Self-Actualization," work together to shape "Organizational Commitment." "Work Values" seem to have an indirect effect on organizational commitment through self-actualization, which shows how important it is to promote internal values to boost employee engagement and loyalty. This idea is backed up by research that says that positive work values lead to shared attitudes and better communication within the organization, which in turn leads to better commitment and performance. In general, the evidence shows that Model 3 is the best way to understand the complicated factors that affect organizational commitment. It gives both theoretical and practical ideas for creating programs that will make people happier at work and improve their values.



**Figure 2. The Best Fit Model for the Work Values, Self-Actualization, and Job Satisfaction and their Direct Casual Relationship towards Organizational Commitment.**

- Legend:  
 SEC - Security  
 FSI - Friendship and Social Interaction  
 SE - Self-Esteem  
 SR - Self-Realization  
 SG - Self-Growth  
 PUR - Purpose

AUN - Authenticity  
OPP - Opportunity  
OB - Organization Behaviors  
FUNC - Functionality  
AC - Affective Commitment  
CC - Continuance Commitment  
NC - Normative Commitment  
ACC - Acceptance

## CONCLUSION AND RECOMMENDATION

The results show that Bureau of Corrections Officers place a lot of importance on personal and professional growth, making friends, and job security. Officers put these values first because they make the workplace more collaborative and productive. Self-growth got the highest score, which shows how committed they are to always getting better. Self-actualization is also important because officers value being real and having a purpose in their jobs, which leads to happiness and engagement. Furthermore, it is very important for the company to increase the commitment of the organization to align the internal values of the employees with the organizational practices. The most significant correlation in friendship and social interaction is the strengthening of emotional attachment to the organization through the development of collaborative relationships. When officers receive assistance for their personal and professional growth, they become more committed to their jobs. An environment supportive of self-actualization needs will induce emotional and normative commitment resulting in a loyal workforce. There is a considerable influence of job satisfaction on organizational commitment with strong correlations between all the indicators. This underlines how vital it is to have a good workplace. Moreover, these concept of work values, self-actualization, and job satisfaction can be considered as the positive indicators of organizational commitment where job satisfaction had the largest influence. When employees experience a positive and satisfying work environment, they become more loyal. If companies want to deepen the pledge of their employees, they should direct their energy towards activities that lead to the enhancement of job satisfaction and correspond to the values of their employees. The reason is that work values are the main source of engagement for people. The study provides a comprehensive model for understanding how job satisfaction, work values, and self-actualization influence organizational commitment of the Bureau of Corrections Officers. If companies want to make their employees happier and more loyal, they have to create atmospheres that support these things. A first step could be aligning projects with employees' values and thus helping them grow to have a workforce that is not only engaged but also deeply committed. The Bureau of Corrections, through the examination of main factors leading to organizational commitment, should concentrate its efforts on building a highly committed workforce by turning to such endeavors. These initiatives ought to transform the workplace into a friendly and supportive environment where employees can strengthen their relationships, continue learning, and get promoted. Placing funds into team-building, mentoring, and leadership training will help employees grow and strengthen their relationships. To build trust and job security, officers need to feel valued and like they belong. This can be done through clear communication and open policies. It is very important to make sure that the way the organization does things is in line with the values of the officers' work. To find out what officers need and are worried about, the organization should do regular feedback, surveys, and focus groups. This will help the organization fix any differences between what officers say they value and what they actually do. This proactive approach shows that you care about the officers' health and well-being and helps everyone work toward a common goal.

Investments in team-building, mentoring, and leadership training will enhance employee relationships and maturity. Officers must feel important and valued to build trust and provide job security. Clear communication and open policies are key. Ensure the organization's practices align with officers' work values. Regular feedback, surveys, and focus groups help understand officer needs and concerns, bridging the gap between values and behavior. This initiative shows concern for officers' well-being, fostering unity in achieving common goals. The Bureau, in the end, should also think of new ways of work to make employees happier and at the same time, learn new skills. Strengthening the systems of performance management, launching skill development programs, creating career progression avenues, and ensuring fair remuneration are some of the things that this can comprise. Upgrading training and providing resources to alleviate concerns related to job security and safety will make employees feel more committed to the organization and thus, it will attract a loyal workforce. The results are indicative of the fact that intrinsic values have a significant impact on the level of commitment of individuals to the anchor theory. The Bureau of Corrections can become not only more effective but also, more engaging for the officers if it makes sure that its policies and procedures resonate with these values. The present study integrates (Ho, 2006), self-actualization (Gopinath, 2002), job satisfaction (de Guzman et al, 2014), and organizational commitment (Baek, 2019) theories.

## REFERENCES

- Abderhalden, F. P., Baker, T., & Gordon, J. A. (2019). The Impact of Individual and Organizational Factors on Correctional Officers' Job Satisfaction. *Corrections*, 1–17. <https://doi.org/10.1080/23774657.2019.1668313>
- Al Balushi, A. K., Thumiki, V. R. R., Nawaz, N., Jurcic, A., & Gajenderan, V. (2022). Role of organizational commitment in career growth and turnover intention in public sector of Oman. *PLOS ONE*, 17(5), e0265535. <https://doi.org/10.1371/journal.pone.0265535>
- Al-Jabari, B. & Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal "ILJ"*, 11(1), 78-119.
- Baek, H. (2019). Perceived Appropriateness of Training and Organizational Commitment Among Korean Police. *International Criminal Justice Review*, 105756771986738. <https://doi.org/10.1177/1057567719867380>.
- Baquero, A. (2023). Authentic Leadership, Employee Work Engagement, Trust in the Leader, and Workplace Well-Being: a Moderated Mediation Model. *Psychology Research and Behavior Management*, 16(16), 1403–1424. <https://doi.org/10.2147/prbm.s407672>
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66, 32–42.
- Bello, S., Pembis, S., & Ldama, J. (2017). Organizational Commitment, Job Satisfaction and Employees' Turnover Intentions in Higher Educational Institutions in Adamawa State. *Peer-Reviewed, Refereed, Indexed Journal with IC*, 87(3), 86. <https://www.ijirmf.com/wp-content/uploads/201710005.pdf>
- Blau, P. M. (1986). *Exchange and Power in Social Life*. Routledge. <https://doi.org/10.4324/9780203792643>.
- Boateng, F. D., & Hsieh, M.-L. (2019). Explaining Job Satisfaction and Commitment Among Prison Officers: The Role of Organizational Justice. *The Prison Journal*, 99(2), 172–193. <https://doi.org/10.1177/0032885519825491>
- Busque-Carrier, M., Ratelle, C. F., & Le Corff, Y. (2021). Work values and job satisfaction: The mediating role of basic psychological needs at work. *Journal of Career Development*, 49(6), 089484532110438. <https://doi.org/10.1177/08948453211043878>

- Crawford, M. A. (2014). *Strengths and Limitations of Correlational Design*. ResearchGate. [https://www.researchgate.net/publication/275154431\\_Strengths\\_and\\_Limitations\\_of\\_Correlational\\_Design](https://www.researchgate.net/publication/275154431_Strengths_and_Limitations_of_Correlational_Design).
- Culibrk, J., Delic M., Mitrovic, S., & Culibrk, D. (2018). Job Satisfaction, Organizational Commitment and Job Involvement: The Mediating Role of Job Involvement. *Frontiers in Psychology*, 9(132). <https://doi.org/10.3389/fpsyg.2018.00132>.
- de Guzman, A. B., Largo, E., Mandap, L., & Muñoz, V. M. (2014). The Mediating Effect of Happiness on the Job Satisfaction of Aging Filipino Workers: A Structural Equation Model (SEM). *Educational Gerontology*, 40(10), 767–782. <https://doi.org/10.1080/03601277.2014.882108>.
- De Leon, C. M. G., Rollon, J. J. P., Corpuz, J. T., & Desepida, M. C. L. (2022). Job Satisfaction and Work Values of Government Employees in Selected Municipalities of Cavite, Philippines. *International Multidisciplinary Research Journal*, 4(2), 298–306. <https://doi.org/10.54476/ioer-imrjv4i2jun20224964>.
- Dr. Gopinath. R. (2020). IMPACT OF SELF-ACTUALIZATION ON ORGANIZATIONAL COMMITMENT, JOB INVOLVEMENT AND JOB SATISFACTION AMONG ACADEMIC LEADERS USING STRUCTURAL EQUATION MODELING. *PalArch S Journal of Archaeology of Egypt / Egyptology*, 17(6), 13999–14011. [https://www.researchgate.net/publication/347915871\\_IMPACT\\_OF\\_SELF-ACTUALIZATION\\_ON\\_ORGANIZATIONAL\\_COMMITMENT\\_JOB\\_INVOLVEMENT\\_AND\\_JOB\\_SATISFACTION\\_AMONG\\_ACADEMIC\\_LEADERS\\_USING\\_STRUCTURAL\\_EQUATION\\_MODELING](https://www.researchgate.net/publication/347915871_IMPACT_OF_SELF-ACTUALIZATION_ON_ORGANIZATIONAL_COMMITMENT_JOB_INVOLVEMENT_AND_JOB_SATISFACTION_AMONG_ACADEMIC_LEADERS_USING_STRUCTURAL_EQUATION_MODELING)
- Dudovskiy, J. (2020). Stratified Sampling. Retrieved from <https://research-methodology.net/sampling-in-primary-data-collection/stratified-sampling/>.
- Fan, Y., Chen, J., Shirkey, G., John, R., Wu, S. R., Park, H., & Shao, C. (2016). Applications of structural equation modeling (SEM) in ecological studies: An updated review. *Ecological Processes*, 5(1), 1–12. <https://doi.org/10.1186/s13717-016-0063-3>.
- Fantahun, B., Dellie, E., Worku, N. (2023). Organizational commitment and associated factors among health professionals working in public hospitals of southwestern Oromia, Ethiopia. *BMC Health Serv Res* 23, 180. Retrieved from <https://doi.org/10.1186/s12913-023-09167-3>.
- Gessese, K. T., & Peteti Premanandam. (2023). The mediating role of affective commitment on the relationship between job satisfaction and turnover intention using structural equation modeling: *Empirical evidence from higher education institutions in Addis Ababa, Ethiopia*. 9(1). <https://doi.org/10.1080/23311886.2023.2202959>
- Gopinath, D. R. (2020). Prominence of Self-Actualization in Organization. *International Journal of Advanced Science and Technology*(2005-4238). [https://www.academia.edu/43761682/Prominence\\_of\\_Self\\_Actualization\\_in\\_Organization](https://www.academia.edu/43761682/Prominence_of_Self_Actualization_in_Organization).
- Goujani, A. J., Shahin, A., Isfahani, A. N., & Safari, A. (2019). Analyzing the influence of job satisfaction on hostage employee loyalty in Isfahan Province Gas Company. *Benchmarking: An International Journal*, 26(6), 1728-1748.
- Ho, C.-C. (2006). *Master of Health Administration (USC)*. [https://eprints.qut.edu.au/16421/1/Chin-Chih\\_Ho\\_Thesis.pdf](https://eprints.qut.edu.au/16421/1/Chin-Chih_Ho_Thesis.pdf).
- Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S.A. (2022). The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement. *Front. Psychol.* 13:831060. doi: 10.3389/fpsyg.2022.831060.
- Jigiddorj, S., Zanabazar, A., Jambal, T., & Semjid, B. (2021). Relationship between organizational culture, employee satisfaction and organizational commitment. In *SHS Web of Conferences* (Vol. 90, p. 02004). EDP Sciences.
- Journal, I. (2021). Structural Equation Model On Aggression Among Male Inmates. *Ijerm Journal*. [https://www.academia.edu/49072881/STRUCTURAL\\_EQUATION\\_MODEL\\_ON\\_AGGRESSION\\_AMONG\\_MALE\\_INMATES](https://www.academia.edu/49072881/STRUCTURAL_EQUATION_MODEL_ON_AGGRESSION_AMONG_MALE_INMATES).
- Kirova, D. (2023, April 20). *The Effects of Personal and Workplace Values on Job Satisfaction*. Values Institute. <https://values.institute/the-effects-of-personal-and-workplace-values-on-job-satisfaction/>
- Lambert, E. G., Leone, M., Hogan, N. L., Buckner, Z., Worley, R., & Worley, V. B. (2020). *To be committed or not: a systematic review of the empirical literature on organizational commitment among correctional staff*. *Criminal Justice Studies*, 1–27. doi:10.1080/1478601x.2020.1762082.
- Lee, M., & Kim, B. (2023). Effect of Employee Experience on Organizational Commitment: Case of South Korea. *Effect of Employee Experience on Organizational Commitment: Case of South Korea*, 13(7), 521–521. Mdpi. <https://doi.org/10.3390/bs13070521>
- Lestari, D., Nasihah, R., & Komalasari, S. (2023). Role of Work Value to Organizational Commitment. *Proceedings of the First Conference of Psychology and Flourishing Humanity (PFH 2022)*, 293–301. [https://doi.org/10.2991/978-2-38476-032-9\\_30](https://doi.org/10.2991/978-2-38476-032-9_30).
- Leszczynska, A. (2018). WORK RELATED VALUES AND ORGANIZATIONAL COMMITMENT RELATIVE TO GENDER AND AGE. *CBU International Conference Proceedings*, 6, 296–302. <https://doi.org/10.12955/cbup.v6.1172>
- Lichtenstein, M. (2019). “Younger People Want to Do it Themselves” - Self-Actualization, Commitment, and the Reinvention of Community. *Qualitative Sociology*, 42(2), 181–203. <https://doi.org/10.1007/s11133-019-9414-6>.
- Liu, X., Zheng, X., Ni, D., & Harms, P. D. (2022). Employee voice and coworker support: The roles of employee job demands and coworker voice expectation. *Journal of Organizational Behavior*, 43(7). <https://doi.org/10.1002/job.2621>
- Locke, E. A., & Latham, G. P. (2004). What should we do about motivation theory? Six recommendations for the twenty-first century. *Academy of management review*, 29(3), 388-403.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89
- Miller, O., Bruenig, D., & Shakespeare-Finch, J. (2025). High risk, low reward: a mixed method exploration of correctional officer mental health and perceptions of prison work. *Journal of Crime and Justice*, 1–17. <https://doi.org/10.1080/0735648x.2025.2457591>
- Morrow, P. (1993). *The Theory and Measurement of Work Commitment*. JAL Press, Greenwich.
- National Institute of Justice (2023). Research on the Mounting Problem of Correctional Officer Stress. Retrieved from <https://nij.ojp.gov/topics/articles/research-mounting-problem-correctional-officer-stress>.
- Pehlivanoglu, M. Çağrı., Eymür, E., & Civelek, M. E. (2022). The Relationship Between Job Satisfaction and Organizational Commitment in Female Employees. *Journal of Applied and Theoretical Social Sciences*, 4(4), 406–422. <https://doi.org/10.37241/jatss.2022.74>
- Piotrowski, A., Sygit-Kowalkowska, E., & Hamzah, I. (2020). Work Engagement among Prison Officers. The Role of Individual and Organizational Factors in the Polish and Indonesian Penitentiary Systems. *International Journal of Environmental Research and Public Health*, 17(21), 8206. <https://doi.org/10.3390/ijerph17218206>
- Ramalho Luz, C. M. D., Luiz de Paula, S., & de Oliveira, L. M. B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestão*, 25(1), 84–101. <https://doi.org/10.1108/rege-12-2017-008>
- Romi, M., Soetjipto, N., Widaningsih, S., Manik, E., & Riswanto, A. (2021). Enhancing organizational commitment by exploring job satisfaction, organizational citizenship behavior and emotional intelligence. *Management Science Letters*, 11(3), 917-924.
- Rusbult, C. E. (1983). A longitudinal test of the investment model: The development (and deterioration) of satisfaction and commitment in heterosexual involvements. *Journal of Personality and Social Psychology*, 45(1), 101-117.

- Taber, K. S. (2018). The use of cronbach's alpha when developing and reporting research Instruments in science education. *Research in Science Education, 48*(6), 1273–1296. <https://doi.org/10.1007/s11165-016-9602-2>.
- Vickovic, S. G., & Morrow, W. J. (2019). *Examining the Influence of Work–Family Conflict on Job Stress, Job Satisfaction, and Organizational Commitment Among Correctional Officers. Criminal Justice Review, 073401681986309*.doi:10.1177/0734016819863.
- Vickovic, S. G., & Morrow, W. J. (2019). Examining the Influence of Work–Family Conflict on Job Stress, Job Satisfaction, and Organizational Commitment Among Correctional Officers. *Criminal Justice Review, 45*(1), 073401681986309. <https://doi.org/10.1177/0734016819863099>
- Zeinhofer, M. (2022). Work values an organizational commitment: is there a relationship and do they differ between Generation Y and Z?/Author Magdalena Zeinhofer, BSc. Retrieved from <https://epub.jku.at/obvulioa/urn/urn:nbn:at:at-ubl:1-51721>.
- Zhu, Q., Yin, H., Liu, J., & Lai, K. H. (2014). How is employee perception of organizational efforts in corporate social responsibility related to their satisfaction and loyalty towards developing harmonious society in Chinese enterprises?. *Corporate Social Responsibility and Environmental Management, 21*(1), 28-40

\*\*\*\*\*