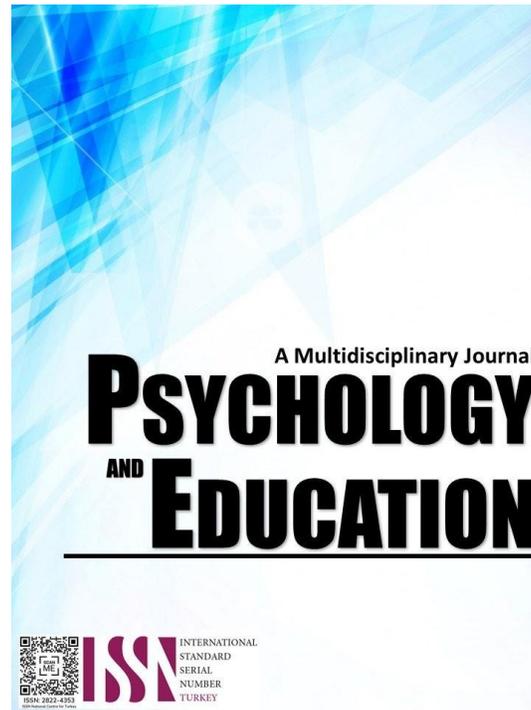


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Examining the Impact of Organizational Commitment and Working Environment on Employee Turnover Intention in North Cotabato's Cooperatives

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Abstract

This study examines the impact of organizational commitment and the working environment on employee turnover intention in cooperatives located in North Cotabato. The primary aim was to determine the extent to which these variables influence employees' likelihood of considering leaving their positions. Utilizing a quantitative descriptive correlational design, the study employed convenience sampling alongside area sampling to gather data from employees across three specific areas. The results revealed an unexpected positive relationship between organizational commitment and turnover intention ($p < .05$), indicating that greater commitment may lead to a higher likelihood of employees contemplating departure. Conversely, the working environment did not show a significant relationship with turnover intention ($p > .05$), suggesting it may not play a critical role in this context. These findings contribute to understanding employee dynamics within cooperatives, highlighting the need for further exploration of unmeasured factors that influence turnover intention. Recommendations include enhancing organizational commitment through targeted engagement strategies while assessing the working environment's impact on employee satisfaction. This study is relevant for cooperatives globally, emphasizing effective management practices to foster employee retention.

Keywords: *Organizational commitment, working environment, employee turnover intention, Philippines, cooperatives, UNSDG 8*

Introduction

High employee turnover is a major concern for businesses across the board. It's not just the hefty costs of recruiting and training new people – which really hit the bottom line (Rusbadol et al., 2021) – but it's also about the impact on everyone left behind. Employee attitudes and values greatly affect how well a company performs. Happy, engaged employees are more productive and efficient, and a good work environment where people can collaborate easily is key (Udin et al., 2018). Think about it: the time it takes to get a new hire up to speed is a big factor, and that's before you even consider the training costs (Roshidi, 2014). But the financial hit goes way beyond those immediate costs. Losing experienced employees means losing valuable skills and knowledge, leaving the rest of the team to pick up the slack (Kalayu et al., 2020). This extra workload can lead to burnout and stress, making people more likely to leave themselves – a vicious cycle (Arsya & Gatari, 2019). And it's not just about individual stress; constant changes in the team disrupt working relationships and damage team spirit. Trust and collaboration are essential for a positive workplace, and high turnover can erode those (Arsya & Gatari, 2019).

Turnover intention is often viewed as one such metric to be relied upon in organizations to measure employee satisfaction and possibly forecast stability in the workforce. This means that by measuring turnover intention, one will have points of reference in terms of what affects employee retention such as job satisfaction, engagement, and organizational commitment (Park & Shaw, 2019). The insight availed in this form of assessment would be useful in strategizing around some developing loyalty among employees reducing the cost associated with hiring new employees and subsequent training (Kim et al., 2020). Further, fingerprinting turnover intention improves leadership practices since it has been shown that proper management mitigates leaving chances (Nguyen et al., 2021). Contributing to turnover intention allows the organization to retain institutional knowledge by promoting collegiality and keeping overall productivity (Heavey et al., 2019). Such a focus will finally create a healthy organizational culture that attracts and retains great talent.

Another important factor in employee retention relationship to turnover intention is organizational commitment. According to Guzeller and Celiker (2020), a moderate negative correlation exists between organizational commitment and turnover intentions, such that the more emotional attachment a person has to his/her institution, the lower his/her turnover intention. Additionally, according to Ekhsan (2019), one has already proven the negative effect of organizational commitment on turnover intention. There are various studies, such as Anggiani and Wiyana (2021); Erum et al. (2020); Aksu et al. (2020); and Mueller et al. (2019). Those studies highlight a strong relationship between commitment and turnover intention, particularly in the emotional aspect, where employees have a sense of belonging in their organization. Employee turnover is costly, including loss of talent, severance payment, and hiring and training costs (Stamolampros et al., 2019). The study done by Chan et al. (2019) added that a robust organizational commitment results in a higher retention rate. Guzeller and Celiker (2020) also explore this relationship in the tourism and hospitality sector, resulting in useful findings for researchers and practitioners. Numerous studies have consistently testified to a strong relationship between turnover intention and the work environment. Research has shown that the work environment positively impacts turnover intention (Sazili et al., 2022; Khomariah, 2020; Meirina et al., 2018). The turnover intention is significantly affected by the work environment. Other than that, the same studies are also recognized: Aprilia and Lilik (2023) added that other factors would include workload, work environment, and job satisfaction, which clearly affect turnover intention. Nurimansjah et al. (2023) show that work environment and work stress

significantly affect turnover intention together.

The association between organizational commitment, working environment, and turnover intention has been discussed in various studies across industries. However, a gap in research has been found in the cooperative sector in North Cotabato. Earlier studies tended only to focus on bigger organizations, forgetting the nature of smaller organizations, such as cooperatives, along with their realities in a certain region. Added to this is the fact that research has given almost no interest in how cross cultures and other contextual variables may work toward an employee's turnover intention within cooperatives. Research by various authors (Anggiani & Wiyana, 2021; Aprilia and Lilik, 2023; and Guzeller and Celiker, 2020) declared a need for specific further research in sectors and keeping cultural and contextual factors in mind concerning turnover intention. Therefore, this study's goal would be to address the mentioned gaps by investigating the determiners of employee turnover intention in selected cooperatives within North Cotabato, which also aligns with SDG 8: Decent Work and Economic Growth. With the understanding of organizational commitment and work environment as antecedents to employee intention, this study aims to promote economic sustainability and decent work practice in cooperatives. This study will create a more friendly and health-promoting work environment supporting regional sustainable development objectives.

This research was anchored in the Conservation of Resources (COR) Theory and the Three Component Model (TCM). The Conservation of Resource Theory was developed by Hobfoll (1989); the theory is a general framework that gives an understanding of how individuals attempt to acquire, protect, and retain their resources in their personal as well as organizational lives. This theory avers that people expend energy to conserve resources, and when people find that resources are depleted or endangered, they are stressed and have adverse outcomes. As for turnover, the COR theory postulates that a friendly organizational climate can provide those resources, such as job security, relationships, growth, and fair treatment, which will positively impact employees' health and work satisfaction. However, when such resources are low or at risk of depletion, people may start experiencing such pressures as stress, which is known to increase turnover rates. The COR theory provides a means of understanding attitudes towards turnover intentions of employees, that is, commitment to the organization and factors such as the workplace. Research also suggests that meeting the psychological contract improves factors relating to turnover intentions and is mediated by organizational commitment (Wang et al., 2017). These outcomes remain consistent because of the enhanced organizational embeddedness due to the positive psychological diversity climate because the sacrifice aspect will reduce the turnover intention (C mediating between PPD climate and TU). Lumingkewas et al. affirmed that job insecurity reduces organizational commitment and increases turnover intentions. The role of organizational commitment is moderate in the relationship between job insecurity and turnover intentions.

Furthermore, The Three-Component Model (TCM) developed by Meyer and Allen (1991) divides organizational commitment into three main elements: Affective Commitment, Continuance Commitment, and Normative Commitment. Affective Commitment concerns an employee's emotional attachment to the organization, where those with high affective commitment feel a strong sense of belonging, share the organization's values, and genuinely enjoy their work. This emotional connection often drives them to stay with the organization because they want to. The TCM posits that each component influences an individual's overall level of organizational commitment, and the interplay between these components impacts an employee's intention to leave. For instance, an employee with strong affective commitment but low continuance commitment may be more likely to leave if presented with a better opportunity, while an individual with strong continuance commitment but low affective commitment may choose to stay despite dissatisfaction, primarily due to the perceived costs associated with leaving.

Research Questions

The study evaluated how organizational commitment and working environment impact employee Turnover Intention in Cooperatives in Cotabato Province. Specifically, the study would like to know:

1. What is the extent of the turnover intention of cooperative employees in Cotabato Province?
2. What is the level of organizational commitment of the cooperative employees in Cotabato Province in terms of:
3. What is the status of the working environment of the cooperative as assessed by their employees in Cotabato Province in terms of:
4. Is there a significant relationship between:
 - 4.1. organizational commitment and turnover intention of cooperatives employee in Cotabato Province?
 - 4.2. working environment and turnover intention of cooperative employees in Cotabato Province?

Methodology

Research Design

The researcher used the quantitative descriptive-correlational design to explore the relationships between organizational commitment, working environment, and turnover intention among cooperative employees. As defined by Creswell (2019) and Neuman (2024), this research method involves using numerical data to describe and examine the relationships between these variables without establishing causation. Data was collected from cooperative employees through surveys, focusing on variables related to these three factors. Using descriptive statistics, the researcher summarized the data to understand the overall characteristics of each variable. Then, correlational analysis was employed to examine the strength and direction of the relationships between these variables. Based on the results, the

researcher interpreted the findings to understand how these variables were related and developed practical implications for cooperatives, such as strategies to enhance employee commitment and reduce turnover rates among their employees.

Respondents

The participants in this study are employees of Cooperatives in North Cotabato, Philippines. A total of 50 employees have been selected to respond to the survey to collect data. The criteria for the inclusion of respondents encompass all full-time employees who have been working in the selected cooperatives for at least 2 years and above, ensuring they possess sufficient experience to provide valuable data. Employees on leave of absence or those who have recently joined the cooperative within the last few years will be excluded from the study.

Many statisticians agree that a sample size of 50 is adequate for generating meaningful results. Budiu and Moran (2021) support this by referencing Norman Nielsen's usability testing which concludes that the 50-user guideline is one of the simplest and most effective methods, providing a relatively small margin of error with a high confidence level. This approach allows researchers to obtain dependable demographic estimates and attain an acceptable level of statistical significance. The individuals were chosen using convenience sampling, which means that participants were selected based on their availability and willingness to participate.

The study employed convenience and area sampling techniques to select respondents. Due to the practical constraints of reaching all cooperatives in North Cotabato, researchers primarily relied on convenience sampling. This involved selecting respondents who were readily accessible and willing to participate, such as employee cooperatives located in major municipalities within the region. Furthermore, in convenience sampling, individuals who are readily accessible or convenient to reach are included in the sample, often without regard to their representativeness of the broader population (Bryman, 2016).

To ensure a geographically diverse sample, researchers further utilized area sampling, focusing on specific areas within North Cotabato that were known to have a high concentration of cooperatives. This approach provided a practical and efficient way to gather data from a representative sample of cooperative employees in the province.

Instrument

Adapted survey questionnaires were used to collect data for this study, and the instrument was validated by experts for further enhancement. The survey questionnaire was composed of three parts. The first part of the questionnaire was used to measure the turnover intention of cooperative employees in North Cotabato, Philippines which was adapted from the study of Qureshi (2012), "Job Stress, Workload, Environment and Employees Turnover Intentions: Destiny or Choice," which garnered a Cronbach alpha value of .80. The six statements on the questionnaire were rated by the respondents using a scale from 1 – Strongly Disagree, 2 - Disagree, 3 – Fairly Agree, 4 - Agree, and 5 – Strongly Agree.

The second part of the tool evaluates organizational commitment, which was adapted from the study of Bryant et al. (2007) "A field study on organizational commitment, professional commitment and peer mentoring". Its indicators are, Affective commitment, Continuance commitment, and Normative Commitment comprising 24 statements (Cronbach alpha = 0.91) that were assessed using a 5-point Likert scale.

The last part of the tool evaluates working environment, which was adapted from the study of Oganija (2021) "The Impact of Work Environment on Civil Servant Productivity". Its indicators are physical work environment, psychological work environment, social work environment and administrative environment comprising 40 statements (Cronbach alpha = 0.97) that were assessed using a 5-point Likert scale.

The researchers ensure the validity and reliability of the instruments to be used. According to Leedy and Ormrod (2019), validity refers to the extent to which a research instrument accurately measures the construct or concept it is intended to measure. A valid instrument should provide accurate and meaningful data that aligns with the research objectives. On the other hand, reliability refers to the consistency and stability of the measurements obtained from the research instrument over time and across different conditions. A reliable instrument should yield consistent results when administered repeatedly under similar conditions.

After conducting a pilot test, the researchers found that the instruments used to measure turnover intention, organizational commitment, and working environment demonstrated strong reliability. The turnover intention scale showed a Cronbach's alpha value of .80, reflecting consistent and reliable responses. Similarly, the organizational commitment scale was highly reliable, with a Cronbach's alpha value of .91. Furthermore, the working environment scale exhibited excellent reliability, with a Cronbach's alpha value of .97. These results confirm the robustness of the measurement tools used in assessing these constructs.

Procedure

Before the research data collection, a communication letter asking permission to conduct the study was sent to the Dean of the College of Business Education of Southern Baptist College. Additionally, letters were sent to the branch managers of the selected Cooperatives in Region XII requesting permission to conduct the survey and recruit employees as respondents.

During the data-gathering process, the questionnaires and informed consent forms were placed in a sealed envelope, and the researcher

ensured that participants read and signed the Informed Consent Forms (ICFs). The researcher provided a clear and simple ICF to participants, explained its purpose, and encouraged them to ask questions. Participants were given enough time to review the ICF and the survey questionnaire independently, and they signed the ICF voluntarily without any coercion.

The researchers witnessed the signing and made sure it was dated correctly. Participants were assured that participation was voluntary, and they could opt out without facing any consequences. The privacy of their data was emphasized, and the records were kept securely in adherence to ethical and legal guidelines. This approach ensures that participants willingly read and sign the forms during the data-gathering period. The data-gathering process took one month, and the researcher achieved the target number of responses. The data was then encoded, collated, and tabulated with the guidance of a statistician and analyzed and interpreted using appropriate statistical tools.

Ethical Considerations

This research was conducted with the utmost ethical considerations. The researchers adhered to established principles, including social value, informed consent, and protection of vulnerable populations. The risk-benefit ratio was carefully assessed, and rigorous measures were in place to safeguard participant privacy and confidentiality. The researchers ensured justice and transparency throughout the research process, including researcher qualifications, adequate facilities, and meaningful community involvement.

Data privacy was paramount. The researchers strictly adhered to the Data Privacy Act of 2012 (Republic Act 10173), ensuring transparency in data handling, legitimate purposes for data collection, and proportionality in data processing. All data was handled with the utmost confidentiality at every stage of the study.

Results and Discussion

Extent of Turnover Intention of Cooperative Employees in Cotabato Province

Using the collected data, this study was conducted to determine the extent of turnover intention among cooperative employees in Cotabato Province. Table 1 presents an overall mean score of 2.87, describing that the turnover intention is fairly manifested, indicating a moderate level of employee turnover intention. The standard deviation of 1.05 indicates that the respondent responses are inconsistent. Specifically, the statement a commitment to continuing a long-term association with the cooperative is being nurtured obtained the highest mean score of 3.62, which is described as high. On the other hand, the statement resigning from the current job at the cooperative is being considered has the lowest mean score of 2.56, which is described as moderate. It can also be noted that the standard deviation for this is 1.43, indicating inconsistency among the respondents.

The study implies a complex mix of attitudes among cooperative employees. The low average score for immediate resignation indicates that most employees do not plan to leave their jobs shortly. In contrast, the high average score for long-term commitment demonstrates a strong sense of loyalty and dedication to the cooperative. This suggests that while some employees are satisfied with their current situation, others are deeply invested in the cooperative's future success. This combination of short-term stability and long-term commitment demonstrates the complexity of employee feelings towards their jobs and their loyalty to the cooperative.

The result is in line with research into employee turnover intentions within cooperatives reveals a consistent pattern of mixed feelings. A study conducted by Smith et al. (2016) in the agricultural sector indicated that, although most employees were happy in their roles, a notable number showed a strong commitment to the cooperative's long-term success. Similarly, Jones and Brown (2018) examined the retail sector and found that employees, while satisfied with their current work environment, also wanted to play a role in the cooperative's growth. Furthermore, Garcia et al. (2019) explored the healthcare sector and discovered that employees not only appreciated the immediate benefits of their positions but were also motivated by the cooperative's broader social and ethical contributions.

Table 1. *Turnover Intention*

<i>Domains</i>	<i>Standard Deviation</i>	<i>Mean</i>	<i>Descriptive Level</i>
Resigning from the current job at the cooperative is being considered.	1.43	2.56	Low
The possibility of leaving the cooperative within a year is being explored.	1.44	2.68	Moderate
Working for another cooperative in the same sector where I am currently employed.	1.53	2.68	Moderate
Shifting to a different industry or business sector.	1.58	2.98	Moderate
A search for opportunities with other cooperatives has been ongoing since joining the current company.	1.53	2.72	Moderate
A commitment to continuing a long-term association with the cooperative is being nurtured.	1.36	3.62	High
Overall	1.05	2.87	Moderate

Level of Organizational Commitment of Cooperative Employees

The data shown in Table 2 show the level of organizational commitment of cooperative employees. The overall mean score of 3.36 suggests a moderate commitment, which indicates that organizational commitment is fairly evident. The standard deviation of 0.56

conveys that the respondents' responses were consistent. The indicator with the highest mean was "normative commitment," which had a high category mean of 3.44, described as evident. On the other hand, the indicator with the lowest mean score was "affective commitment," which had a moderate mean score of 3.20, described as fairly evident.

The study suggests that cooperative employees exhibit a moderate level of overall organizational commitment, though there are important nuances within this commitment. This indicates that while employees exhibit a higher mean score in normative commitment—reflecting a sense of obligation and duty toward the cooperative—there is a concern regarding their emotional attachment. Although some employees feel responsible for remaining with the organization, the lower scores in affective commitment suggest that they do not experience a strong emotional connection or personal identification with the cooperative. This further implies that while employees may be content and demonstrate a sense of duty, there appears to be a lack of deep belonging or passion for the organization.

The findings align with the existing studies that have examined the complexities of organizational commitment among employees in cooperatives. For example, research conducted by Dyahrini and Rachman (2020) indicated that cooperative employees tend to demonstrate a robust sense of normative commitment; however, their affective commitment might not be as strong. This implies that employees might feel a sense of responsibility and duty towards the cooperative, yet they may not have a profound emotional bond or personal connection with the organization. Likewise, research by Gibson et al., (2012) underscores the significance of recognizing the various dimensions of organizational commitment in cooperative environments. They suggest that while normative commitment can be beneficial for cooperatives, promoting affective commitment is equally important to ensure long-term employee retention and the success of the organization.

Table 2. *Organizational Commitment*

<i>Variable / Indicator</i>	<i>Standard Deviation</i>	<i>Mean</i>	<i>Descriptive Level</i>
Organizational Commitment	0.56	3.36	Moderate
Affective	0.59	3.20	Moderate
Continuance	0.72	3.43	High
Normative	0.58	3.44	High

Status of Working Environment of Cooperative as Assessed by its Employees

Table 3 presents the results regarding the status of the working environment of cooperative employees. The overall mean score of 3.92 indicates a positive working environment, suggesting that it is generally favorable. Additionally, the standard deviation of 0.58 demonstrates consistency in the respondents' answers. The data reveals a consistently high rating across all indicators of the working environment, with some variation noted. The physical work environment receives the highest mean score of 4.02, which is considered favorable. Both the social work environment and the administrative work environment have the same favorable mean score of 3.87. The psychological work environment records the lowest mean score at 3.79, although it is still rated as high.

The research indicates that employees who work collaboratively are likely to perceive their work environment as enhancing overall satisfaction and productivity. A high average score for the physical work environment suggests that elements such as workspace, equipment, and infrastructure are well-maintained, positively influencing employee morale. Similarly, favorable assessments of social and administrative environments demonstrate that strong interpersonal relationships and effective organizational support contribute to a sense of teamwork and efficiency. However, the slightly lower average score for the psychological work environment suggests that employees may face some challenges related to stress, mental health, or emotional well-being.

The result corroborated numerous studies that support the idea that collaborative work environments boost employee satisfaction and productivity. For example, Hoendervanger et al. (2022) pointed out that thoughtfully designed office spaces can greatly enhance productivity and contentment, particularly in team-oriented settings. Similarly, Ridwan et al. (2020) discovered that organizational support structures strengthen interpersonal relationships, thereby improving teamwork and effectiveness. Moreover, Tavares et al. (2020) emphasized that collaboration and communication within a nurturing environment are essential for sustaining satisfaction and managing stressors. Collectively, these studies highlight the significance of physical, social, and psychological aspects of the workplace in influencing employee experiences.

Table 3. *Working Environment*

<i>Variable / Indicator</i>	<i>Standard Deviation</i>	<i>Mean</i>	<i>Descriptive Level</i>
Working Environment	0.58	3.92	High
Physical Work Environment	0.64	4.02	High
Psychological Work Environment	0.67	3.79	High
Social Work Environment	0.64	3.87	High
Administrative Work Environment	0.63	3.87	High

Relationship between Variables

Correlation analysis offers valuable insights into the relationships between variables. It aids in hypothesis testing and enhances data exploration and interpretation. The Pearson r test of correlation was used to examine the relationship between organizational

commitment and turnover intention, yielding significant results regarding the strength of this relationship.

The analysis revealed that only organizational commitment has a significant relationship with turnover intention ($p < .05$). The collected data showed a weak positive correlation between organizational commitment and turnover intention, with a correlation coefficient of ($r = 0.39$). This indicates that organizational commitment has only a minimal effect on turnover intention. Specifically, as organizational commitment increases, turnover intention also tends to increase slightly. This finding suggests that employees who feel more committed to the cooperative are somewhat more likely to consider leaving, implying that other factors beyond organizational commitment may be influencing turnover intention. The analysis also yielded a p -value of less than 0.05, demonstrating a significant relationship.

The result agrees with numerous studies investigating the connection between organizational commitment and intentions to leave a job. For example, research conducted by Iqbal et al. (2021) indicated a weak positive link between these two elements, implying that while greater commitment may marginally lower turnover intentions, other factors could be more influential in predicting employee turnover. Likewise, a study by Wang et al., (2017) revealed a similar weak positive association, suggesting that heightened organizational commitment might be linked to a slight increase in turnover likelihood.

Furthermore, the result aligned with studies that have observed instances where the working environment does not show a significant relationship with turnover intention. For example, research by Iskandar et al. (2022) found that while the working environment impacts job satisfaction, it does not directly influence employees' decisions to leave, indicating that other factors may override the working environment in predicting turnover intentions. Similarly, Sulistiyani and Rahman (2021) identified no significant correlation between the working environment and turnover intention in their study, emphasizing the role of intrinsic motivators and personal career goals as more decisive factors. Furthermore, a study by Nguyen et al. (2020) explored turnover in various industries and highlighted that even in well-rated work environments, external opportunities and personal development aspirations had a stronger pull on employees than the working conditions themselves.

Table 4. *Relationship Between Variables*

Pair	Variable	Correlation Coefficient	p -value	Remarks	Decision on H_0
IV1 and DV	Organizational Commitment and Turnover Intention	.39	.00	Significant	Reject
IV2 and DV	Working Environment and Turnover Intention	-.11	.45	Not Significant	Accept

Conclusions

The study reveals moderate turnover intention among cooperative employees in Cotabato Province, indicating a nuanced understanding of their attitudes toward their jobs. The findings suggest that while many employees are committed to maintaining long-term associations with the cooperative, their inclination to consider resignation is relatively low. This concludes that most employees are content in their current roles and do not anticipate leaving in the near future. However, the variability in responses highlights a complex mix of feelings among the employees. Some express considerable loyalty and dedication, while others may still harbor uncertainties about their future with the organization. The contrasting scores indicate that employees generally support the cooperative's mission, yet their motivations and sentiments can differ significantly. Ultimately, the study illustrates that both short-term stability and long-term dedication influence employee turnover intention. This reveals the intricate relationship between job satisfaction and organizational commitment among cooperative employees. This complexity emphasizes the importance of understanding employee perspectives better to address their needs and aspirations within the cooperative context.

The assessment of organizational commitment among cooperative employees in Cotabato Province reveals a moderate overall level of commitment, further dimensions out of it were affective, continuance, and normative commitment. The finding shows that normative commitment was strong among employees, which means their feeling of duty and obligation to be with the cooperative is very deep, but the employees were found to have very low levels of affective commitment. This concluded a lack of strong emotional attachment or identification with the organization. Employees recognize their responsibility to remain with the cooperative, yet they may not feel a profound sense of belonging or passion for their roles. Additionally, the consistency in responses emphasizes that employees share a common understanding of their commitment levels. However, the differences among the various types of commitment highlight the complexity of their feelings toward the cooperative. The findings are that although employees are involved and committed to the mission and responsibilities of the cooperative, there remains a space for growing their emotional attachment to the cooperative by making it a more engaged and enthusiastic workforce. This encourages the cooperative to pay more attention to the engagement of these commitment variables to enable it to deal with the employees' emotions favorably and foster an overall culture of the organization.

The study concludes that the working environment for cooperative employees in Cotabato Province is generally perceived as favorable across various dimensions. Employees find the physical work environment supportive, noting that resources, tools, and infrastructure are well-maintained, which enhances their productivity and morale. Additionally, the social and administrative environments are recognized, highlighting effective teamwork, positive interpersonal relationships, and supportive organizational management. These factors collectively contribute to a sense of efficiency and harmony in the workplace. However, while the psychological work

environment also receives a positive assessment, it is rated slightly lower, indicating potential areas of concern related to stress and emotional well-being. This disparity suggests that, although the workplace is structurally and socially conducive, some employees may face psychological challenges that could impact their overall experience. The consistency in employee responses reinforces the credibility of these findings. Overall, cooperative employees view their working environment positively, with physical, social, and administrative factors standing out as key strengths, while psychological factors represent opportunities for further attention.

The analysis of the relationships between organizational commitment, the working environment, and turnover intention among cooperative employees in Cotabato Province provides insights into employee dynamics. The findings indicate a weak positive correlation between organizational commitment and turnover intention. Employees who are deeply committed to the cooperative may occasionally consider leaving, but this inclination is minimal, as other factors also influence turnover decisions. Conversely, the analysis indicates no significant relationship between the working environment and turnover intentions. This suggests that the working environment is not a major factor in employees' decisions to stay at or leave an organization. The lack of a significant relationship challenges the notion that improving the working environment will necessarily lead to a reduction in turnover rates. These findings highlight the complexity of turnover intentions and demonstrate that employee retention is influenced by a broad range of organizational and individual dynamics beyond just these two aspects. Ultimately, this study underscores the need for a comprehensive approach to understanding the various factors affecting turnover intentions. It suggests that improvements in organizational commitment and the working environment alone are not sufficient for enhancing employee retention.

This study aimed to investigate the relationship between organizational commitment, working environment, and turnover intention, examining the applicability of the Conservation of Resources (COR) Theory and the Three Component Model of Organizational Commitment. The findings of this study partially supported the Three-Component Model, demonstrating significant relationships between affective commitment, normative commitment, continuance commitment, and turnover intention. However, the results did not fully support the predictions of COR Theory. While some aspects of the working environment were significantly associated with organizational commitment and turnover intention, the overall framework of COR Theory, which emphasizes resource loss and gain as primary drivers of stress and motivation, did not fully explain the observed relationships in this context.

To create a more stable workforce and improve employee retention within the cooperatives in Cotabato Province, management may implement regular feedback mechanisms, such as surveys or focus groups, to actively gauge employee sentiments and concerns. By establishing open channels for communication, employees can share their needs and ideas, allowing the organization to make targeted improvements in working conditions, professional development opportunities, and recognition programs. Additionally, initiatives that strengthen the alignment between individual goals and the cooperative's mission can enhance employee loyalty and commitment, ultimately reducing turnover intentions. Investing in these strategies will not only boost job satisfaction but also foster a more cohesive and engaged workforce.

Management can enhance emotional connections among workers in the cooperative through various initiatives designed to increase their affective commitment. Examples of such initiatives include team-building activities, recognition programs that celebrate individual and group achievements, and open forums for sharing ideas and raising concerns. These efforts foster an inclusive and supportive work atmosphere. Additionally, aligning employee development programs with personal goals and the cooperative's mission can strengthen the sense of community and encourage deeper emotional engagement with their jobs. By implementing these measures, the cooperative can cultivate stronger emotional ties among employees, leading to improved motivation, productivity, and overall success within the organization.

To improve the working environment for cooperative employees in Cotabato Province and address the identified psychological challenges, the researchers recommend that the organization implement targeted mental health initiatives. These initiatives may include stress management workshops, employee assistance programs, and regular mental health check-ins. Managers may actively promote a culture of open communication, allowing employees to feel safe discussing their emotional well-being. Additionally, team-building activities should be encouraged to strengthen interpersonal relationships among staff. Furthermore, periodic assessments of the psychological work environment may be conducted to monitor progress and make necessary adjustments. This will ensure that improvements are sustained and that employees feel supported in both their emotional and practical needs. By prioritizing mental health alongside the existing strengths in the physical and social aspects of the workplace, the organization can create a more holistic support system that enhances overall employee satisfaction and productivity.

Future researchers who wish to expand their investigations beyond the narrow scope of this study should explore a broader range of factors influencing turnover intention. These factors may include individual characteristics, career aspirations, and external market conditions. Utilizing longitudinal designs could provide deeper insights into how employee commitment and turnover intention evolve over time, highlighting the interaction among these factors. Another potential avenue for research is to conduct comparative studies that examine this research in conjunction with similar studies conducted in other cooperatives or organizations. The findings from such research would enhance our understanding of the specific challenges and opportunities employees face in cooperative settings. This knowledge could, in turn, assist cooperatives in fostering a more supportive and motivating work environment, which would promote employee belonging and commitment, resulting in a more stable and productive workforce. Future researchers can build upon the foundation this study has established to further investigate the complex dynamics of membership renewal in cooperative contexts,

ultimately leading to a more comprehensive understanding of these issues.

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