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Exploring the Nexus: Internal Job Satisfaction and Affective Organizational Commitment among Employees in Business Education Institutions

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Abstract

This paper discussed the internal job satisfaction and organizational commitment of employees in higher education institutions offering business education courses in the province of Nueva Ecija in the Philippines.

The respondents of the study were 150 employees of selected five (5) Higher Education Institutions. The study adopted the descriptive-correlational research design with a validated researcher-made instrument as the main tool for gathering the data. This research utilized the Weighted Mean (WM) derived from the Likert scale and applied the Pearson Correlation Coefficient to determine the relationship between variables, as well as Spearman's correlation.

Significant findings and conclusions showed that: (1) as for the respondents' levels of internal job satisfaction, they are very satisfied with their career advancement and working environment but satisfied only with the reward and promotion system and their role alignment; (2) if they feel

like they are a part of the organization's family, the respondents are very committed to it in terms of their organizational commitment. However, among their affective commitments, their attachment to the organization comes in last; and (3) the level of organizational commitment of employees has a significant impact on their job satisfaction implying that employees with a higher level of internal job satisfaction are more committed to their respective institutions.

The adoption of an organizational policy chart in line with the study's findings is one of the study's recommendations. Specifically, the (1) formation of a committee to create an operations manual outlining policies, practices, and systems for the development of human resources; (2) identification of specific HR interventions to address potential issues/risks with the creation and implementation of such; and (3) development of a mechanism to ensure the manual's implementation.

Keywords: Affective Commitment, Business Education Institutions, Career Advancement, Internal Job Satisfaction, Organizational Commitment

Introduction

The degree of happiness or contentment an employee feels about their job is known as employee job satisfaction. It is a crucial component of any enterprise or institution. It addresses the fundamental needs and issues of the workforce, as determined by satisfaction surveys. Employees work harder to make the business successful when they are content with the management team and the workplace environment.

According to Aziri (2011)'s article, job satisfaction is a challenging aspect of employee management that has a significant impact on employee motivation, productivity, and organizational success. It was influenced by monetary compensation, how employees perceived their jobs, and how effectively and efficiently business organizations operated. According to research on job satisfaction, a satisfied employee is content and successful in achieving both personal and organizational goals.

Job satisfaction, in the opinion of Teck-Hong and Waheed (2011) ^[12], was a driving force behind organizational success. Researchers thought it was crucial to understand the idea of job satisfaction to comprehend employee motivation and performance. Due to its importance for both employees and the organizations in question, employees' levels of job satisfaction continue to be the job attitude that is most researched in the field of organizational behavior.

Job satisfaction in the workplace has both extrinsic and intrinsic characteristics (Kula & Gueler, 2014) ^[3]. It stated that "people bring with them certain drives and needs affect their performance; therefore, understanding how needs stimulate performance

and job rewards on such performance lead to job satisfaction is indispensable for managers". "Therefore, line managers in an organization have to be concerned about their subordinates' performance, requiring them to monitor the level of satisfaction of such employees continuously".

"The job satisfaction of employees is critical to organizational survival (Latif *et al.*, 2015) [5], which makes the fact that employees are increasingly productive during their work hours when they are relatively satisfied with their jobs of paramount importance to the success of organizations". The more satisfied an employee is, the more impact such satisfaction is likely to have on their performance due to their "high involvement and loyalty" which ultimately lead to organizational productivity (Sullivan, 2011) [11] and high organizational commitment.

In this study, the researcher looked into the internal job satisfaction and organizational commitment of employees in selected higher educational institutions offering business education in Nueva Ecija, Philippines. It is based on the model developed by Saha (2016) [9], on the levels of job satisfaction that influence organizational commitment that achieves higher performance and productivity for both employees and the organization. Specifically, it answered the following:

1. How may the internal job satisfaction of the respondents be described based on:

- 1.1 Career Advancement;
- 1.2 Role Alignment;
- 1.3 Relationship with Superiors;
- 1.4 Working Environment;
- 1.5 Meaningfulness of Work; and
- 1.6 Reward and Promotion System?

2. How may respondents describe their affective organizational commitment?

3. Is there a significant relationship between the internal job satisfaction of the respondents and their affective organizational commitment?

The findings of this study served as a benchmark for Business Education Institutions in determining factors that lead to high productivity and organizational commitment of employees due to job satisfaction. Also, rank-and-file employees shall see the significance of job satisfaction as a function of motivation among constituents of the different levels of an organization, specifically in the academic sector. Thus, this study finds meaning and substance.

Methodology

This study utilized a descriptive-correlational research design. According to Patten (2002) [7], "descriptive correlational research design is employed to test the degree of relationship between two variables". The data were generated using a survey questionnaire distributed to the employees of the, selected higher education institutions who were chosen to participate in the study. The respondents of the study who were chosen purposively (Subia, 2018) [10] were 150 employees of selected five (5) Higher Education Institutions offering Business Education Courses within the Province of Nueva Ecija in the Philippines.

Data for the study were collected using a survey questionnaire developed by the researcher that was designed to answer the questions in the statement of the problem.

Likert Scale was used to determine the levels of job satisfaction and organizational commitment. The questionnaire was validated by the researchers' adviser and other experts in the field while the reliability of the questionnaire was tested on ten non-respondent professionals. The questionnaire was found reliable using Cronbach's alpha with a reliability coefficient of 0.799 for internal job satisfaction and 0.832 for organizational commitment.

The scale and verbal description of the developed questionnaire are shown in Table 1.

Table 1: Scale and Verbal Description

Intervals	Verbal Description
3.25 to 4.00	Very High Level
2.50 to 3.24	High Level
1.75 to 2.49	Low Level
1.0 to 1.74	Very Low Level

Statistical tools such as mean, Pearson's r and Spearman's rho were used to compute the description of job satisfaction and organizational commitment and their significant relationships. All computations were done with the use of an IBM statistical package for social sciences (SPSS) version 27.

Results and Discussion

1. Levels of Job Satisfaction of the Respondents based on:

1.1 Career Advancement;

Table 2: Career Advancement

Career Advancement	Employees (n=150)	Verbal Description
1. The employee has opportunities for his/her career growth.	3.26	Very High Level
2. The employee work contributes to the success of the company.	3.68	Very High Level
3. The employee is well-prepared for any task we ask him/her.	3.46	Very High Level
4. The employee's work consistently causes his/her to develop his/her talents and abilities.	3.43	Very High Level
5. The employee regularly meets the task commitments in terms of deadlines to have quality work.	3.47	Very High Level
Overall Weighted Mean	3.46	Very High Level

Career advancement posted an Overall Weighted Mean of 3.46, verbally interpreted as a Very High Level of Job Satisfaction. All items fell into the category of Very High LEVEL, with the item "The employee work contributes to the success of the company" ranking the highest Weighted Mean 3.68 for employees The Lowest Weighted Mean, still at Very High Level is "The employee has opportunities for his/her career growth" at 3.26 for employees.

The table suggests that when it comes to career advancement, both employees and managers value the following factors: opportunities for growth, as well as the role played by the concerned employee in advancing his or her career, which includes preparation for the task and his or her career, as well as the actual performance of the employee and the contribution of his or her output to the company's success. A manager will eventually have to

manage a budget as their career progresses. For any institution to function and be successful, especially HEIs, funding must be allocated for its people, programs, and facilities (Mcree, 2016) [6].

1.2 Role Alignment;

In terms of Role Alignment, the Overall Weighted Mean for employees is 2.65, verbally interpreted as a High Level of Job Satisfaction. The highest item rating is "The employee wants to do work that is aligned with the missions of the company" (Weighted Mean of 3.54) at a Very High Level.

Table 3: Role Alignment

Role Alignment	Employees (n=150)	Verbal Description
1. The employee feels physically tired because of an unrelated workload.	2.17	Low Level
2. The employee is having a hard time concentrating at work because of another workload that is not part of his/her job.	2.09	Low Level
3. The employee wants to do work that is aligned with the missions of the company.	3.54	Very High Level
4. The workload often prevents the employee from doing his/her work well.	2.19	Low Level
5. The employee is satisfied with his/her current job responsibilities.	3.25	Very High Level
Overall Weighted Mean	2.65	High Level

The data imply that role alignment affects an employee's productivity. Such alignment pertains to the right fit between his or her qualifications (Mental, Physical, and Social Fit) and the role's alignment with the school's mission. The results provide strong evidence that the employees' professional objectives align with the missions and goals of their respective departments and universities. This suggests that to meet one of the criteria for accrediting a business administration institution, the employees and their schools are paired (Ching, 2012) [1].

1.3 Relationship with Superiors;

Table 4: Relationship with Superiors

Relationship with Superiors	Employees (n=150)	Verbal Description
1. My superiors treat employees with respect.	3.25	Very High Level
2. My superiors manifest good leadership in leading the team.	3.04	High Level
3. My superiors appear to be honest with employees.	3.04	High Level
4. My superior constantly trust me to do good work without feeling a need to closely monitor my daily task.	3.42	Very High Level
5. My superiors give me useful feedback on my job performance.	3.14	High Level
Overall Weighted Mean	3.18	High Level

In terms of Relationship with Superiors, the Employees have an Overall Weighted Mean of 3.18 (High Level). The highest item for Employees is "My superior constantly trusts me to do good work without feeling a need to closely monitor my daily task", with a Weighted Mean of 3.42 (Very High Level).

The table illustrates how significant respondents believed their relationship to be in terms of their jobs. The quality of the boss's leadership or management of the team is highly valued. According to the table's results, trust and confidence are regarded as crucial components. The ability of management to provide feedback is one essential element implied in the study in terms of relationships with superiors, as doing so will help in knowing whether things are done correctly and, if not, what interventions are needed to improve results. Such a relationship will provide synergy in results (Kura, 2014) [4].

1.4 Working Environment;

Table 5: Working Environment

Working Environment	Employees (n=150)	Verbal Description
1. The company is a safe place to work.	3.26	Very High Level
2. The company make the employees aware of the risk and hazards of the work environment.	3.41	Very High Level
3. The employee is comfortable in his/her working area.	3.33	Very High Level
4. The working environment gives meaning to the employee's career growth.	3.19	High Level
5. There is flexibility in the employee's work environment.	3.17	High Level
Overall Weighted Mean	3.27	Very High Level

For the working environment, the Overall Weighted Mean of employees registered at 3.27 verbally interpreted as a Very High Level of Job Satisfaction. The highest item ranking for employees is "The company make the employees aware of the risk and hazards of the work environment" with a Weighted Mean of 3.41.

It is not surprising that the respondents gave the working environment a very high priority. Based on Maslow's Hierarchy of Needs, employees view safety and security as fundamental needs. The employees rate their level of awareness of risks and hazards, which are elements of safety and security, as being very high. Employees can link workplace safety and security to career advancement, so the better the working environment, the greater the potential for advancement. According to Rantaen (2013) [8], "considering all the concrete and physical elements that should support workers' well-being was the best possible working environment. The overall working environment and sustainability are greatly influenced by physical factors. Problems in that area can lead to dissatisfaction, various health issues, and decreased productivity. The management staff's support was crucial in improving working conditions and facilitating professional development, according to Ackerman's 2016 study.

1.5 Meaningfulness of Work; and

Table 6: Meaningfulness of Work

Meaningfulness of Work	Employees (n=150)	Verbal Description
1. The employee is passionate about doing his/her current job.	3.00	High Level
2. The employee is proud of his/her	3.36	Very High

work as an HEI employee.		Level
3. The employee's work provides an opportunity for career advancement in the company.	3.17	High Level
4. The employee's work is aligned with his/her values.	2.88	High Level
5. The employee's work provides self-fulfilment.	3.46	Very High Level
Overall Weighted Mean	3.17	High Level

Meaningfulness of Work obtained an Overall Weighted Mean of 3.17 for Employees, with a verbal interpretation of a High Level of Job Satisfaction. The highest ranking for Employees is "The Employee's work provides self-fulfilment" with a 3.46 Weighted Mean and has a verbal interpretation of a Very High Level.

Workers value taking pride in their work, whether they are in management or rank-and-file positions, which contributes to the very high ratings given by both groups of respondents. However, pride in one's work should be accompanied by the conviction that one's efforts contribute to one's actualization and fulfilment. According to Maslow's Hierarchy of Needs, self-actualization resulting from the significance of their work is a very important addition to job satisfaction in an organization. This is true both from the perspective of the organization and particularly from the perspective of the worker himself. Researchers Louis Tay and Ed Diener examined data from more than 60,000 participants in more than 120 different countries for a 2011 study on the needs of employees across cultures. They discovered that providing for employees' needs was related to their well-being. People's perceptions of their lives as a whole were specifically linked to meeting their basic needs, and having positive emotions was linked to satisfying the need to feel respected (Hopper, 2020) [2].

1.6 Reward and Promotion System

Table 7: Reward and Promotion System

Reward and Promotion System	Employees (n=150)	Verbal Description
1. I give recognition for significant employee achievement.	3.04	High Level
2. There is a formal recognition program that increases the motivational value of the employees.	2.89	High Level
3. The company looks at the skills of the employees to promote them to a higher position.	2.96	High Level
4. There is a high chance for promotion in the employee's job.	2.75	High Level
5. The job promotions in our company are awarded fairly and without bias.	2.82	High Level
Overall Weighted Mean	2.89	High Level

For the Reward and Promotion System, Employees garnered a High Level of Job Satisfaction, and verbal interpretation, with an Overall Weighted Mean of 2.89. The highest item for Employees is "I give recognition for significant employees' achievement" at 3.04 Weighted Mean verbally interpreted as High Level.

The findings imply that where there is recognition for noteworthy accomplishment, employees experience high levels of job satisfaction, which is supported by their excellent performance. When a company considers an employee's skills to promote them to higher positions, the

reward and promotion system is crucial, according to both sets of respondents. Another crucial factor is whether the job of the employee has a good chance of promotion.

According to studies, "promotion arrangements can reward individual behavior by providing security and skill development". They assist the institution in achieving its objectives for performance and productivity, which benefits both parties. In particular, promotion arrangements can help to keep employees on board and encourage them to perform, which lowers the expense of training, recruiting, and turnover. The advancement of a worker to higher ranks is referred to as employee promotion. It entails an improvement in pay, rank, duties, status, and benefits. Employees are most motivated by this component of their work. The highest honor for commitment to and loyalty to a company (Vantage Circle, 2020) [13].

2. Affective Organizational Commitment of the Respondents

Affective Commitment for Employees got a rating of High Level for Overall Weighted Mean of 3.10. The highest item for an employee is "The employee feels like part of the family in this organization" (Weighted Mean of 3.40) and has a verbal interpretation of a Very High Level of Commitment.

Table 8: Affective Commitment

Affective Commitment	Employees (n=150)	Verbal Description
1. The employee would be very happy to spend the rest of his/her career with this organization.	3.25	Very High Level
2. The employee enjoys discussing his/her organization with people outside it.	3.19	High Level
3. The employee feels as if this organization's problems are his/her own.	3.03	High Level
4. The employee thinks that he/she could not easily become as attached to another organization as to this one.	2.65	High Level
5. The employee feels like part of the family at this organization.	3.40	Very High Level
Overall Weighted Mean	3.10	High Level

The respondents place a high value on the employee's sense of belonging to the group within the organization and to the family that is the organization as a whole. The findings also point to a high degree of consideration for the fact that he or she will be delighted to work for the company for the remainder of their career. The employee's sense of attachment or loyalty to the organization to which he or she belongs is highly valued by its employee group. Another aspect regarded as crucial is whether or not the employee enjoys working for the company with others outside the company and whether or not he or she feels personally responsible for the issues the company faces.

The article in Mind Tools Content Team (2017) examines three different types of commitment with the goal of effectively and positively enhancing team members' engagement and loyalty. The Three Component Model of Commitment views commitment to the organization as a psychological state and identifies three distinct components that influence how an employee feels about the organization for which they work.

3. Significant Relationship between Internal Job Satisfaction and Affective Organizational Commitment

Table 9: Significant Relationship between the Employees' Internal Job Satisfaction and their Affective Organizational Commitment

Variables	Organizational Commitment		
	r-value	p-value	Interpretation
Internal Job Satisfaction	.873**	.000	Significant relationship

** Correlation is significant @0.01 level

Employees' job satisfaction is significantly related to their organizational commitment. This means that the higher the job satisfaction of the employees, the higher their commitment to their respective institutions.

Organizational commitment has received a lot of attention from researchers as a result of the realization that it has a big impact on how employees behave at work. (2014) [15] Yahaya *et al.* Strong affective commitment ensures that an employee stays with the organization for as long as they want to (Viet, 2015) [14]. An employee will typically be less willing to develop an emotional bond with his or her employer if they feel undervalued by the organization. If the employee understood that leaving would require significant sacrifices and that staying would be better for them, they would be more inclined to do so. An employee who has worked for an organization for a long time and accrued benefits like pensions, leave time, and wages. If the employee were to leave the institution, they might lose the time they had vested as well as their pension and seniority. The employee will therefore continue working, but not because he or she is loyal to the organization.

Conclusions and Recommendations

Based on the findings, the following was concluded:

1. As to the levels of internal job satisfaction, the respondents are very satisfied with their career advancement and working environment while satisfied only with the reward and promotion system, and role alignment.
2. In their organizational commitment, the respondents are very committed if they feel that they are a part of the family of their organization. However, their attachment to the organization is their lowest-ranked among their affective commitment.
3. Employees' job satisfaction is significantly related to their organizational commitment. This means that the higher the job satisfaction of the employees, the higher their commitment to their respective institutions.

Based on the findings and conclusions of this study, the following are recommended:

1. A committee to develop a manual of operations outlining Policies, Procedures, and Systems for Human Resources Development may be formed by the heads of the various universities.
2. Each university's human resource officer may suggest specific interventions to deal with risks or potential issues that could make employees dissatisfied with their work.
3. University administrators may devise a management strategy that would strengthen the ties that hold staff members to their organizations.

4. The creation of comprehensive implementation protocols for the researcher's suggested organizational policies may be included in future research.

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