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YÜKSEK LİSANS TEZİ**

**COMMITMENT AND SATISFACTION OF BARANGAY  
HEALTH WORKERS IN MARAWI CITY, PHILIPPINES**

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## ÖZET

Sağlık kurumları, çalışanların mesleki memnuniyetinin ve örgütsel bağlılığın çalışan motivasyonundaki hayati rolünün farkındadır. Bu çalışmanın ana amacı, Marawi Şehrindeki sağlık çalışanlarından oluşan bir örneklem üzerinden örgütsel bağlılık ve iş doyumunu araştırmaktır.

Bu araştırma, yazındaki öncü araştırmalara ve ankete dayanmaktadır. Birincil veriler anket yoluyla elde edilmiştir. İş doyumunu bağımsız değişken olarak alındı ve örgütsel taahhüdün üç unsuru olan efektif, normatif ve devamlılık bağımlı değişken olarak alındı. İstatistiksel analizlerin sonuçları, değişkenler arasında yüksek düzeyde bir korelasyon olduğunu göstermektedir.

Taahhüdün normatif biçimi, ( $r = .600$ ,  $n = 46$ ,  $p < .01$ ) iş doyumunu ile en yüksek korelasyon derecesine sahiptir. Demografik değişkenlerden yalnızca yaş iş tatmini ile pozitif yönde, eğitim ve gelir ise iş doyumundan negatife yönde etkilenmektedir. Ayrıca, regresyon analizi, örgütsel taahhütlerin üç bileşeninin, çalışanların iş doyumlarında önemli bir değişkenlik açıkladığını göstermektedir. Bununla birlikte analiz, bu örgütsel taahhütlerin hiçbirinin çalışanların mesleki memnuniyeti, duygusal taahhüdü önemli ölçüde tahmin etmediğini göstermektedir.

Çalışma, çalışanların bağlılık ve memnuniyetlerinin organizasyon ve işlerine olan genel etkisi hakkında değerli bilgiler sunmaktadır. Dahası, çalışanların örgütsel vatandaşlık davranışlarının geliştirilmesine ilişkin yöntemlerin yanı sıra verimsiz davranışları önleme veya en azından en aza indirgeme teknikleri önermektedir. Bu, sağlık politikası belirleyicilerinin önerilerinde dikkat etmeleri gereken önemli noktaları anlamalarına yardımcı olur.

**Anahtar Kelimeler:** Duygusal katılım, normatif bağlılık, devamlılık bağlılığı ve iş tatmini

## ABSTRACT

Health institutions are aware of the significance of the employee job satisfaction and organizational commitment and its vital role in employee motivation. The main purpose of this study was to explore the organizational commitment and job satisfaction from a sample of health workers based in Marawi City. This research is based on the previous research and survey. The primary data were obtained through a survey questionnaire. Job satisfaction was taken as the dependent variable and the three components of the organizational commitment namely: affective, normative and continuance commitments were taken as the independent variables.

The results of the statistical analyses show a high degree of correlations between variables. The normative form of commitment has the highest degree of correlation with job satisfaction at ( $r = .600$ ,  $n = 46$ ,  $p < .01$ ). From the demographic variables, only age is positively related to job satisfaction while education and income are negatively related to job satisfaction. Furthermore, the regression analyses show that the three components of organizational commitments explain a significant amount of variance in the employees' job satisfaction. However, the analysis shows that none of these organizational commitments has significantly predicted the employees' job satisfaction.

The study presents valuable information on the over-all impact of employee commitment and satisfaction to their organization and job. It suggests methods on improving employees' organizational citizenship behaviors as well as techniques on how to prevent or at least minimize counterproductive behaviors. These help health policy makers understand significant points to note in their proposals.

**Keywords:** *affective commitment, normative commitment, continuance commitment, and job satisfaction*

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## LIST OF ABBREVIATIONS

NOH	:National Objectives for Health
PRC	:Professional Regulation Commission
ARMM	:Autonomous Region in Muslim Mindanao
NMAT	:National Medical Admission Test
PNLE	:Philippine Nursing Licensure Examinations
DOLE	:Department of Labor and Employment
DOH	:Department of Health
CHO	:City Health Office
BHW	:Barangay Health Workers
PT	:Physical Therapist
OT	:Occupational Therapist
SD	:Standard Deviation
Eviews	:Econometric Views
SPSS	:Statistical Package for Social Sciences
JDI	:Job Descriptive Index
JIG	:Job In General
MSQ	:Minnesota Satisfaction Questionnaire
OCS	:Organizational Commitment Scale
OCQ	:Organizational Commitment Questionnaire





# CHAPTER I

## THE PROBLEM

### Introduction

It is true that the rise of educational and technological advancement has helped produced the demand for highly-skilled human resources to different professions. However, this does not put a stop on the high employees turn-over in many organizations. This challenges many employers' ability in keeping up with the demand of employment-seeking professionals. There's no doubt that their employability rates goes up with the development in their educational institutions. What the employers and/ or the managers need to reconsider is an intensive review of their policies and strategies on how to make their employees want to stay in their company or organization. They should keep in mind that their employees are an important asset to their workplaces or institutions. Knowing the fact that those employees play a vital role in the success of their organizations, their respective employers must look after them as one of the main tasks that need appropriate managerial and leadership skills.

One of man's basic needs is food. This manifests an order in our society that there should be at least a single person responsible to bringing food on the table in every family. That someone who has to work will have to spend his productive times in his workplace. It is due to this reality that most workers do not settle only for the monetary incentives they receive from their works. Recognizing the necessity to have a systematic way of responding to the needs of both the employers and their employees in their work settings, a great numbers of psychologists and researchers have allotted times and exerted efforts studying about employees' attitudes. Two of these attitudes that are considered as one of the most important topics all these years are job satisfaction and organizational commitment. These two, as confirmed by several studies, are correlated with each other in the way that a satisfied employee performs his duties well and has a tendency to become committed to his organizations (Awang, Ahmad & Zin, 2010).

The growing competition has made it a necessity that an employee does not only get things done according to the nature of his functions but also to be somebody who is proud of what he is doing as well as in the ideals of his organization. The best persons to manifest these traits are the committed and satisfied employees for they take pride in their organizational membership and believe in the goals and values of their organization ( Stenhaus & Perry, 1996); perform his duties well and can be committed to his job and subsequently to his organization (Awang, et. Al, 2010). Additionally, employee commitment can lead to beneficial consequences like increased effectiveness, performance and productivity, and decreased turnover and absenteeism both at the individual and organizational levels (Fiorita, Bozeman, Young & Meurs, 2007).

The Philippines has been known for its supply of health professionals who are competent and qualified to render service both in the country and abroad. In fact, it has the reputation of being one of the world's providers of professional nurses and physicians. Aiken (2004) claimed that the Philippines is the top country in sending nurses abroad and second country in sending Physicians according to Bach (2003). Moreover, there has been excessive numbers of health workers produced for the purpose of sending them abroad since 1960s but the emigration rate from the health sectors in recent years has no parallel in history of the country. However, one of the most disappointing disadvantages of this phenomenon is that there has been several cases of Filipino physicians migrating not as physicians but as nurses (NOH, 2005-2010).

According to the initial survey of the Philippine nursing-medics, there were around 4,000 Filipino physicians who left as registered nurses starting 2000 (Galves-Tan, Sanchez, Balanon, 2004). In the record of the Philippine Professional Commission (PRC) in 2004, there were about 2,000 Filipino physicians who have taken and successfully passed the Philippine Nursing Licensure Examinations (PNLE) in the year 2003 and 2004. And there were approximately 4,000 doctors who were enrolled in different nursing schools.

There are many reasons that cause migration of many Filipino health professionals. One of the most common reasons is socioeconomic. The salary for most health works is deemed too low. This low salary makes it very hard to the health workers enjoy decent living or to live the life they all want. The Philippine socioeconomic and political situations have not helped much in keeping licensed and skilled nurses and other health professionals to stay in the country (NOH, 2005-2010).

The above-mentioned condition of the country's health professionals and the common reasons behind has been a great challenge to the Philippine government especially to the health sectors public and private alike. The Philippines has suffered from the shortage of health professionals nationwide. There has been a disproportionate doctors, dentists and therapists and population ratio. There is a misdistribution of government-employed health workers around the country. The majority of them are assigned in cities or in the more developed places. Like for instance, practicing Physicians are mostly found in developed places or big cities. This keeps the public in the least attractive places or far-flung areas in need of highly skilled professional health workers. Thus, retaining competent and effective health team in those areas continues to be a problem or challenge to the health sectors of the country.

Furthermore, the destination countries of the migrating health workers have some policies like the experience requirement which badly affect the health care delivery in the country. This according to Lorenzo et al (2005) results to high-turnover of experienced and skilled staff. Moreover, this causes increased of workload for the staying health workers and the hiring of fresh graduates to fill the vacancy left by the health workers who are leaving. Furthermore, these scenarios cause difficulties in maintenance or ensuring optimal quality health care for patients. There are a few and unreliable data on quality outcome of the health services available. But the public would basically perceive poor quality of public facilities and services compare to the private ones. As a result of the lower satisfaction of the public with the health services of government-run health institution, the primary care facilities and hospitals of lower levels are being bypassed by the people.

The Autonomous Region in Muslim Mindanao (ARMM), where the locale of the study is located, is the poorest and the most under-served regions of the country. It has one of the least number of health professionals working in both the public and private health sectors. So, the health service delivery in the region is one of the worsts in the country. In line with this, increasing the satisfaction level and the commitment of health workers in the region will help the health sectors of the region in attracting and keeping the skilled health workers stay in the region's health facilities.

## **1.2 Statement of the Problem**

The research work primarily aims to explore employee organizational commitment in relations to the job satisfaction level of the health workers and staff of Marawi City health Office. Specifically, the study intends to answer the following questions:

1. What is the demographic profiles of the respondents?
  - 1.1 Sex
  - 1.2 Age
  - 1.3 Marital Status
  - 1.4 Educational Level
  - 1.5 Profession
  - 1.6 Monthly Income
  - 1.7 Length of Service
2. How would they rate their affective commitment on a scale by Allen & Meyer (1990)?
3. How would they rate their continuous commitment on a scale by Allen & Meyer (1990)?
4. How would they rate their normative commitment on a scale by Allen & Meyer (1990)?

5. How would they rate their job satisfaction on a scale by Taylor & Bowers (1972)?

**Hypothesis:**

The organizational commitment is related to the job satisfaction levels of the health workers and staff of the Marawi City Health Office.

**1.3 Theoretical Framework**

This study is anchored on the popularly known theory of motivation which was developed by Abraham Maslow in 1970 known as the Hierarchy of Needs. The theory suggests that every individual has set of levels of basic needs. It is a hierarchy of basic needs that ranges from lower to higher level in a pyramidal structure. These basic needs are categorized with the physiological need in the first level followed by safety, love and belongingness, esteem, and self-actualization level in ascending order of the pyramid. Maslow (1943) stated that people are motivated to achieve certain needs. When one need is fulfilled a person seeks to fulfill the next one, and so on. The original hierarchy of needs includes air, food, drink, shelter, warmth, sex, and sleep under the biological or physiological needs; the safety needs consist of protection from elements, security, order, law, stability and freedom from fear Physical; the friendship, intimacy, affection and love, family, friends, romantic relationships fall under the third stage known as Love and belongingness needs; the fourth level or esteem needs is composed of needs such as achievement, mastery, independence, status, dominance, prestige, self-respect, respect from others; and on top of the pyramid is the Self-actualization needs which includes realizing personal potential, self-fulfillment, seeking personal growth and peak experiences

It can be learned from the previously discussed motivational theory on the hierarchy of needs that satisfying an individual does not stop from a certain levels. Indeed, it is a process and is subject to changes. This study tackles on a need from the

hierarchy of needs and that is the job or employee satisfaction. It is one of the most studied job-related attitudes. It has attracted the attention of many researchers all over the world. Glisson & Durick, (1988); Kim (2005) defined job satisfaction as the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues.

This common concept of job satisfaction as a job-related feeling of goodness which is felt by workers or employees has been confirmed by several researchers in the past. Job satisfaction is a pleasurable positive state resulting from one's job and experience from job (Locke, 1976), and evaluation of its characteristics (Robbins & Judge, 2009).

The impact it gives to an organization is one main reason why job satisfaction has been being studied. Based on the previous studies, there are certain consequences that result from an employee whenever he likes or dislikes his job. These are divided into two dimensions; the constructive/destructive and active/passive (Robins & Judge, 2009). An example of these negative consequences is low job satisfaction (Davis & Newstorm, 1985). It is believed that strikes, tardiness, absenteeism and employee turnover amongst others can result from lower job satisfaction. On the other hand, higher occupational levels, lower turnover, fewer absences and to some extent the presence of older employees are being associated to a high level of job satisfactions.

Age, educational level and personality differences (Gruneberg, 1979) are among those individual differences identified with the other factors affecting one's job satisfaction. Gruneberg posited that job satisfaction typically start high, decline and then increased with age. Some researchers, like McCormick & Ilgen (1985), view job satisfaction as a complicated concept. However, given the impacts the job satisfaction has towards organization, it is equally important that other factors that are reportedly or deemed related to job satisfaction be studied. In this study, the researcher takes on the concept of the 'organizational commitment' as a topic to examine.

Lol & Crawford (2001), state that commitment is related to job satisfaction. Commitment could mean a promise to do or give something and loyalty to something. Commitment refers to a person's dedication to a person, job or organization (Tolentino, 2013). Soliven (as cited in Tolentino, 2013) defines commitment "as more strongly as a sacred covenant, without which life is unimaginable." On the other hand, organizational commitment is an attitude that can keep an individual attached and loyal to his work and/or organization.

It is found out that "several studies indicate that employees who are committed are more likely to attend work (Hacket, 1989), stay with an organization (Tett & Meyer, 1993), arrive at work on time (Koslowsksky, Sagie, Krasuz & Singer, 1997), perform well (Judge, Thoresen, Bono & Patton, 2001), and engage in behaviors helpful to the organization (LePine, Erez & Johnson, 2002) than are employees who are not committed" (Aamodt, 2010).

The literature reviews suggest that an employee is committed if he is emotionally attached to, involved in, and is identified with the organization. This can be measured by assessing if an individual's values and beliefs are congruent to those of the organization (Swailles, 2002). Furthermore, several reports consider the experience an employee can gain from his organization or workplace has a positive effect on his commitment; examples are the experience with co-workers and the organization's concern to the interest of the workers (Maxwell & Steele, 2003), and certainty in growth and learning with employers (Opkara, 2004).

In 1980s and in early 1990s respectively, there were proposed different models of commitment and the most common of these was multidimensionality by Meyer and Allen (1991). The two proposed the three-component model of affective, continuance, and normative commitment. Ayeni & Phopoola (2007), identified all the three components of organizational commitment as Affective, Continuance and Normative Commitment respectively. The affective commitment is associated with the psychological attachment to organization, continuance commitment with costs associated with leaving the organization; and normative commitment to the perceived



obligation in staying with the organization. These three are posited with implications that keep the employees stay and remain in the organization.

#### **1.4 Conceptual Framework**

In examining and exploring the employee's job satisfaction and organizational commitment, the researcher posited the three components of the employee's organizational commitment as bases to employee's job satisfaction. Therefore, the organizational commitment (affective, continuance and normative) serve as the independent variables to employee's job satisfaction which is this research work's dependent variable.

#### **1.5 Significance of the Study**

Being the core of health services management and delivery, human resources are not only important in the improvement of the health systems and services but also in achieving the desired health outcome goals of the organization. Thus, it is very important to care about their attitudes.

First of all, the findings of the study will provide the health sector management ideas on the level of employee job satisfaction and organizational commitment of the City Health Office's employees. More importantly, it will provide the management knowledge and information on employee's job satisfaction and organizational commitment along with several factors that affect these two work-related attitudes. This in effect will help the management in creating conducive work place as well as in increasing employees' organizational commitment and job satisfaction.

Secondly, the study will aid the health managers and supervisors of the city in coming up with the appropriate measures to prevent high turnover, poor performance and

absenteeism brought out by dissatisfied and uncommitted health workers to benefit both the employees and the organization.

Lastly, since this study is the first of its kind, it will surely add to the literature of health-related issues in the city. Therefore, it is hoped that the output of this study will provide a baseline for further study of the topic.

## **1.6 Scope and Limitation**

This study focuses on the employees' satisfaction with their jobs and their organizational commitment to their organization. The level of employees' job satisfaction is measured using the scale (Five Likert Scale) on job satisfaction that was developed by Taylors and Bowers (1972). While the organizational commitment is measured on the Five Likert Scale on organizational commitment, with its three dimensions namely: affective, continuous and normative, which was developed by Allen and Meyer (1990). The respondents are clustered according to their age, gender, income, educational attainment, profession and the length of service in the organization.

This study was conducted during the Academic Year 2014-2015. The locale of the study is the city health office and its health stations around Marawi City, Lanao del Sur, Philippines. The respondents were chosen using the simple random sampling. Data gathering tool used in this research is survey questionnaire.

## 1.7 Definition of Terms

For clarity and brevity, some terms used in this research needs to be defined:

**Job Satisfaction.** It is a kind of pleasant or positive affection state, which grows in the process of evaluating an individual's work experience. At this point, the job satisfaction is gradually taken as an affective reflection to the work (Yanhan Zhu, 2012).

**Organizational Commitment.** It is viewed as the psychological attachment of an individual to his organization. It has an important factor to the employee's stay within the organization and to some extent show a strong feeling of support to the goals of the organization (Aamodt, 2010).

**Affective Commitment.** It is the extent to which an individual employee desires to stay with, shows concern to, and is enthusiastic on exerting effort on behalf of his organization. For example, an employee of the Red Cross might like her coworkers and her boss, share the altruistic goals of the organization, and realize that her efforts will result in better organizational performance (Aamodt, 2010).

**Continuance Commitment.** It is the type of organizational commitment where in an individual thinks he has to stay in the organization because of the investments like time, expenses and effort he has already spent into it and also due to the possibility of not having a chance or challenges in finding another job. Take, for example, a chamber of commerce director who spent ten years making business contacts, getting funding for a new building, and earning the trust of the local city council. Though she could take a new job with a chamber in a different city, she would need to spend another ten years with that chamber just to make the gains she has already made. As another example, an employee might hate her job and want to leave, but realizes that no other organization would hire her or give her the salary she desires (Aamodt, 2010).

**Normative Commitment.** It is the extent to which an employee feels staying with the organization because of a perceived obligation to do so. A good example of normative commitment would be an employee who was given her first job by an organization, was mentored by her manager, and was trained at great cost to the organization. The employee may feel that she is ethically obligated to remain with the organization because of its extensive investment in her (Aamodt, 2010).

## **CHAPTER II**

### **REVIEW OF RELATED LITERATURE**

This chapter presents a concise review of studies, research and literature which in one way or another related to the present study. This includes related discussions with findings and conclusions on employee's job satisfaction and organizational commitment.

#### **2.1 Job Satisfaction**

Job satisfaction can be defined as the degree or the level of contentment an individual has towards his work or job. It is one of the most studied job-related employees' attitudes alongside with organizational commitment. Lok & Crawford (2001) posited that employee satisfaction has a close relation with commitment.

As it has attracted attention of several researchers and psychologists, job satisfaction has been defined in a quite varied ways. Some researchers referred to it as a positively feeling to a job that results after evaluating its characteristics (Robbins & Judge, 2009) and pleasurable positive state gained from job experience (Locke, 1976). Furthermore, Glisson & Durick, (1988); Kim (2005) defined job satisfaction as the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues.

Job satisfaction as a concept is a multi-faceted attitude. As such, it has undergone development that has given birth to different theories and models of job satisfaction. One of the most popular theories of job satisfaction is the two-factor theory by Herzberg et al. (1959). Under this theory, the two main types of employee's need were identified as hygiene need and the motivation need. All the types of needs that can be satisfied by factors such as supervision, interpersonal relations, physical working environment, salary and benefits among others belong to the hygiene needs. Additionally, the theory claims that when these hygiene factors are missing in the workplace of the employees, dissatisfaction from one's job has a high probability of occurring. However, their

existence do not necessarily result to employees' full job satisfaction. In this case, Furnham et al. (2002) claimed a decreased in the level of dissatisfaction.

As cited in Samad (2007), under the two factors theory, Herzberg categorized the employee's motives into satisfiers and dissatisfiers. He made associations between intrinsic factors and job satisfaction and extrinsic factors to dissatisfaction. Since job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job achieving or facilitating one's job values and job dissatisfaction as the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's values as per Lock (1969), and deemed as a vital to the success of an organization, job satisfaction is therefore a job-related attitude the employers and/or supervisors of different organizations must nurtured in among their subordinates or employers.

Based on the previously discussed definitions and theories, employee job satisfaction plays a vital cog in any organization and at a certain level, it serves as fuel to its success. Spector (2003) explained that for an organization to benefit from its importance, the two-factor must be combined. Furthermore, he confirmed that job satisfaction has a positive correlation with others significant employees job-related attitudes aside from organizational commitment. He posited these attitudes to include performance, motivation, positive work values, absenteeism, burnout and turnover. It is therefore a must to any employer or manager to not look down or ignore the satisfaction level of their employees. They must not only work on increasing their job satisfaction levels but more importantly on how to sustain job satisfaction amongst their employees. What happened when an employee likes or dislikes his job? There are many consequences or antecedents of job satisfaction. Robins & Judge (2009) mentioned of these consequences as two-dimensional. These dimensions are termed as either constructive/destructive or active/passive consequences. There are also certain responses corresponding to these dimensions known as exit, voice, loyalty and neglect. As per the definition of the following terms, both exit and neglect are considered as destructive behaviors. On the other hand, voice and loyalty are constructive behaviors.

Constructive behavior is an active behavior that refers to actions shown by an employee attempting for an improvement of situation or performance. Destructive

behavior, on the other hand, is a passive behavior usually manifested by an employee's behaviors manifesting withdrawal. These behaviors include actions of an employee to abstain from working which can result to quitting from the organization (Robins & Judge (2009). Based on these definitions, both the exit and neglect responses are considered as destructive behaviors. Exit response happens when an employee directs a destructive behaviors to the organization manifested through resigning from job or turnover. The case with neglect as a passive destructive behavior is that an employee possessing this would respond with counter-productive behaviors such as tardiness or absenteeism. This attitude is keen to result to a decreased in performance or reduced productivity.

In line with the repetitively mentioned positive consequences of high level of job satisfaction, it is also a significant part of this review of literature to highlight the results of low job satisfaction.

The typical response that can be seen from dissatisfied employees are the likes of strikes through absence from work or protests in the streets, and in a worst scenario, employee turnover. Moreover, low job satisfaction is also manifested by the employee's low performance, disobedience to the rules and regulations or in other words standard operating procedure within the organization, substandard service quality or products, occurrence of theft in the workplace, and reported cases of disciplinary problems to name a few. These all can be summed up by the finding of the works of Davis & Newston (1985) stating low job satisfaction as one of the definite and surest symptoms of a deteriorating organizational condition.

### **2.1.1 Job Satisfaction as Dimensional**

After the review of some of the related literature on job satisfactions, it is made cleared that employee satisfaction must at least be present if it cannot be maintained at a higher level for the benefits of both the organizations and the employees. It is mentioned that a high level of job satisfaction gives a great advantage to the organization while on the other hand, its absence or low level of it presents a great risk or threat to the success or the longevity of the organization. Therefore, it is also of great significance to review the possible factors that can increase employee job satisfaction.

Men have basic needs, which are systematically put into words under Abraham Maslow's hierarchy of needs, they need to meet. These needs are common to all people regardless of their social status. However, the level of satisfaction men can gain from each level of the hierarchy differs. So, this review focuses on the theories and studies on the factors that can cause satisfaction to employees. Different persons possess different personalities. Thus, their source of satisfaction can also vary. There is the so called individual difference theory which can explain the phenomenon on individual predisposition. From the studies in the past, job satisfaction was found to have a correlation with age but not with gender (Hunt et al., 1975); educational level and personality (Grunberg, 1979).

Moreover, some researchers on job satisfaction focused on different factors associated with satisfaction. Taking on the genetic predispositions of individuals were (Lykken & Tellegen, 1996). Additionally, some also focused on other factors such as life satisfaction and core-self evaluations. However, the researcher focuses on the aspects of job such as the work itself, pay, promotional opportunity, and the worker's relationship towards his supervisor and co-workers, all were postulated by Locke (1976).

### **2.1.2 Nature of the Work**

Employees would basically choose firstly the job that matches his skills. Other things he takes into consideration are his set of values, passions, personality, and lifestyle in relation to the job. However, there are cases wherein an employment-seeking individual will have to accept whatever job available (e.g. a professional nurse turned teacher or call center agent and a doctor turned nurse in other country). Most probably, some problems that can possibly arise from the mismatch can affect the employee's job satisfaction level.

The impact of the nature of work to the level of job satisfaction by an employee is so significant that it captured the interest of scholars on employee job satisfaction. Like for instance, Ebby & (1999) postulated that variety of job may facilitate satisfaction; work that interests an employee is likely to contribute to job satisfaction (Landy, 198). Furthermore, Sharma & Bhaskar (1991) on their part has found the nature of work to have a strong influence to employee satisfaction while Ting (1997) implied that the tasks

variety received from work helps increase job satisfaction. Finally, the most important facet to consider in determining top managers' satisfaction level with their jobs is the nature of work and job security for the managers at the bottom (Khaleque & Choudhary, 1984).

### **2.1.3 The Pay**

It is believed that money cannot provide happiness all you want. Pay is basically termed as either salary or wage. It is a form of compensation periodically receive or given to a person for his work and services rendered. When a person works for his organization, a specific amount of money will be given to him as a form of compensation for sharing his skills and expertise needed for his work to be done. However, the range employees received does differ accordingly. There are employees receiving larger amount of money as salary for there are jobs that demands highly skilled workers, thus the demand for high salary. Given the fact that there really exists different ranges of earnings amongst employees, employers have to see to it that everything is perceived equitable. The role of justice through equality and equity must persists.

Previous research on pay links it to employee satisfaction. For Luthans (1998), aside from the assistance the pay provide a person in attaining his basic needs, it also plays an important role as instrumental to satisfying his higher level needs. Pay is such a significant variable when it comes to measuring employee job satisfaction (Voydanoff, 1980); affects job satisfaction among managers (Taylor & West, 1992). The feelings or the judgement of an employee towards the pay level and his level of satisfaction may present discrepancy. The satisfaction from pay is viewed as a feeling of disparity on how much a person should be receiving and how much he receives in actual (Heneman III & Schwab, 1985); this concept of disparity or discrepancy is confirmed by William et al., (2006) in their own work in the past.

### **2.1.4 Supervision**

Working independently only requires a person to have the skills need for his job and to have a good relationship or interaction to whom he renders the work. But working



in an organization is a lot different. In this setting, in addition to the required skills for a job, an employee needs to adjust to the top managers of the organization. The employee needs also to do his job in accordance to how the manager or supervisor wants it to be done. Depending on how this relationship is handled, the level of job satisfaction is at stake. It is for this reason that some studies deemed the overall level of an employee satisfaction influenced by relationship of the supervisor to his employees.

Research work on this topic such as those of (Billingsly & Cross, 1992), Cramer (1993) and (Ting, 1997) link supervision to job satisfaction by saying that employees have the tendency to have increased satisfaction with their jobs if they get support and cooperation from their supervisors in tasks completion. They added that employees' dissatisfaction with how the management supervises them can be an important seer of dissatisfaction with job. Corroborating to these studies is Staudt's (1997) research on social workers. From his work, he posited that it is generally more likely that employees, who reported satisfaction with their supervisors will be satisfied with their job as well. Furthermore, allowing an employee to take part in the decision-making on matters that affect his job stimulates higher level of employee satisfaction Chieffo (1991).

### **2.1.5 Promotion**

In his Hierarchy of needs, Maslow thought of people's need for challenge and growth. These are under the Self-actualization stage. These needs become important after the low level needs such as safety and security among others have been met. In the organizational setting, there are many ways these particular needs can be met. Some of these ways could be job rotation and enlargement or job enrichment. In job rotation and enlargement, an employee gets to learn and try using different machines and performs varied tasks within the organization. These two common ways give an employee opportunities to perform the number of required tasks from time to time. Campion & McClelland (1993), claimed that satisfaction increases with knowledge enlargement and decreases with task enlargement. By the look at it, job rotation and enlargement may accomplish significant results to the benefits of both the organization and the employees. The nature of these methods gives windows of growth to the employees through learning

and to some extent, master different tasks. Besides, change of rotation or task can reduce or prevent boredom.

Aside from the three mentioned, job rotation, enlargement and enrichment, promoting an employee from a lower position to a higher spot in the organization can also influence job satisfaction. This is confirmed by the works of the likes of Larwood (1984,) & Landy (1989). Promoting an employee opens opportunity for growth and increased responsibility and social status (Robins, 1998); significantly correlated with job satisfaction (Staudt, 1997); and can positively affect job satisfaction based on the bases and fairness of the promotion (MaComick & Ilgen, 1985). However, aside from the above mentioned factors, a case in point to be considered also on the effect of promotion to employee satisfaction is the preparedness of the employee as well as support and cooperation of his supervisor and co-workers. It is also possible for a satisfied employee not to seek promotion at all.

### **2.1.6 Co-workers**

As a social being, an employee prefers working in an organization wherein there are presence of his peers or friends they go along with. Based from experience, a worker feels at home and safe within the organization mainly because he trusts his co-workers he work with. Through this dimension of employee job satisfaction the needs such as love and belongingness can be achieved from it. Meeting these needs in one's workplace may help increase job satisfaction. However, a lot of factors present in an organization can deter meeting these needs from happening. Factor such as individual genetic predispositions, individual differences, personalities and the likes may hinder employee's satisfaction with co-workers. To a certain level, it is because of these reasons that complaints of supervisors making the job of employees unbearable and vice versa has at some point surfaced on different narratives. On the other hand, there are also narratives of supervisors praised by his employees for inspiring them in getting their jobs done with so much fun.

Satisfaction with supervisors and coworkers was related to organizational and team commitment, which in turn resulted in higher productivity, lower intent to leave the organization, and a greater willingness to help (Bishop and Scott, 1997). Mossholder, Settoon, & Henagan (2005) indicated in their research that an employee will have an increase in job satisfaction level if he enjoys working with his co-workers. Furthermore, some studies claim the opportunities of an employee to interact with co-workers is related to job satisfaction (Mowday & Sutton, 1993); and the greater level of job satisfaction can result from a better relationship an employee has with co-workers ( Wharton & Baron, 1991).

### **2.1.7 Working Conditions**

From the word itself, this dimension of job satisfaction refers to working environment, infrastructures and the facilities needed for a certain work to be done. People would basically want that the environment surrounding his workplace is clean, safe and conducive to working. They demand the entire work setting to be as least hazardous as possible. In addition to conditions like cleanliness, safety and security, workers in this modern age want the facilities, which they use as aids in performing their jobs, to be updated and in line with technological advancements. Furthermore, employees consider working hour's policies as one important factors in a satisfying working condition. Supporting these thoughts were research studies that linked working condition with a moderate impact on employee satisfaction (Moorhead & Griffen, 1992); also that posited that the cleanliness and friendliness of the work place make it easy for employees to come to work (Luthans, 1998).

## **2.2 Organizational Commitment**

This type of commitment is manifested by the employee's being attached to his organization. A committed employee to his organization will basically identify himself as part or member of the organization and will eventually get involved to the activities,

ideals and goals of the organization. In the previous chapter, employee's organizational commitment was defined as a form of attachment to an organization that is psychological. It has an important factor to the employee's stay within the organization and to some extent show a strong feeling of support to the goals of the organization (Aamodt, 2010).

For a clearer understanding of the meaning of organizational commitment, the word commitment must firstly be defined simply. Commitment could mean a promise to do or give something and loyalty to something. Commitment refers to a person's dedication to a person, job or organization (Tolentino, 2013). Soliven (as cited in Tolentino, 2013) defines commitment "as more strongly as a sacred covenant, without which life is unimaginable." Organizational commitment is an attitude that can keep an individual attached and loyal to his work and/or organization.

It is found out that "several studies indicate that committed employees have the tendency to attend work (Hacket, 1989), stay with an organization (Tett & Meyer, 1993), arrive at work on time (Koslowsksky, Sagie, Krasuz & Singer, 1997), perform well (Judge, Thoresen, Bono & Patton, 2001), and engage in behaviors helpful to the organization (LePine, Erez & Johnson, 2002) than are employees who are not committed" (Aamodt, 2010).

The study conducted by Judge et al. in 2001 which confirmed the positive relationship of organizational commitment and performance have been replicated by several recent studies. There are statistical figures or variables that are commonly involved in the study of organizational commitment and are found to have a positive association with organizational commitment. These include variables such as age (Mathieu & Zajac, 1990); organization tenure (Mathieu & Hamel, 1989); and position tenure (Gregersen & Black 1992).

Just like employee's job satisfaction, employee's organizational commitment is also multi-faceted. It means it also dimensional. This has been confirmed by the works of Joolideh and K.Yeshodhara, (2008) that reiterated proposal of substitute models of employee commitment were already proposed during 1980s and 1990s respectively. One

of those proposals was the multidimensionality of organizational commitment that was popularized by Meyer and Allen.

Meyer & Allen (1991) identified three components of organizational commitments such as affective, continuance and normative commitments. Further details of these three will be discussed in the later part of this review. As one of the most studied organizational-related topics, several works have referred it to have cause and effect relations with absenteeism, turnover, tardiness, counterproductive behaviors, organizational citizenship behaviors and performance.

### **2.2.1 Affective type of Organizational Commitment**

There are several cases of people manifesting obsession and too much love for their organization. To the point that they are willing to sacrifice everything just for its sake. Other people also manifest this type of feeling towards their organizations through a continuous effort performing their assigned tasks despite a very low compensation they receive from it. In some cases a professional doctor would prefer serving the organization through performing a duty that is typically intended for other professionals ranked lower than his professional attainment. These are just some of the cases that leave most ordinary people wondering.

What they don't know or realize is the fact that there is this type of an organizational commitment known as affective commitment. It is when an employee desires to stay with, shows concern to, and is enthusiastic on exerting effort on behalf of his organization (Allen & Mayer, 1991). These researchers emphasized that an employee who is affectively committed to his organization stays within the organization not because of the perceived need for job but rather because he wants to. A positive interaction of an individual with his organization exists when the two share similar values (Tetrick, 1991). Furthermore, this type of organizational commitment is manifested by an employee who strongly believes and accepts the values and goals of the organization; an employee who wills on exerting extra effort for the sake of the organization; and with

a strong desire on keeping membership in the organization ( Mowday, Porter & Steers, 1982).

Researchers have found it to have positive relationship with performance. For instance, Tolentino (2013) found out on her work that among academic personnels, only affective commitment correlates significantly with job performance. Another related study is by Dixit & Bhati (2012), in their work on the impact of employee commitment on sustain productivity, they found out that sustain productivity depends upon the affective and continuance commitment.

### **2.2.2 Continuance Commitment**

According to Allen & Mayer (1991), it is the type of organizational commitment where in an individual thinks he has to stay in the organization because of the investments like time, expenses and effort he has already spent into it and also due to the possibility of not having a chance or challenges in finding another job. Two years after, they added and go on by saying that a transfer of skills and education from previous organization to the current one is not an easy task. There are reported narratives on workers holding on to their job despite an evident professional mismatch and fit. Things like economic reasons, unemployment, investment that cannot be withdrawn, work position, offers or remunerations that cannot be matched by other organization are considered among the factors that keep employees committed to their organizations.

Studies on this type of organizational commitment suggests personal sacrifice and perceived lack of alternatives as two component related sub-dimensions of continuance organizational commitment (Dunham et al. ,1994). Researchers found out positive effect of continuance organizational commitment with performance Qaisar et al. (2013) and a significant relationship with sustained productivity Dixit & Bhati (2012). Furthermore, Khan et al. (2010) in their research on employees working in oil and gas

sector of Pakistan and had also found continuance organizational commitment to positively and significantly related with performance.

### **2.2.3 Normative Commitment**

Normative commitment is usually seen in individual who feels obliged to stay in organization. Allen & Mayer (1991) defined it as the extent to which an employee feels staying with the organization because of a perceived obligation to do so. When an employee keeps gratitude to a certain employer who is in one way or another is an important person that had helped him get an employment. This employee will give back to this form of goodness by exhibiting commitment to that employer and his organization. Researchers like Roussenu (1995) linked the development of this type of commitment when there is an evident of a psychological contract between him and his organization. Furthermore, this type of commitment is developed among employees based on culture and the way they got acquainted to the organization as starters (Wiener & Gechman, 1977).

Mahdieh et al. (2013) found out that out of three dimensions or components of organizational commitment, normative commitment has significant effects on job performance. Furthermore, in a study on organization normative commitment from public and different organizations' management and other employees, Amin & Sethi (n.d.) found out that normative commitment has psychological effect on employee's performance. It was found that willingness and loyalty of employees improve performance

### **2.2.4 Employee Satisfaction-Organizational Commitment Relationship**

Though they are different work-related attitudes, employee's job satisfaction and employee's organizational commitment have gained attention by several psychologists and researchers alike and have been being studied for decades now. Based on the

reviewed literature of these topics, one significant reason for this is that majority of the studies or research have found high correlation between them and it is claimed that they also result to similar employee behaviors. According to Judge et al., (2001), though the relationship of job satisfaction and organizational behavior to employee behaviors such as attendance, performance, tardiness, and turnover are not as large as expected, it should be remembered that there are many other factors affecting work behavior.

Several theories on satisfaction and commitment have been explored, but none of them explained the two completely. However, researchers suggest that reviewing and exploring these theories is still valuable because they present suggestions on how employee satisfaction and commitment can be increased. After all one of the main goals of studying these theories is to increase employee satisfaction and commitment to the highest possible level. Another equally important point to consider in the study of these attitudes is the fact that both of them are multi-faceted. It is possible that an employee is satisfied with his supervisor but not with his co-workers and vice-versa. In today's world, many employees seek satisfaction from almost everything related to his job. The list can go too long but it surely includes facets such as payment or salary, work itself, supervisor, co-workers, promotion opportunities etc. These facets of job satisfaction are the most commonly studied ones but employees may also seek satisfactions from other facets of job satisfaction such as satisfaction with the work facility, workplace, and work policy among others.

As mentioned earlier, there are already numbers of studies conducted on employee job satisfaction and organizational commitment. It has an effect to job satisfaction (Bateman & Strasser, 1984); higher levels of job satisfaction (Lau & Chong, 2002); affective & normative commitments to job satisfaction (Irving, Coleman & Cooper, 1997). Furthermore, studies like that of Moser (1997) also show how job satisfaction has a relation with organizational commitment by saying that the lack of it often leads to a decreased in the level of organizational commitment. Based on this review, it can be claimed that employee job satisfaction and employee organizational commitment have positive relation with each other. This gets the work of Getahum, Sims



& hummer (2008) that claimed organizational commitment may be an independent variable to job satisfaction as a proof.

Finally, based on the reviewed literatures it is found that both satisfaction and commitment shared similar antecedents that includes individual predispositions, perception of fairness, satisfaction with life and organizational fit among others. On the other hand, they also share similar consequences in performance, turnover, citizenship behavior and counterproductive behaviors to mention a few. In line with this, this research study is aimed to explore and investigate employee organizational commitment and its dimension such as the affective, continuance and normative commitments as independent variables or explanatory factors to employee job satisfaction, the dependent variable.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

This chapter presents the research design, measuring instruments, research settings, participants, and data analysis.

#### **3.1 Measuring Job Satisfaction and Organizational Commitment**

One of the issues about job satisfaction and organizational commitment is the way it is determined or measured. Among the things that make it quite hard to measure are the facts that both are multi-faceted and are all considered emotional responses or feelings. Fortunately, researchers about these subject matters can make use of and utilize the measuring tools or instruments designed and proposed by the concerned researchers or scholars in the past. Two of the most commonly used measurement instrument for job satisfaction are the standard job satisfaction and the custom-designed satisfaction inventories. On the other hand, commitment is generally measured using the standard commitment inventories.

In 1955, Kunin developed the ‘Faces Scale’. It was one of the first methods used for job satisfaction measurement. Despite its being easy to use, it is no longer administered because it lacks ‘construct validity’ and it appears so ‘simple’ and ‘demeaning’ to some employees. Today, the most commonly used method are the Job Descriptive Index (JDI) of Smith, Kendall and Hulin (1969) and the Minnesota Satisfaction Questionnaire (MSQ) of Wiss, Dawis, England and Lofquist (1967).

However, these two have been replaced with the Job In General (Ironson et al., 1989). Most employers may prefer JIG because this method tries to measure the overall levels of satisfaction. In contrast, JDI and MSQ measure specific facets of job satisfaction. Out of his criticism against many of standard measurement methods of job satisfaction, Nagy (1995) introduced the Nagy Job Satisfaction Scale. This satisfaction scales consists of items that ask two question per facet. One asks for the importance of the facet to the employee and the other one asks employee satisfaction with that specific

facet. This is something that is lacking in the previous methods. As for measurement tools for organizational commitment, the most commonly used is the one that is developed by Allen and Meyer (1990). The other two measurement tools are the Organizational Commitment Questionnaire (OCQ) by Mowday, Steers, and Porter (1979) and Organizational Commitment Scale (OCS) developed by Kacmar, Carlson, & Brymer, (1999).

### **3.2 Research Design**

The main focus of the study is employee satisfaction and organizational commitment relationship. Since the study is ‘quantitative’ in nature, the researcher utilized the survey method of research to explore and examine all the variables of the study. Both primary and secondary sources of data were considered and used in the study. A survey questionnaire that contains items asking for the respondents’ demographic profile, job satisfaction measurement, and organizational commitment measuring tools was delivered and administered among the health workers and staff of Marawi City Health Office (CHO) to get primary data. The secondary sources of data that were used in this study includes publication, office records, web publications, and books. Most of these were retrieved and/or accessed through the use of internet.

### **3.3 Research Setting and Participants**

The locale of the study was at Marawi City Health Office. It is an institution based in the center of the province of Lanao del Sur. People of the city gets the health services provided by the Philippine Department of Health through this office. Additionally, this health office has its different health centers that are stationed in different parts of the city. Each of this station are manned by at least a registered nurse, a registered midwife and several trained health workers. During the administration of the survey, the human resource department had shared that there were 88 total numbers of employees under the health office. This number includes all the employees working in the different health stations of the city. 50 of the total number of employees are trained Barangay health workers, 24 are registered midwives and the remaining 14 are registered nurses. Table 3.1 below shows the number of employees by profession.

**Table 3.1 Number of City Health Office (CHO) Employees**

<b>City Health Office Employees by Profession</b>	<b>Number</b>
<b>Barangay Health Workers (BWHs)*</b>	<b>50</b>
<b>Nurses</b>	<b>14</b>
<b>Midwives</b>	<b>24</b>
<b>TOTAL</b>	<b>88</b>

\*Trained individual for health works

### **3.4 Measuring Instruments**

The most commonly used measure of employee organizational commitment developed by Allen & Meyer (1990) was used in this study to measure the organizational commitment of the research participants. It was included in the structured survey questionnaire prepared and administered in the different health stations of the health office. The measuring tool included 21 items. In the questionnaire, these items were divided in to sections B, C and D. Section B consists of 7 items, section C has a set of 7 questions, and section D includes 6 items. These seek to measure the affective, continuance and normative organizational commitment of the respondents respectively. As for the employee job satisfaction, the Five-Point Likert Scale developed by Taylor & Bowers (1972) was employed in the study to measure the job satisfaction of the participants. It was sectioned in the survey questionnaire as section E that is composed of seven items that measure job satisfaction. Furthermore, the demographic profiles of the respondents were collected through utilizing the A section of the questionnaire. It included 7 items. Table 3.2 below shows the summary of the questionnaire's layout. In addition to these, Cronbach's Alpha was utilized to ensure the reliability of the measuring tools employed in this study.

**Table 3.2: Summary of the Questionnaire's Layout**

<b>Section Labels</b>	<b>Variables &amp; Sources</b>	<b>Number of items</b>
A	Demographic Profiles	7
B	Affective Commitment <i>Allen &amp; Meyer (1990)</i>	7
C	Continuance Commitment <i>Allen &amp; Meyer (1990)</i>	7
D	Normative Commitment <i>Allen &amp; Meyer (1990)</i>	6
E	Job Satisfaction <i>Taylor &amp; Bowers (1972)</i>	7

### **3.5 Data Analysis**

The gathered data through the survey questionnaire were analyzed and interpreted after several procedures have been performed. Econometric software or statistical packages such as the Statistical Package for Social Sciences (SPSS), econometric views (EViews) and excel were utilized in this study. All the survey questionnaires that were filled-in and returned were checked for any missing data or information. The raw data collected from the questionnaire were entered first into an excel tabulation table for some descriptive analyses. They were then copied to SPSS for coding, labeling and several statistical applications.

Firstly, the demographic profiles of the participants were explored and examined through a descriptive statistical analyses. Several variables of the sample were appropriately tested through t test and f test. After the hypotheses testing, correlation analyses was performed. Pearson correlation coefficient was specifically carried out in this study. It was done to know the correlation levels or if there is correlation between the dependent variables (affective, continuance and normative organizational commitments) and the dependent variable, employee job satisfaction. Lastly, linear

regression analyses was performed in order to determine not just the correlation among variables but also to identify which among the dependent variables is the most significant explanatory factor of the independent variable.

Furthermore, both SPSS and EViews were utilized for the correlational and regression analyses. The main reason for this is the popular knowledge among statisticians that ‘SPSS owns an optimized program for cross-sectional statistical analysis of data, while on the other hand, ‘EViews is a standardized computer program that is very well suited for statistical procedure with time series data like regression analysis’.

## **CHAPTER IV**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

This part of the paper will further describe the organizational commitment and job satisfaction through analyzing the collated questionnaires that were answered by the participants of the study from the different health stations of the city health office in Marawi City. The demographic profiles of the respondents, perceived levels of organizational commitment and job satisfaction were treated accordingly.

#### **4.1 Measurement Tools Analyses**

To ensure the reliability of the research work, an analytical procedure was performed on the measurement tool of the study. The survey questionnaire utilized in the making of this work was subjected to a stability and consistency analysis. The Cronbach's Alpha was used for this purpose. This method seeks to measure the internal consistency of the measurement tool, hence the reliability of the set of variables. The results of the analysis were labelled based on the scales developed by Sekaran (2003). This scale treats the reliability levels less than 0.60, 0.70 and 0.80 as poor, acceptable and good respectively.

The output of the analysis, which is summarized in the table 4.1 below, suggests positive correlation and internal consistency of all the items in the survey questionnaire. All the variables measure over the 0.80 mark. It appeared that the variables have an overall mark ranging from 0.93 up to 0.96. Among the three types of organizational commitment, the continuance organizational commitment has the highest mark and the normative organizational commitment with the lowest mark. This result gives a good reliability impression of the measuring tool's variables of the study.

**Table 4.1: Summary of the Cronbach's Alpha Reliability Analyses**

<b>Variables</b>	<b>Items Total</b>	<b>in Deleted Items</b>	<b>Cronbach's Alpha</b>
Affective Organizational Commitment	7	0	.949
Continuance Organizational Commitment	7	0	.957
Normative Organizational Commitment	6	0	.926
Employee Job Satisfaction	7	0	.946

#### **4.2 The Demographic Profiles of the Respondents**

The demographic profiles of the respondents are very essential part of this research work. Prior to the conduct of the study, the researcher had a courtesy call to the management of the organization. After a thorough interrogations, the permission to conduct the study had been approved by the heads of the office. Then all the Eighty-eight (88) total number of health workers were invited and asked to participate in the study. They were oriented properly on their roles in the study. Signaling their full understanding of every item and details of the study, a total of Forty-six (46) of them responded to the request. This number tallied a 52.3% response rate.

From the results of the survey questionnaire; basic demographic profiles were identified and clustered according to their demographic outline. The respondents are composed of 42 (91.3%) females and 4 (8.7%) males. Majority of them fall to the following age groups 20-30 (58.7%), 31-40 (32.6%), 41-50 (6.5%) and 51-60 (2.2%). Furthermore, the respondents composed of 52.2% single and 47.8% married.



As for the level of education, 32.6% holds a diploma while the remaining 67.4% have their Bachelor's Degree. The 32.6% that holds diploma are serving as Barangay Health Workers (BHWs), 41.3% are midwives and 26.1% are nurses. Furthermore, 93.5% of the respondents have reported monthly income of lower than 10,000 pesos and only 6.5% are receiving a monthly income ranging from 10,000 to 20,000 pesos. In terms of the length of service, only 2.2% have worked for more than 9 years, majority of the respondents (43.5%) have worked for 1-3 years followed by the less than a year length of service (37%), 3-6 years (13%), and 6-9 years (4.3%) respectively.

As indicated in the table below, majority of the respondents are females with 91.3% compared to males with only 8.7%. This is not anymore an issue of an imbalance gender ratio as many people would immediately perceive. We can look at it through other related statistical figures. Based on the Philippine fact sheet on women and men in the Philippines by the Philippine Statistics Authority 2014, women have a higher function literacy rate 88.7% than men's 84.2%. Likewise, women have basic literacy rate of 96.1% while men have 95.1%. As for college or higher educational attainment women have tallied 22.3% while their counterparts tallied 18.2%. Furthermore, according to the same source, women have health, social and other community development services as the most common programs they registered in. On the other hand, men preferred being in the tourism such as in hotels and restaurants.

**Table 4.2: Summary of Participant's Profiles**

		<b>Frequency</b> N=46	<b>Percent (%)</b>
<b>Gender</b>	Male	4	8.7%
	Female	42	91.3%
<b>Age</b>	20-30 y. o.	27	58.7
	31-40 y. o	15	32.6
	41-50 y. o.	3	6.5
	51-60 y. o	1	2.2
<b>Marital Status</b>	Single	24	52.2
	Married	22	47.8
<b>Education</b>	Diploma*	15	32.6
	Bachelor's	31	67.4
	Degree		
<b>Income</b>	< 10,000 pesos	43	93.5
	> 10,000 pesos	3	6.5
<b>Profession</b>	BHW	15	32.6
	Midwife	19	41.3
	Nurse	12	26.1
<b>Length of Service</b>	< 1 year	17	37
	1-3 years	20	43.5
	3-6 years	6	13
	6-9 years	2	4.3
	More than 9 years	1	2.2

\*Either trained health workers or those who have undertaken two-year health related programs.

The age distribution of the majority of the respondents are under the 20-30 group age. This is expected as the country's minimum age for labor is at 15 years of age. Besides, university students are usually expected to finish their bachelor's degrees at the age of 20 or 21. This age distribution which shows dominance of a young working-force implies critical implications. As mentioned in the background of the study and even in

the review of related literature, health workers top the most number of migration overseas by profession. Their migration whether permanently or temporarily is brought about by economic issues, professional growth & career development, decent living abroad and the unattractive very low and varied salary rates that cannot provide them satisfying living in the country. This figure of a young-working force can be explained by knowing the fact that most of the destination countries of these health workers require them to have some years of experience. It is for this reason that most of the health facilities in the country are dominated by less-experienced and young working-force.

As for the respondent's level of educational attainment as the table shows that about 70% of the respondents are holders of Bachelor's Degree. They are either nurses or midwives. With the demand for Filipino nurses overseas, this percentage is actually lesser than what is expected as the nursing and midwifery professions have taken the top spot or most sought category of health professions in the Philippines. The diploma holders here are those who are either trained health workers or those who have undertaken two year programs in health-related short courses. The presence of more than 30% of employees with only diploma is an implication of challenges and difficulties in the health sector. In a country which is among the world's exporter of health workers, this is indeed a big issue to address.

In the Philippines, you can find more than twenty (20) different types of training related to health work. However, not of all these trainings belong to the international classification because firstly, some of these have emerged out of the demand locally and internationally. The migration of the health workers prompted the demands of trained health workers to man some of the health work functions within the Philippine health care system. Furthermore, the oversupply of nurses in the country has made it difficult for the Filipino nurses to find employment in the government-run health facilities. In contrary, there has been an underproduction in other categories of health professions like doctors and dentists.

According to the country's Department of Labor and Employment (DOLE), there are vacancies for positions in the health sectors in the least developed places of the country. But the main problem is the fact that some of the health professionals like doctors do not find those places attractive. Their usual concerns includes irregularity in working hours; being isolated from the stream medical colleagues and the lacks of incentives available in the areas. Furthermore, newly registered or trained medical practitioners are faced with different choices. Being new, they have lesser tendency practice solo or alone. They highly prefer taking highly-paid job in group practices.

The monthly income of the respondents is interestingly disappointing. More than 90% of the respondents has a monthly income of less than 10,000 pesos. It can be argued that for a very young working force to which almost half are singles, this amount is not too little. More so that employment is still a big problem for many. However, this figure proves the reason of migration and may give an impression of future dissatisfaction. Furthermore, it gives a clue on why a more than 30% of employees with only a diploma as educational attainment still exists in the health facilities of the country. This tells us why health professionals such as doctors, dentists and even nurses are un-attracted in working in the rural or government facilities.

To have a further understanding why this figure can be so disappointing to many health workers, it is necessary that we also take a look at the training period of these health professionals. One very good example is the case of the medical doctors. The medical education system in the Philippines is patterned after that of the Americans'. This means that for someone to be able to enter medical schools or faculty of medicine, he has first to complete a four (4) year-long pre-medical courses such as nursing, biology, medical and radio technology and others. Then, depending on their performance in the National Medical Admission Test (NMAT), they can then choose medical school to enroll in. Government medical schools can only accommodate few of these applicants so unlucky students have to spend large amount of money in the private schools. The four-year medical education is followed by a one-year clerkship or internship. This prepares them for their real life experience and practice of whatever specialty they will pursue ahead.

Nurses complete a rigid 4-year program curriculum that provides them general education and professional courses that mainly prepare them in public health and general hospital care. Pharmacists undergo a four year long educational curriculum that chiefly trains them for a community-based pharmacy practice. A new trend for them is going on in industrial pharmacy in pharmaceutical companies. Those in the fields of medical technology and dentistry complete a four year and six year educational curriculum respectively.

In dentistry, the pre-dental courses take two years while the dental curriculum proper take four years. The pre-dental curriculum is composed of general education and health-related subjects while the dental curriculum covers basic medical and dental sciences, pre-clinical subjects and clinical training. Physical and occupational therapists (PT/OT) complete 5-year program consisting of general education and professional courses.

All these programs include licensure examinations or board examinations that screen graduates for safe practice. These exams are given twice a year by board members of respective program and administered by the Professional Regulation Commissions (PRC). Furthermore, license earned by the professionals have expiry dates and are subjected for renewal after compliance of requirements for renewal of license.

Lastly, the table shows that more than 80% of the respondents have worked in the organization for no more than four years. This has an implication that most employees stay in the organization to gain the experience and the number of years of practice, which is at two years maximum, required by the employers abroad. It may be that most of these employees consider working in this health facility as a stepping stone for their ambition on working abroad. This is something that must be paid attention because it might be that the mentioned reasons are a mere false presumption of reality. It can be that these employees are not committed to the organization and are not satisfied with many facets of their jobs.

### 4.3 Descriptive Analyses of the Study Variables

The study variables, affective, continuance and normative commitments, and job satisfaction were evaluated on a Five-Point scales that are labelled such as one (1) for a strong disagreement; two (2) for disagreement; three (3) for neutrality; four (4) for agreement; five (5) for a strong agreement to every item of the structured survey questionnaire respectively. As are indicated in the table 4.3 below, the variable that garnered the highest mean was the independent variable, job satisfaction with (M=4.02; SD=0.69). On the other hand, all the dependent variables have mean values that are above moderate with the affective commitment (M=3.95; SD=0.72); the continuance commitment (M=3.54; SD=0.77); and the normative commitment (M=3.62; SD=0.76).

**Table 4.3: Summary of the Descriptive Statistics of the Study Variables**

Study Variables	N	Minimum	Maximum	Mean	Std. Deviation
Affective Commitment	46	2.00	5.00	3.9533	.72169
Continuance Commitment	46	1.00	5.00	3.5433	.77637
Normative Commitment	46	2.00	5.00	3.6178	.75786
Job Satisfaction	46	2.00	5.00	4.0204	.68710
Valid N (list wise)	46				

#### 4.4 Correlation Analyses of the Study Variables

Correlation is a statistical method that tests the degree of association between variables. It is a single number that describes the degree of relationships between two variables (W. Trochin, 2006). In order to determine the degree of association the study variables, a Pearson correlation technique was performed via SPSS. Specifically, the three components of organizational commitment such as affective, continuance and normative were entered as dependent variables with the employee job satisfaction as the independent variable.

**Table 4.4: Summary of the Correlation of the Study Variables**

	<b>Affective Commitment</b>	<b>Continuance Commitment</b>	<b>Normative Commitment</b>	<b>Job Satisfaction</b>
<b>Affective Commitment</b>				
Pearson Correlation	1	.584**	.511**	.546**
Sig. (2-tailed)		.000	.000	.000
N		46	46	46
<b>Continuance Commitment</b>				
Pearson Correlation		1	.686**	.593**
Sig. (2-tailed)			.000	.000
N			46	46
<b>Normative Commitment</b>				
Pearson Correlation			1	.600**
Sig. (2-tailed)				.000
N				46
<b>Job Satisfaction</b>				
Pearson Correlation				1
Sig. (2-tailed)				
N				

\*\* . Correlation is significant at the 0.01 level (2-tailed).

As summarized in table 4.4 below, the results indicate affective commitment ( $r=0.546$ ,  $n=46$ ,  $p<.01$ ); continuance commitment ( $r=0.593$ ,  $n=46$ ,  $p<.01$ ); and normative commitment ( $r = .600$ ,  $n = 46$ ,  $p <.01$ ). These values can be analyzed through the reading scale of Cohen (1988). For Cohen, the Intercorrelations Coefficients ( $r$ ) indicates low degree of correlation if it ranges from 0.10 to 0.29 ; moderate degree of correlation is an  $r$  that has values ranging from 0.30 to 0.49; and a high degree of correlation ranges from 0.50 up to 1.00. Based on this rating scale, it is determined that the finding reveals that the dependent variables in affective, continuance and normative commitments have a high degree of correlations with job satisfaction. Significantly, the normative commitment of the employees appeared to have the highest degree of correlation with job satisfaction.

Additionally, another analyses of the same variables were carried out using a correlation and regression methods in EViews. When the data set is small, type 1 error of hypothesis tests increases. A Monte Carlo simulation done in Matlab showed that for a sample of 50, the critical  $p$ -values becomes 0.073 instead of 0.05 for 5% significance level. So, all of the data sets namely affective, normative and continuance commitments and job satisfaction are above 0.05. The correlation matrix reveals that continuance commitment has a moderate positive correlation with job satisfaction, while the affective and normative commitments were lowly positively correlated with job satisfaction. There is also positive correlations among the three dimensions of organizational commitment. The affective and continuance commitments have high degree of correlation. Another high degree of correlation was found between the continuance and normative commitments. And the affective and the normative commitments have moderate degree of correlations. From these results, it is found out that the normative commitment has the least significance compared to the affective and continuance commitments. Among all the demographic variables, only age was found to have a moderate positive relationship with job satisfaction. Both income and education were found to have a negative correlations with job satisfaction. Significantly, normative commitment and education were strongly negatively correlated.



#### 4.5 Regression Analyses of the Study Variables

Regression analyses were performed in order to determine the ability of the components of organizational commitment to predict job satisfaction. In this analysis, both SPSS and Eviews were also used to explore the data. Just like in the correlation analyses, the three components of organizational commitments were used as the dependent variables while job satisfaction was used as the independent variable.

Specifically, a multiple regression analysis was conducted to see if affective, continuance and normative organizational commitments predict the level of employees' job satisfaction. Using the enter method, it was found that these organizational commitments explain a significant amount of variance in the employees' job satisfaction ( $F(3, 42) = 12.021, p < .05, R^2 = .462, R^2_{adj} = .424$ ). However, the analysis shows that none of these organizational commitments has significantly predicted the employees' job satisfaction, affective commitment ( $Beta = .25, t(42) = 0.08, ns$ ), continuance commitment ( $Beta = .25, t(42) = .18, ns$ ), and normative commitment ( $Beta = .31, t(42) = .05, ns$ ).

**Table 4.5: Summary of the Regression Analyses**

Variables	Job Satisfaction	Sig
Affective commitment	.251	.085
Continuance commitment	.231	.176
Normative commitment	.314	.054
F Value	12.021	
R Square	.462	
Adjusted R Square	.424	

\*Dependent Variables Usage (Beta Standardization)

The table above shows that among the three types of organizational commitment, the continuance commitment has the highest insignificance level with job satisfaction.

This finding reflects the research findings of Irving et al (1997) which posited the effects of affective and normative commitments to employee satisfaction. It did not posit the effect of continuance commitment to satisfaction. Additionally, these three components of organizational commitment tallied an overall mean of an above moderate levels. However, the continuance organizational commitment has the least overall mean value as compared to the affective and normative form of commitments. This gives an impression that the respondents are affectively committed to the organization. Furthermore, the fact that organizational commitment and employee satisfaction are a two different attitude and both are multi-faceted, it can be that those employees are satisfied with their job and its facets and not because they are committed to the organization.

In the regression analyses conducted with the EViews, it was revealed that the explanatory variables have moderate to low positive relationship with job satisfaction as individual but drops lower or decreases as a group. Furthermore, it is found out that a one level increase in continuance commitment results to an increase in job satisfaction at 1.78 level.

Same analyses were also performed in order to determine the ability of age, education, and income to predict job satisfaction. Age and job satisfaction were found to have positively inverse relationship. This means that as age increases, job satisfaction also increases. Both education and income were negatively correlated with job satisfaction.

## **CHAPTER V**

### **DISCUSSION, RECOMMENDATIONS AND CONCLUSION**

This last chapter of the papers tackles a short summary of the study; discusses the analyzed results and findings; and set parameters for the study through the limitations of the study. Several suggestions such as recommendations to the management of the city health office, researchers of the employee job satisfaction and organizational commitment, the health sectors of the city and the health management students from all levels are presented. Finally, this chapter ends with conclusive remarks emphasizing some relevant recommendations to the management and to the future researchers of the same topic.

#### **5.1 Brief Summary of the Study**

As mentioned in the early chapters, this work's primary aim was to investigate employee organizational commitment in relations to the job satisfaction level of the health workers and staff of Marawi City health Office. Specifically, the study intends to answer the questions below:

1. What is the demographic profiles of the respondents?
  - 1.1 Sex
  - 1.2 Age
  - 1.3 Marital Status
  - 1.4 Educational Level
  - 1.5 Profession
  - 1.6 Monthly Income
  - 1.7 Length of Service

2. How would they rate their affective commitment on a scale by Allen & Meyer (1990)?
3. How would they rate their continuous commitment on a scale by Allen & Meyer (1990)?
4. How would they rate their normative commitment on a scale by Allen & Meyer (1990)?
5. How would they rate their job satisfaction on a scale by Taylor & Bowers (1972)?

## **5.2 Respondent's Level of Organizational Commitment and Job Satisfaction**

The overall descriptive statistics of the study variables shows that the respondents of this study have a mean of an above moderate levels of organizational employee commitment and job satisfaction. This may mean that they have commitment to their organizations and are satisfied with their jobs. Significantly, the affective commitment level of the respondents has the highest mean value compared to the normative and continuance commitment levels which followed respectively. This gives a good impression to the institution since employees with stronger affective commitment are psychologically attached to their organization. This means that they want to stay with the organization. They remain because they care and want to exert extra effort on behalf of their organization. On the other hand, employees with stronger normative and continuance commitments remain with the organization because they ought and need to. For the normative commitment, employees perceive they have obligation to stay in the organization while for the continuance commitment there is a cost-association with leaving the organization. Furthermore, increased level of affective commitment to organization are most likely to result to increased performance and good citizenship behaviors or other organizational outcomes.

### **5.3 Employee job Satisfaction and Organizational Commitment**

From the findings derived from the correlation and regression analyses both in SPSS and EViews, a significant relationship between the study variables ranges from low to above moderate. These findings can indicate that organizationally committed employees have the tendency to be highly satisfied with their jobs. This confirms Crawford's (2001) claim of job satisfaction as a variable that is 'closely related' to employee organizational commitment. Furthermore, based on the findings from SPSS all the three components of organizational commitment have high degrees of correlation with job satisfaction with the normative commitment as the most highly correlated with it. However, the EViews result reveals a low to moderate correlation between the variables and continuance commitment is the most closely related with job satisfaction. Though they are a little contradictory, these results reflect two equally significant findings of the study.

Firstly, the SPSS finding of normative commitment with the highest correlation with job satisfaction reflects a culturally-driven reality of employer-employee relationship in the research setting. A typical practice of the so called 'Utang na loob' or 'a sense of gratitude' is very common in the Philippines, but it is highly practiced in different regions including the locale of the study to a certain degree it is already exaggerated. In many cases, family or blood ties overpower the merit-based employment process. This means that some employers would favor their relatives' employment over the more qualified ones merit-based. This explains the employee's normative commitment with their job. Further, the finding from EViews which shows continuance commitment as the mostly correlated with job satisfaction reflects significant issues in the employment of health workers in the Philippines. As mentioned in the previous chapters, there is a high demand of Filipino health workers abroad. Aggravated by the cases such as unemployment and underpayment among others, many Filipino health workers want to work abroad. However, they must gain few years of experience before they can fly abroad. These factors force these health professionals to settle for whatever job available and for those aiming to working outside the country, they will work

anywhere they can gain experience. This leads to the confirmation of Meyer et al. (1993) positing that employees stay because of need.

The gender and age of the respondents do not affect the employee job satisfaction in the study on a significant level. Lastly, the study found the respondents' education levels and income to be negatively correlated.

#### **5.4 Study's Theoretical and Practical Implications**

There are few points that need to be considered on the study's implications both theoretically and practically. The findings of the study were based on the data which were measured from the 'self-report' of the respondents; the research participants are a very little sample of the health workers worldwide and were from a health institution that operates usually house-to-house if not in their remote health stations. In order to have an established causal relationships among the study variables, a longitudinal study or more must be conducted in the future. Furthermore, to make sure that the study findings has an external validity, it is highly practical to conduct a research work of the same topic that includes a varied orientation of health workers. These orientations should include workers from publicly and privately run hospitals, and workers from different levels of health facilities. Later, these can be treated separately for comparative studies. Through these projects, employee's attitudes to the perceived level of organizational commitment as well as employee job satisfaction can be explored further.

The Range of Affect Theory, which premises discrepancy in the employee's wants in and what he has in a job, developed by Edwin A. Locke (1976) is believed as the most famous model of job satisfaction. Under this theory, an employee satisfaction level with a certain facet of work moderates satisfaction or dissatisfaction level according to his expectation. This goes to show that meeting one's expectation from his job has a positive effect to his satisfaction and it negatively affect his job satisfaction should the opposite happens. Like for instance, employee F who values promotion can be more

satisfied in the company that provides job enlargement or enrichment compare that of employee M who does not value promotion.

The study presents valuable information on the over-all impact of employee commitment and satisfaction to their organization and job. It suggests methods on improving employees' organizational citizenship behaviors as well as techniques on how to prevent or at least minimize counterproductive behaviors. These help health policy makers understand significant points to note in their proposals. One of the most significant findings of the study that needs not to be looked down by the employers, employees and students as well is that income is not the only factor of organizational commitment and more importantly, job satisfaction. Employees must not only focus on income hoping that it assures their employee satisfaction. As for the employees, they must not forget that high salary alone cannot give them the overall satisfaction they want with their jobs. Lastly, for the students, they should foresee that their ambition of having a job that offers high income may not land them to the job they will be satisfied with, they will be passionate about and will excel in. They must review what their passion is when it comes to professional choices.

### **5.5 The Limitations of the Study**

I) The participants of the study were only the Forty-six (46) of the health workers and staff of the Marawi health office. Its results cannot be used as the reflection of the organizational commitment and job satisfaction levels of all the workers of the health office as well as the health workers from other health institutions;

II) The findings show perception of health worker and they may not be applicable to other professions;

III) With the nature of the use of questionnaire as a tool to collect information or data, several factors like time constraints, unwillingness, and insincerity in participating to the study, the participants might have exaggerated providing responses that were pleasing to their boss, co-workers and to some extent to the researcher.

## **5.6 Recommendations**

Long list of recommendations were garnered as early as after the rich literature on the study variables such as the affective, continuance and normative commitments and job satisfaction have been reviewed. However, the findings of several studies in the past together with the findings of the current work suggest that that long list of recommendations should consist of recommendations addressed to different group of peoples. Firstly, it must address the health policy makers, the managers or chief administrative of different health institutions, and the future researchers of the subject matter. It is also a great idea to address those people in the academe specifically those in the management and administration departments, the students from related departments and finally the management and health workers of the research setting of the current study.

### **5.6.1 Recommendation to Different Health Institutions**

Whether it is a primary, secondary or tertiary level, health institutions have one common goal and that is to maintain the overall health quality of the people. As an institution, health centers must not be highlighted on the fact that it caters services mainly to the ailing members of the society. Definitely, there should not be a negative form of discrimination in the policy-making. It means that the management have also to consider the wellness of their working force like how they want it for the patients. While they aim to satisfying their patients with the offered services, they also have to consider their subordinates' satisfaction with all the facets of their jobs.

Given the common antecedents and consequences shared by employee organizational commitment and job satisfaction mentioned in the previous chapters, managers or employers must work on keeping their employees organizationally committed and satisfied. High levels of commitment and satisfaction can help in the



success of their organizations. If possible, health organizations should target affective organizational commitment over the normative and continuance organizational commitments respectively. As it is clearly described, all these three are beneficial to the organization. However, for long-term and consistency, an affectively committed employee will benefit the organization better compare to the other two types of commitment. Additionally, an organization in a competitive environment will benefit most from again employees with high level of affective organizational commitment.

Managers may take into consideration first the employees fitness with their jobs and to the organization. Generally, these employee would fit themselves to their jobs or to their organizations according to several factors that mainly include values, interest, personality, lifestyle, and skills. They match these factors to the nature of their vocation, particular tasks in their jobs, coworkers and supervisor in the organization (Kristof-Brown et al., 2005). To illustrate how the employee fitness to his job and organization may manifested in the organization, we consider the ‘work shift’ facet of job. Employee A who values going to congregational prayer on a Friday noontime may have a lesser satisfaction level on a morning shift during Friday as compared to employee B who does not value going out for a congregational prayer on that day. Managers may pay attention to signs (Branham, 2005) that may indicate employee mismatch to organization or with his job. The signs are the excitement of an employee when hired or assigned to a particular work; employee asking for some other tasks to be given; and he applies for other jobs in the organizations.

To continuously improve employee’s job satisfaction and to ensure everyone is satisfied, managers must not forget that employee job satisfaction is multi-faceted. Firstly, managers may consider applying the ‘reward system’ method of motivating employees. This method does not only improves one’s motivation but also help increase an employee satisfaction with pay facet of job satisfaction. Justice must be appropriately observed all throughout the application of this system, partly to improve the relationships of the employees to their supervisors and co-workers. Additionally, managers should also provide opportunities the employees and their supervisors’ friendly working environment. It can be done through a regular acquaintance parties, team building and

other way of socializations to keep the means of communication open as well as to build a strong rapport among them. Doing these can enhance the employees levels of satisfaction with their co-workers and supervisors.

Finally, managers are urged to consider applying job enrichment, rotation and enlargement. These methods provide the employees an overall growth. Specifically, in this method, the employees are assured of professional growth and continued professional education which they need to survive in the competitive working environment throughout their career years. Besides, this also may help to improve the employee's satisfaction with certain facets of job satisfaction such as promotion, work itself, work equipment and facilities.

### **5.6.2 Recommendations to Researchers**

The list of recommendations to the researchers, current or future, working on employee satisfaction and organizational commitment includes concerns when regards on the respondents and setting of the study; research design and methodology; and lastly post-research follow suits.

Specifically, the following suggestions are deemed beneficial and important in the study of employee job satisfaction and organizational commitment and are therefore, highly recommended to the researcher. These are the following:

- To expand the scope of the present study by increasing the numbers of participant as much as possible; including health workers from different levels (primary, secondary, tertiary) of health facilities; working on comparative studies between levels of employee organizational satisfaction and organizational commitment from the public and private health institutions and from different levels of health facilities; exploring the role of the health service seekers or the patients' role in the levels of employee commitment and satisfaction; and by investigating the impact of the human resource management policies on the employees.
- To review the literature of the research methodology of employee job satisfaction and organizational commitment. Though the two have many similarities in terms of antecedents and consequences, they are still a different work-related behaviors.

Exploring further their similarities as well as differences may help in coming up with a particular research design for their relationships. This can make the research process a lot better. Thus, the research results and implications of the study about the topic may become more reliable.

- Lastly, the researchers must not stop after collecting data, presenting, interpreting, analyzing, and publishing the findings, there should be a collective effort to have bodies to lobby the results of their collective efforts to the concerned individuals such as the leaders in the local government unit and the government policy makers. These can ensure that the findings and implications of the study are not only widely-circulated but more importantly properly given the proper resolutions to benefit everyone.

## **5.7 Conclusions**

The findings of this study show that there is a low to above average relationship between the three dimensions of organizational commitment and employee job satisfaction. Even though a strong correlation is not manifested in the EViews analyses, the health sector or health institutions may use these results in shaping the employees job satisfaction. Furthermore, these findings may be used to help health institutions strategical plans and policies to increase and maintain the levels of their employees' job satisfaction and organizational Commitment. It may serve as a baseline and as one of the tools for further actions. Now that it has become difficult and challenging to have employees who feel obliged and are committed to their organization, it is most timely to develop new strategies that are going to fit in with the trends in employee's commitment and satisfaction.

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## APPENDICES

### Appendix A

#### Questionnaire

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#### RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AMONG HEALTH WORKERS AND STAFF OF MARAWI CITY HEALTH OFFICE

Part 1: Please tick (/) the number that corresponds to your response/answer for each item.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### Section A

No.		Please tick (/)				
1.	I would be happy to spend the rest of my career with this organization.	1	2	3	4	5
2.	I enjoy discussing my organization with people outside it.	1	2	3	4	5
3.	I really feel as if this organization's problems are my own.	1	2	3	4	5
4.	I do feel like 'part of family' of this organization.	1	2	3	4	5
5.	I do feel 'emotionally attached' to this organization.	1	2	3	4	5
6.	This organization has a 'sentimental value' to me.	1	2	3	4	5
7.	I do feel a strong sense of belonging to this organization.	1	2	3	4	5

## Section B

No.		Please tick (/)				
1.	I am afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5
2.	It would be very hard for me to leave this organization right now, even if I wanted to.	1	2	3	4	5
3.	My life would be disrupted if I decided I wanted to leave this organization now.	1	2	3	4	5
4.	Right now, staying with this organization is a matter of necessity as much as desire.	1	2	3	4	5
5.	I feel that I have a few options to consider leaving this organization.	1	2	3	4	5
6.	One of the few serious consequences of leaving this organization would be scarcity of available alternatives.	1	2	3	4	5
7.	I stay in this organization because leaving would require considerable personal sacrifice and other organization may not match the overall benefit I have here.	1	2	3	4	5

## Section C

No.		Please tick (/)				
1.	I think people these days move from company to company too often.	1	2	3	4	5
2.	I do believe that a person must always be loyal to his/her organization.	1	2	3	4	5
3.	I continue to work for this organization for I believe that loyalty is important & I feel a sense of moral obligation to remain.	1	2	3	4	5
4.	If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.	1	2	3	4	5

5.	I was taught to believe in the value of remaining loyal to one organization.	1	2	3	4	5
6.	Things were better in the days when people stayed with one organization for most of their career life.	1	2	3	4	5

### Section D

No.		Please tick (/)				
1.	All in all, I am satisfied with the members in my work group.	1	2	3	4	5
2.	All in all, I am satisfied with my immediate supervisor.	1	2	3	4	5
3.	All in all, I am satisfied with my job now.	1	2	3	4	5
4.	All in all, I am satisfied with this organization, compared to other company.	1	2	3	4	5
5.	Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization.	1	2	3	4	5
6.	Most people in this organization are satisfied with the job that done now.	1	2	3	4	5
7.	I never thought of leaving this organization even the condition of this company is not stable for this moment.	1	2	3	4	5

**Part 2: Please tick (/) your response/answer to the corresponding items.**

1. Gender

Male       Female

2. Age

20-30 year old       51-60 year old

31-40 year old       61 year old and above

41-50 year old

3. Marital status

single       married       divorced       widowed

4. Educational Level

Diploma       Bachelor's Degree

Master's degree       Doctorate

5. Monthly Income

Below 10,000 Pesos       10,001-20,000 Pesos

20,001-30,000 Pesos       30,001-40,000 Pesos

40,001-50,000 pesos       More than 50,000 pesos

6. Role by profession

BHW     Midwife     Nurse     Dentist     Doctor

7. Length of Service (at this organization)

Below 1 year     6-9 years

1-3 years     9-12 years

3-6 years     12 years and above

***Appendix B***

**Correlations**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Affective Commitment	46	2.00	5.00	3.9533	.72169
Continuance Commitment	46	1.43	5.00	3.5433	.77637
Normative Commitment	46	2.23	5.00	3.6178	.75786
Job Satisfaction	46	2.00	5.00	4.0204	.68710
Valid N (listwise)	46				

**Correlations**

		Affective Commitment	Continuance Commitment	Normative Commitment	Job Satisfaction
Affective Commitment	Pearson Correlation	1	.584**	.511**	.546**
	Sig. (2-tailed)		.000	.000	.000
	N	46	46	46	46
Continuance Commitment	Pearson Correlation	.584**	1	.686**	.593**
	Sig. (2-tailed)	.000		.000	.000
	N	46	46	46	46
Normative Commitment	Pearson Correlation	.511**	.686**	1	.600**
	Sig. (2-tailed)	.000	.000		.000
	N	46	46	46	46
Job Satisfaction	Pearson Correlation	.546**	.593**	.600**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	46	46	46	46

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Appendix C**

**Regression**

**Descriptive Statistics**

	Mean	Std. Deviation	N
Job Satisfaction	4.0204	.68710	46
Affective Commitment	3.9533	.72169	46
Continuance Commitment	3.5433	.77637	46
Normative Commitment	3.6178	.75786	46

**Correlations**

		Job Satisfaction	Affective Commitment	Continuance Commitment	Normative Commitment
Pearson Correlation	Job Satisfaction	1.000	.546	.593	.600
	Affective Commitment	.546	1.000	.584	.511
	Continuance Commitment	.593	.584	1.000	.686
	Normative Commitment	.600	.511	.686	1.000
Sig. (1-tailed)	Job Satisfaction	.	.000	.000	.000
	Affective Commitment	.000	.	.000	.000
	Continuance Commitment	.000	.000	.	.000
	Normative Commitment	.000	.000	.000	.
N	Job Satisfaction	46	46	46	46
	Affective Commitment	46	46	46	46
	Continuance Commitment	46	46	46	46
	Normative Commitment	46	46	46	46

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Normative Commitment, Affective Commitment, Continuance Commitment <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: Job Satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 <sup>a</sup>	.462	.424	.52168

a. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment



**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.815	3	3.272	12.021	.000 <sup>a</sup>
	Residual	11.430	42	.272		
	Total	21.245	45			

a. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment

b. Dependent Variable: Job Satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.324	.470		2.818	.007
	Affective Commitment	.239	.135	.251	1.766	.085
	Continuance Commitment	.204	.148	.231	1.376	.176
	Normative Commitment	.285	.144	.314	1.982	.054

a. Dependent Variable: Job Satisfaction

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Normative Commitment, Affective Commitment, Continuance Commitment <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: Job Satisfaction

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.815	3	3.272	12.021	.000 <sup>a</sup>
	Residual	11.430	42	.272		
	Total	21.245	45			

a. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment

b. Dependent Variable: Job Satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.324	.470		2.818	.007
	Affective Commitment	.239	.135	.251	1.766	.085
	Continuance Commitment	.204	.148	.231	1.376	.176
	Normative Commitment	.285	.144	.314	1.982	.054

a. Dependent Variable: Job Satisfaction

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Gender <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: Job Satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.075 <sup>a</sup>	.006	-.017	.69290

a. Predictors: (Constant), Gender

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.120	1	.120	.250	.620 <sup>a</sup>
	Residual	21.125	44	.480		
	Total	21.245	45			

a. Predictors: (Constant), Gender

b. Dependent Variable: Job Satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.674	.701		5.240	.000
	Gender	.181	.363	.075	.500	.620

a. Dependent Variable: Job Satisfaction

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Income <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: Job Satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 <sup>a</sup>	.462	.424	.52168

a. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuance Commitment

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.122 <sup>a</sup>	.015	-.008	.68971

a. Predictors: (Constant), Income

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.314	1	.314	.661	.421 <sup>a</sup>
	Residual	20.931	44	.476		
	Total	21.245	45			

a. Predictors: (Constant), Income

b. Dependent Variable: Job Satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.664	.450		8.136	.000
	Income	.335	.412	.122	.813	.421

a. Dependent Variable: Job Satisfaction

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Age <sup>a</sup>		Enter

a. All requested variables entered.

b. Dependent Variable: Job Satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.163 <sup>a</sup>	.027	.005	.68552

a. Predictors: (Constant), Age

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.567	1	.567	1.207	.278 <sup>a</sup>
	Residual	20.677	44	.470		
	Total	21.245	45			

a. Predictors: (Constant), Age

b. Dependent Variable: Job Satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.784	.238		15.909	.000
	Age	.155	.141	.163	1.099	.278

a. Dependent Variable: Job Satisfaction

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Education <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: Job Satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.187 <sup>a</sup>	.035	.013	.68255

a. Predictors: (Constant), Education

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.746	1	.746	1.602	.212 <sup>a</sup>
	Residual	20.499	44	.466		
	Total	21.245	45			

a. Predictors: (Constant), Education

b. Dependent Variable: Job Satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.566	.373		9.555	.000
	Education	.272	.215	.187	1.266	.212

a. Dependent Variable: Job Satisfaction

**Appendix D**

**T-Tests**

**Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	male	4	3.8550	.16743	.08372
	female	42	4.0362	.71637	.11054

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	2.697	.108	-.500	44	.620	-.18119	.36257	-.91191	.54953
	Equal variances not assumed			-1.307	18.472	.207	-.18119	.13866	-.47198	.10960

**Group Statistics**

Maritalstatus		N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	single	23	4.1165	.63316	.13202
	married	22	3.9273	.75580	.16114

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.059	.809	.912	43	.367	.18925	.20749	-.22919	.60769
	Equal variances not assumed			.908	41.015	.369	.18925	.20832	-.23145	.60995

**Group Statistics**

Education		N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	diploma	15	3.8373	.86681	.22381
	bachelor's degree	31	4.1090	.57676	.10359

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	2.388	.129	-1.266	44	.212	-.27170	.21468	-.70435	.16096
	Equal variances not assumed			-1.102	20.208	.284	-.27170	.24662	-.78580	.24240

**Group Statistics**

Income		N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Below 10,000 pesos	43	3.9986	.69446	.10590
	10,001-20,000 pesos	3	4.3333	.58106	.33548

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	Independent Samples Test	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
										Lower
Job Satisfaction	Equal variances assumed	.073	.789	-.813	44	.421	-.33473	.41186	-1.16478	
	Equal variances not assumed			-.951	2.417	.427	-.33473	.35180	-1.62358	

**Group Statistics**

Profession		N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	BHW	15	3.8373	.86681	.22381
	Midwife	31	4.1090	.57676	.10359

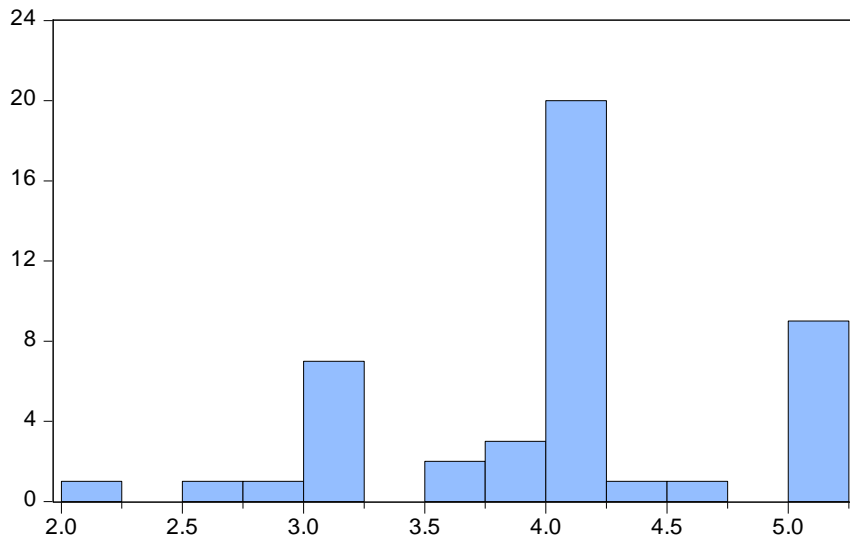
**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	2.388	.129	-1.266	44	.212	-.27170	.21468	-.70435	.16096
	Equal variances not assumed			-1.102	20.208	.284	-.27170	.24662	-.78580	.24240



## Appendix E

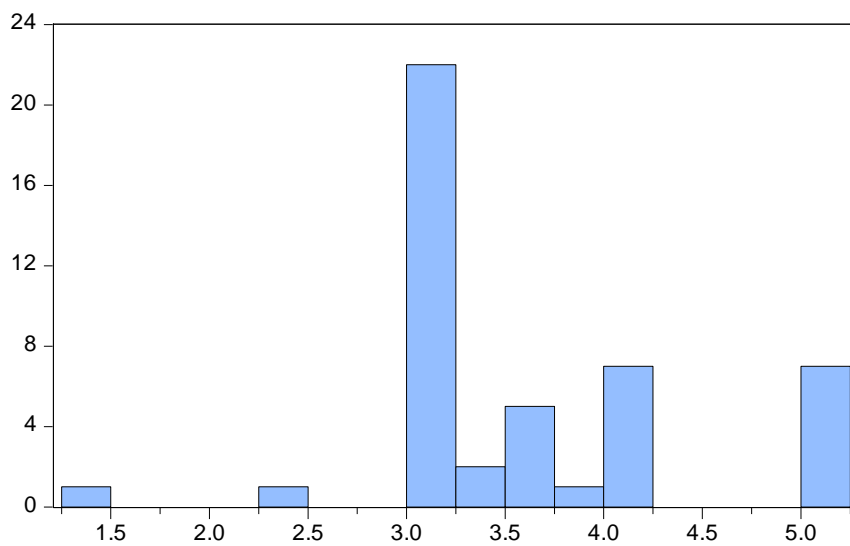
### Data Sets Distribution Graph



Series: AC  
Sample 1 46  
Observations 46

Mean 3.953261  
Median 4.000000  
Maximum 5.000000  
Minimum 2.000000  
Std. Dev. 0.721690  
Skewness -0.337433  
Kurtosis 2.924125

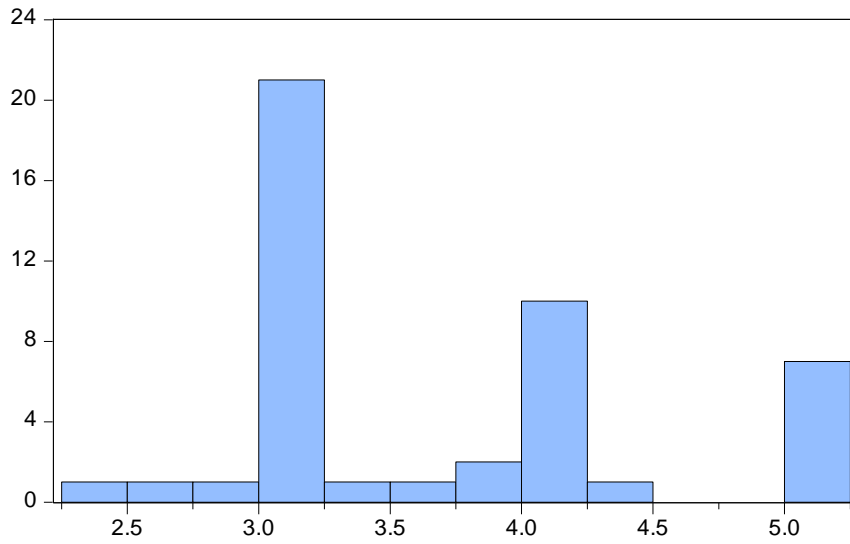
Jarque-Bera 0.883971  
Probability 0.642759



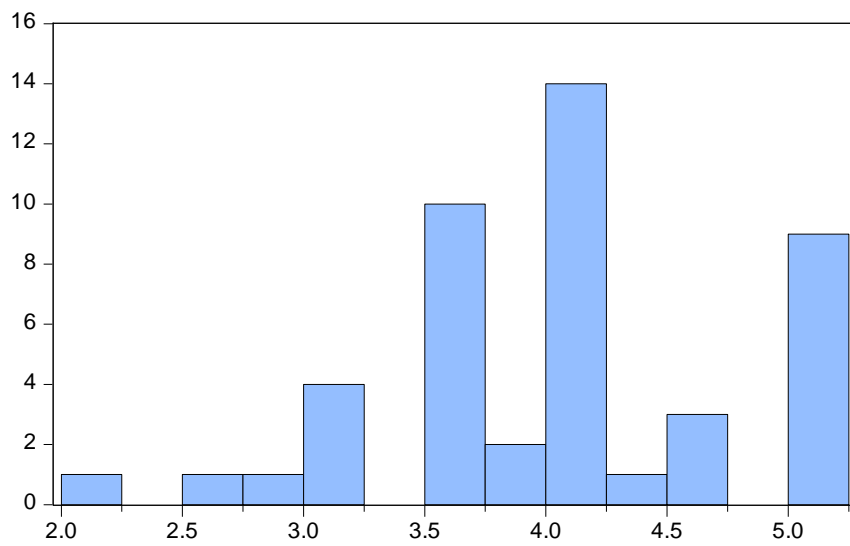
Series: CC  
Sample 1 46  
Observations 46

Mean 3.521522  
Median 3.140000  
Maximum 5.000000  
Minimum 1.430000  
Std. Dev. 0.793428  
Skewness 0.455096  
Kurtosis 3.201694

Jarque-Bera 1.665832  
Probability 0.434780



Series: NC	
Sample 1 46	
Observations 46	
Mean	3.623696
Median	3.170000
Maximum	5.000000
Minimum	2.330000
Std. Dev.	0.751225
Skewness	0.639230
Kurtosis	2.277972
Jarque-Bera	4.131923
Probability	0.126696



Series: JS	
Sample 1 46	
Observations 46	
Mean	4.005000
Median	4.000000
Maximum	5.000000
Minimum	2.000000
Std. Dev.	0.705841
Skewness	-0.397730
Kurtosis	3.139046
Jarque-Bera	1.249842
Probability	0.535304

