

Organisational Commitment and Job Satisfaction among Government Employees

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This study was conducted to determine the relationship between the organisational commitment, and job satisfaction among government employees. The respondents of this study were the 50 employees of a government agency in the Northern Philippines. The results reveal that highly committed employees are highly satisfied in their job, and vice versa. This study concludes that government employees are highly committed to their organisation and are highly satisfied in their work. More importantly, their high satisfaction to their job is due to their high commitment to the organisation, and vice versa.

Keywords: *Organisational commitment, Job satisfaction, Government employees, Department of environment and natural resources.*

Introduction

Human resources are considered as the most important asset in any organisation (Gabcanova, 2011; Fulmer & Ployhart, 2014; Tindowen, 2019). They have distinct characteristics, skills, knowledge, and perceptions towards their work, and their organisation. They also perform varied tasks and functions to meet the excellence output which is expected of them. Amidst an increasingly competitive environment, the quality of human resources is a vital key in improving the services of any organisation. Human resources are the moving force of an organisation and harnessing their capabilities will contribute much in bringing about quality, and productivity (Wright & McMahan, 2011; Ployhart & Molterno, 2011). As people are the organisation's most important resource, it is fundamental to have a comprehensive knowledge of their needs, values, and motivations to their commitment, and satisfaction to keep their loyalty to the organisation.



In fact, a substantial number of literature, and studies have proven that employees who are satisfied in their jobs, manifest loyalty to the organisation (Batugal & Tindowen, 2019; Salehi & Gholtash, 2011; Zeinabadi, 2010; Grama, 2014). They also tend to perform well, and work well for the love of their work. Employees with a high job satisfaction level are related to a pro-social behaviour, which is having a helpful behaviour towards customers, co-workers, and supervisors to the benefit of the employees, and their organisation (Thomas, 2010; Fatima, Amiraa, & Halim, 2011). On the other hand, dissatisfied employees with negative behaviour lead to poor service, destructive rumours, and even theft, which can lead to employees' absenteeism, and fast turnover (Malik, Nawab, Naeem, & Danish, 2010; Mawoli & Babandako, 2011). The government setting is emphasised on public service, which means that people expect more of the public servants. Furthermore, they became demanding of their rights for excellence in public service. In this vein, the need to conduct the study is important, so that managements can obtain baseline information on how to help their employees in terms of career development, and personnel welfare.

Moreover, organisational commitment, and job satisfaction are considered an integral part of the organisation to maintain quality, development, and sustainability. Hence, these two indicators should not be underestimated by management, and supervisors. Subsequently, this study was conducted to determine the organisational commitment, and job satisfaction among government employees.

Conceptual Framework

Organisational commitment, and job satisfaction are widely studied factors in management literature (Bodla & Danish, 2009; Bodla & Naeem, 2009; Allen & Meyer, 1990), and which are the precursors of employees' performance. They are related attitudes, that have received considerable attention from researchers around the globe.

There are three dimensions of organisational commitment, which are affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1991; Meyer, Becker, & Van Dick, 2006), outlined as follows:

Affective Commitment: refers to the employees' emotional attachment, identification with, and involvement in the organisation.

Continuance Commitment: refers to the employees' assessment of whether the cost of leaving the organisation is greater than the cost of staying.

Normative Commitment: refers to the employees' feeling of obligation to the organisation.



Meanwhile, among the different literature which were conducted on job satisfaction, the following were considered as important aspects for job satisfaction: agency policy (Crossman & Harris, 2006), nature of work (Collie, Shapka, & Perry, 2012; Skaalvik & Skaalvik, 2009), supervisor-employee relationship (Duffy & Lent, 2009), and working conditions (Huysman, 2007; Santhapparaj & Alam, 2005).

Organisational Commitment

In an organisation, commitment is considered as the extent to which employees are dedicated to their employing organisation, are willing to work on behalf of, and the likelihood that they will maintain their membership (Georgellis, 2015; Tindowen, 2016). Further, the importance of organisational commitment stems from a generally accepted notion that an employee with a strong commitment to the organisation will be productive, and will always support it (Kwon, 2002; Tindowen, 2019).

It also refers to the employees' attachment to identification with, and involvement in an organisation. It is generally considered as a three-dimensional construct comprising of affective commitment, continuance commitment, and normative commitment (Canipe, 2006; Turner & Chelladurai, 2005; Allen & Meyer, 1996; Karrasch, 2003).

Organisational commitment is essential for the success of any organisation because if the employees do not make their efforts sincerely, it can be hard for the organisation to meet challenges. This causes an organisation to bear internal, and external pressure. It is the comparative power of a person recognition with, and participation in, a peculiar administration (Kim, Eisenberger, & Baik, 2016).

Job Satisfaction

Job satisfaction is the measurement of an individual's emotional feelings which are shaped as a response from a job (Eslami & Gharakhani, 2012; Yoveline, 2015). It is also viewed as a "favorableness or unfavorableness with which workers view their job" (Werther & Davis, 1999; Rehman, Rehman, Khan, Nawaz & Rehman, 2013). It cannot be seen, but can only be inferred, and therefore, it is more of an internal state associated with the personal feeling of achievement (Stajkovic & Luthans, 1998). It is also viewed as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Vandenabeele, 2009), and is the degree to which employees have a positive affective orientation towards employment by the organisation (Buchko, Weinzimmer, & Sergejev, 1998).

Methods

This study utilised a quantitative method of research by employing descriptive survey, and correlational methods. The respondents of this study were the 50 employees of a government agency in the Northern Philippines, specifically within the following divisions:

1. Surveys and Mapping Division
2. Licenses, Patents and Deeds Division
3. Enforcement Division
4. Conservation and Development Division
5. Administrative Division
6. Finance Division
7. Legal Division
8. Planning and Management Division
9. Office of the Regional Director

Instrument for Organisational Commitment

The organisational commitment of the employees was measured using the Organisational Commitment Questionnaire, which was developed and modified by Allen and Meyer (1990). This model proposes that organisational commitment is experienced by the employee as three simultaneous mind-sets encompassing affective, normative, and continuance organisational commitment. The tool consists of 24 items, and a numerical value or weight was assigned to the statements that sought to elicit the frequency of occurrences or the extent of each practice, as shown below:

| Rating | Qualitative description | Explanation |
|---------------|--------------------------------|--|
| 5 | Strongly Agree | This means that they strongly agree on a behaviour which is being practised. |
| 4 | Agree | This means that they agree on a behaviour being practised. |
| 3 | Neutral | This means that they are neutral towards a behaviour being practised. |
| 2 | Disagree | This means that they disagree on a behaviour being practised. |
| 1 | Strongly Disagree | This means that they strongly disagree on a behaviour being practised. |

Instrument for Job Satisfaction

Job satisfaction has four indicators, such as agency policy, nature of work, supervisor-employee relationship, and working conditions. It consists of 25 items, with a numerical value or weight assigned to the statements that sought to elicit the frequency of occurrences or the extent of how the respondents perceived the practices, as shown below:

| Rating | Qualitative description | Explanation |
|---------------|--------------------------------|---|
| 5 | Highly Satisfied | This means that they are highly satisfied with the behaviour being practised. |
| 4 | Very Satisfied | This means that they are very satisfied with the behaviour being practised. |
| 3 | Satisfied | This means that they are satisfied with the behaviour being practised. |
| 2 | Moderately Satisfied | This means that they are moderately satisfied with the behaviour being practised. |
| 1 | Dissatisfied | This means that they are dissatisfied with the behaviour being practised. |

Data Analysis

The data was analysed utilising the following statistical tools:

Frequency counts and percentage: used to describe the profile of the respondents.

Weighted mean: used to determine the level of organisational commitment, and the job satisfaction of government employees, following these ranges:

| Range | Qualitative description for Organizational Commitment | Qualitative description for Job Satisfaction |
|--------------|--|---|
| 4.50 – 5.00 | Very High Level of Commitment | Very Highly Satisfied |
| 3.50 – 4.49 | High Level of Commitment | Highly Satisfied |
| 2.50 – 3.49 | Moderate/Average Level of Commitment | Moderately Satisfied |
| 1.50 – 2.49 | Low Level of Commitment | Slightly Satisfied |
| 1.00 – 1.49 | Very Low Level of Commitment | Not Satisfied |

Independent sample T-Test and one-way analysis of variance: used to identify if there is a significant difference upon the organisational commitment, and job satisfaction of employees when grouped according to profile variables.

Pearson R: used to determine if there is a significant relationship between organisational commitment, and job satisfaction.

Results and Discussion

Table 1: Profile of the Respondents

| Profile | Frequency | Percentage |
|--|-----------|------------|
| Length of Service in the Organisation | | |
| 1–5 years | 27 | 54% |
| 6–10 years | 6 | 12% |
| 11–15 years | 1 | 2% |
| 16–20 years | 1 | 2% |
| 21–25 years | 4 | 8% |
| 26–30 years | 5 | 10% |
| 31 years and above | 6 | 12% |
| Salary Grade | | |
| 1–9 | 27 | 54% |
| 10–25 | 23 | 46% |
| Status of Appointment | | |
| Permanent | 26 | 52% |
| Contractual | 24 | 48% |
| Place of Assignment | | |
| Technical | 16 | 32% |
| Management | 34 | 68% |

Table 1 shows the profile of the respondents. The respondents of this study are permanent, and contractual. Many of the respondents are still new in the organisation, and most have the salary grade of 1–9. Lastly, a majority of the respondents are assigned in the management area.

Table 2a: Organisational Commitment of the Respondents through Affective Organisational Commitment

| Affective Organisational Commitment | Mean | Qualitative Description |
|--|-------------|---------------------------------|
| 1. I would be very happy to spend the rest of my career with this organisation. | 4.20 | High Level of Commitment |
| 2. I enjoy discussing my organisation with people outside it. | 3.99 | High Level of Commitment |
| 3. I really feel as if this organisation's problems are my own. | 3.86 | High Level of Commitment |
| 4. I do not think that I could easily become as attached to another organisation, as I am to this one. | 3.88 | High Level of Commitment |
| 5. I feel like I am part of the family at my organisation. | 4.00 | High Level of Commitment |
| 6. I feel emotionally attached to this organisation. | 4.25 | High Level of Commitment |
| 7. This organisation has a great deal of personal meaning to me. | 3.92 | High Level of Commitment |
| 8. I feel a strong sense of belonging to my organisation. | 3.69 | High Level of Commitment |
| Category Mean | 3.98 | High Level of Commitment |

Table 2a presents the organisational commitment of government employees through their affective commitment. The results revealed that the respondents are highly committed to their organisation. This implies that employees are happy to spend the rest of their career in their organisation. Hence, they are somewhat determined to stay and are willing to spend additional years serving their organisation. With this, the respondents are emotionally attached to their agency, which is a manifestation of their caring attitude towards their organisation. Their high level of affective commitment to their organisation coincides with the results of previous studies, in which their attachment is attributed to the relationship they have with their fellow employees. That is, they can relate well, despite their differences (Casimir, Ngee Keith Ng, Yuan Wang, & Ooi, 2014; Vandenberghe, Bentein, & Panaccio, 2014). Moreover, their desire to remain with the organisation is since they can find themselves as being part of the productivity, and success of the organisation. More importantly, their affective commitment is a manifestation of their belief, and appreciation of their organisational values.

Table 2b: Organisational Commitment of the Respondents through Continuance Organisational Commitment

| Continuance Organisational Commitment | Mean | Qualitative Description |
|--|-------------|---------------------------------|
| 1. I am afraid of what might happen if I quit my jobm, without having another one lined up. | 3.98 | High Level of Commitment |
| 2. It would be very hard for me to leave my organisation right now, even if I wanted to. | 3.78 | High Level of Commitment |
| 3. Too much in my life would be disrupted if I decided to leave my organisation now. | 4.22 | High Level of Commitment |
| 4. It would be too costly for me to leave my organisation right now. | 4.00 | High Level of Commitment |
| 5. Right now, staying with my organisation is a matter of necessity, as much as desire. | 4.15 | High Level of Commitment |
| 6. I feel that I have very few options to consider leaving this organisation. | 3.95 | High Level of Commitment |
| 7. One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives. | 3.75 | High Level of Commitment |
| 8. One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice, and another organisation may not match the overall benefits I have here. | 3.98 | High Level of Commitment |
| Category Mean | 3.98 | High Level of Commitment |

Meanwhile, in Table 2b is it reflected that government employees also have a high level of continuance commitment to their organisation. With this result, it can be stressed that the respondents feel it is practical to remain in their organisation and leaving the organisation means having no assurance of being employed immediately when they apply for a new job. The previous literature on continuance commitment revealed that the reluctance of the employees to leave the organisation is due to the fact that too much of their life would be disrupted if they decided to leave their organisation now (Ahluwalia & Preet, 2016; Mclerney, Ganotice, King, Morin, & Marsh, 2015), as well as the fact that work is a necessity (Joseph, Buena, & Rajalakshmi, 2017), especially in countries, such as the Philippines, where the economic situation is unstable, and financial security and flexibility is necessary for employees (Thang & Fassin, 2017; Tolentino, 2013).

Table 2c: Organisational Commitment of the Respondents through Normative Organisational Commitment

| Normative Organisational Commitment | Mean | Qualitative Description |
|--|-------------|---------------------------------|
| 1. I think that people these days move from company to company too often. | 3.90 | High Level of Commitment |
| 2. I do believe that a person must always be loyal to his or to her organisation. | 4.20 | High Level of Commitment |
| 3. Jumping from organization to organisation seems unethical to me. | 4.22 | High Level of Commitment |
| 4. One of the major reasons I continue to work in this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain. | 4.08 | High Level of Commitment |
| 5. If I got another offer for a better job elsewhere I would feel it was not right to leave my organisation. | 3.75 | High Level of Commitment |
| 6. I was taught to believe in the value of remaining loyal to one organization. | 3.88 | High Level of Commitment |
| 7. Things were better in the days when people stayed in one organisation for most of their careers. | 3.90 | High Level of Commitment |
| 8. I do think that to be a company man or company woman is still sensible. | 3.92 | High Level of Commitment |
| Category Mean | 3.98 | High Level of Commitment |

Finally, in terms of the normative commitment, it was revealed that the respondents' commitment is high. This means that the respondents believe that it would not be right for them to leave their organisation because they still have a moral obligation to the people, to their fellow employees, and to their administrators. In this regard, they maintain their membership, and commitment to the organisation. The previous studies on normative commitment identified several factors that affect employees' normative commitment, which were also revealed in the current study, such as high compensation and benefits, and professional development activities that enhanced their career growth, including through exposure to national, and international seminars, and conferences (Yahaya & Ebrahim, 2017). This premise suggests that employees who were availed by these packages feel obliged to provide a return service to their institution, and it would unethical if they leave their organisation now, without finishing their contracts with their organisation.

Table 2d: Organisational Commitment of the Respondents

| Organisational Commitment | Mean | Qualitative Description |
|--|-------------|---------------------------------|
| Affective Organisational Commitment | 3.98 | High Level of Commitment |
| Continuance Organisational Commitment | 3.67 | High Level of Commitment |
| Normative Organisational Commitment | 3.76 | High Level of Commitment |
| Overall Organizational Commitment | 3.80 | High Level of Commitment |

Table 2d shows the organisational commitment of the respondents. In general, it can be shown that government employees are highly committed to their organisation through affective organisational commitment, continuance organisational commitment, and normative organisational commitment.

Table 3: Job Satisfaction of the Respondents

| Job Satisfaction | Mean | Qualitative Description |
|----------------------------------|-------------|--------------------------------|
| Agency Policy | 3.55 | Very Satisfied |
| Nature of Work | 3.65 | Very Satisfied |
| Supervisor-Employee Relationship | 3.60 | Very Satisfied |
| Working Conditions | 3.80 | Very Satisfied |
| Overall Job Satisfaction | 3.65 | Very Satisfied |

Table 4 presents the job satisfaction of the respondents. It can be shown from the table that government employees are very satisfied along four dimensions of job satisfaction, which are agency policy, nature of work, supervisor-employee relationship, and working conditions. Within agency policy, employees are satisfied with the career, and personnel program of their organisation, and in terms of training, conferences, conventions, and seminars of the organisation. Moreover, opportunities to attend training, and seminars are equally given to all employees. More importantly, the priority of training is for employees who have not undergone any training. Indeed, the results show that the agency provides opportunities for growth and development to their employees. The organisations that understand the true value of professional development, culture, innovation, and creativity, also recognise the value of continuously educating their employee base. These organisations are the ones which will be better positioned to adapt to the rapidly changing demands of today's work environment. The challenge is to incorporate professional development within the overall corporate strategy, with so many competing interests and tight budgets (Yoveline, 2015).

Meanwhile, they are also very satisfied with the nature of their work. It provides them with enjoyment and self-fulfilment in their work arrangement. Also, there is an opportunity to adequately apply the knowledge learned from different in-service trainings of the organisation. Moreover, the job they perform is in accordance with their job functions.

Furthermore, employees are also very satisfied through the supervisor-employee relationship. A positive, and supportive relationship between the supervisor, and employee in the agency is critical for the effective delivery of services to the public. Hence, the results reveal that a harmonious relationship exists between the supervisor, and their subordinates. Lastly, the employees are very satisfied with the working conditions of their organisations. These results imply that generally, they are pleased with their working conditions in their institution. The workplace must be meaningful, pleasant, and conducive to confidential interpersonal exchange, if clients are expected to respond to intervention (Malik, 2010).

Table 4: Significant Difference on the Level of Organisational Commitment of the Respondents when Grouped According to Profile Variables

| Variables | Df | t-value/ F-value | P-value | Decision |
|-----------------------|----|------------------|---------|-----------|
| Length of Service | 6 | 1.828 | 0.116 | Accept Ho |
| Salary Grade | 1 | 1.952 | 0.169 | Accept Ho |
| Place of Assignment | 47 | -0.039 | 0.969 | Accept Ho |
| Status of Appointment | 48 | -0.824 | 0.414 | Accept Ho |

Table 4 presents the significant difference on the organisational commitment of government employees when grouped according to their profile variables. It can be shown that there is no significant difference on the organisational commitment of the respondents when grouped according to the profile variables. Hence, the null hypothesis is accepted. This means that the level of commitment of the government employees to their organisation does not vary, regardless of their length of service, salary, place of assignment, and status of appointment.

Table 5: Significant Difference on the Job Satisfaction of the Respondents when Grouped According to Profile Variables

| Variables | Df | t-value/ F-value | P-value | Decision |
|-----------------------|----|------------------|---------|-----------|
| Length of Service | 6 | 0.527 | 0.784 | Accept Ho |
| Salary Grade | 48 | 0.632 | 0.932 | Accept Ho |
| Place of Assignment | 47 | -1.239 | 0.221 | Accept Ho |
| Status of Appointment | 48 | -0.656 | 0.515 | Accept Ho |

Table 5 presents the significant difference on the job satisfaction of government employees when grouped according to their profile variables. It can be shown in the table that there is no significant difference on the job satisfaction level of the respondents when grouped according to the profile variables. Hence, the null hypothesis is accepted. This means that the level of satisfaction of government employees does not vary, regardless of their length of service, salary grade, place of assignment, and status of appointment.

Table 6: Significant Relationship between Organisational Commitment and Job Satisfaction of the Respondents

| Variables | Pearson-R | P-Value | Decision |
|---------------------------|-----------|---------|-----------|
| Organisational Commitment | 0.502 | 0.000 | Reject Ho |
| Job Satisfaction | | | |

Table 6 shows the significant relationship between the organisational commitment, and job satisfaction of government employees. The result shows a positive correlation between the organisational commitment, and job satisfaction of employees. This means that the higher the organisational commitment of the employees, the higher their satisfaction towards their job, and vice versa. Job satisfaction, and organisational commitment are different concepts, but several meta-analyses have concluded that there is high correlation between the two variables (Mathieu & Zajac, 1990; Meyer, Becker, & Van Dick, 2006). It is difficult to separate the two concepts completely, as the theory suggests that they share many factors. It is therefore, natural to wonder whether these terms are actually different.

Conclusion and Implications for Further Research

Highly committed employees are highly satisfied in their job, and vice versa. This study concludes that government employees are highly committed to their organisation and are highly satisfied in their work. More importantly, their high satisfaction to their job is due to their high commitment to the organisation, and vice versa.

The government agency should continue its programs and deliver professional development to its employees to maintain the high level of commitment, and job satisfaction among employees. Other researchers may also add other variables which may affect the organisational commitment, and job satisfaction of employees, such as job involvement, professional commitment, and institutional citizenship. Finally, future researchers may also replicate the study by exploring other agencies, and even private institutions.



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