

Organizational Commitment, School Environment, and Work Ethics on Job Satisfaction of Private School Teachers

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Abstract

The main objective of the study was to develop a structural model on teachers' job satisfaction in the private schools of Region 10, particularly the Private Schools Athletic Association in Region 10 (PRISAA-X) and Bukidnon Association of Catholic Schools (BUACS) member schools.

The study was conducted among the seven PRISAA-X-member schools and five BUACS member schools where 979 teacher-respondents coming from the 12 different private schools have represented to answer the questionnaires.

The study revealed that teachers' organizational commitment is high as measured through affective commitment, normative commitment, and continuance commitment in the private schools particularly in region 10. Moreover, teachers are satisfied on the school environment in terms of staff freedom, students support, professional interest, innovation and participatory decision making especially when it comes to their working environment where most of the private schools created a positive atmosphere for the teachers. Additionally, teachers' work ethics were good in terms of order factors such as hard work, morality/ethics, centrality of work, wasted time, delay of gratification, self-reliance, and leisure; hence, the result demonstrates that the private school teachers have upright work ethics. Further, the descriptive analysis of the teachers' level of job satisfaction as measured through advancement, responsibilities, colleagues, supervision, working conditions, and pay shows that teachers were satisfied working in the private schools.

The measured variables of organizational commitment, school environment, and work ethics showed a significant relationship to the teachers' job satisfaction. However, affective organizational commitment, school environment measured through student support, professional interest, and staff freedom, and work ethics through self-reliance, hard work, centrality of work, wasted time, and delay of gratification were the best predictors on teachers' job satisfaction.

The best fit model was anchored on organizational commitment and work ethics. A holistic job satisfaction paradigm was designed based on the generated structural model for private school teachers.

Keywords: Job Satisfaction, Organizational Commitment, School Environment, Work Ethics

Questionnaire

Part 1. Participants’ Demographic Profile

Name of Teacher (Optional): _____

School: _____

Department: _____ Position/Rank: _____

1. Age: _____
2. Gender: _____ Male _____ Female
3. Educational Attainment:

_____ Bachelor’s degree	_____ with PhD/Ed.D units
_____ with MA/MS units	_____ PhD Holder
_____ MA/MS graduate	
4. Length of Service (in yrs): _____
5. Status of Employment:

_____ Regular	_____ Part-time	Other (Please specify): _____
_____ Probationary	_____ Substitute	
6. Monthly Salary:

_____ below P 10,000	_____ P 16,000 – P 20,000	_____ P 26,000 – P 30,00
_____ P 11,000 – P 15,000	_____ P 21,000 – P 25,000	_____ P 30,000 and above

Part 2: Organizational Commitment

Directions: When answering the following statements, mark check (✓) the degree to which you agree or disagree with the statement based on the following scale/description below.

SA -Strongly Agree **A** -Agree **N** -Neutral **D** -Disagree **SD** -Strongly Disagree

A. Affective Commitment	SA	A	N	D	SD
1. I would be very happy to spend the rest of my career with this organization.					
2. I enjoy discussing about my organization with people outside it.					
3. I really feel as if this organization’s problems are my own.					
4. This organization has a great deal of personal meaning for me.					
5. I feel ‘emotionally attached’ to this organization.					
6. I feel like I’m ‘part of the family’ at my organization.					
7. I feel a ‘strong’ sense of belonging to my organization.					

B. Continuance Commitment	SA	A	N	D	SD
1. It would be very hard for me to leave my organization right now, even if I wanted to.					
2. Too much in my life would be disrupted if I decided to leave my organization now.					

3.I feel that I have very few options to consider leaving this organization.					
4.One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
5. It would be too costly for me to leave my organization now.					
6. I am afraid of what might happen if I quit my job without having another one lined up.					

C. Normative Commitment	SA	A	N	D	SD
1. I think that people these days move from company to company too often.					
2. One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore I feel a sense of moral obligation to remain.					
3. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
4.I was taught to believe in the value of remaining loyal to one organization.					
5.Things were better in the days when people stayed in one organization for most of their careers.					
6.I do believe that a person must always be loyal to his or her organization.					
7. Jumping from organization to organization is unethical to me.					

Part 3: School Environment

Direction: The following are statements that will measure the level of the school environment in your respective school. Kindly refer to the scale given below, mark check (✓) the degree to which you agree or disagree with the statement.

SA -Strongly Agree A -Agree N -Neutral D -Disagree SD -Strongly Disagree

A. Student Support	SA	A	N	D	SD
1. Most students are helpful and cooperative to teachers.					
2. Most students are pleasant and friendly to teachers.					
3. Students get along well with teachers.					
4. Most students are well-mannered and respectful of the school staff.					
5. Very strict discipline is needed to control many of the students.					

B. Affiliation	SA	A	N	D	SD
1. I am ignored by other teachers.					
2.I feel that I could rely on my colleagues for assistance if I should need it.					
3.My colleagues seldom take notice of my professional views and opinions.					

4.I feel that I have many friends among my colleagues at this school.					
5. I often feel lonely and left out of things in the staff room.					

C. Professional Interest	SA	A	N	D	SD
1.Teachers frequently discuss teaching methods and strategies with each other.					
2. Teachers avoid talking with each other about teaching and learning.					
3.Many teachers attend in-service and other professional development courses.					
4.Teachers are keen to learn from their colleagues.					
5. Teachers show considerable interest in the professional activities of their colleagues.					

D. Staff Freedom	SA	A	N	D	SD
1.I am expected to conform to a particular teaching style.					
2. It is considered very important that I closely follow syllabuses and lesson plans.					
3. There are few rules and regulations that I am expected to follow.					
4.My classes are expected to use prescribed textbooks and prescribed resource materials.					
5.I am expected to maintain very strict control in the classroom.					

E. Participatory Decision Making	SA	A	N	D	SD
1.Decisions about the running of the school are usually made by the principal or a small group of teachers.					
2. I have to refer even small matters to a senior member of staff for a final answer.					
3.Teachers are frequently asked to participate in decisions concerning administrative policies and procedures.					
4.I am encouraged to make decisions without reference to a senior staff member.					
5.I must ask a senior member of staff before I do most things.					

F. Innovation	SA	A	N	D	SD
1.It is very difficult to change anything in this school.					
2. Teachers are encouraged to be innovative in this school.					
3.New courses or curriculum materials are seldom implemented in the school.					
4.There is much experimentation with different teaching approaches.					

5. New and different ideas are always being tried out in this school.

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Part 4: Work Ethics

Direction: Below are the different types of statements which will measure your level of work ethics. Please read each statement carefully. For each statement, mark check (✓) the response that best represents your belief or opinion based on the following scale/description below:

SA -Strongly Agree **A** -Agree **N** -Neutral **D** -Disagree **SD** -Strongly Disagree

A. Self-Reliance	SA	A	N	D	SD
1. To be truly successful, a person should be self-reliant.					
2. People would be better off if they depended on themselves.					
3. One should live one's own life independent of others as much as possible.					
4. I Strive to be self-reliant.					
5. Having a great deal of independence from others is very important to me.					
6. It is important to control one's destiny by not being dependent on others.					

B. Morality/Ethics	SA	A	N	D	SD
1. One should always take responsibility for one's actions.					
2. One should always do what is right and just.					
3. One should not pass judgment until one has heard all of the facts.					
4. You should never tell lies about other people.					
5. It is important to treat others as you would like to be treated.					
6. It is never appropriate to take something that does not belong to you.					

C. Leisure	SA	A	N	D	SD
1. Life would be more meaningful if we had more leisure time.					
2. I would prefer a job that allowed me to have more leisure time.					
3. The less time one spends working and the more leisure time one has, the better.					
4. More leisure time is good for people.					
5. The world would be a better place if people spent more time relaxing.					
6. The job that provides the most leisure time is the job for me.					
7. People should have more leisure time to spend in relaxation.					

D. Hard work	SA	A	N	D	SD
1. Nothing is impossible if you work hard enough.					

2. Working hard is the key to being successful.					
3. If one works hard enough, one is likely to make a good life for oneself.					
4. If you work hard you will succeed.					
5. Anyone who is able and willing to work hard has a good chance of succeeding.					
6. A person should always do the best job possible.					

E. Centrality of Work	SA	A	N	D	SD
1. I feel content when I have spent the day working.					
2. It is very important for me to always be able to work.					
3. Life without work would be very boring.					
4. I experience a sense of fulfillment from working.					
5. A hard day's work provides a sense of accomplishment.					

F. Wasted Time	SA	A	N	D	SD
1. Time should not be wasted, it should be used efficiently.					
2. I schedule my day in advance to avoid wasting time.					
3. I constantly look for ways to productively use my time.					
4. I try to plan out my workday so as not to waste time.					
5. How a person spends their time is as important as how they spend their money.					
6. Wasting time is as bad as wasting justified.					

F. Delay of Gratification	SA	A	N	D	SD
1. If I want to buy something, I always wait until I can afford it.					
2. I get more fulfillment from items I had to wait for.					
3. A distant reward is usually more satisfying than an immediate one.					
4. I prefer to save until I can afford something and not buy it on credit.					
5. The best things in life are those you have to wait for.					
6. The only way to get anything worthwhile is to save for it.					

Part 5: Job Satisfaction

Directions: The following statements refer to organizational factors that can influence the way a teacher feels about his/her job. These factors are related to teaching and to the individual's satisfaction with his or her job situation. When answering the following statements, mark check (✓) the degree to which you agree or disagree based on the following scale/description below:

SA -Strongly Agree A -Agree N -Neutral D -Disagree SD -Strongly Disagree

A. Supervision	SA	A	N	D	SD
1. My immediate supervisor gives me assistance when I need help.					
2. My immediate supervisor praises good teaching.					
3. I receive recognition from my immediate supervisor.					
4. My immediate supervisor explains what is expected of me.					
5. My immediate supervisor treats everyone equitably.					
6. When I teach a good lesson, my immediate supervisor notices.					
7. My immediate supervisor offers suggestions to improve my teaching.					
8. My immediate supervisor makes available the material I need to do my best.					

B. Colleagues	SA	A	N	D	SD
1. I like the people with whom I work.					
2. I get along well with my colleagues.					
3. My colleagues stimulate me to do better work.					
4. I have made lasting friendships among my colleagues.					
5. My interests are similar to those of my colleagues.					
6. My colleagues provide me with suggestions or feedback about my teaching.					

C. Working Conditions	SA	A	N	D	SD
1. Working conditions in my school are good.					
2. Working conditions in my school are comfortable.					
3. The administration in my school communicate its policies well.					
4. Working conditions in my school could not be worse.					
5. Working conditions in my school is improving.					

D. Pay	SA	A	N	D	SD
1. Teacher income is adequate for normal expenses.					
2. Teaching provides me with financial security.					
3. I am well paid in proportion to my ability.					
4. Teacher income is more than I deserve.					
5. Sufficient income keeps me from living the way I want to live.					

E. Responsibilities	SA	A	N	D	SD
1. I try to be aware of the policies of my school.					
2. I am responsible for planning my daily lessons.					

3. I do have responsibilities for my teaching.					
4. My students respect me as a teacher.					
5. Teaching provides me the opportunity to help my students learn.					

F. Advancement	SA	A	N	D	SD
1. Teaching is very interesting work.					
2. Teaching encourages me to be creative.					
3. Teaching provides me the chance to develop new methods.					
4. Teaching provides an opportunity to use a variety of skills.					
5. The work of a teacher is very pleasant.					
6. Teaching provides for a secure future.					