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Organizational Culture and Job Satisfaction of Private School Teachers

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ABSTRACT

A descriptive-correlational research design was used in the study to determine the organizational culture and job satisfaction of 48 private school teachers in San Jose City, Nueva Ecija. Total population sampling was employed, and the researcher used a normative survey method to collect data. Most respondents were 22-29 years old, female, single with a bachelor's degree, handling grade 10, with less than five years of teaching experience. Findings showed that private school teachers strongly agree with the school's organizational culture. Moreover, the respondent strongly agrees that they are satisfied with their job. Furthermore, results showed that corporate culture in terms of people and work was significantly correlated to the respondents' job satisfaction.

Keywords. Environment, people, profession, support, and work.

INTRODUCTION

The organizational culture of private schools, including the culture of their teachers, is influenced by various factors. It encompasses the shared values, beliefs, practices, and behaviors within the school's community. With so many educational institutions and teachers around the world today, it is vital to understand the necessity of concentrating on the well-being of teachers within the institution they work in. The quality and function witnessed by stakeholders and teachers within the institution will characterize the organization's well-being. Grant et al. (2007) also encompass the employees' physical and mental wellness and overall enjoyment, all associated with "job satisfaction."

Teachers in these schools are typically expected to align with and support these missions and values in their work. This alignment can be a significant aspect of the culture. The relationships among teachers and school administrators can also define the culture. A culture of collaboration, mutual support, and open communication can contribute to a positive working environment. Thus, it is essential to recognize that the specific organizational culture of private schools can vary significantly from one institution to another. It can be influenced by the school's history, leadership, educational philosophy, and the expectations of parents and students. Teachers significantly impact school culture, affecting their job satisfaction and effectiveness in the classroom.

On the other hand, job satisfaction among private school teachers, like any other profession, is also influenced by many factors. Research shows that external and internal factors influence job satisfaction, such as the individual's values, principles, personality, expectations, the nature of the job, the opportunities provided, and so on (Davis et al., 2006). Much research on job satisfaction and organizational culture has been undertaken to comprehend and promote it. However, it is essential to note that job satisfaction can still vary widely among private school teachers. Factors like school leadership, workload, and the specific school's culture can significantly impact. Also, job satisfaction may depend on individual preferences and values. Some teachers may thrive in the private school environment, while others may find it challenging.

In the Philippines, many private institutions needed help retaining their teachers. According to Batugal (2019), private schools are exiting public schools. This predicament in teachers' commitment is undoubtedly partly due to teachers' low salaries and benefits in some private colleges and universities. The resignations of

Tenured and qualified faculty members have caused a shortage of more eligible faculty members in the said colleges and universities.

It is also important to note that not all private school teachers can encounter various challenges that may lead to job dissatisfaction, like heavy workload, limited resources, compensation, lack of job security, and professional isolation. However, some may find their work highly satisfying despite these challenges. The specific issues teachers face can vary depending on the school, its culture, and the individual circumstances

of the teacher. This research was conducted to determine the correlation between organizational culture and job satisfaction due to the need for existing studies by private school teachers in San Jose City.

METHODS AND PROCEDURE

Descriptive correlational research was used in the study. This study involved 48 high school teachers in the selected private school Division of San Jose City, Nueva Ecija. The researcher employed total population sampling and used a normative survey method in collecting data. This was the most appropriate data gathering since the tool was a questionnaire. Descriptive statistics, including frequency count, percentage, mean, and Pearson product-moment correlation (r), were utilized in the study.

RESULTS AND DISCUSSION

Organizational Culture

Findings indicate that the respondents' people and culture pooled mean was 3.61, described as "strongly agree." Results showed that if the teachers clearly understood their culture and what is expected of them, they would feel connected, involved, and supported, and therefore, they would feel engaged. Data is presented in Table 1.

Table 1. Organizational Culture

PARAMETERS	MEAN	DESCRIPTION
People	3.67	Strongly Agree
Strong employee relationship	3.67	Strongly Agree
Mutual respect and trust regardless of role and responsibilities.	3.65	Strongly Agree
Allowed to give opinions and share ideas.	3.69	Strongly Agree
Motivate employee to strive for the best quality in their work	3.65	Strongly Agree
Support each other to achieve the same overall aims and objectives	3.67	Strongly Agree
Work	3.55	Strongly Agree
There is a transparent policy for promotion	3.52	Strongly Agree
There is transparency in crucial information and decision	3.60	Strongly Agree
Can share honest critical feedback	3.56	Strongly Agree
Can show and employ oneself without fear or negative consequences of self-image, status, or career	3.48	Strongly Agree
Employees have the freedom to work in a way that suits them.	3.58	Strongly Agree
Over-all Mean	3.61	Strongly Agree

In terms of people, the pooled mean was 3.67, described as "strongly agree." It means that when people in an organization are provided opportunities and motivated to share ideas and perform their duties and responsibilities openly, they will strive for the best and assist one another to achieve the institution's goals. The statement "Allowed to give opinions and share ideas" obtained the highest mean of 3.69, described as "strongly agree," while the statement "Motivate employee to strive for the best quality in their work" and "Mutual respect and trust regardless of role and responsibilities" got the lowest mean of 3.65, described as "strongly agree."

Regarding work, the pooled mean was 3.55, described as “strongly agree.” Findings showed that when there is transparency in the workplace, and employees see opportunities for potential growth in the form of promotion and receive honest and constructive feedback for positive development, this will likely result in a positive environment that will assist the institution in retaining its teachers. The statement, “There is transparency in key information and decision,” had the highest mean with 3.60, described as “strongly agree,” while the statement, “Can show and employ oneself without fear or negative consequences of self-image, status, or career” got the lowest mean of 3.48, described as “strongly agree.”

A positive workplace culture attracts talent, drives engagement, impacts happiness and satisfaction, and affects performance (ERC, 2019). According to Tsai (2011), having a well-organized structure is crucial in establishing a positive and healthy workplace environment. To promote and communicate the organizational ethos effectively, employees must acknowledge and accept it. It can significantly impact their behavior and attitude towards work. Good communication and collaboration between leadership and employees can increase contributions toward achieving the organization's goals and objectives. In turn, it can enhance job satisfaction among employees. Culture and employee engagement are closely tied. To improve employee engagement, improve your company culture (O’Boyle, 2020).

Job Satisfaction of the Respondents

Results on job satisfaction of the respondents obtained the pooled mean of 3.60, described as strongly agree. The findings showed that when the teacher is being heard and the amount of work is reasonable, they will feel content with their jobs, and it will also contribute to teachers' well-being when they are less stressed and burnt out because of work. Results also showed that one of the driving forces of job satisfaction is the continuous training for employees; when an employee attended various training and seminars provided by the companies, their employees received a high level of job satisfaction. Improved job satisfaction leads to increased productivity, reduced turnover, and less job stress. Job satisfaction is positively correlated with better job performance among employees. It leads to high levels of job satisfaction for their employees. (Kasemsap, 2017).

Table 2. Job Satisfaction of the Respondents

PARAMETERS	MEAN	DESCRIPTION
Pooled Mean	3.60	Strongly Agree

Correlation between Organizational Culture and Job Satisfaction of the Respondents

Results in this study show that organizational culture ($r = 0.765$) was significantly correlated with job satisfaction. If an employer gives importance to their employees, considers them an asset, and brings out the best in their employees, this could bring job satisfaction. According to the [Harvard Business Review \(2018\)](#), company culture encompasses shared assumptions, values, and group norms within the workplace. An organizational culture is a shared belief system where employees have similar values. It can include several elements within the business, including the work environment, company mission statement and core values, management style, and workplace ethics. Company culture could be deliberate or come about naturally.

Table 3. Relationship between an organization's culture and the job satisfaction of its employees.

JOB SATISFACTION	
	r
ORGANIZATIONAL CULTURE	0.765**

Legend: ** correlation is significant at 0.001 level (2-tailed)

CONCLUSIONS

Based on the result of this study, the following conclusions were formulated: The respondents' organizational culture and job satisfaction were rated as strongly agree. Moreover, the relationship between corporate culture and job satisfaction showed a positive correlation.

RECOMMENDATIONS

In light of the study's results and conclusions, it is strongly recommended to take the following measures: School Administrators must therefore strive to cultivate an excellent organizational culture among employees to motivate them to perform well, serve well, and enable them to provide high-quality services to the students. School administrators should provide a positive working environment that promotes safety, open and transparent communication, healthy work relationships, and growth and goal attainment to secure employee job satisfaction. Private school institutions should allow employees to shape their roles, be flexible, embed a robust social culture, promote good health, and recognize their work and contribution. This study could be replicated and conducted in other Divisions by having a large sample size to include public school teachers to validate the result of the present study.

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