Organizational Culture and Job Satisfaction of Private School Teachers in the Context of San Jose City, Nueva Ecija, Philippines

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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. The data gathered were tabulated, analyzed, and interpreted using descriptive statistics. Most respondents were 22-29 years old, female, single with a bachelor's degree, handling grade 10, and had 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 organizational culture in terms of people and work was significantly correlated to the respondents' job satisfaction.

Keywords. Environment, people, profession, support, work, organization, culture, job satisfaction

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 the increasing number of educational institutions and teachers worldwide, it becomes crucial to understand the importance of focusing on teacher well-being within their respective institutions. The quality and functioning of these institutions, as perceived by stakeholders and teachers, significantly impact the organization's overall well-being. Grant et al. (2007) also emphasize the employees' physical and mental wellness and overall enjoyment, all associated with 'job satisfaction.' This research aims to provide insights into the relationship between organizational culture and job satisfaction among private school teachers, which can inform strategies for enhancing teacher well-being and school performance.

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 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 findings affirm that job satisfaction comprised of different environmental settings affected by internal and external situations, such as the individual's values, principles, personality, and expectations, as well as 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 experiencing an exodus from public schools. This predicament in teachers' commitment is undoubtedly due in part to the low salary and benefits, unconducive working areas, and the lack of prestige of the teachers in some private colleges and universities. The resignations of

Tenured and qualified faculty members have caused the need for more qualified 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 determined the correlation between organizational culture and job satisfaction.

METHODS AND PROCEDURE

The study used descriptive correlational research. It involved 48 high school teachers in the selected private school Division of San Jose City, Nueva Ecija. The researcher employed total population sampling and a normative survey method to collect data, which was the most appropriate way of gathering data 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, they would feel 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, which is described as a "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, which is described as a "strongly agree." This 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 a pooled mean of 3.60, which is described as strongly agreeing. The findings showed that when the teacher is 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. Respondents' Job Satisfaction

PARAMETERS	MEAN	DESCRIPTION
1. The school provides tools and resources needed in my job	3.58	Strongly Agree
2. The amount of work expected of me is reasonable	3.52	Strongly Agree
3. Pay and benefits offered is fair	3.42	Strongly Agree
4. There is teamwork in the workplace	3.63	Strongly Agree
5. Received recognition for my	3.54	Strongly Agree

accomplishment

6. I am encouraged to do with a new and better way of doing things	3.69	Strongly Agree
7. Provided with all training necessary to perform my job	3.60	Strongly Agree
8. Received assistance from my head to carry out my duties	3.65	Strongly Agree
9. Have learned new skills related to my work	3.69	Strongly Agree
10. The head considered my suggestion and decision	3.65	Strongly Agree
Pooled Mean	**3.60**	**Strongly Agree**

Legend:

> 3.25 – 4.00 Strongly Agree
> 2.50 – 3.24 Agree
> 1.75 – 2.49 Disagree
> 1.00 – 1.74 Strongly Disagree

Correlation between culture and job satisfaction of the respondents.

Results in this study show that the organizational culture (r = 0.765) was highly significantly correlated with job satisfaction. If an employer gives importance to their employees and considers their assets, bringing 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 organizational 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 that includes public school teachers to validate the result of the present study.

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