

# **Hygiene and Motivation Factors, Organizational Commitment, and Job Satisfaction of CAPSU Faculty**

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## **Abstract**

This study dealt on the different motivation factors that may affect the commitment and satisfaction of the Faculty at Capiz State University (CAPSU). Utilizing the descriptive-correlation research design, it aimed to find out the relationship of hygiene and motivation factors, organizational commitment, and job satisfaction of CAPSU faculty. It also aimed to answer the following questions: (1) what is the level of hygiene and motivation factors of CAPSU Faculty as an entire group and when classified according to their demographic profile? (2) what is the level of organizational commitment of the respondents as an entire group and when classified according to their demographic profile? (3) what is the level of job satisfaction of the respondents as an entire group and when classified according to their demographic profile? (4) is there a significant difference in the respondents' hygiene and motivation factors and job satisfaction? (5) is there a significant difference in the respondents' hygiene and motivation factors and organizational commitment? (6) are there significant relationships among the respondents' hygiene and motivation factors, organization commitment and job satisfaction? Sixty (60) faculty members served as respondents of the study. To acquire the quantitative data, the researcher used three (3) standardized questionnaires. Results revealed that CapSU Faculty have "high" levels of hygiene and motivation factors, organizational commitment and job satisfaction; significant differences were found out between the hygiene and motivation factors and job satisfaction, and between the hygiene and motivation factors and organizational commitment of the faculty; no significant relationships existed between their hygiene and motivation factors, and job satisfaction. However, findings revealed that there was a significant relationship between their organizational commitment and job satisfaction.

*Keywords:* Hygiene and motivation factors, organizational commitment, job satisfaction

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## **Introduction**

The faculty as part and parcel of the human resources of the institution are valuable resources of the University. Being the front liners among the workforce they have to remain motivated, satisfied and committed to the organization. Hence, it is important that they feel needed, loved, and cared for, not only by their students and peers, but more so by their superiors, which is the "administration" (Crossman, 2003)

School administrators need to ensure that the faculty's spirit of cooperation, sense of commitment and satisfaction within the organization remain high. They need to continue to love their work and are happy with what they do not only to motivate them but also to increase their efficiency. Whenever organizations are facing challenges in sustaining the efficiency of the faculty, it is but necessary to make them feel that they are valued and that they are vital to the success of the institution (Opdenakker & Van Damme, 2006).

It is assumed that job satisfaction and organizational commitment of the faculty are influenced by certain motivation factors. If they are satisfied and committed they strongly cooperate to achieve the goals of the organization. Thus, this study will serve as a gauge towards assessing the commitment and job satisfaction of the faculty in the University.

The primary aim of this study was to find out the impact of hygiene and motivation factors, and organizational commitment on the job satisfaction of CapSU Faculty. Specifically, this study aimed to answer the following questions:(1) what is the level of hygiene and motivation factors of CAPSU Faculty as an entire group and when classified according to their demographic profile? (2) what is the level of organizational commitment of the respondents as an entire group and when classified according to their demographic profile? (3) what is the level of job satisfaction of the respondents as an entire group and when classified according to their demographic profile? (4) is there a significant difference in the respondents' hygiene and motivation factors and job satisfaction? (5) is there a significant difference in the respondents' hygiene and motivation factors and organizational commitment? (6) are there significant relationships among the respondents' hygiene and motivation factors, organization commitment and job satisfaction?

## **Theoretical Framework**

This study was anchored on the Two-factor theory of Herzberg (1959) who theorized that two elements are responsible for individuals' level of job satisfaction or dissatisfaction: hygiene factors and motivators. According to Herzberg (2015), hygiene factors are those factors which are not responsible for motivating employees but result in job dissatisfaction if they are not present at sufficient levels. In contrast, motivators are those factors which affect job satisfaction and levels of motivation by enriching the job experience. Herzberg (1966) viewed that people will strive to achieve 'hygiene' needs because they are unhappy without them, but once satisfied,

the effect soon wears off - satisfaction is temporary.

This study was also anchored on Locke's (1976) Affect theory which asserts that job satisfaction is determined by a discrepancy between what an employee desires from the job and what he gets in the job. Further, the theory states that how much an employee values a given factor of job moderates how satisfied/dissatisfied he becomes when expectations are/are not met. The theory states also that people who are serious about their employment are more affected (positively or negatively) than those who have a casual approach to work.

### Conceptual Framework

Figure 1 shows the conceptual model of the study. The independent variables were the employees' hygiene and motivation factors and organizational commitment and the dependent variable was their job satisfaction.

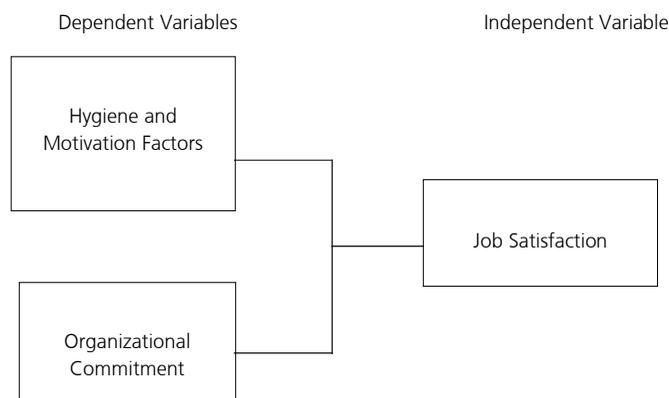


Figure 1. Conceptual Paradigm showing the relationship of the dependent and independent variables.

### Methodology

This survey correlation study was conducted among the sixty (60) faculty members of Capiz State University (CAPSU) for Academic Year 2015-16. Stratified Proportionate Random sampling was used in the identification and selection of the respondents which was done using the lottery technique. Slips of paper with corresponding numbers were placed in separate boxes and the required sample/s were picked from each box. The profile of the respondents is shown in Table 1.

## Profile of the Respondents

As reflected in Table 1, out of 60 respondents, 29 (48.33%) were 50 years old and above, 15 (25%) were 40-49 years old, 12 (20%) were 30-39 years old and only 4 (6.67%) is less than 30 years old. Almost three-fourths, 42 (70%), were females while the rest (18 or 30%) were males. In terms of marital status, 46 (76.67%) were married, 13 (21.67%) are single, and one (1.66%) is a widow. As to their educational attainment, 10 (16.67%) were bachelors degree holders, 32 (53.33%) were masters degree holders, and 18 (30%) were doctorate degree holders.

Table 1. Profile of the Respondents

Category	f	%
Entire Group	60	100.00
Age		
Less than 30 years	4	6.67
30-39 years	12	20.00
40-49 years	15	25.00
50 years & above	29	48.33
Sex		
Male	18	30.00
Female	42	70.00
Marital Status		
Single	13	21.67
Married	46	76.67
Widowed	1	1.66
Educational Attainment		
Doctorate	18	30.00
Master's Degree	32	53.33
Bachelor's Degree	10	16.67
Position/Rank		
Professor I-VI	8	13.33
Associate Professor I-V	19	31.67
Assistant Professor I-IV	18	30.00
Instructor I-III	15	25.00
Length of Service		
21 years & above	30	50.00
11 – 20 years	4	6.67
10 years & below	26	43.33
Basic Monthly Salary		
P 25,000 & below	24	40.00
P 26,000 - P35,000	14	23.33
P 36,000 - P45,000	12	20.00
P 46,000 & Above	10	16.67

As to position/rank, 15 (25%) were Instructors I-III, 18 (30%) were Assistant Professors I-IV, 19 (31.67%) were Associate Professors I-V, and 8 (13.33%) were Professors I-VI. 28 (46.67%) had served in the University for 21 years and above, 4 (6.67%) had served for 11 to 20 years and 26 (43.33%) had served for 10 years and below. In terms of basic monthly salary, 24 (40%) earned around P25,000 and below, 14 (23.33%) earned between P 26,000 to P 35,000, 12 (20%) earned between P 36,000 to P45,000 and 10 (16.67%) earned a monthly salary of P 46,000 and above.

### **Data Gathering Instruments**

To acquire the quantitative data, the researcher used a questionnaire composed of four parts. Part 1 gathered the demographic profile of the respondents in terms of age, gender, marital status, education level, nature of work, length of service, and basic monthly salary. Part 2, the Motivation Questionnaire, gathered information on the Hygiene and Motivation factors of the respondents, Part 3, the Organizational Commitment Questionnaire (OCQ) adopted from Meyer & Allen's (1997), was for the Organizational Commitment and Part 4, the Job Satisfaction Questionnaire (JSQ), was for their job satisfaction.

Descriptive statistics employed were frequency, percentages, mean and standard deviations. Inferential statistics used were the t-test for independent samples for two-category variables and One-way Analysis of Variance (ANOVA) for more than two categories. Pearson's r was also used to determine the relationship among the different variables. The .05 alpha level was used as the criterion for all inferential tests.

### **Results and Discussion**

As an entire group, Faculty members have a "high" level of hygiene and motivation factors. Among the hygiene factors, those which were considered "very high" are company policy, relationship with peers and work security. Respondents rated 'high' the hygiene factors consisting of relationship with superior, working conditions, and salary, while the love of money and pay satisfaction were considered "moderately high". On the other hand, among the motivation factors, "growth" was considered "very high" by the CapSU Faculty while the rest which was considered as "high" are advancement, achievement, work itself and recognition.

When classified as to age, sex, marital status, educational attainment, position/rank, length of service and salary, the CapSU Faculty have "high" level of hygiene and motivation factors (Table 2).

Table 2. Mean, Standard Deviation and Description of CapSU Faculty's Hygiene and Motivation Factors

Category	Mean	Description	SD
Entire Group	3.99	High	.45
Hygiene Factors			
Company Policy	4.38	Very High	.64
Relationship with Peers	4.36	Very High	.45
Work Security	4.24	Very High	.57
Relationship with Superior	4.19	High	.77
Working Conditions	3.97	High	.68
Salary	3.60	High	.99
Pay Satisfaction	3.27	Moderately High	.87
Love of Money	3.24	Moderately High	.70
Motivation Factors			
Growth	4.25	Very High	.48
Advancement	4.18	High	.39
Achievement	4.13	High	.63
Work itself	4.11	High	.46
Recognition	3.98	High	.45

4.20 – 5.00 Very High; 3.40 – 4.19 High; 2.60 – 3.39 Moderately High; 1.80 – 2.59 Low; 1.00 – 1.79 Very Low

The level of organizational commitment of the CAPSU faculty is “high”. On the other hand, the widow-respondent turned out to have a “very high” level of organizational commitment in contrast to the single and married ones where they have a “high” level of organizational commitment. When classified as to other factors like age, sex, educational attainment, position/rank, length of service and salary, the Faculty members have a similar “high” level of organizational commitment.

Table 3. t-test Results on the Paired Difference in the Job Satisfaction of the CapSU Faculty

Category	Mean	SD	Mean	t-diff.	df value	Sig.(2-tailed)
Hygiene and Motivation Factors and Job Satisfaction	3.99	.45	0.14	2.93	*132	.004
Hygiene and Motivation Factors and Organizational Commitment	3.99	.45	0.25	3.63	*132	.000
	3.74	.61				

\*  $p < .05$  – significant at 5% level

Moreover, the CAPSU faculty have a “high” level of job satisfaction, regardless of age, sex, marital status, educational attainment, position/rank, length of service and salary.

There are significant differences between the respondents’ hygiene and motivation factors and job satisfaction, and between the respondents’ hygiene and motivation factors and organizational commitment (Table 3).

There is no significant relationship between the respondents’ hygiene and motivation factors and job satisfaction. However, a significant relationship exists between their organizational commitment and job satisfaction. (Table 4)

Table 4. Results of Pearson r on the Relationships Among Hygiene and Motivation Factors, Organizational Commitment and Job Satisfaction

Variable	Hygiene and Motivation Factors		Organizational Commitment		Job Satisfaction	
	r-value	r-prob.	r-value	r-prob.	r-value	r-prob.
Hygiene and Motivation Factors	-	-	-.056	.524	-.051	.559
Organizational Commitment	-	-	-	-	.489	.000
Job Satisfaction	-	-	-	-	-	-

### Conclusions

Based on the findings of the study, CAPSU faculty have high “hygiene” motivators towards their job. The results of the study imply that CAPSU faculty give more value on extrinsic factors of motivation such a company policy, relationship with peers and work security as these factors somehow define their values such as giving more importance on following company policies and valuing friendships rather than any monetary enrichment outside the institution. Being in a state university, the faculty members feel secure in their jobs and the notion of transferring to other employment is out of their minds.

CAPSU faculty have a “high” level of job satisfaction regardless of their age, sex, marital status, educational attainment, position/rank, length of service and salary. This may be due to the fact that they are almost equally satisfied with their job. It might also be an indication that they are treated equally and given the fair opportunities for advancement in their work at the University.

A significant difference exists between the respondents' hygiene and motivation factors and job satisfaction. This is possibly due to the fact that the CapSU Faculty are well-motivated and hence, are highly satisfied with their work here. Results of the study indicate that they have 'very high' hygiene factors with regard to "company policy", "relationship with peers" and "work security" compared to "love of money" and "pay satisfaction" as moderately high. This reflects the kind of motivation of employees which seems to be an indication of their values that money is not the main factor in their employment at CAPSU; rather it is the peer-relationship and work security that matter to them the most.

There is a significant difference between the respondents' hygiene and motivation factors and organizational commitment. The findings imply that CAPSU Faculty values certain conditions of work and that if these conditions are evident and congruent with the individuals' own needs, they will be more satisfied and committed and less likely to leave the organization. Maybe, the pay, nature of work and co-worker relationships at CAPSU- Pontevedra are congruent with the employees' own needs, making them feel affectively committed to the school.

There is a significant relationship between the faculty's organizational commitment and job satisfaction. Possibly, CAPSU faculty are satisfied with their immediate heads, co-workers, pay policies and future promotion that made them become committed to their organizations and satisfied with their jobs. This shows that the great commitment of employees with the institution has a strong impact on their satisfaction and both these variables lead to their long and continuous stay in CAPSU.

### **Recommendations**

Based on the priority order of the respondents' viewpoints about hygiene factors that affect the faculty's motivation, "salary and wages, job security and supervisory practices, and relationship with the authorities" have been the three major factors affecting the motivation of CAPSU faculty. Hence, it is suggested that the Administration give attention to their salary and benefits, supervisory practices, and relationship with the authorities which, not only will prevent dissatisfaction and loss of their motivation, but it will also enhance their job satisfaction and motivation. On the other hand, among the hygiene factors that affect the faculty's motivation, "relations with peers, work condition and personal life" respectively have the least impact on the motivation of the CAPSU Faculty.

The administration and heads of the different units working in this institution can increase employees' motivation by timely payment of wages and benefits, paying staff based on their performance and merit, providing job security in organization, supervision and appropriate relationships with employees in the organization as all these will also result in providing more diligent and creative staff. Implementing motivational schemes, such as individual, group and organizational motivation plans, will also result in increasing their morale and motivation.

According to the results, there is a high correlation among the dimensions of hygiene factors; therefore, it has been suggested that administrators and heads consider all these factors together and try to provide all of them in order to motivate the faculty, since lack of attention to some of these factors can cause an adverse impact on other factors and can make some problems to the authorities in their efforts in other aspects.

Faculty members must continue to grow personally and professionally. They need to stay satisfied and consider their work in the institution as labor of love. Uppermost in one's minds should be the quest for self-actualization. Moreover, improvement reforms for human resources which the administrator's institute will have their effects on the increase in job satisfaction and on organizational commitment, and accordingly also on the quality of service of the employees of the school.

This study confirms the relationship between organizational commitment and job satisfaction. It is suggested then, for administrators to make more efforts to develop more humane resource policies that are in alignment with the needs and motivation of the Faculty to strengthen their motivation, commitment and job satisfaction.

Further research to observe the relationship between motivation, organizational commitment and job satisfaction could be implied on other generations of the teaching workforce especially to include senior level officers to gather findings that are more comprehensive on the subject matter.

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