The Mediating Effect of Resilient Quotient on the Relationship Between Job Satisfaction and Organizational Commitment of Technology and Livelihood Education Teachers in Davao City

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Abstract: The study determined the mediating effect of resilience quotient on the relationship between job satisfaction and organizational commitment of the three hundred (300) Technology and Livelihood (TLE) teachers in the Division of Davao City, Philippines. Quantitative research approach and descriptive correlational research design were used. Descriptive statistical and full mediation analysis were employed using an open source software. Full mediation analysis revealed that resilience significantly mediates the relationship between job satisfaction and organizational commitment. Thus, the finding of the study affirmed that resiliency is a significant mediator in the relationship between job satisfaction and organizational commitment. It is also implied that building resilient teachers in the academic community to deepen teachers' job satisfaction and commitment to the teaching profession.

INTRODUCTION

Teaching Technology and Livelihood Education (TLE) is one of the very challenging areas of instructions that requires passion, dedication, and commitment. Students' learning in TLE highly depends on the commitment of teachers handling the subject. As highlighted by Panigrahi and Al-Nashash (2019), growth in schools worldwide remains weak due to poor commitment of teachers resulting to lack of own initiatives to enhance their job performance. Likewise, Petty and Hill (2017) reported that decrease in the cooperation between job needs and competencies was noted among teachers who have poor teaching commitment. In addition, commitment of teachers was grossly inadequate and such was Public concern has always been raised by widespread absenteeism, tardiness, failure to evaluate students' work in a timely manner, part-time teaching at more than two schools to supplement income, needs, and satisfaction, as well as teaching on Saturdays and Sundays and at night, which leads to student examination fraud and poor performance, among other things. In the Philippines, teaching commitment during the COVID-19 crisis remains an increasing problem (Baloran & Hernan, 2020). They explained further that the teachers had been less committed to teaching due to abrupt transition of physical classrooms to distance learning platforms.

In contrary, committed teachers accept and believe in school objectives, values and internalize them; willing to struggle for the sake of the organization and intend to stay in the organization (Kiral & Kacar, 2016). Adding more, strongly committed teachers possess a strong willingness to work hard and do their best to be competent in their job, and express greater attachment to the organization (Lin et al., 2012). Also, continuance commitment was noted to be a significant factor for employees to stay in the organization because they feel an emotional connection to the organization (Moolenaar et al., 2012). Likewise, committed teachers compared to those with lower employment levels, had higher levels of internalization of the firm's ideals and larger degrees of identification with their organization (Lin et al., 2012). Consequently, it is implied that commitment plays a very essential role in promoting quality education.

Meanwhile, research studies (Donald et al., 2016; Krush et al., 2013; Polat & Iskender, 2018; Singh & Singh, 2016) indicated that job satisfaction, organizational commitment, and resilience has significant relationship, however, most of them were in foreign context and, none of these studies are mediating analysis. Specifically, the study by Donald et al. (2016), which employed qualitative research, found a substantial correlation between teachers' organizational commitment and job satisfaction. Adding on, a study conducted by Krush et al. (2013) revealed that employees' resilience attenuates the

debilitating effects of stress on job satisfaction. According to Singh and Singh (2011), working people who are content with their jobs and feel supported by the organization are more likely to be loyal to both the employer and the business. Similarly, Polat and Iskender (2012) conducted cross-sectional quantitative research among preschool, elementary, and high school teachers in Turkey and revealed that there was a significant correlation between resilience and commitment.

Little has been studied about the mediating effect of resilience to the known relationship between job performance and organization commitment. Due to this environment, the researcher felt the necessity to fill a research gap by carrying out a study utilizing a quantitative technique in the Philippine context, notably in Davao City. Specifically, the researcher used descriptive correlational design to have a better understanding of the mediating effect of resilience on the relationship between job satisfaction and organizational commitment which is found to be scarce. The goal of the current study is to add to the scant body of knowledge currently available about organizational commitment in the context of teachers working in Davao City. The findings of this study might be of interest to other researchers because they could add significant knowledge to other investigations. Research-based information on resilience as a mediator of the relationship between job satisfaction and organizational commitment of TLE instructors may be useful to school stakeholders.

METHODS

Given that its primary objective includes correlation analysis between variables, this study used a descriptive correlational research design. The current status of the phenomenon to be described is learned using a descriptive research design. According to Creswell (2002), the correlational design is a method for describing and quantifying the degree of association (or relationship) between two or more variables or sets of scores. Surveys, data reduction and classification methods, as well as analyses of the relationships between variables, are all used in correlational research to examine the link between the dependent and independent variables.

The study was carried out in the Philippine city of Davao. According to the 2015 census, Davao City, a significant city in Mindanao, had 1,632,991 residents, making it the third-most populous city in the Philippines and the most populous in Mindanao. It serves as Metro Davao's hub. The city is the largest in the nation in terms of total land size at 2,444 square kilometers. Using a published research instruments, the study considered the 300 TLE teachers in the selected public schools in Davao City who have been teaching in the selected schools for one year. Additionally, a mediation study was conducted to examine the potential mediating role of resilience in the link between TLE teachers' commitment to their organization and job satisfaction.

RESULTS AND DISCUSSIONS

The mediation effect of resiliency is tested using mediation analysis technique that is executed in JASP software. Table 1 gives the summary of the regression estimates that are also reflected in each path of the medgraph as shown in Figure 1. Table 1 initially presents the estimates of every path that is created in the mediation model. It can be observed that both the direct and the indirect effects are statistically significant as evidenced by the p-value that is lesser than 0.05. This empirically implies that significant mediation effect is to be expected. Therefore, partial mediation guaranteed.

Table 1
The Mediating Effect of Resilience on the Relationship Between Job Satisfaction and Organizational Commitment of TLE Teachers in Davao City

Effect Type	Path	Estimate	Std. Error	z-value	P
Indirect Effect Components	JS → R	0.800	0.031	26.297	< 0.05
	R → OC	0.560	0.048	11.716	< 0.05
Direct Effect	JS → R	0.470	0.046	10.185	< 0.05
Total Effect	JS → OC	0.923	0.031	30.097	< 0.05

Legend:

      JS - Job Satisfaction
      OC - Organizational Commitment
      R – Resilience
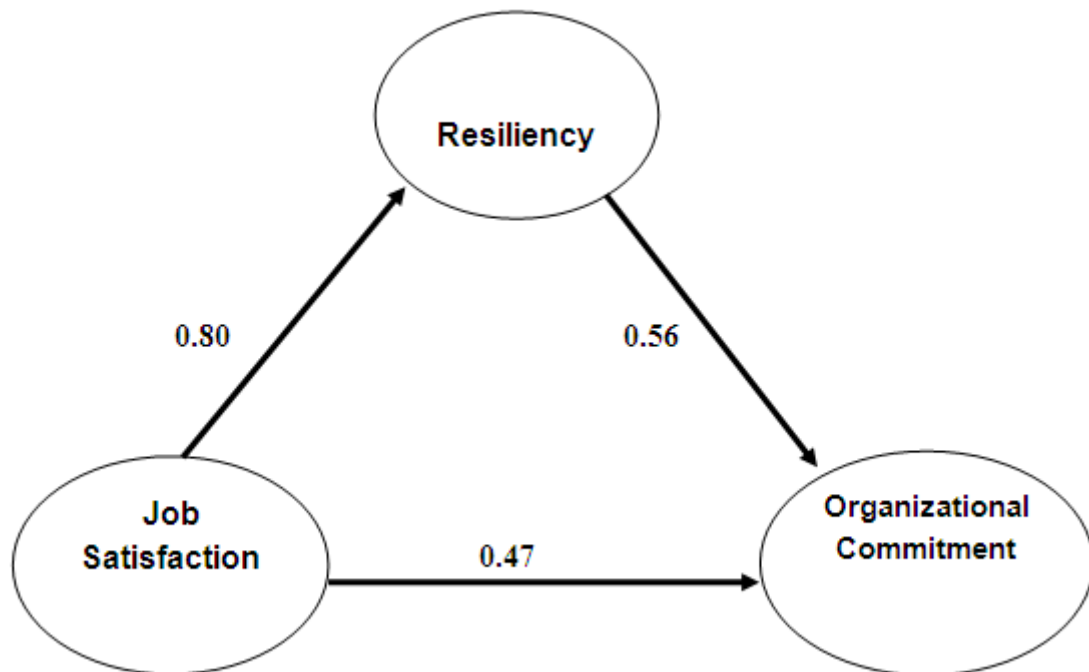
Figure 1. Mediation model showing the mediating effect of resiliency to the relationship between job satisfaction and organizational commitment

Figure 1 further posits the mediation model graph or medgraph illustrating the mediation effect of resiliency on the relationship between Job Satisfaction and Organizational Commitment. It can be observed that the direct relationship or effect of Job Satisfaction to Organizational Commitment is only 0.47 or 47%. However, when mediated with resiliency, an indirect effect of 0.80 x 0.56 = 0.456 is accounted. As further evidenced by the total effects of 0.923, it is implied that the presented mediation model is better than considering only the relationship between Job Satisfaction and Organizational Commitment.

The mediation model exposes significant evidence that resilience is an essential consideration in promoting high organizational commitment. As statistically shown, the mediating effect of resilience positively doubles the influence of job satisfaction towards organizational commitment. Definitely, the study emphasized that along with job satisfaction, resilience is an undeniable factor that significantly improves organizational commitment of the TLE teachers. This result is consistent with Donald et al. (2016), who found that job satisfaction increased organizational commitment. This is because workers are satisfied at their jobs, and that contentment is a function of their number of promotions, the competence of their superiors, and how those superiors treat them. Likewise, Francisco and Claro (2014) argued that the plan to leave the job decreases with the increase of job satisfaction and affective organizational commitment.

Similarly, Kapárkováa et al. (2018) noted that resilient workers are more likely to be content with their jobs than their less resilient peers because they can successfully manage stress and feel more positive emotions. Also, Moosavi (2011) proposed that resilient individuals will develop a particular pattern of problem solving that makes him able to provide optimal contribution to the organization. On the other hand, the findings agree with the proposition of Gupta and Singh (2014) that resilient significantly influence organizational commitment of the TLE teachers. Resilience improves an employee's ability to handle stress, tardiness, disagreements, and crises by raising their positivity index.

Further, the findings regarding the mediation analysis substantiate that both job satisfaction and resilience are very potential indicators of organizational commitment among employees. Hence, human resource management should consider resiliency, along with job satisfaction, in the crafting of human resource development plans.

CONCLUSIONS

The study's findings confirmed that resilience plays a substantial mediating role in the relationship between TLE teachers' organizational commitment and work satisfaction.

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