EFFECT OF ORGANIZATIONAL CULTURE TO JOB SATISFACTION AS MEDIATED BY ORGANIZATIONAL COMMITMENT OF TOWSOL MILITARY PERSONNEL

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ABSTRACT

The study is intended to determine the effect of organizational culture to job satisfaction as mediated by organizational commitment of TOWSOL military personnel. The researcher considered the three theoretical frameworks such as Job Satisfaction of Paul Spector, Organizational Culture of Cameron and Quinn and Organizational Commitment of Meyer and Allen. It is limited to the military personnel assigned at TOWSOL (Tactical Operations Wing Southern Luzon). To achieve this purpose, it applied the descriptive research design to gather information. The researcher used percentage, mean, Pearson R and Multiple Linear Regression to determine the tendencies of the responses and to answer the objective of the study. Upon analysis, it was found out that under the nine facets job satisfaction, pay, promotion and nature of work obtained the highest satisfaction rates. While for organizational culture, under present perspective, dominant characteristics has control culture with 30.46 points while the remaining aspect such as leadership style, management of employees, organizational glue, strategic emphasis and criteria for success has collaborate culture. For organizational commitment, normative commitment got the highest commitment level. In determining the effect of organizational culture on the job satisfaction among the military personnel, it was found out under the current situation that adhocracy culture has the significant effect on the job satisfaction. While for five years projection, it was found out that adhocracy and market have significant effect on the job satisfaction of the respondents. As organizational commitment mediates the effect of organizational culture on the job satisfaction, it was found out that under the current perspective, the affective commitment does mediate the effect of organizational culture on the job satisfaction while for five years projection, normative aspect under organizational commitment has significant effect.

Keywords: Organizational Culture, Job Satisfaction, Organizational Commitment, military personnel

INTRODUCTION

Organization looks for achievement particularly because of today's focused condition. Despite their size and market, organizations endeavor to maintain the best employees and recognize their essential part and impact on the effectiveness of such organizations (Sabri, Ilyas, &Amjad, 2011). In military organization, military personnel have different aspects with their organization

considering the clear chain of command and multiple management as they are connected to different types of organization with different functions and missions aligned to its main organization.

Organizational culture serves as a guide towards the attitudes and behavior of its members presented by its rules and policy. It can be considered as the tools to achieve the competitive advantage of an organization from others. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. It is clearly stated that the organizations have their own mandates and policies constructed to play out in the workplace and how this culture affects or influences the behavior of the employees within the organization.

While commitment is vital to the organization as considering that employees with a sense of organizational commitment are less likely to engage in withdrawal behavior and more willing to accept change. Workers who become less committed to an organization, will route their commitment in other directions; thus, it is important to know how to develop the right type and level of organizational commitment to ensure that the better employees are retained

Through understanding the organizational culture, job satisfaction and organizational commitment of the military personnel assigned at TOWSOL, the wing can determine the possible strategy on how to develop or train its personnel to achieve its mission and vision of the organization.

The Philippine Air Force (PAF) began as the Philippine Army Air Corps (PAAC). It was officially established as a separate branch of the Armed Forces of the Philippines (AFP) on July 1, 1947 through Executive Order No. 94, s. 1947 under the administration of President Manuel Roxas. The PAF was established as one of the three separate Major Commands of the Armed Forces of the Philippines (AFP) Regular Force, the other two being the Philippine Ground Force and the Philippine Naval Patrol.

The Philippine Air Force at present is in the midst of a transformation effort aimed at revitalizing its territorial defense capabilities while retaining the ability to support AFP internal security operations as well as national development efforts and respond to calamities. The creation and reorganization of its organization is another factor to attain the mission and vision of the organization. One of the newly organized units is the Tactical Operations Wing Southern Luzon (TOWSOL). It was created in line with the Office of the Inspector General's special report on Campaign and Contingency Readiness and Evaluation of Unified Commands (UCs). As a result, the Chief of Staff, Armed Forces of the Philippines (CSAFP) sent a letter to the Commanding General, Philippine Air Force (CG, PAF) dated 25 October 2017 directing the PAF to: (1) Review and align the Philippine Air Force Organization with the Unified Commands to have only one (1) air component for each UCs; (2) Consider placing Air Base Groups under Tactical Operations Wings; and (3) include a Headquarters Administrative Squadron in the Tactical Operations Wing (TOW) organization.

Since TOWSOL was a newly installed organization to PAF which main focus is to secure the safety and security within Southern Luzon, the culture may be intact or differ depending on some circumstances like leadership style, management of employees and other factors which the commitment and satisfaction may be affected also. The understanding of organizational culture is a platform to achieve its mission and vision as the personnel may assessed on how they deal with it as to determine the commitment and job satisfaction of the employees. As organizational culture covers every aspect of an organizational life and affects everything an organization does, the commitment and satisfaction of the employees to the organization may be influenced. It is important to know which aspect among the

organizational culture affects or play important role in boosting the organizational commitment and satisfaction of the employees.

OBJECTIVE OF THE STUDY

This study aimed to assess the mediating effect of organizational commitment on the relationship between organizational culture and job satisfaction among military personnel assigned at TOWSOL. It sought to specifically answer the following questions:

1. To determine the level of job satisfaction of military Personnel.

2. To determine the organizational culture of military personnel be assessed in terms of:

    2.1 dominant characteristics;

    2.2 leadership style;

    2.3 management of employees;

    2.4 organizational glue;

    2.5 strategic emphases; and

    2.6 criteria for success.

3. To understand the effect of organizational culture on job satisfaction among military personnel.

4. To know the level of organizational commitment among military personnel in terms of:

    4.1 affective;

    4.2 continuance; and

    4.3 normative.

5. To determine the mediation effect of organizational commitment on organizational culture to job satisfaction among TOWSOL military personnel.

6. To develop organization commitment and organizational culture framework for Philippine Air Force.

METHODOLOGY

The study aimed to assess the mediating effect of organizational commitment on the relationship between organizational culture and job satisfaction among military personnel assigned at TOWSOL. To achieve this purpose, the study applied the descriptive research design to gather information. This research design helped to describe a phenomenon and its characteristics. It can provide the means to explain the job satisfaction, organizational culture and commitment of the military personnel of TOWSOL.

To analyze the job satisfaction, organizational culture and commitment of the military personnel of TOWSOL, the researcher focused on the military personnel assigned at TOWSOL which are located at Lucena, Mindoro and Legazpi City. The respondents of the study were composed of TOG 4, TOG 5 and HTOWSOL personnel with 152 sample sizes.

A survey questionnaire was the main data gathering instrument. The researcher used the three (3) standardize questionnaire from different author. Prior to the usage and administration of the instrument, the proponent requested for an approval from the authors of the instrument through an electronic mail. First survey questionnaire is the Job Satisfaction Survey (JSS) which is a 36 item with nine facets subscale to assess employee attitudes about job aspects of the job developed by Paul E. Spector in 1994. The nine facets' subscales were pay, promotion, supervision, fringe benefits, contingent rewards (performance-based rewards), operating conditions (required rules and procedures), co-workers, nature of work and communication. The Job Satisfaction Survey (JSS) made used of 6-point agree-disagree response choices, the six (6) scorings were rated on "Agree very much = 6", "Agree moderately = 5", "Agree slightly = 4", "Disagree slightly = 3", "Disagree moderately = 2", "Disagree very much = 1". The instruments were written in positive and negative direction. Negatively worded items were 2, 4, 6, 8, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, and 36. Scores on the negatively worded items must be reversed before averaging the responses. If in case of missing items, the mean was computed per item for the individual, and substitute that mean for missing items.

The second instrument used is OCAI or Organizational Culture Assessment Instrument. It is developed by Kim Cameron and Robert Quinn in 2006 which use as a means for organizations to quantify organizational culture. OCAI results provide a means by which organizations can navigate organizational change successfully. The respondents answered each six dimensions as they divide 100 points among the given alternative A, B, C, and D depending on how similar the description is to your firm.

Third instrument is the TCM Employee Commitment Survey which was developed by John P Meyer and Natalie J. Allen. It measures the three forms of employee commitment to an organization, the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS). Each is scored separately and can be used to identify the "commitment profile" of employees within an organization. A typical 7 point disagree- agree scale was used to assess the commitment. These scores ranged in value from 1 to 7 with higher scores indicating stronger commitment. Some of the items in the commitment scales have been worded such that strong agreement actually reflects a lower level of commitment.

RESULTS AND DISCUSSION

The following results and discussion are presented in accordance with the specified objectives of the research study.

1. Level of Job Satisfaction of Military Personnel

Job satisfaction is on continuum of assessing people's feelings toward their jobs and it is the extent to which an employee feels positively or negatively about various aspects in an assigned job or work (Samson & Daft, 2015; Greenberg, 2013; Griffin, R. W. & Moorhead, G., 2012, Stone, 2008; Kinicki & Williams, 2008).
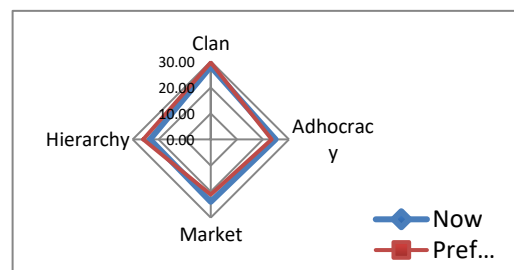
Table 1

Level of Job Satisfaction of the Respondents

Particulars	Level of Satisfaction	Frequency	Percentage
Pay	Satisfied	93	61.20%
Promotion	Satisfied	86	56.60%
Supervision	Ambivalent	82	53.90%
Fringe Benefit	Ambivalent	79	52.00%
Contingent Reward	Ambivalent	74	48.70%
Operating Condition	Ambivalent	87	57.20%
Co Workers	Ambivalent	80	52.60%
Nature of Work	Satisfied	70	46.10%
Communication	Ambivalent	67	44.10%

Upon the evaluation made by TOWSOL military personnel on the level of job satisfaction, it was found out among the nine facets of job satisfaction of Paul Spector the pay, promotion and nature of work have the highest satisfaction rate with 93 or 61.20%, 86 or 56.60% and 70 or 46.10% while the remaining facets such as supervision, fringe benefits, contingent rewards, operating conditions, co-workers and communication have ambivalent or uncertain in satisfaction. This was also noted by Luthans (2011) wherein fair pay is also one of the ways of an organization to keep their employees satisfied. Moorhead & Griffin (2010) attributed this on retaining and motivating employee's qualified employees.

2. Evaluation of military personnel on organizational culture using OCAI

2.1 Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Dominant characteristics
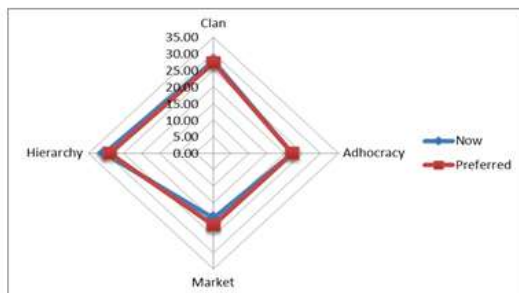
Table 2
Corresponding Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Dominant Characteristics

	Now	Preferred
Collaborate or Clan	27.73	27.11
Create or Adhocracy	22.20	22.20
Compete or Market	19.61	21.81
Control or Hierarchy	30.46	28.88
Total	100	100

From this aspect, the column "Now" has control or hierarchy cultures as it scores of 30.46 points as the highest which means an organization focuses on external maintenance with a need for stability and control. Then for "Preferred" column as the personnel depicted the organization after five years, the highest point spotted also on hierarchy or control with 28.88 points.

Under the dominant characteristics, hierarchy or control was showed as the highest as considering that the military personnel have a chain of command need to be obey and follow. Stated on the hand out of each military personnel, the clear hierarchy or system of individual arranged in ranked order. The chain of command is the line of authority and responsibility along which orders are passed within the military unit and between different units. Orders are passed down the chain of command, from higher ranked military personnel to lower ranked military personnel until the orders are received by those who implement the orders.

2.2 Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Leadership Style
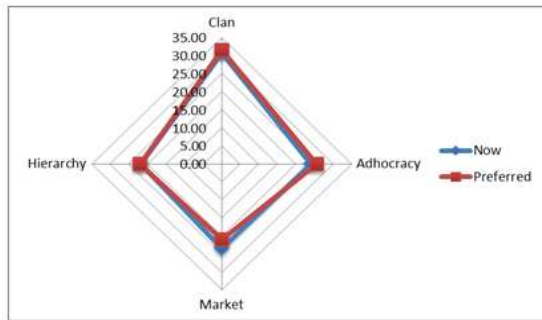

Table 3
Corresponding Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Leadership Style

	Now	Preferred
Collaborate or Clan	27.99	29.54
Create or Adhocracy	24.87	23.36
Compete or Market	23.91	21.15
Control or Hierarchy	23.36	25.95
Total	100	100

It was depicted in Table 3 under the column "Now" the highest point falls under the collaborate or clan with 27.99 points. Then for the column "Preferred", the highest point still under the collaborate or clan culture with 29.54 points.

In the military organization, there are four leadership indicators which are morale, spirit de corps, discipline and proficiency while different styles are directing, participating and delegating. Military personnel assigned at TOWSOL seems that the leadership style brings a greater commitment and human development. With the Wing Commander, she assures and wanted that every personnel are highly morale and it bring good productivity in every performance of the employees. Good leader must have a thorough knowledge of command essentials. As commander of every unit, group or squadron, it is a command essential that they need to know the command policies, authority, responsibility, chain of command and other channels, military rank, military discipline and conduct, and the enlisted aspects of command – this is to determine the proper treatment or procedure on how to deal with every situation as it arises. Quinn and Cameron (2011) stated under the collaborate or clan culture that there is culture oriented towards involvement and building commitment over time.

2.3 Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Management of Employees
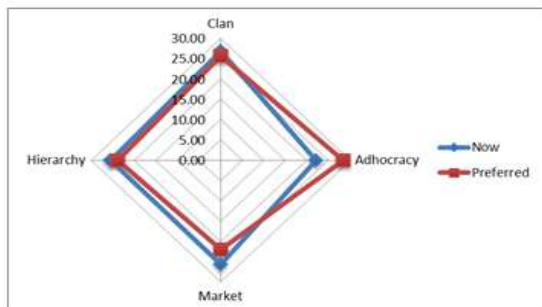
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Table 4
Corresponding Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Management of Employees

	Now	Preferred
Collaborate or Clan	30.66	31.35
Create or Adhocracy	24.11	25.69
Compete or Market	23.52	20.95
Control or Hierarchy	21.84	22.01
Total	100	100

From the figure and table, the blue line represents the "Now" column points which the highest point falls under collaborate or clan culture type with 30.66 points. For the red lines with "preferred" presentation, the first and second highest point was the same with the now column that falls under collaborate or clan and create or adhocracy with 31.25 and 25.69 points respectively.

The personnel feel that they are belong with the organization as they feel that in every decision made by the organization, the cooperation and collaboration is needed.

2.4 Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Organizational Glue
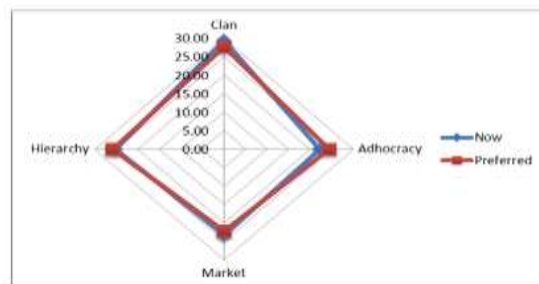

Table 5
Corresponding Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Organizational Glue

	Now	Preferred
Collaborate or Clan	26.81	25.69
Create or Adhocracy	22.20	28.49
Compete or Market	25.66	22.04
Control or Hierarchy	25.39	23.87
Total	100	100

From the blue lines or "Now" column, it was noted that the highest point falls under the clan or collaborate culture with 26.81 points. While under the "preferred" column or the red lines in the figure, the highest point was fall under create or adhocracy with 28.49 points.

Part of the characteristics given by Quinn and Cameron (2011) under collaborate or clan culture that the leaders build the organization by encouraging trusting relationships and by nurturing community. Through the leaders that the TOWSOL has, the military describe the organization has strong commitment and strong initiative on innovation that helps both the organization and the personnel.

2.5 Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Strategic Emphases

Table 6
Corresponding Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Strategic Emphases
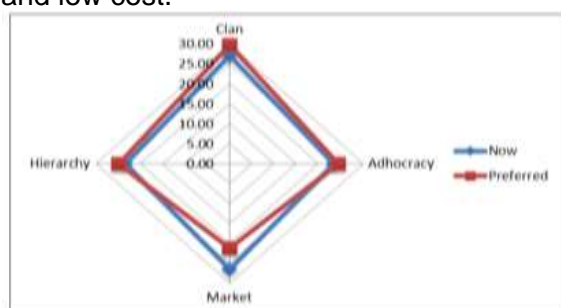
	Now	Preferred
Collaborate or Clan	30.66	31.35
Create or Adhocracy	24.11	25.69
Compete or Market	23.52	20.95
Control or Hierarchy	21.84	22.01
Total	100	100

Strategic emphasis refers to human development, acquisition of resources, competitive actions and winning and permanence and stability. From the figure, the highest point under the now column or blue line was spotted under collaborate or clan with 29.28 points. Then for preferred column, the highest point is spotted at the same culture under collaborate or clan with 27.53 points.

2.6 Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Criteria for Success

Criteria for success refer to development of human resources, delivery of unique products and services, winning in the market place and being dependable, efficient and low cost.

Table 7
Corresponding Assessment of Military Personnel of TOWSOL on Organizational Culture in terms of Criteria for Success

	Now	Preferred
Collaborate or Clan	26.88	29.57
Create or Adhocracy	23.45	24.47
Compete or Market	26.45	21.22
Control or Hierarchy	23.22	24.74
Total	100	100

In the now column, the highest point was spotted under the collaborate or clan culture with 26.88 points followed by 26.45 under compete or market. Then for preferred column or red line in the figure, still the highest points were spotted under collaborate or clan culture with 29.57 points. Under the criteria of success as it refers to development of human resources, delivery of unique products and service, winning in the market place and being dependable, efficient and low cost. The military

personnel depicts that the organization has strong commitment with the success of the both parties.

3. Effect of organizational culture to the overall job satisfaction among military personnel

In determining the effect of organizational culture on the job satisfaction among the military personnel of TOWSOL, it was found out under the current situation that adhocracy culture has the significant effect on the job satisfaction resulting to reject the hypothesis. Heinz (2020) referred create or adhocracy culture as having a primary focused on risk-taking and innovation. Its qualities are flexibility and discretion and external in focus and differentiation. Adhocracy cultures value individuality in the sense that employees are encouraged to think creatively and bring their ideas to the table. This type of organizational culture falls within the external focus and differentiation category, new ideas need to be tied to market growth and company success.

While in preference for five years projection, it was found out that adhocracy and market have significant effect on the job satisfaction of the military personnel. Military personnel of TOWSOL considering the opportunity does the unit have as it will be given quotas for promotion and development of the unit as they engaging the personnel in accomplishing its mission. Based on the study made by Bordador (2016), he stressed that the unique attributes of the organization, particularly its culture, directs people to practice and observe pattern of behaviors and responses which determines their capacity to support change. With this culture matters on the organizations, particularly the leaders have the key responsibility to perform in shaping the organization that will allow them to be more embracing of the changes that might get in the way. It makes people to continually strive to know and recognize the external market and sustain the needs and expectation of their clients and customers, makes them more

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engaged and allow them to align and promote consistent performance through established values and systems that it anchored to the organizational goals. Thus, military personnel have highly affected on the adhocracy and market culture as they feel they need to 144fulfil their self to at help the organization attain its mission.

4. Level of organizational commitment among military personnel

Table 8
Level of organizational commitment among military personnel

Particulars	Level of Commitment	Frequency	Percentage
Affective	Average	87	57.20%
Continuance	Average	120	78.90%
Normative	High	94	61.80%

Among the three facets of commitment, it was found out that normative commitment has the highest commitment level with 94 points or 61.80 percent while the affective and continuance commitment has an average level of commitment with 87 or 57.20 percent and 120 or 78.90 percent respectively.

Normative commitment can be developed upon duties and values, realizing the employees need to stay out of a sense of obligation. There are times in small companies, when payments are delayed, and the employees have to suffer pay cuts or deferred pay, but they stay on, because they do not want to leave an employer during bad times. Normative commitment comes from a sense of moral duty and the value system of an individual. It can be a result of affective commitment, or an outcome of socialization within the workplace and commitment to co-workers. From this, military personnel feel the sense of obligation with their task, society, and organization. They attached with the organization as it serves the country and the nation in helping and providing peace and security.

Part of the sworn by each military personnel is to serve the nation above their selves. They put first the safety and security of the people before thing their own selves. With this culture on the military, it feels satisfying for an individual to help others. So, based on Meyer and Allen (1991) "employees with normative commitment feel that they ought to remain with the organization". In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do. The responsibility in performing their job has a great impact or decision on the military personnel to stay on the organization. Positive effects of organizational commitment include feeling of attachment which tend to improve organizational efficiency and effectiveness. Meyer & Allen, 1997 stated that affectively and normatively committed members are more likely to maintain organizational membership and contribute to the success of the organization than continuance-committed members.

5. Organizational Commitment Mediate on the Effect of Organizational Culture to Job Satisfaction Among Military Personnel of TOWSOL

As organizational commitment mediates the effect of organizational culture on the job satisfaction, it was found out that under the current perspective, the affective commitment does mediate the effect of organizational culture on the job satisfaction which has significant effect that leads to reject the hypothesis.

Employees' perceptions of human resources policies and practices lead to the development of a particular dimension of organizational commitment. Human resources policies and practices that are perceived to enhance employees' self-worth tend to lead to affective commitment to the organization. With the characteristics, leadership, management of employees, organizational glue, strategic emphasis and criteria for success, the

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employees tend to be highly affected as they see that the organization predict the employees in making decision. Organizational culture according to Suharti and Suliyan (2012) is a system of values held and conducted by members of an organization which distinguishes the organization form other organizations. The employees' behavior may be foreseen on the culture imposed by the organization.

For five years projection, normative aspect under organizational commitment has significant effect as it mediates on the effect of organizational culture to the job satisfaction with the computed p-value of 0.034 resulting to reject the hypothesis while the other aspects of commitment show acceptance on the hypothesis with the verbal interpretation of not significant.

Military personnel of TOWSOL are looking forward after 5 years the organizational culture must continue to develop as each personnel is looking forward for their development and enhance. They wanted to see that as organization grows, each personnel also grow or vice versa. Accepting the rules and policies, the military personnel might have high commitment to the culture of the organization that might result to greater satisfaction. The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development.

6. Proposed Organization commitment and organizational culture framework for Philippine Air Force

Whereas, showing the effect of organizational commitment to job satisfaction, it was found out in this study that normative commitment has significant effect on the
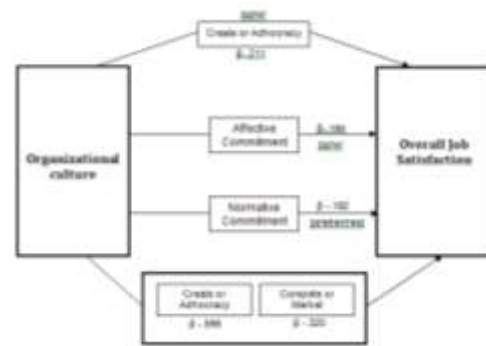

Figure 1. Quinia's Job Satisfaction, Organizational Culture and Commitment Framework

overall job satisfaction of the military personnel. As the military personnel know their duty and responsibility their job satisfaction is affected.

Through this framework, TOWSOL can determine that among aspects of organizational culture, they can understand which of them needs to emphasize as to fulfill the satisfaction of the military personnel and build better commitment with the organization. Providing the framework, they can formulate strategies and policies that can boost more the morale and welfare of the employees and this can lead to a greater performance and satisfaction to both parties.

CONCLUSIONS

Based on the findings from the study, the following conclusions were drawn:

1. Military personnel assigned at TOWSOL are satisfied with their job considering they received higher pay allowances compare to other employees, having a good promotion system that makes them feel more fulfilled as they see there is a progress or development in their career and they are enjoying the nature of their work even they are far from their family as long as they can serve the nation and meet its mission.

2. It is usual to military organization to have a control culture as they have a chain of command to be practiced and noticed.

3. The military personnel's job satisfaction can be affected by organizational culture depending on the culture imposed by the organization and also considering the profile and situation happening within the organization.

4. Most of the military personnel have normative commitment to the organization as they feel that they belong to the organization as they have a purpose and obligation to do so.

5. Organizational commitment does mediating effect on organizational culture and job satisfaction of the military personnel of TOWSOL in certain level of commitment.

6. The proposed framework can be used by the organization to strategies and sustain its operation which they can see the engagement, satisfaction and commitment of the personnel.

RECOMMENDATIONS

Based on the stated findings and conclusions, presented below are some of the recommendations the researcher proposed and established:

1. TOWSOL can use the job satisfaction instrument to determine the level of satisfaction of the personnel in specific areas such as pay, promotion, leadership, management, rewards, work and others.

2. Each unit of the Philippine Air Force should develop more research about the development and enhancement of the service provided and continue to create a strategic planning process as a lot of changes might happen within and outside the organization.

3. The significant finding between organizational culture and job satisfaction and the mediating effect of organizational commitment on the organizational culture to job satisfaction can be serves as basis for development plan or creating innovative ideas for better performance.

4. The proposed framework can be understood and be evaluated more in developing plans and strategic of every organization.

5. A similar study can be done to determine the performance of the other unit and they can provide development plan for the organization and for their personnel.

6. Continuous study can be formulated in order to determine and explore the importance of job satisfaction and commitment to the culture of the organization and its personnel.

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