IMPACT OF LEADERSHIP COMMITMENT ON EMPLOYEES JOB SATISFACTION

Pastor R. Arguelles. JR[1], Lorenjane E. Balan[2], Abegail V. Dela Fuente[3] & Michael A. Manalo[4]

[1]*Research Scholar, PhD in Technology Education, University of Perpetual Help System, DALTA, Philippines*

[2,4]*Research Scholar, PhD in Technology Education, Batangas State University, Philippines*

[3]*Research Scholar, PhD in Technology Education, Central Luzon State University, Philippines*

ABSTRACT

The main objective of this study is to describe and determine the impact of Leadership Commitment on Employee Job Satisfaction. Specifically, this study was conducted in order to: (1) Describe the socio-demographic characteristics of the respondents in terms of: Age; Sex; Civil Status; Year/s of Employment; Status of Employment; Highest Educational Attainment; Monthly Income/Salary; and Designation/Position/Academic Rank; (2) Describe the leadership commitment being assessed by the respondents in terms of: Qualities of a Leader and Leadership Styles; (3) Determine the degree of agreement about the respondents' job satisfaction; (4) Find out the relationship between the respondents' socio-demographic characteristics and their job satisfaction; (5) Find out the relationship between leadership commitment being assessed by the respondents and their job satisfaction in terms of: Qualities of a Leader and Leadership Styles

This study tested the following null hypothesis: (1) There is no significant relationship between the respondents' socio-demographic characteristics and their job satisfaction and (2) and (2) There is no significant relationship between leadership commitment being assessed by the respondents and their job satisfaction in terms of: Qualities of a Leader and Leadership Styles The researcher used the descriptive-comparative research design. Descriptive research is used to describe, and interpret the current status of individuals, settings, conditions or events (Mertler, 2014). In descriptive research, the researcher is simply studying the phenomenon of interest as it exists naturally, no attempt is made to manipulate the individuals, conditions or events.

The researcher conducted this study to focus on describing and determining the Impact of Leadership Commitment on Employees' Job Satisfaction. The respondents were composed of 16 employees from the Office of the Chancellor of Batangas State University ARASOF-Nasugbu. Most significant socio demographic result: refers to age, the permanency and the salary received by the employees, which were the indication in determining employees job satisfaction. On the other hand, the least significant indicators are civil status, years of employment, designation and highest educational attainment.

The different leadership factors such as values, inclusiveness, empowering others, competence, growth mindset and compassion in which earned an overall mean of 3.66 with an equivalent of Totally Agree. It is inferred that the degree of agreement of the respondents to leadership qualities in particular to Management and Leadership is uniform.

As stressed by Anthony Solomon and Renier Steyn (2017) Cultural Intelligence (CQ) is 'an individual's capability to adapt effectively to situations of cultural diversity' and, hence, depicts the capacity to seamlessly make the transition across multiple cultures as opposed to just a single or few cultures. CQ thus allows for the alleviation of stresses that emerge as a result of heightened exchanges between those persons possessing divergent cultural identities.

The degree of agreement of the respondents about their job satisfaction in which earned and over all mean of 5.28 to supervision interpreted as "Agree Very Much", 5.00 to communication interpreted "Agree Moderately" and 4.91 to co-workers interpreted "Agree Moderately".

In this results or findings, it highlighted that the supervisor is competent in doing his/her job, a good communication atmosphere is evident in the organization and they like each other as a sign of a good working environment.

There is no significant relationship between the respondents' socio-demographic characteristics and their job satisfaction as well as between leadership commitment being assessed by the respondents and their job satisfaction in terms of: Qualities of a Leader and Leadership Styles.

On the basis of the findings and conclusion, the following are the researcher's recommendations:

The study revealed a positive response from the employees as regard to leadership qualities. It is therefore recommended that the Chancellor continue to be supportive at all times, be innovative and flexible who inspires his subordinates, identify champions that can help the organization, and develop the skills of the employees.

In addition, the respondents reiterated that he continues to be proactive and aggressive in making the institution improves to the highest level and continue to be a good decision-maker.

Most importantly, he should continue to provide clear goals for the organization to allow them to grow based on their experiences in their respective offices.

In terms of job satisfaction, the respondents agreed moderately on the statements under Contingent Rewards. Therefore, the institution should find ways on how to extend rewards and recognition to deserving employees.

Lastly, in the part of the researchers, it is recommended to consider on having a re-run on the correlation on leadership commitment to job satisfaction based on subcategories and not based on the totality of the result to clearly highlight the relationship of each category to the employees' job satisfaction.

KEYWORDS: *Job Satisfaction*

INTRODUCTION

People cannot live in isolation. They are incapable of satisfying their needs and desires on their own, because an individual lacks the strength, the capacity, the time and the potential. Each requires the collaboration of others or working with others in the achievement of one's goals. Simply put, the organization is considered to be a group of people formed to pursue certain objectives. Organization is not an invention or a new, modern phenomenon. And in every organization, it consists of individuals, and the management functions to direct and control the individuals. It is a social unit, which needs to be coordinated consciously. It consists of more than two persons, and functions on a relatively continuous basis to achieve a set of common goals. (Robbins, 2008 as cited by Palupi et.al, 2017).

Likewise, there has always been interest in the conditions which leads to happiness. One of the most important factors to ensure that people are happy in their lives and that their lives become meaningful is to ensure life satisfaction. One of the ways in which a person can gain life satisfaction is to have satisfaction in the area where they spend most of their lives- their working life. In other words, life satisfaction is possible with job satisfaction. (Yigit, Dilmac¸, & Deniz,

2011 as cited by Bayır et. al 2015). Job satisfaction is the positive emotional state experienced as a result of a person's appreciation for their profession or professional experiences (Locke, 1983). And according to Paul Spector (1997) from the University of South Florida, it is the "extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs." This satisfaction is multi-factored, with research findings suggesting influences from multiple separate yet overlapping elements, including working conditions, pay, colleagues, whether the job meets or exceeds work expectations and enjoyment of work (Hassard, Teoh, & Cox, 2018). Job satisfaction not only occurs when an employee is appreciative but is also the joy an employee experiences when they receive material gains for the job, when they have colleagues with whom they enjoy working and when they feel the satisfaction of completing a task, product or service (Eren, 1984). In brief, job satisfaction is the sum of employees' emotional states and positive attitudes in relation to their work and work environment (Robbins, 1998), and the joy they experience in their work and working life (Basaran, 2000). Some of the more common theories of job satisfaction overlap with various theories of motivation (Hassard et al., 2018). Maslow's (1943) needs hierarchy was one of the first models to explore the factors that impact job satisfaction. According to Maslow's hierarchy of needs theory, individuals have a series of needs that must be fulfilled for self-actualization. The needs are in a certain hierarchical order from basic to complex needs, starting with physiological needs (thirst, hunger, sex), followed by needs for security, love, acknowledgement and ending with self-actualization. Another is Herzberg's (1959) two-factor theory. According to this theory, job satisfaction is generally shaped by internal and external factors. External factors, known as hygiene factors, motivate the employee and may include policies of an organization, management, remuneration, interpersonal relationships and working conditions, whereas internal factors, known as motivators, are internal factors that affect emotions, such as achievement, acknowledgement or responsibility. And according to Vroom's expectancy theory (Vroom, 1964), the factors that motivate an employee are his/her expectations as a result of beliefs and displayed behaviors.

When a leader transfers his/her emotions and thoughts to employees in a strong way, it affects employees' emotions, performance and job satisfaction (Goleman, 2002). This is because leaders have an effect not only on employees' emotions and thoughts but on also their motivations-values, needs-demands and desires-expectations, which are instrumental in their actions towards identified objectives (Burns, 2007). Leadership is the process of encouraging and helping others to work effectively to all objectives. It is the behavior of an individual when he is directing the activities of his group toward a shared goal. Then we call that person a leader. It is a relationship in which one person influences others to walk together willingly on a related task or to obtain group goals. It is the ability of a leader to induce somebody to work with confidence and zeal. A leader is the one who changes the potential of a group into reality. Leadership is viewed as an important determinant and plays an important role. It is a management function which is directed to human and social interactions, as well as the process of persuading people so that they will achieve the organization's goals. As the group leader, one has to encourage the members of the organization to act while giving an encouragement to achieve the goal. And in terms of leadership or in any organization trust is an important factor.

When a leader leads by his or her words, trust automatically builds in an organization.

After all, satisfaction with your job is important to your happiness, providing a sense of purpose, and is even vital to your organization's performance. Job satisfaction can be seen from how the leader of an organization treats the employees and the leadership commitment. The effect of the leadership in an organization can be seen in an organizational commitment and the trust in the leader. It is for this purpose that the researchers conceptualized the study of "Impact of Leadership Commitment on Employees Job Satisfaction".

Statement of the Problem

Trust is a feeling as is loyalty. These are feelings that we have towards people or organizations. These positive feelings have to be earned and they evolve and they take a series of actions to prove that you are worthy of trust. Trust is not something that can be dictated. It's environmental. And for organizations to work or have that environmental trust, commitment to leadership is very important. It is because leaders determine the environment. Leaders determine how big and how poor is the circle of safety. Without a circle of safety what happens is we inherently concern ourselves with our own survival biologically. We become cynical, selfish and paranoid. That's what happens when we don't feel trust. When we don't trust we become cynical in everything they say, we become self-interested, we start doing things to protect ourselves which sometimes will ultimately damage and hurt the culture and the organization. Leadership is consistently related to trust in a leader.

Leadership facilitated the development of trust in leader for many reasons: determining of the leader's commitment on vision (e.g., self-sacrificing), the high leader's self-confidence will rise the subordinate's trust because they believe that their leader can do the role of the leader well and make a right decision, support and form the shared value so the follower identify themselves and admire their leader. (Bartram, 2007)

Job satisfaction is an emotional response to a job situation. As such it cannot be seen, but inferred. Job satisfaction is often determined by how well outcome meets or exceeds expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have negative attitudes toward the work, the boss and/or the co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes toward the job. (Palupi et.al, 2017). Job Satisfaction is a behavior formed by individuals in relation to their works. Job Satisfaction is an important behavior which can be used to assess the whole contributions of employees in the organization and the intention to leave the organization. If the organization is able to measure the factors that affect the job satisfaction, it will be able to strengthen the employees' morale and to provide the positive outcome for their organization. (Pool, 2007)

Leaders are expected to be a leader who leads by commitment and not by compliance. A leader who leads by compliance would mean that you lean more towards autocracy, discipline and style of leadership. While a leader who leads to commitment it means that you work to inspire, adapt and see multiple perspectives. But how important is leadership commitment in the job satisfaction of the employees of ARASOF Nasugbu. This problem became the center of this study.

Objectives of the Study

Generally, the purpose of this study is to describe and determine the impact of Leadership Commitment on Employee Job Satisfaction.

Specifically, this study was conducted in order to:

- Describe the socio-demographic characteristics of the respondents in terms of:

    o Age;

    o Sex;

    o Civil Status;

- o   Year/s of Employment;

- o   Status of Employment;

- o   Highest Educational Attainment;

- o   Monthly Income/Salary; and

- o   Designation/Position/Academic Rank

- Describe the leadership commitment being assessed by the respondents in terms of:

    - o   Qualities of a Leader

    - o   Leadership Styles

- Determine the degree of agreement about the respondents' job satisfaction.

- Find out the relationship between the respondents' socio-demographic characteristics and their job satisfaction.

- Find out the relationship between leadership commitment being assessed by the respondents and their job satisfaction in terms of:

    - o   Qualities of a Leader

    - o   Leadership Styles

Hypotheses of the Study

This study tested the following null hypothesis:

- There is no significant relationship between the respondents' socio-demographic characteristics and their job satisfaction.

- There is no significant relationship between leadership commitment being assessed by the respondents and their job satisfaction in terms of:

    - o   Qualities of a Leader

    - o   Leadership Styles

Scope and Limitation of the Study

This study focused on describing and determining the Impact of Leadership Commitment on Employees' Job Satisfaction. The respondents were composed of 16 employees from the Office of the Chancellor of Batangas State University ARASOFNasugbu. The study made use of a self-made questionnaire based on the Multifactor Leadership Questionnaire developed by Bruce J. Avolio and Bernard M. Bass, Job Satisfaction Survey developed by Paul E. Spector and Tiny Pulse. The questionnaire is divided into four (4) parts: 1. Socio demographic characteristics of the respondents; 2. Leadership Qualities; 3. Leadership Styles and 4. Job Satisfaction. It consists of Likert scaled items/questions with an open-ended portion on the first part. The researchers opted to use an online questionnaire instead using Google Forms at Google Docs (https://docs.google.com/). The online questionnaire' address is https://docs.google.com/forms/d/1Kd9W2A9eOiCI0fduYaVKm7l71VYdem5dOtfR5LeL dQo/edit?usp=drive_web.

Thus, in the significance of the study, the respondents' socio-demographic characteristics, level of agreement into leadership commitment and job satisfaction were assessed to determine the impact of leadership into their job satisfaction.

METHODOLOGY

Conceptual Framework

In this study, correlating the Leadership Commitment to Employees' Job Satisfaction became one of the most crucial purposes.

In relation to the objective of this study, the independent variables will be the Socio- demographic characteristics of the respondents. SDC will include Age, Sex, Civil Status, Year/s of Employment, Status of Employment, Highest Educational Attainment. Monthly Income/Salary, Designation/Position/Academic Rank. Also in the independent variables is the Leadership Commitment which includes Qualities of a Leader and Leadership Styles (Transformational/Transactional).

On the other hand, the dependent variable will be the respondents' evaluation based on their Job Satisfaction which includes Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions, Co-workers, Nature of Work and Communication.

In addition, analysis of the existing relationship between SDC and Job's Satisfaction as well as the relationship between Leadership Commitment and Job's Satisfaction were sought.
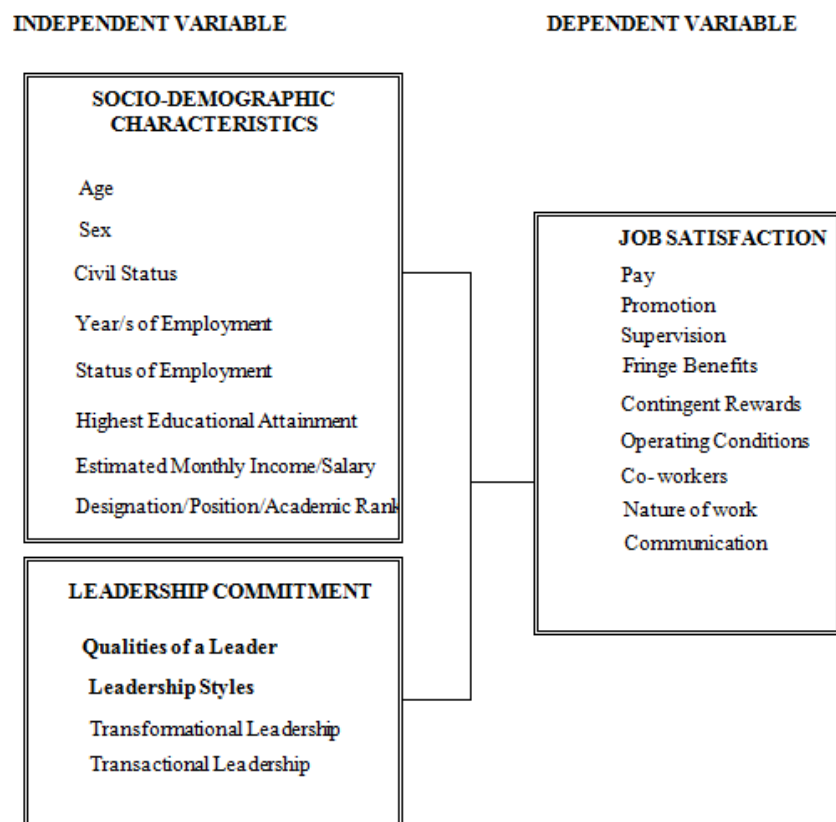

Figure 1: The Hypothesized Relationship between the Independent Variables and the Dependent Variables.

In the questionnaire, the 12 items pertaining to Management and Leadership were measured using a 4-point Likert Scale- one being the lowest (totally disagree) and four being the highest (verbally interpreted as totally agree). Then the last two items were open-ended questions.

Table 1

Scale	Verbal Interpretations		
4	Always	Totally agree	76% to 100% agree to the statement
3	Often	Agree	51% to 75% agree to the statement
2	Sometimes	Disagree	26% to 50% agree to the statement
1	Never	Totally disagree	0% to 25% agree to the statement

Leadership Styles refers to the 45 descriptive statements based on the Multifactor Leadership Questionnaire developed by Bruce J. Avolio and Bernard M. Bass. This includes the categorization of leadership styles whether being Transformational/Transactional. Leadership styles were measured using a 5-point Likert Scale- zero being the lowest (Not at all) and four being the highest (verbally interpreted as Frequently if not always).

Table 2

Scale	Verbal Interpretations
4	Frequently if not always
3	Fairly often
2	Sometimes
1	Once in a while
0	Not at all

Job Satisfaction refers to the 36 descriptive statements based on the Job Satisfaction Survey developed by Paul E. Spector. This includes the measurement of the following: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions, Co-workers, Nature of Work and Communication. Job Satisfaction was measured using a point Likert Scale- one being the lowest (Disagree Very Much) and six being the highest (verbally interpreted as Agree Very Much).

Table 3

Scale	Verbal Interpretations
6	Agree very much
5	Agree moderately
4	Agree slightly
3	Disagree slightly
2	Disagree moderately
1	Disagree very much

Research Design

This study will utilize a descriptive-comparative research design. Descriptive research is used to describe, and interpret the current status of individuals, settings, conditions or events (Mertler, 2014). In descriptive research, the researcher is simply studying the phenomenon of interest as it *exists naturally*, no attempt is made to manipulate the individuals, conditions or events.

Moreover, comparison is one of the most efficient methods for explicating or utilizing **tacit** knowledge or tacit attitudes. In descriptive-comparative study, there are many situations where comparison is an adequate method. Same type of products, as they are used in the same circumstances but in different countries or setting, may be described and compared (Pentti, 2007).

Sample and Sampling Procedure

This study was participated by 16 employees of the Batangas State University ARASOF Campus, specifically employees from the Office of the Chancellor. The sampling technique used was the convenience sampling method. Convenience sampling was used to select the respondents of the study which means non-parametric sampling technique wherein all respondents of the population have no equal or random chances or opportunity of getting selected (Polit and Beck, 2008).

Table 4: Sampling Frame of the Respondents of the Study

Batangas State University **ARASOF Campus**	
No. of Respondents	**Percentage (%)**
16	100%
Total: 16	100

Instrumentation

This study made use of self-administered and self-made questionnaires based on Multifactor Leadership Questionnaire developed by Bruce J. Avolio and Bernard M. Bass, Job Satisfaction Survey developed by Paul E. Spector and Tiny Pulse. The questionnaire is divided into four (4) parts: 1. Socio demographic characteristics of the respondents; 2.

Leadership Qualities; 3. Leadership Styles and 4. Job Satisfaction. It consists of Likertscaled items/questions with an open-ended portion on the first part.

There is a written version of the questionnaire, however due to the current COVID19 situation and for health and safety purposes, the researchers opted to use an online questionnaire instead using Google Forms at Google Docs (https://docs.google.com/). The online questionnaire's address is

https://docs.google.com/forms/d/1Kd9W2A9eOiCI0fduYaVKm7l71VYdem5dOtfR5LeLdQo/edit?usp=drive_web.

There's only pre-testing conducted by the researchers regarding the use of the online questionnaire and no pre-testing was conducted to check the reliability of the questionnaire itself since almost all items came from standardized questionnaires available online. After checking the questionnaire's functionality, the researchers proceeded with the data gathering.

Data Gathering Procedure

After a series of meetings of the researchers and the approval of their professor to conduct this study, the researchers started locating the target respondents, as well as constructed the questionnaire. Once they were located, the researchers initially started to ask permission to the administrator/head of the targeted university as a courtesy call. They explained everything about the content such as the purpose of the study, benefits, advantages and disadvantages. They were also assured that what they shared would be treated with utmost confidentiality and would be used exclusively for research purposes only. Lastly, the respondents were given an ample time to answer the questionnaire. The link of the questionnaire was being sent to the respondents one by one. The researchers also assisted all the respondents with their queries pertaining to the content of the questionnaire. It took ten (10) days to collect all the responses via Google Form.

Statistical Analyses

To answer the objectives of this study, different statistical techniques will be employed. Level of confidence will be set at 0.05 (95% confidence).

- To measure the socio-demographic characteristics of the respondents, the leadership commitment and the degree of agreement of the respondents on job satisfaction, frequencies, percentages and mean were employed.

- In finding out the relationship of the respondents' socio-demographic characteristics and their job satisfaction; the leadership commitment and the respondents' job satisfaction, Pearson-Product-Moment Correlation (Pearson r) was used.

RESULTS AND DISCUSSION

This section presents and interprets the data collected in relation to the study's objectives. Discussion and support of relevant literature and studies were also incorporated.

Socio-Demographic Characteristics

This shows the socio-demographic characteristics of the respondents in terms of age, sex, civil status, year/s of employment, status of employment, highest educational attainment. monthly income/salary, designation/position/academic rank.

Table 5: Socio- Demographic Characteristics of the Respondents

	FREQUENCY (N=16)	PERCENTAGE (%)
Age		
20-29	5	31.25
30-39	4	25
40-49	7	43.75
Above 50 Mean: 36	0	0
Gender		
Male	8	50
Female	8	50
Civil Status		
Single	5	31.25
Married	11	68.75
Widow	0	0
Years of Employment		
Less than 5 years	4	25
5-10	4	25
11-15	4	25
16-20	3	18.75
21 and above	1	6.25
Status of Employment		
Contractual	2	12.5
Temporary	4	25
Permanent	10	62.5
Highest Educational Attainment		
College Graduate	5	31.25
With MA Units	1	6.25
MA/MS Graduate	2	12.5
With Doctoral Units	7	43.75
Doctoral Graduate	1	6.25

Table 5: Contd.,

Estimated Monthly Salary		
Less than 10,481	0	0
10,481 - 20,962	2	12.5
20,962 - 41,924	11	68.75
41,924 - 73,367	1	6.25
73,367 - 125,772	2	12.5
125,772 - 209,620	0	0
209,620 and above	0	0
Designation/Position/Academic Rank		
Admin Aide	2	12.5
Admin Officer	1	6.25
Instructor	6	37.50
Assistant Professor	4	25
Associate Professor	1	6.25
Professor	2	12.5

The table deals with the socio demographic of the respondents in terms of age, sex/gender, civil status, years/ of employment, status of employment, highest educational attainment, monthly income/salary, designation/position/academic rank. As shown in the table, 43.75% is the highest rate of employees in the age bracket from 40 to 49 years old. The sex or gender got its rate both in 50%, the civil status got 68.75% representing married employees, the years of employment which earned all by 25% between 1 to 15 years of residency, status of employment earned 62.5% for permanent employees, highest educational attainment with Doctoral units 43.75%, estimated monthly salary between 20,962 - 41,924 which is equivalent to 68.75% and the academic rank or position as instructor has earned the rate of 37.50%. This indicates that the most significant socio demographic result refers to age, the permanency and the salary received by the employees which were the indication in determining employees job satisfaction. On the other hand, the least significant indicators are civil status, years of employment, designation and highest educational attainment.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The summary of findings, conclusions and recommendations based on the analysis of the results of the study are well presented in this chapter. The main objective of this study is to describe and determine the impact of Leadership Commitment on Employee Job Satisfaction.

The study specifically sought answers to the following:

- Describe the socio-demographic characteristics of the respondents in terms of:

  o Age;

  o Sex;

  o Civil Status;

  o Year/s of Employment;

  o Status of Employment;

  o Highest Educational Attainment;

  o Monthly Income/Salary; and

- o   Designation/Position/Academic Rank

- Describe the leadership commitment being assessed by the respondents in terms of:

    - o   Qualities of a Leader

    - o   Leadership Styles

- Determine the degree of agreement about the respondents' job satisfaction.

- Find out the relationship between the respondents' socio-demographic characteristics and their job satisfaction.

- Find out the relationship between leadership commitment being assessed by the respondents and their job satisfaction in terms of:

    - o   Qualities of a Leader

    - o   Leadership Styles

Summary of Findings

The data gathered were analyzed and the following findings were formulated in accordance with the specific questions stated above.

Based on the survey, 43.75% is the highest rate of employees in the age bracket from 40 to 49 years old. The sex or gender got its rate both in 50%, the civil status got 68.75% representing married employees, the years of employment which earned all by 25% between 1 to 15 years of residency, status of employment earned 62.5% for permanent employees, highest educational attainment with Doctoral units 43.75%, estimated monthly salary between 20,962 - 41,924 which is equivalent to 68.75% and the academic rank or position as instructor has earned the rate of 37.50%.

The results of the study shows that respondents were both with the degrees of Outcome of Leadership: Extra Effort and Effectiveness" which earned the overall mean of 3.63, interpreted as "Fairly if not Always" with 7 sub statements or indicators. It is in contrast with the lowest weighted overall mean of 0.59 gained be "Passive Avoidant: Laissez-Faire" as interpreted as "Not at All" with 4 significant indicators such as avoids getting involved when important issues arise, Absent when needed, avoids making decisions and delays responding to urgent questions.

The study also presents the degree of agreement of the respondents about their job satisfaction in which earned and over all mean of 5.28 to supervision interpreted as "Agree Very Much", 5.00 to communication interpreted "Agree Moderately" and 4.91 to co- workers interpreted "Agree Moderately". In this results or findings, it highlighted that the supervisor is competent in doing his/her job, a good communication atmosphere is evident in the organization and they like each other as a sign of a good working environment.

Conclusions

On the basis of these findings, the following conclusions are derived:

Most significant socio demographic result: refers to age, the permanency and the salary received by the employees which were the indication in determining employees job satisfaction. On the other hand, the least significant indicators are civil status, years of employment, designation and highest educational attainment.

The different leadership factors such as values, inclusiveness, empowering others, competence, growth mindset and compassion in which earned an overall mean of 3.66 with an equivalent of Totally Agree. It is inferred that the degree of agreement of the respondents to leadership qualities in particular to Management and Leadership is uniform.

As stressed by Anthony Solomon and Renier Steyn (2017) Cultural Intelligence (CQ) is 'an individual's capability to adapt effectively to situations of cultural diversity' and, hence, depicts the capacity to seamlessly make the transition across multiple cultures as opposed to just a single or few cultures. CQ thus allows for the alleviation of stresses that emerge as a result of heightened exchanges between those persons possessing divergent cultural identities.

The degree of agreement of the respondents about their job satisfaction in which earned and over all mean of 5.28 to supervision interpreted as "Agree Very Much", 5.00 to communication interpreted "Agree Moderately" and 4.91 to co-workers interpreted "Agree Moderately".

In this results or findings, it highlighted that the supervisor is competent in doing his/her job, a good communication atmosphere is evident in the organization and they like each other as a sign of a good working environment.

There is no significant relationship between the respondents' socio-demographic characteristics and their job satisfaction.

There is no significant relationship between leadership commitment being assessed by the respondents and their job satisfaction in terms of: Qualities of a Leader and Leadership Styles.

RECOMMENDATIONS

On the basis of these findings and conclusion, the following are the researcher's recommendations:

The study revealed a positive response from the employees as regard to leadership qualities. It is therefore recommended that the Chancellor continue to be supportive at all times, be innovative and flexible who inspires his subordinates, identify champions that can help the organization, and develop the skills of the employees.

In addition, the respondents reiterated that he continues to be proactive and aggressive in making the institution improves to the highest level and continue to be a good decision-maker. Most importantly, he should continue to provide clear goals for the organization to allow them to grow based on their experiences in their respective offices.

In terms of job satisfaction, the respondents agreed moderately on the statements under Contingent Rewards. Therefore, the institution should find ways on how to extend rewards and recognition to deserving employees.

Lastly, in the part of the researchers, it is recommended to consider on having a re- run on the correlation on leadership commitment to job satisfaction based on subcategories and not based on the totality of the result to clearly highlight the relationship of each category to the employees' job satisfaction.

BIBLIOGRAPHY

Books

1. *Bass B., and Bass, R (2008).* The Bass Handbook of Leadership: Theory, Research, and Managerial Applications, 4th Ed**.** *Free Press - New York, 2008.*

Online Sources

2. *Almutairi, Yousef Mubrik N. (2020). Leadership Self-Efficacy and Organizational Commitment of Faculty Members: Higher Education. Administrative Sciences, MDPI, Open Access Journal, vol. 10(3), pages 1-11, September.*

3. *Cherry, Kendra (2020). Leadership Styles and Frameworks, You Should Know. Retrieved from https://www.verywellmind.com/leadership-styles-2795312 on April 19, 2021.*

4. *Mackin, Deborah (2019). Leadership Commitment to Teams. Retrieved from https://www.amanet.org/articles on April 18, 2021.*

5. *Dyah Ayu Puri Palupi et al. (2017) Effect of Leadership on the Job Satisfaction with Organizational Commitment and Trust in Leader as Mediators. Retrieved from https://sibresearch.org/uploads/3/4/0/9/34097180/riber_6-4_31b17-163_400-408.pdf on April 20, 2021*

Articles

6. *Custom Insight. What is Employee Satisfaction? Retrieved from https://www.custominsight.com/employee-engagement-survey on April 20, 2021.*

7. *Shiyani, V. Job Satisfaction: Meaning, Definition, Importance, Factors, Effects and Theories. Retrieved from https://www.businessmanagementideas.com on April 18, 2021.*

8. *SHRM (2016). Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce. Retrieved from https://www.shrm.org/ on April 18, 2021*

9. *Job Satisfaction in Psychology: 5 Surprising Research Findings (2020) Retrieved from https://positivepsychology.com/job-satisfaction-research/ on April 20, 2021*

10. *SAGE Publication Inc. (2016) Quantitative Research. Retrieved from https://us.sagepub.com/sites/default/files/upm-binaries/70019_mertler_chapter_7 on April 13, 2021*