

Quantitative Inquiry on Employees' Mental Health Status, Job Satisfaction, and Organizational Commitment of a State University in Central Luzon, Philippines

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Abstract

The study aimed to determine the job satisfaction, organizational commitment, and mental health status of employees of a state university. More so, it sought to assess the significant difference in the employees' level of job satisfaction, organizational commitment, mental health status according to their profile. In addition, the relationship of these variables was also analyzed. The study utilized a descriptive quantitative approach to identify the level of job satisfaction, organizational commitment, and mental health status of the 384 conveniently selected employees of a state university in Central Luzon, Philippines. Descriptive and inferential statistics were employed in analyzing the collected data through Statistical Package Social Science (SPSS) version 23 software. The study found out the employees of a state university differ on their job satisfaction, organizational commitment and mental health status, when grouped according to their profile. The study also inferred that there is an inverse correlation between the employees' mental health status and their satisfaction; and on the employees' organizational commitment and their mental health status. Conversely, the study implied that as satisfaction of employees increases, their organizational commitment also increases.

Keywords: Employees, job satisfaction, mental health status, organizational commitment, state university

1. Introduction

Aside from the infrastructure and equipment, an organization's workforce is another critical aspect that needs to be addressed. Employees have a vital role in the operation and management of an organization. In addition, human resource significantly impacts delivering quality service among its customers, leading to organizational success. However, organizational success does not only focus on the number of employees an organization has but also on the quality of service and products that these employees perform. The quality of service and products depends on the employees' level of job satisfaction, commitment to work, and mental health and well-being.

Employees' job satisfaction is one of the employee factors that employers should address. Employees that are happy at work are more productive in terms of their job performance. Several factors affect employees' job satisfaction. As to Qasim and Syed (2012), the workplace environment plays a vital role in achieving employee satisfaction. Quality of the work environment contributes to the motivation as well as to the performance of an employee. Furthermore, personal motivation and work environment infrastructure are two areas of concern in preparing a conducive workplace environment (Chandrasekar, 2011).

One of the factors that affect employees' performance is their satisfaction with their job. Moreover, job satisfaction is a basis for an organization's success and survival and decreases employee attrition. Furthermore, satisfying and maintaining the employees' needs are an organization's challenges (Irabor & Okolie, 2019). Another influence on employee job satisfaction is an organizational leadership style which influences the employees' organizational behavior in achieving organizational goals (Voon et al. 2011), wherein transaction leadership style positively correlates to employees' job satisfaction.

Organizational commitment is also a key area of employees' concerns. Several factors influence employees' organizational commitment, one of which is their spiritual beliefs. With the increasing trend of globalization, several studies have conducted to understand the context of organizational commitment in various cultures. For example, in the study of Chinese companies by Wong et al. (2001), organizational commitment can significantly contribute to employees' satisfaction and turnover intentions. Furthermore, in the context of Japanese and Korean companies, diversity management impacts the employees' commitment.

Employees' organizational commitment is one of the areas of concern of various global organizations, for it could increase the company attrition rate. Many factors contribute to the commitment of an employee. According to Dehaghi et al. (2012), spiritual value at work is essential to the employees' organizational commitment. Employees' spiritual beliefs play a vital role in their corporate behavior as well as in their performance.

Both employees' job satisfaction and organizational commitment serve as determinants of attrition rates in many organizations around the globe. Therefore, companies in workforce management should address these two primary concerns.

Mental health and well-being on the other hand, are another facet that organizations, particularly human resource departments, should address. Though mental health status does not influence the organization's attrition rate, it significantly impacts employees' performance, which could affect the organization to a more considerable extent.

Mental health is one of the major concerns of every human being. There is no exemption when it comes to mental health problems. In various areas, including the workplace, mental health problems also exist. One of the mental health problems employees' encounters is job stress which may adversely affect individuals' mental, physical, and even organizational health (Elkin & Rosch, 1990; LaMontagne et al., 2007). With the existing challenge of mental health adverse impact on the organization, most companies are offering activities and programs to combat this difficulty that could affect employee performance and the company to a more considerable extent (Elkin & Rosch, 1990).

Personal, social and organization factors influence the job performance of employees. Job satisfaction, organizational commitment and mental health status are underlying workforce

factors that may affect employees and their performance. Determining the workforce diversity, specifically on those factors, contribute to organizational development and attainment of organizational goals, thus, there is increasing need to assess these workforce variables (Arokiasamy, 2013) in other local workforce such as academic institution. Consequently, state university is an academic institution offering undergraduate and graduate programs ruled by the government programs, guidelines and policies which involves workforce management.

With those existing literature and trends, the study aimed to identify employees' level of job satisfaction, organizational commitment, and mental health status of a state university in central Luzon, Philippines. It also aimed to identify the significant differences between all the variables when grouped according to their profile. The study also like to recognize the significant relationship between those variables with one. Lastly, result of this study may be a basis for the development of intervention program for workforce management.

2. Hypothesis and Research Framework

With the review of previous studies, the following are the formulated research hypotheses:

- H1. There is no significant difference in employees' job satisfaction when grouped according to their profile variables.
- H2. There is no significant difference in employees' organizational commitment when grouped according to their profile variables.
- H3. There is no significant difference in employees' mental health status when grouped according to their profile variables.
- H4. There is no significant relationship exists between employees' job satisfaction and their mental health status.
- H5. There is no significant relationship between employees' mental health status and organizational commitment.
- H6. There is no significant relationship between employees' job satisfaction and organizational commitment.

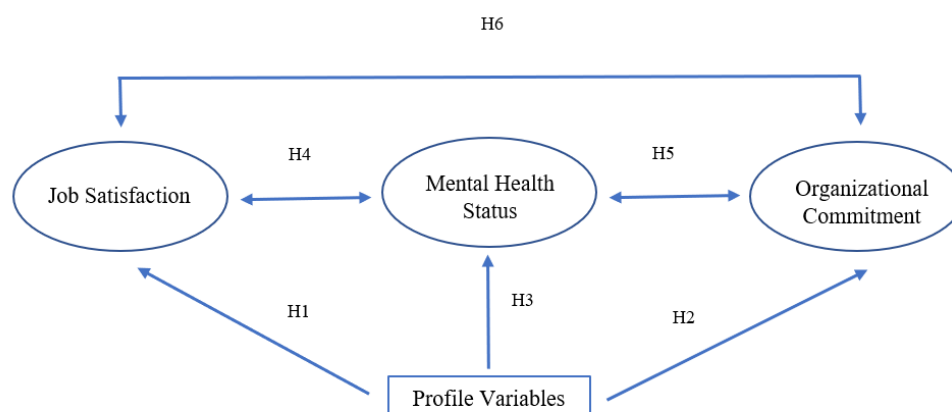


Figure 1. Research Framework

Figure 1 reflects the framework of the study. Hypotheses 1, 2, and 3 aimed to identify the difference in employees' job satisfaction, mental health status, and organizational commitment when grouped according to their profile variables. More so, hypotheses 4, 5 and 6 aimed to determine the relationship between the variables.

3. METHODS

3.1. Research Design

The study utilized a descriptive quantitative approach in identifying the level of job satisfaction, organizational commitment, and mental health status of the employees, their significant differences as to profile variables, and their relationship to one another. Descriptive research design is considered essential in analyzing the varying social problems and issues by means of describing the existing social situation (Fox & Bayat, 2007). In addition, quantitative research, which is numerical in nature, provided significant information objectively on the variables being studied (Ochieng, 2009).

3.2. Participants and Location

There were 384 teaching and non-teaching personnel of a seven-campus state university in Central Luzon, Philippines, participated in the study which were selected through non-probability convenience sampling. Convenience sampling, as explained by Simkus (2022) was used in social science researches if the selection of participants was based on their availability and convenience, thus, were utilized in the conduct of the study. Moreover, state university is an academic institution offering graduate and undergraduate programs which are governed by polices of the government, which involve employees' management.

3.3. Research Instrument

Adopted standardized research questionnaires were employed in order to attain the objective of the study. In determining the job satisfaction of employees of a state university, Job Satisfaction Survey by Spector (1985) were employed. Further, in identifying the level of organizational commitment, affective, continuance, and normative commitment scales by Allen and Meyer (1990) were used. Lastly, in determining the mental health status of the employees, mental health screening questionnaire by Sharma and Devkota (2019) was utilized.

3.4. Data Collection and Analysis

Prior to the collection of data, the researchers seek approval to the university president for the conduct of the study. Moreover, informed consent were also sought from the participants, wherein privacy and confidentiality were recognize and adopted by the researchers as part of the ethical practice in social science research.

In analyzing the gathered data, the researchers used descriptive statistics such as frequency, percentage, and mean in determining the level of job satisfaction, organizational commitment, and the use of quartile distribution in categorizing the mental health status of the employees. More so, the researchers used a One-way Analysis of Variance (ANOVA) to determine the significant difference in the employees' level of job satisfaction, organizational commitment, and mental health status of employees of employees when grouped according to their profile variables. Furthermore, the researchers used Pearson correlation to determine the significant

relationship between each variable. These statistical analyses were employed using the Statistical Package for Social Science (SPSS) version 23 software.

4. Results And Discussion

4.1. Employees' Profile

Table 1 showed the demographic characteristics of respondents. Most of the respondents are 20 years and below, and most are female. In addition, most respondents have 1-5 years of service and are teaching personnel. In terms of employment status for teaching personnel, 40.9% are permanent employees. On the other hand, of non-teaching personnel, more than 50% are Job-Order employees.

Table 1. *Profile of the Respondents (N=384)*

| | | <i>Frequency</i> | <i>Percent</i> |
|---|---|------------------|----------------|
| Age | 20 years old & below | 140 | 36.50 |
| | 21 to 30 years old | 112 | 29.20 |
| | 31 to 40 years old | 65 | 16.90 |
| | 41 to 50 years old | 32 | 8.30 |
| | 51 to 60 years old | 7 | 1.80 |
| | 61 years old & above | 28 | 7.30 |
| Gender | Male | 141 | 36.5 |
| | Female | 231 | 60.2 |
| | LGBTQIA+ | 12 | 3.1 |
| Number Of Years Employed | 1 Year Below | 2 | 0.5 |
| | 1-5 Years | 201 | 52.3 |
| | 6-10 Years | 97 | 25.3 |
| | 11-15 Years | 45 | 11.7 |
| | 16-20 Years | 12 | 3.1 |
| | 21-25 Years | 10 | 2.6 |
| | 26-30 Years | 6 | 1.6 |
| | 31 Years & Above | 11 | 2.9 |
| Nature Of Work | Teaching | 203 | 52.9 |
| | Non-Teaching | 181 | 47.1 |
| Employment Status (For Teaching Personnel Only) | Contract Of Service -Part Time (15 Units Below) | 17 | 8.4 |
| | Contract Of Service -Part Time (18 Units Above) | 40 | 19.7 |
| | Temporary Regular | 63 | 31.0 |
| | Permanent Regular | 83 | 40.9 |
| Employment Status (For Non- Teaching Personnel Only) | Job Order | 103 | 56.9 |
| | Contract Of Service | 20 | 11.0 |
| | Permanent | 57 | 31.5 |

4.2. Employees' level of job satisfaction

Table 2 presented the respondents' level of job satisfaction. Of all the domains, the nature of work scored the highest, with a mean of 4.46, reflecting that the employees moderately agree

with job satisfaction. Meanwhile, in terms of communication, employees disagree slightly on job satisfaction. However, an overall weighted mean of 3.89 suggests that the employees agree somewhat with the general level of satisfaction.

Table 2. *Level of Job Satisfaction (N=384)*

| | <i>Mean</i> | <i>SD</i> | <i>Interpretation</i> |
|----------------------|-------------|--------------|-----------------------|
| Pay | 4.23 | 1.129 | Agree Slightly |
| Promotion | 4.15 | 1.190 | Agree Slightly |
| Supervision | 3.88 | 1.084 | Agree Slightly |
| Benefits | 3.89 | 1.229 | Agree Slightly |
| Contingent Rewards | 3.71 | 1.139 | Agree Slightly |
| Operating Procedures | 3.98 | 1.264 | Agree Slightly |
| Coworkers | 4.21 | 1.052 | Agree Slightly |
| Nature of Work | 4.46 | 1.126 | Agree Moderately |
| Communication | 3.37 | 1.205 | Disagree Slightly |
| OWM | 3.89 | 1.106 | Agree Slightly |

Legend: 1.00-1.82: disagree very much; 1.83-2.65: disagree moderately; 2.66-3.48: disagree slightly; 3.49-4.31: agree slightly; 4.32-5.14: agree moderately; 5.15-6.00: Agree very much

Bellani et al. (2017) found out that satisfaction with the nature of work, communication, and working conditions significantly contributes to employees' engagement. Further, job satisfaction runs intrinsically. Thus, it makes employees strive hard because their job is satisfying, and they are happy to do the job (Meyer & Gagne, 2008). In addition, Lagon et al. (2022) also suggested that in order to increase the job performance of government employees, relevant professional development activities may be considered, which will later influence their job performance.

On the other hand, economic reward, supervision, coworkers, and promotion do not guarantee employee engagement. Amabile (1993) mentioned that the abovementioned aspects are related to instrumental gain from the job, thus increasing external motivation. However, according to Herzberg et al. (1959), instrumental gains are hygiene factors that cannot deliver inspiration and only serve to decrease dissatisfaction.

4.3. Employees' level of organizational commitment

Based on table 3, in two domains of organizational commitment – continuance and normative, the employees felt connected with their organization and accept and understand its objectives. The employees neither agree nor disagree in the affective domain, having a 4.32 mean. The weighted mean of 4.42 revealed that the respondents are relatively committed to their organization.

Table 3. *Level of Organization Commitment (N=384)*

| | <i>Mean</i> | <i>SD</i> | <i>Interpretation</i> |
|------------------------|-------------|-----------|----------------------------|
| Affective Commitment | 4.32 | 1.278 | Neither Agree Nor Disagree |
| Continuance Commitment | 4.46 | 1.406 | Slightly Agree |
| Normative Commitment | 4.61 | 1.330 | Slightly Agree |

| | | | |
|------------|-------------|--------------|-----------------------------------|
| OWM | 4.42 | 1.266 | Neither agree nor disagree |
|------------|-------------|--------------|-----------------------------------|

Legend: 1.00-1.85: strongly disagree; 1.86-2.71: moderately disagree; 2.72-3.57: slightly disagree; 3.58-4.43: neither agree nor disagree; 4.44-5.29: slightly agree; 5.30-6.15: moderately agree; 6.16-7.00: strongly agree

In the study by Grego-Planner (2019), there were high levels of organizational commitment among employees working in the public and private sectors. For example, a mean of 4.31 was observed among sample representatives from the public sector, while a mean score of 4.19 was among private-sector employees. Thus, possibly making an organization successful. Further, a study by Towers Perrin-ISR (2006) revealed that companies with higher organizational commitment have a 13.2% increase in net income, while companies with lower organizational commitment observed a 3.8% drop. In addition, Moreover, Juchnowicz (2014) said that committed employees are less likely to be involved in accidents and hazardous events than those who are not. Thus, higher commitment resonates with higher productivity and profitability for the company.

4.4. Employees' level of mental health status

Table 4 revealed that out of 384 participants, 279 belonged to the bottom 25% (Q1) of the distribution, resulting in a low level of psychological distress. On the other hand, the top 25% (Q1) of the distribution, indicative of a high level of psychological distress, includes 105 people. Since the instrument aimed to assess and screen for psychological distress, the scoring indicates no specific score or cutoff score for defining psychological distress from the distributional information of the data gathered (Sharma & Devkota, 2019). In addition, researchers distributed the participants' scores to determine their quartile position. The results show a low level of psychological distress, but it is also essential to interpret the participants who experienced a high level of psychological distress. However, regarding the instrument's limitations, a study cited that this was only for screening questionnaires. Therefore, no diagnosis can be made based on this scale, and in screening, not all mental health conditions can be assessed (Sharma & Devkota, 2019).

Table 4. *Level of Mental Health (N=384)*

| <i>Mental Health Status Scores</i> | <i>Frequency</i> | <i>z-score</i> | <i>Quartiles</i> | <i>Interpretation</i> |
|------------------------------------|------------------|----------------|------------------|-------------------------------------|
| 0 | 109 | -1.4 | | |
| 1 | 27 | -1.2 | | |
| 2 | 52 | -1.0 | >Q ₁ | Low Psychological Distress (n=279) |
| 3 | 13 | -0.9 | | |
| 4 | 31 | -0.7 | | |
| 5 | 23 | -0.5 | | |
| 6 | 12 | -0.3 | | |
| 7 | 12 | -0.2 | | |
| 8 | 12 | 0.0 | <Q ₁ | High Psychological Distress (n=105) |
| 9 | 9 | 0.2 | | |
| 10 | 10 | 0.3 | | |
| 11 | 31 | 0.5 | | |

| | | |
|----|----|-----|
| 12 | 11 | 0.7 |
| 13 | 9 | 0.9 |
| 14 | 6 | 1.0 |
| 15 | 17 | 1.2 |

(Mean=8, SD=5.83; Quartiles: Q₁=3.75; Q₂=7.5; Q₃=11.25)

Interpretation: High psychological distress could be defined as scores in the top 25% (Q₁), whereas low psychological distress could define as scores in the bottom 25% (Q₁) of the distribution. (Sharma P & Devkota G. (2019). Mental Health Screening: A Study on reliability and correlation with perceived stress score.)

4.5. Employees' job satisfaction according to profile variables

Table 5 pertained to the Employees' Job Satisfaction when grouped according to profile variables. When grouped according to age, gender, number of years employed, and nature of work and status, the results revealed a significant difference in the respondents' level of job satisfaction. Thus, H1 was considered a rejection.

Table 5. *Employee's Job Satisfaction when grouped according to Profile Variables*

| Profile Variables | Level of Job Satisfaction | | | | Sig. | Remark |
|---|---------------------------|------|-------|---------|-------|-------------|
| | N | Mean | SD | F | | |
| Age (F (5,378)=129.685, p=.000<.05) | | | | | | |
| 20 years old & below | 140 | 3.39 | 0.705 | | | |
| 21 to 30 years old | 112 | 4.18 | 0.469 | | | |
| 31 to 40 years old | 65 | 4.57 | 0.749 | 129.685 | 0.000 | Significant |
| 41 to 50 years old | 32 | 5.34 | 1.004 | | | |
| 51 to 60 years old | 7 | 5.43 | 0.976 | | | |
| 61 years old & above | 28 | 1.68 | 0.476 | | | |
| Gender (F (2,381)=137.391, p=.000 <.05) | | | | | | |
| Male | 141 | 2.96 | 0.901 | | | |
| Female | 231 | 4.42 | 0.792 | 137.391 | 0.000 | Significant |
| LGBTQIA+ | 12 | 4.75 | 1.138 | | | |
| Number of Years Employed (F(7,376)=46.776, p=.000 <.05) | | | | | | |
| 1 Year Below | 2 | 1.00 | 0.000 | | | |
| 1-5 Years | 201 | 3.29 | 0.905 | | | |
| 6-10 Years | 97 | 4.23 | 0.568 | | | |
| 11-15 Years | 45 | 4.71 | 0.787 | 46.776 | 0.000 | Significant |
| 16-20 Years | 12 | 5.42 | 0.900 | | | |
| 21-25 Years | 10 | 5.00 | 1.054 | | | |
| 26-30 Years | 6 | 5.00 | 1.095 | | | |
| 31 Years & Above | 11 | 5.82 | 0.603 | | | |
| Nature of Work and Status (F(6,377)=82.791, p=.000<.05) | | | | | | |
| Teaching | | | | | | |
| Contract Of Service -Part Time (15 Units Below) | 17 | 2.27 | 1.534 | | | |
| Contract Of Service -Part Time (18 Units Above) | 40 | 3.06 | 1.063 | 82.791 | 0.000 | Significant |
| Temporary Regular | 63 | 3.17 | 0.722 | | | |
| Permanent Regular | 82 | 3.57 | 0.425 | | | |

Non-Teaching

| | | | |
|---------------------|-----|------|-------|
| Job Order | 103 | 4.17 | 0.452 |
| Contract Of Service | 20 | 5.00 | 0.000 |
| Permanent | 58 | 5.28 | 0.894 |

In terms of age, Hoboubi et al. (2017) study revealed that age and job satisfaction have a significant relationship. Based on the data collected, as age increases, job satisfaction also increases. A possible explanation is that younger people tend to be more motivated during their first years of work. However, motivation can decrease as they reach middle-age employment due to repetitiveness and job restrictions. Yet, motivation may also increase, as to Herzberg's Modified expectation theory, which states that as age and job experience boost, job expectation becomes more realistic, thus may result in job satisfaction (Clark et al., 1996).

Regarding gender, Kifle and Desta (2012) reported that women tend to be more satisfied with their jobs due to the social networking they encounter within the organization, while men tend to be motivated and more fulfilled with their jobs through career progression, responsibilities, and working hours. On the other hand, Petride and Furnham (2006) observed that women tend to perceive less control over their job as they progress, thus leading to lesser satisfaction.

In terms of the number of years in service, the study of Olatunji and Mukuolu (2014) revealed that job satisfaction and the number of years in service (tenure in service) are positively correlated. The data gathered from healthcare workers showed that those who have spent 5-10 years in service are more satisfied than those who worked for less than five years. Researchers believe that experience from the job reduces the level of stress, thus enhancing satisfaction from the job.

Similar findings in the study of Magtalas and Echaure (2017) wherein it found a significant difference in job satisfaction regarding working conditions, relationships with colleagues, and job security.

4.6. Employees organizational commitment according to profile variables

Table 6. *Employee's Organizational Commitment when grouped according to Profile Variables*

| Profile Variables | Level of Organizational Commitment | | | | Sig. | Remark |
|--|------------------------------------|------|-------|---------|-------|-------------|
| | N | Mean | SD | F | | |
| Age ($F(5,378)=146.459, p=.000<.05$) | | | | | | |
| 20 years old & below | 140 | 1.71 | 0.460 | | | |
| 21 to 30 years old | 112 | 3.91 | 0.709 | | | |
| 31 to 40 years old | 65 | 4.64 | 0.517 | 146.459 | 0.000 | Significant |
| 41 to 50 years old | 32 | 5.32 | 0.886 | | | |
| 51 to 60 years old | 7 | 6.00 | 1.191 | | | |
| 61 years old & above | 28 | 6.29 | 1.254 | | | |
| Gender ($F(2,381)=111.371, p=.000 <.05$) | | | | | | |
| Male | 141 | 3.42 | 1.050 | 111.371 | 0.000 | Significant |
| Female | 231 | 4.97 | 0.960 | | | |
| LGBTQIA+ | 12 | 5.50 | 1.382 | | | |
| Number of Years Employed ($F(7,376)=55.885, p=.000 <.05$) | | | | | | |

| | | | | | | |
|------------------|-----|------|-------|--------|-------|-------------|
| 1 Year Below | 2 | 1.00 | 0.000 | | | |
| 1-5 Years | 201 | 3.69 | 0.992 | | | |
| 6-10 Years | 97 | 4.84 | 0.534 | | | |
| 11-15 Years | 45 | 5.53 | 0.815 | 55.885 | 0.000 | Significant |
| 16-20 Years | 12 | 5.67 | 1.231 | | | |
| 21-25 Years | 10 | 5.80 | 1.317 | | | |
| 26-30 Years | 6 | 5.67 | 1.506 | | | |
| 31 Years & Above | 11 | 6.82 | 0.603 | | | |

Nature of Work ($F(6,377)=89.025, p=.000<.05$)

Teaching

| | | | | | | |
|---|----|------|-------|--------|-------|-------------|
| Contract Of Service -Part Time (15 Units Below) | 17 | 2.46 | 1.817 | | | |
| Contract Of Service -Part Time (18 Units Above) | 40 | 3.39 | 1.31 | | | |
| Temporary Regular | 63 | 3.6 | 0.775 | 89.025 | 0.000 | Significant |
| Permanent Regular | 83 | 4.04 | 0.461 | | | |

Non-Teaching

| | | | | | | |
|---------------------|-----|------|-------|--|--|--|
| Job Order | 103 | 4.6 | 0.492 | | | |
| Contract Of Service | 20 | 6.00 | 0.000 | | | |
| Permanent | 58 | 6.02 | 1.000 | | | |

Table 6 revealed that Age ($F(2,27) = 129.685, p = .000$), Gender ($F(2,381) = 137.391, p = .000$), Number of Years Employed ($F(7, 376) = 46.776, p = .000$) and, Nature of Work and Status ($F(6,377) = 82.791, p = .000$) were statistically significantly different between employees' job satisfaction when grouped according to profile variables; as determined by one-way ANOVA.

In terms of age and number of years employed, older employees, in this case, teachers, tend to be more committed than younger employees. This result aligns with the study of Cengiz et al. (2014), which showed that teachers in the age group of 21-30 have lower commitment than those teachers in the 31-40 age group. Furthermore, the findings of the study of Narman (2012) and Ekenci (2012) agreed, thus reporting a positive correlation between age and job commitment. Therefore, the results suggest that seniority and experience increase in age gives the teachers more positive feeling about their job.

When it comes to gender, a similar study by Şentuna (2015) emphasized that there are significant differences in the sub-dimensions of organizational commitment between male and female physical education teachers. The study further explained that the differences are due to the males' organizational commitment being more focused on responsibility and sociability.

4.7. Employees' mental health status according to profile variable

It can be gleaned from table 7 that there was a statistically significant difference between employees' mental health when grouped according to profile variables as determined by one-way ANOVA.

Table 7. Employees' Mental Health, when grouped according to Profile Variables

| Profile Variables | Level of Mental Health | | | F | Sig. | Remark |
|--|------------------------|------|----|---|------|--------|
| | N | Mean | SD | | | |
| Age ($F(5,378)=70.104, p=.000<.05$) | | | | | | |

| | | | | | | |
|--|-----|-------|-------|--------|-------|-------------|
| 20 years old & below | 140 | 6.44 | 3.959 | | | |
| 21 to 30 years old | 112 | 2.46 | 3.277 | | | |
| 31 to 40 years old | 65 | 2.18 | 3.579 | 70.104 | 0.000 | Significant |
| 41 to 50 years old | 32 | 1.59 | 2.551 | | | |
| 51 to 60 years old | 7 | 1.57 | 2.669 | | | |
| 61 years old & above | 28 | 13.93 | 1.245 | | | |
| Gender ($F(2,381)=87.240, p=.000 <.05$) | | | | | | |
| Male | 141 | 8.10 | 4.487 | | | |
| Female | 231 | 2.58 | 3.589 | 87.240 | 0.000 | Significant |
| LGBTQIA+ | 12 | 2.83 | 3.538 | | | |
| Number of Years Employed ($F(7,376)=23.577, p=.000 <.05$) | | | | | | |
| 1 Year Below | 2 | 15.00 | 0 | | | |
| 1-5 Years | 201 | 0.36 | 4.560 | | | |
| 6-10 Years | 97 | 2.33 | 3.204 | | | |
| 11-15 Years | 45 | 2.10 | 3.624 | 23.577 | 0.000 | Significant |
| 16-20 Years | 12 | 2.08 | 3.777 | | | |
| 21-25 Years | 10 | 1.67 | 2.644 | | | |
| 26-30 Years | 6 | 2.16 | 2.875 | | | |
| 31 Years & Above | 11 | 6.93 | 1.206 | | | |
| Nature of Work ($F(6,377)=65.667 p=.000 <.05$) | | | | | | |
| Teaching | | | | | | |
| Contract Of Service -Part Time (15 Units Below) | 17 | 11.41 | 5.363 | | | |
| Contract Of Service -Part Time (18 Units Above) | 40 | 9.03 | 4.938 | | | |
| Temporary Regular | 63 | 8.30 | 3.791 | | | |
| Permanent Regular | 83 | 5.33 | 2.807 | 65.667 | 0.000 | Significant |
| Non-Teaching | | | | | | |
| Job Order | 103 | 1.82 | 2.841 | | | |
| Contract Of Service | 20 | 0.00 | 0.000 | | | |
| Permanent | 58 | 1.10 | 2.802 | | | |

The study by Bruine de Bruin (2021) identified that older individuals perceive lesser stressors and experience reduced anxiety and depression, thus having better mental health than those younger. However, the study made it clear that the findings might not be conclusive for severe or prolonged stressors.

Regarding gender, the study by Villarroel and Terlizzi (2020) reported that depression is the most prevalent and weakening mental health challenge. Women, in addition, are more prone to depressive symptoms than men (Acciai & Hardy, 2017). Further, the gender gap in mental health observed in multiple developed countries, such as the United States (Van de Velde et al., 2010), thus can be associated with gender norms.

The study by Sidorchuk et al. (2017) from a random sample of Stockholm County residents in Sweden revealed that unemployment or temporary employment increases the risk of distress. Further, the study estimated nearly threefold higher odds of discomfort observed for unemployed individuals than their permanently/self-employed counterparts. Moreover, the

study of Moscone et al. (2016) further provided that temporary employment status tends to increase the possibility of developing mental health issues, such as anxiety and depression, that will need medical attention.

4.8. Relationship between employees' job satisfaction and mental health status

Table 8 presented the correlation between employees' job satisfaction and mental health status. The results revealed a low correlation with the r-value of -0.744 and p-value of 0.01; the results showed a low correlation. The result indicates that as the employees' mental health status declines, the employees' job satisfaction increases.

Table 8. *Relationship between Employee's Job Satisfaction and Mental Health Status*

| | <i>Pearson Correlation</i> | <i>Sig. (2-tailed)</i> |
|----------------------|----------------------------|------------------------|
| Job Satisfaction | -0.744** | 0.000 |
| Mental Health Status | | |

Correlation is significant at the 0.01 level (2-tailed).

As to Koreki et al. (2015), job satisfaction is highly related to interest in work, career growth and advancement, the ability to work at one's phase, and the ability to communicate effectively and comfortably with supervisors and coworkers. Thus, recognizing burnout and associated risks is the initial step in providing support in addressing problems. In addition, positive motivational factors, such as recognition, promotion, and salary increase, can prevent employee burnout.

4.9. Relationship between employees' mental health status and organizational commitment

Table 9 revealed the relationship between employees' mental health status and organizational commitment. The data analysis showed that employees' mental health status negatively correlates with organizational commitment ($r = -0.741$, $p = 0.01$). Furthermore, the coefficient correlation is highly negative, signifying that their mental health status declines as the employees' organizational commitment increases.

Table 9. *Relationship between Employee's Mental Health Status and Organizational Commitment*

| | <i>Pearson Correlation</i> | <i>Sig. (2-tailed)</i> |
|---------------------------|----------------------------|------------------------|
| Mental Health Status | -0.741** | 0.000 |
| Organizational Commitment | | |

Correlation is significant at the 0.01 level (2-tailed).

The study by Akdemir (2019) reported that teachers' burnout and organizational commitment levels are inversely related. Thus, minimizing teachers' burnout levels will increase their organizational commitment levels. Similarly, Arık and Turunç (2016) found that burnout levels among employees from the health sector are also negatively related to organizational commitment. Furthermore, Güneş et al. (2009) also found significant relationships between employees' organizational commitment and their burnout levels.

4.10. Relationship between employees' job satisfaction and organizational commitment

Table 10 identified the correlation data between employees' job satisfaction and organizational commitment. The analysis revealed that job satisfaction highly correlates with organizational commitment, with an R-value of 0.928 and a p-value of 0.01. The result indicates that organizational commitment increases as the employees' job satisfaction level increases.

Table 10. *Relationship between Employees' Job Satisfaction and Organizational Commitment*

| | <i>Pearson Correlation</i> | <i>Sig. (2-tailed)</i> |
|---------------------------|----------------------------|------------------------|
| Job Satisfaction | 0.928** | 0.000 |
| Organizational Commitment | | |

Correlation is significant at the 0.01 level (2-tailed).

The results are similar to the study by Candelario et al. (2020), which observed a positive correlation between job satisfaction and organizational commitment. Thus, an increase in job satisfaction will result in a rise in organizational commitment. Furthermore, although the literature implies that the two are different concepts, many meta-analyses studies also observed a positive correlation between job satisfaction and organizational commitment, including the study of Imam et al. (2013).

5. Conclusions

Generally, the employees of a state university were somewhat satisfied with their job, fairly committed to their organization, and mentally distressed. Several personal and organizational factors influence this, based on the result of the study.

The finding implied that the respondents have varying perspectives on the level of job satisfaction. Literature and studies reaffirm that an employee's age, gender, number of years employed and nature of work, and status are predictors that may affect one's job satisfaction. It also inferred from this study that an employee's age, gender, number of years engaged and nature of work, and label could affect one's level of organizational commitment. Findings of the study also implied that mental health and well-being are relatively different from each employee.

The study also found out that as the employees' mental health status declines, the employees' job satisfaction increases. The finding would reveal that mental health may impact job satisfaction due to personal and work-related stressors. In addition, as employees' organizational commitment increases, the employees' mental health status declines. The finding is consistent with the other studies indicating that as one is deeply engaged and committed to his work, his mental health may also suffer due to stress, burnout, pressures, etc., brought by work demands. Further, as employees' job satisfaction increases, organizational commitment also increases. This finding affirmed that employees job satisfaction contributes to their sense of organizational commitment.

Lastly, with the increasing personal, psychological and organizational issues of the global workforce, there is increasing need to conduct similar study identifying the factors and predictors involve in the employees' job satisfaction, their organizational commitment and their mental health status which may influence the organizational development.

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