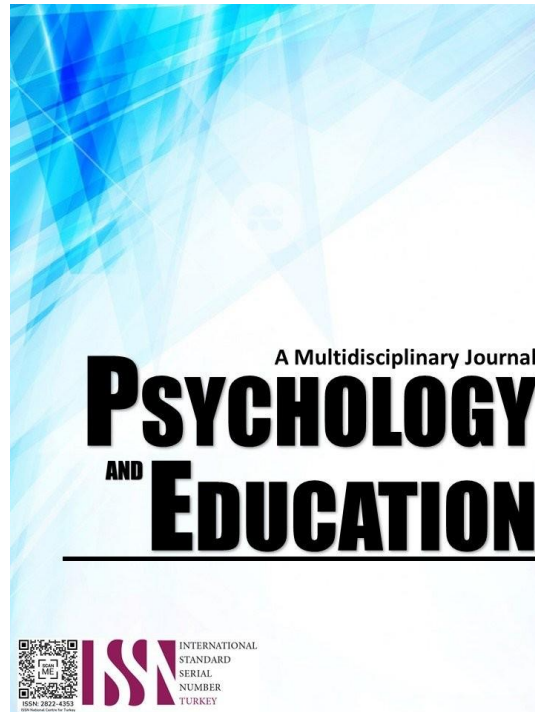


MENTAL HEALTH, JOB SATISFACTION, AND COMMITMENT AMONG REGULAR STAFF/EMPLOYEE IN AN EDUCATIONAL INSTITUTION



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Mental Health, Job Satisfaction, and Commitment among Regular Staff/Employee in an Educational Institution

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Abstract

The aim of this study is to explore the relationship between mental health, job satisfaction, and commitment among regular staff or employees working within an educational institution. A discussion of method queries includes descriptive correlation and causal research design. There are one hundred eighty-four (184) respondents 'of the Liceo de Cagayan University, who are randomly selected and meet the criteria of at least one (1) year and above in service. Survey questionnaires were adapted, modified, and used to gather the relevant data. To analyze the data, descriptive statistics such as mean, correlation, and regression are used. The findings of the study revealed that all eight (8) sub-variables of mental health and job satisfaction have a statistically significant correlation to employees' level of commitment. This indicates that as the various factors, including those related to mental health and job satisfaction, increase, there is a corresponding increase in employees' commitment to the institution. Thus, the hypothesis positing a significant relationship between mental health, job satisfaction, and commitment among employees in the institution is supported and confirmed. We also found out that the variable that best predicts employees' commitment is personal life. As to the extent of the direct effect of the said predictor, for every one-point increase in personal life, the employees' commitment will have an increase of 0.237. Therefore, their personal lives affect their mental health. This may result in job dissatisfaction and affect their commitment to the institution, leading to a decision to leave.

Keywords: *mental health, job satisfaction, personal life, long working hours, commitment*

Introduction

Employees' psychological well-being is a key determinant of their job satisfaction, and mental health is a major indicator of this (Warszewska-Makuch, 2021). An increasing number of managers understand that maintaining great workers and the health of the company depend on job satisfaction (Tang et al., 2019). Thus, if organizations hope to increase worker productivity and performance, they need to give employees' mental health a lot of consideration.

Every organization, local and international, wants its employees to be happy in their jobs. In order to perform as expected of them, an individual must meet all requirements in every area of the work. Furthermore, pressures from external competition would also affect personnel within the company, which might be harmful to their mental health (Law et al., 2020). "Job commitment" denotes the complete devotion of academic personnel to the university's policies, initiatives, programs, reforms, and future aspirations. It involves their preparedness to adhere to and comply with all established rules and regulations to attain short-term and long-term objectives (Owan et al., 2020). Another approach to describing employee commitment is as a close relationship that workers have with their company, according to Nzewi, Chiekezie, Ekene, Raphael, & Ebuka (2017) and Neyshabor and Rashidi (2013).

The increasing significance of employee mental well-being within the workplace and its related expenses, including decreased productivity, work-life balance issues, absenteeism, burnout, and employee compensation claims, are among the factors fueling this attention (Dimoff et al., 2019; Gordon et al., 2014). Scholars and professionals alike have long been attentive to the mental health of employees (Robbins et al., 2013).

The study is a contribution to the field of school administrators as well as the health sector for them to identify best practices when dealing with employees in an educational institution dealing with mental health and job satisfaction problems. The literature on variables mentioned leans heavily towards pointing out the benefit of an institution's success in improving job satisfaction with the help of good mental health among regular employees.

Reasoning this way, the researcher will conduct a quantitative study about regular employees' mental health and job satisfaction in a private institution. Specifically, this research aimed to examine the link between mental health, job satisfaction, and commitment among regular employees in a private educational institution.

Research Questions

This study is aimed to explore the relationship between the factors affecting mental health and job satisfaction among the regular staff/employees in educational institution. Specifically, the study sought to answer the following questions:

1. What is the level of mental health among the regular staff/ employees in terms of:
 - 1.1 long working hours; and
 - 1.2 personal life?
2. What is the level of job satisfaction among the regular staff/ employees in terms of:

- 2.1 recognition and appreciation;
 - 2.2 sense of autonomy and control;
 - 2.3 opportunities for growth and development; and
 - 2.4 fair and competitive salary?
- 3 What is the level of commitment among the regular staff /employees?
 - 4 Is there a significant relationship between commitment among regular staff and employees, their mental health, and job satisfaction?
 - 5 Which of the variables, alone or in combination, predicts the commitment of the staff or employee?

Methodology

This study will examine the factors affecting mental health, job satisfaction, and their relationship among the regular staff and employees in educational institutions. This chapter provides information in the following sections: research setting, research design, participants and sampling procedures, research instruments, validity and reliability of the instruments, data gathering procedures, and statistical techniques.

Research Design

The study utilized three different research approaches: quantitative descriptive, descriptive correlation, and causal. The objective of descriptive research was to provide an accurate and systematic description of a population, situation, or phenomenon. It could answer questions about what, where, when, and how, but typically not why. Descriptive research focuses on specific occurrences while considering variability within them.

Descriptive correlational research is a method used to explore the association between two or more variables without attempting to establish a causal relationship between them. Its primary aim is to describe and analyze the association between these variables in a systematic and accurate manner. To determine if there is a relationship between at least two variables, it entails gathering and evaluating data on those variables. A descriptive correlational design is used in research studies that aim to provide static pictures of situations as well as establish the relationship between different variables (McBurney & White, 2009).

It is all about identifying, learning, knowing, and measuring whether the factors affecting mental health and job satisfaction have a relationship among the regular staff and employees in an educational institution. Cause-and-effect studies, on the other hand, are categorized as conclusive since they aim to establish a relationship between two variables. This study aims to identify the underlying causes of specific behaviors. This study helps us identify the effects that a change in the dependent variable causes on an independent variable. (Villegas, 2022).

Participants

The researcher employed a widely used statistical method known as stratified random sampling. This approach involves segmenting the population into different subgroups, known as strata, based on particular shared characteristics. Stratification ensures that each stratum is adequately represented in the sample, allowing for conclusions to be drawn about particular demographic subgroups. (Fleetwood, 2023)

Regular staff and employees from the three (3) campuses in different departments and colleges were randomly selected, particularly faculty and staff who have served for at least one year at Liceo de Cagayan University. They were encouraged to voluntarily participate in this study. Stratified random sampling was used to obtain the study's sample. The correlational method was used in the research to determine mental health and job satisfaction, affecting productivity by enhancing and reinforcing the relationship between the variables in the conceptual framework.

The sample size was determined using Raosoft.com, an online sample size calculator, to get the appropriate sample size for the population of the study. Essentially, the Raosoft sample calculator is a piece of software designed to compute or produce the sample size for a study or survey. It assists in making sure that the information gathered is both statistically significant and representative of the population being studied.

Stratified random sampling was used to obtain the study's sample because it specifically requires rank-and-file and teaching employees working on any of the university's campuses as participants, where the sample size of each stratum was proportionate to the population size of the stratum.

The first stage was to identify the stratum of each campus. There are 3 campuses, namely the Main Campus, the Rodulfo N. Pelaez Campus, and the Paseo del Rio Campus) in LDCU, which have a total of 350 regular staff and employees. The second stage determined the desired sample size of 184, which were divided by the population size of 350, and the quotient value was multiplied by the stratum size (based on the number of populations in each stratum). The whole number was recognized as the sample size obtained from the product value which came up with a total of 184 as its total sample size.

Table 1. *Distribution of the Respondents of the Study by Campus*

<i>Stratum Size (n_s)</i>	<i>Number of Population in Strata (N)</i>	<i>Sample Size (n)</i>
Main Campus	210	
Paseo Del Rio Campus	75	
Rodolfo N. Pelaez Campus	65	
TOTAL	350	184

With 210 regular staff/employees on the Main Campus, 65 on the Paseo del Rio Campus, and 75 on the RN Campus, a total population of 350 regular staff/employees and an acceptable margin of error of 5% were applied. With the data provided, there was a total sample of 184 regular staff or employees who served as participants in the study. Before handling the questionnaires for the participants, the researcher first discussed the parts of the instrument. Clarifications from the participants about the questionnaire were answered directly by the researcher.

Instruments

Items and categories were modified from the studies “Measuring Basic Psychological Need Satisfaction and Frustration and Work Engagement of Employees of Divine Word Colleges in Ilocos Region, Philippines” by Abun et al. (2019), Glisson, Landsverk, Schoenwald, Kelleher, Hoagwood, Mayberg, & Green (2007). Assessing the Organizational Social Context (OSC) of Mental Health Services: Implications for Research and Practice and “Organizational Commitment, Competence on Job Satisfaction, and Lecturer Performance: A Social Learning Theory Approach” by Amin (2022), which consists of eighty (80) items. Twenty (20) items for factors affecting mental health, thirty (40) items for factors affecting job satisfaction, and ten (20) items for commitment among regular staff and employees.

The instrument was constructed with several parts. The first part details the level of factors affecting mental health in terms of long working hours, change of relationship, and personal life. The second part details the level of factors affecting job satisfaction in terms of recognition and appreciation, sense of autonomy and control, opportunities for growth and development, and a fair and competitive salary. Lastly, the third part details the commitment among regular staff and employees in an educational institution.

The following are the Likert like type scoring range for Mental Health:

<i>Score</i>	<i>Scale</i>	<i>Verbal Descriptions</i>	<i>Interpretation</i>
5	4.51-5.0	Strongly Agree	Very High mental Health
4	3.51-4.50	Agree	High Mental health
3	2.51-3.50	Moderately Agree	Moderately high Mental Health
2	1.51-2.50	Disagree	Low Mental Health
1	1.0-1.50	Strongly disagree	Very Low Mental Health

Source: Accrediting Agency for Chartered Colleges and Universities in the Philippines (AACCUP, 2022); (NBC 461, CHED, 2022)

The following are the Likert like type scoring range for Job Satisfaction:

<i>Score</i>	<i>Scale</i>	<i>Verbal Descriptions</i>	<i>Interpretation</i>
5	4.51-5.0	Strongly Agree	Very High Satisfaction
4	3.51-4.50	Agree	High Satisfaction
3	2.51-3.50	Moderately Agree	Moderately High Satisfaction
2	1.51-2.50	Disagree	Low Satisfaction
1	1.0-1.50	Strongly disagree	Very Low Satisfaction

Source: Accrediting Agency for Chartered Colleges and Universities in the Philippines (AACCUP, 2022); (NBC 461, CHED, 2022)

The following are the Likert like type scoring range for Commitment.

<i>Score</i>	<i>Scale</i>	<i>Verbal Descriptions</i>	<i>Interpretation</i>
5	4.51-5.0	Strongly Agree	Very High Commitment
4	3.51-4.50	Agree	High Commitment
3	2.51-3.50	Moderately Agree	Moderately High Commitment
2	1.51-2.50	Disagree	Low Commitment
1	1.0-1.50	Strongly Disagree	Very Low Commitment

Source: Accrediting Agency for Chartered Colleges and Universities in the Philippines (AACCUP, 2022); (NBC 461, CHED, 2022)

Procedure

The investigator sought a letter of consent from the Dean of the College of Nursing and followed by a letter of approval to conduct the study by the Vice President of Research, Publication, and Extension and the Human Resource Management and Development.

To ensure the quality and reliability of research findings, the investigator observed the following: (a) the investigator sought approval from the adviser after careful assessment and review of the manuscript for the project paper; and (b) the investigator wrote letters and secured permission to conduct the study, following the Research Ethics Board (REB) informed consent form for a more reliable and valid study and its results.

Regarding the riskiness and confidentiality of the data gathered during the conduct of the survey, the investigator assured the participants that all information gathered from them would be dealt with the utmost confidentiality and security.

The investigator first gave the participants information about what the study is all about and how it should be answered. The participants were able to finish answering the survey questionnaire within 3 to 5 minutes, as it was a Likert scale scoring system for their convenience.

Part of the process of obtaining informed consent for study subjects involved creating a consent document. Giving potential research participants the knowledge they need to freely and knowingly consent to engage in study is the main goal of the consent document. Documents containing consent must adhere to guidelines designed to promote voluntariness and understandability. Responses were then coded, tallied, and collated in tables for purposes of statistical treatment and data analysis. Proper scaling was also used for the independent variables.

Results and Discussion

This section presents the analysis and interpretation of the data gathered in this study. The primary data on mental health, job satisfaction, and commitment among regular staff and employees in an educational institution were obtained from the eighty (80) items of the survey questionnaire and were processed and analyzed.

Problem 1. What is the level of mental health among regular staff and employees in terms of long working hours and personal lives?

Table 2. *Level of Mental Health among the Employees in terms of Long Working Hours*

<i>Indicators</i>	<i>Mean</i>	<i>SD</i>	<i>Description</i>	<i>Interpretation</i>
1.The department provides employees flexible and adaptable working hours when changes in duty hours are necessary.	4.11	.765	Agree	High Mental Health
2.The department makes clear about the policies and procedures to employees provide the best service to the department and to the institution.	4.15	.802	Agree	High Mental Health
3.The department ensures that employees feel self-reliant in fulfilling the assigned tasks.	4.19	.678	Agree	High Mental Health
4.The department ensures that the time spent in working will benefit not only the institution but also the employee him/herself.	4.08	.831	Agree	High Mental Health
5.The department encourages employees to finish the tasks in the office, not in their respective homes to ensure a healthy working duty hour.	3.92	.902	Agree	High Mental Health
6.Department heads encourages his/her subordinates to get the tasks done effectively within during the duty hours.	4.08	.791	Agree	High Mental Health
7.The department ensures that the employees have clearly defined goals that relate to the goals and mission of the institution during start of the day.	4.17	.764	Agree	High Mental Health
8.The department ensures that employees give the highest priority and support to meeting the needs of the department/institution especially long-term needs/problems.	4.05	.790	Agree	High Mental Health
9.Employees are encouraged to believe in teamwork, the "what's in it for us" approach rather than "what's in it for me." Especially during times when their presence is mostly needed for some special events of the institution.	4.14	.792	Agree	High Mental Health
10.The department fully aware its employees when their presence is highly needed during special events/programs of the department and/or the institution.	4.23	.757	Agree	High Mental Health
Overall Mean	4.11	0.78	Agree	High Mental Health

Legend: 4.51-5.00 Strongly Agree; 3.51-4.50; Agree; 2.51-3.50 Moderately Agree; 1.51-2.50 Disagree; 1.0-1.50 Strongly Disagree

Table 2 presents the level of mental health in terms of long working hours. As shown in the Table, employees obtained the highest mean score of $M = 4.23$, $SD = .757$ for item number 10, "The department is fully aware of its employees when their presence is highly needed during special events or programs of the department and/or the institution," followed by item number 3, "The department ensures that employees feel self-reliant in fulfilling the assigned tasks," with a mean score of $M = 4.19$, $SD = .678$. On the other hand, employees obtained the lowest mean score of $M = 3.92$, $SD = .902$, for item number 5, "The department encourages employees to finish the tasks in the office, not in their respective homes, to ensure a healthy working duty hour," followed by item number 8, "The department ensures that employees give the highest priority and support to meeting the needs of the department or institution, especially long-term needs and problems," with a mean score of $M = 4.05$, $SD = .790$. The overall mean is $M = 4.11$, $SD = .78$, described as agree and interpreted as high mental health. The findings indicated that despite working extended hours, the overall mental health of the employees remained positive or good.

This result aligns with Sonnentag's assertion in 2018 that extended working hours can hinder the essential recovery process following mental and physical stress at work. Moreover, according to Virten et al. (2015), prolonged work hours may restrict opportunities for engaging in health-promoting leisure activities such as sports, potentially impacting health-related behaviors negatively.

This implies that employee's "work-life balance" is also affected, such that long working hours are cross-sectionally associated with

conflicts between work and private life and psychosomatic complaints. The less time available for maintaining social contacts and relationships, the higher the probability of conflicts and negative feelings and emotions.

On the other hand, Rajan D et al. (2017), in their study on the negative impact of long working hours on nurses, discovered that too long and unsocial working hours, rigid hospital working hours, the inability to leave duty on time, and the inability to leave tasks on time were the topmost perceived factors as associated with long working hours.

Table 3. *Level of Mental Health among the Employees in terms of Personal Life*

Indicators	Mean	SD	Description	Interpretation
1.Each employee is encouraged to focus with work and live a balanced work-life when in the premises of the institution.	3.93	.950	Agree	High Mental Health
2.This organization has great deal of personal meaning of its employees.	3.86	.841	Agree	High Mental Health
3.The department encourages employees to have a strong emotional quotient for better performance in work.	4.00	.789	Agree	High Mental Health
4.The institution itself encourages employees to always have high employee morale.	3.99	.787	Agree	High Mental Health
5.The department encourages each employee to be concerned with one's personal life, separate from work life.	3.92	.836	Agree	High Mental Health
6.The department encourages its employees to inform the human resource (HR) offer/manager when there are personal problems, as HR practice confidentiality. This would make employees feel welcomed and open with the company.	3.75	.942	Agree	High Mental Health
7.The department has a great deal of personal meaning to its employees, which makes them feel comfortable when in the workplace.	3.91	.831	Agree	High Mental Health
8.The department assures its employees to have a clear and defined goals that relate to the goals and mission of the institution.	4.01	.761	Agree	High Mental Health
9.People feel that most change is the result of positive pressures imposed from higher up in the organization.	3.87	.768	Agree	High Mental Health
10.People embody the right interpersonal skills they need to work effectively in teams.	4.00	.685	Agree	High Mental Health
Over-all Mean	3.92	0.81	Agree	High Mental Health

Legend: 4.51-5.00 Strongly Agree; 3.51-4.50; Agree; 2.51-3.50 Moderately Agree; 1.51-2.50 Disagree; 1.0-1.50 Strongly Disagree

Table 3 shows the level of mental health in terms of personal life. As shown in the Table, employees obtained the highest mean score of $M = 4.01$ and $SD = .761$ for item number 8, "The department assures its employees to have clear and defined goals that relate to the goals and mission of the institution," followed by item number 10, "People embody the right interpersonal skills they need to work effectively in teams," with a mean score of $M = 4.01$ and $SD = .685$. On the other hand, students obtained the lowest mean score of $M = 3.75$ and $SD = .942$ for item number 6: "The department encourages its employees to inform the human resource (HR) offer/manager when there are personal problems, as HR practices confidentiality. This would make employees feel welcomed and open with the company," followed by item number 2, "This organization has a great deal of personal meaning for its employees," with a mean score of $M = 3.86$ and $SD = .841$. The overall mean is $M = 3.92$, $SD = .81$, described as agree and interpreted as high mental health. The data revealed that in their personal lives, the employees demonstrated excellent mental health.

Employees with lower levels of mental health in their personal lives are more susceptible to mental illness and stress. Issues in their personal lives could lead to labor shortages and increased healthcare costs. This finding is consistent with Haar's argument in 2014 that individuals in individualistic cultures tend to experience higher job satisfaction with high levels of work-life balance (WLB) compared to those in collectivistic communities. In summary, this suggests that employees' personal lives play a significant role in supporting their interactions and are beneficial to them.

Table 4. *Summary of Mental Health among the Employees in terms of Long Working hours and Personal Life*

Sub-variables	Mean	SD	Description	Interpretation
Long working hours	4.11	0.78	Agree	High Mental Health
Personal life	3.92	0.81	Agree	High Mental Health
Over-all Mean	4.02	0.80	Agree	High Mental Health

Legend: 4.51-5.00 Strongly Agree; 3.51-4.50; Agree; 2.51-3.50 Moderately Agree; 1.51-2.50 Disagree; 1.0-1.50 Strongly Disagree

Table 4 presents a summary of the mental health of the employees. As shown in the Table, employees obtained the highest mean score of $M = 4.11$, $SD = .78$, for long working hours, and a mean score of $M = 3.92$, $SD = .81$, for personal life. The overall mean is $M = 4.02$, $SD = .80$, described as agree and interpreted as high mental health. The data indicate that employees exhibit a high level of mental health. This finding supports the claim of Mani et al. (2013) that mental health can affect people's decision-making process, impairing their ability to obtain information on health and prevention. Mental health problems can disrupt job functions and are known to be very common in the workforce.

As reported by Martinez et al. (2020), the Philippines ranks third in the Western Pacific region for mental health issues. According to the Philippine World Health Organization's (WHO) Special Initiative for Mental Health in 2020, as indicated by the Department of

Health, over 3.6 million Filipinos are affected by at least one form of mental, neurological, or substance use disorder.

In this sense, it is appropriate to investigate how employee mental health affects results. Recent studies have shown the relationship between employee mental health and different organizational outcomes, including employee emotional expression, job satisfaction, daily work behavior, job performance, and firm performance (Yu et al., 2021; Cao et al., 2022; Stephan, 2018).

These results support research findings that, in the context of work ability, call for the need to expand the prospects for the compatibility of work and private life (Bethge et al., 2015). Also, this result is in line with the recent state of research concerning the importance of perceived social support for mental health. (Vemer et al., 2013, Van Hees ML, et al., 2013, and Uchino BN, et al., 2010).

Problem 2. What is the level of job satisfaction among the employees in terms of: Recognition and appreciation; Sense of autonomy and control; Opportunities for growth and development; and Fair and competitive salary?

Table 5. Level of Job Satisfaction among the Employees in terms of Recognition and Appreciation

Indicators	Mean	SD	Description	Interpretation
1.The employees are respected and apprehended by their immediate supervisors.	4.15	.738	Agree	High Job Satisfaction
2.Everyone in the department shows respect with each other.	4.14	.852	Agree	High Job Satisfaction
3.The department promotes team spirit and collaboration among coworkers.	4.13	.805	Agree	High Job Satisfaction
4.The department head gives appreciation to his employees especially when one meets a task.	4.05	.875	Agree	High Job Satisfaction
5.The institution announces best employees during flag ceremonies once a month.	3.40	1.183	Moderately Agree	Moderately High Job Satisfaction
6.The institution acknowledges achievements of its employees during flag ceremonies.	3.55	1.124	Agree	High Job Satisfaction
7.The department head encourages employees to acknowledge and appreciate coworkers' achievements.	3.89	.916	Agree	High Job Satisfaction
8.The department ensures that employees feel self-reliant in fulfilling the assigned tasks.	3.94	.830	Agree	High Job Satisfaction
9.Employees are given incentives for whatever achievement he/she gained, as it adds positive impact to the department.	3.33	1.12	Moderately Agree	Moderately High Job Satisfaction
10.The institution provides proper allocation for incentives regarding best recognition and special appreciation.	3.27	1.17	Moderately Agree	Moderately High Job Satisfaction
Over-all Mean	3.78	0.96	Agree	High Job Satisfaction

Legend: 4.51-5.00 Strongly Agree; 3.51-4.50; Agree; 2.51-3.50 Moderately Agree; 1.51-2.50 Disagree; 1.0-1.50 Strongly Disagree

Table 5 presents the level of job satisfaction of the employees in terms of recognition and appreciation. As shown in the Table, employees obtained the highest mean score of $M = 4.15$, $SD = .738$ for item number 1, "The employees are respected and apprehended by their immediate supervisors," followed by item number 2, "Everyone in the department shows respect for each other," with a mean score of $M = 4.14$, $SD = .852$. On the other hand, students obtained the lowest mean score of $M = 3.27$, $SD = 1.17$ for item number 10, "The institution provides proper allocation for incentives regarding best recognition and special appreciation," followed by item number 9, "Employees are given incentives for whatever achievement they gain, as it adds positive impact to the department," with a mean score of $M = 3.33$, $SD = 1.12$. The overall mean is $M = 3.78$, $SD = .96$, described as agree and interpreted as high job satisfaction. The data revealed that the employees have a high level of job satisfaction in terms of recognition and appreciation.

The data align with the assertion made by Mussie et al. (2013), underscoring the substantial impact and justification for employee recognition. According to Mussie et al., individuals who feel valued through recognition experience higher self-esteem and are more empowered to make meaningful contributions. In essence, employee recognition has the potential to enhance both happiness and productivity. By incorporating recognition as a routine practice, employers can effectively communicate to their staff that their contributions are valued, thereby fostering increased enthusiasm and improved output among team members.

Recognition and appreciation demonstrate staff confidence, and motivated workers produce more. Telling your staff that you believe in their talents and abilities is crucial, as is letting people know how much you value them. According to Paul (2016), emphasis is placed on the fact that when workers feel valued and appreciated for their contributions at work, positive outcomes follow. These outcomes include increased worker commitment, lower employee turnover, higher customer loyalty ratings, and an increase in the organization's sense of motivation. It was further revealed about the augmented interest in employee recognition programs in the working environment, to the point where more than 80 percent of organizations have some type of worker recognition, but at the same time, work satisfaction has declined (Paul, 2016). On the other hand, just 30% of workers are successfully engaged, indicating that employee engagement levels are still low. Nonetheless, the study supported the importance of effectively assisting employees to feel that their company actually values and appreciates them more.

Table 6 presents the level of job satisfaction of the employees in terms of a sense of autonomy and control. As shown in the Table, employees obtained the highest mean score of $M = 4.20$, $SD = .661$ for item number 3, "Employees are fully aware of the dos and

don'ts of the department as well as the institution,” followed by item number 4, “The employees play a vital role when it comes to the limits of autonomy and control within the scope of the institution,” with a mean score of $M = 4.09$, $SD = .715$. On the other hand, students obtained the lowest mean score of $M = 3.97$, $SD = .662$ for item number 1, “Employees believe they can influence and affect their workplace through their ideas and involvement positively,” followed by item number 8, “The institution is the only governing body setting rules and regulations regarding autonomy and control of the institution,” with a mean score of $M = 3.98$, $SD = .729$. The overall mean is reported as $M = 4.04$ with a standard deviation of $SD = 0.70$, categorizing the response as “agree” and interpreted as indicating high job satisfaction. The data further indicate that employees express a high level of job satisfaction, specifically concerning their sense of autonomy and control.

Table 6. Level of Job Satisfaction among the Employees in terms of Sense of Autonomy and Control

Indicators	Mean	SD	Description	Interpretation
1. Employees believe they can influence and affect their workplace through their ideas and involvement positively.	3.97	.662	Agree	High Job Satisfaction
2. Employees have the ability to control his/her own way of working in line with the vision, mission, goals, and objectives of the institution.	4.00	.673	Agree	High Job Satisfaction
3. Employees are fully aware of the dos and don'ts of the department as well as the institution.	4.20	.661	Agree	High Job Satisfaction
4. The employees play a vital role when it comes to the limits of autonomy and control within the scope of the institution.	4.09	.715	Agree	High Job Satisfaction
5. Employees adhere to the policies and regulations regarding autonomy and control when in vicinity of the institution.	4.08	.695	Agree	High Job Satisfaction
6. The department takes full control of the operations of the staff, the faculty, and the administration adhering to the rules and regulations set by the Board of Trustees of the institution.	4.06	.721	Agree	High Job Satisfaction
7. The department has a sense of control towards its staff/employees, its equipment and the like assigned/given by the administration itself.	4.03	.704	Agree	High Job Satisfaction
8. The institution is the only governing body setting rules and regulations regarding autonomy and control of the institution.	3.98	.729	Agree	High Job Satisfaction
9. The institution allows each department to hold control of its staff/employees, its equipment and the like assigned/given by the administration itself.	4.03	.700	Agree	High Job Satisfaction
10. Overall, the department practices high quality of autonomy and control towards its employees and other stakeholders.	4.01	.735	Agree	High Job Satisfaction
Over-all Mean	4.04	0.70	Agree	High Job Satisfaction

Legend: 4.51-5.00 Strongly Agree; 3.51-4.50; Agree; 2.51-3.50 Moderately Agree; 1.51-2.50 Disagree; 1.0-1.50 Strongly

In summary, research by Zhou (2019) emphasizes the importance of job autonomy as a significant job characteristic associated with positive outcomes. The work resource-requirement model suggests that job autonomy enhances positive work resources while also mitigating the negative effects of work requirements. Previous studies consistently support job autonomy as a valuable work resource that positively influences employees. However, Zhou's research also indicates that excessive job autonomy can lead to unfavorable consequences, such as decreased employee happiness, increased job burnout, and unethical behavior among employees (Lu et al., 2017). These findings underscore the importance of understanding the nuanced effects of job autonomy in the workplace.

These studies indicate that, while increased professional autonomy may have advantages, it can also have disadvantages. Scholars have become increasingly aware of these discrepancies. Park and Jang's (2015) study utilized stratified sampling techniques across various locations in the United States. The sample size consisted of 2254 and included nearly all industries. The study indicates that job autonomy positively influences employee mental health. It positively influences employee psychological well-being in two significant ways. Job autonomy not only contributes to improving workers' mental well-being and job happiness but also serves as a mitigating factor, reducing burnout and diminishing intentions to leave the position.

Table 7. Level of Job Satisfaction among the Employees in terms of Opportunities for Growth and Development

Indicators	Mean	SD	Description	Interpretation
1. The institution provides adequate opportunities for professional development.	4.00	.792	Agree	High Job Satisfaction
2. The employees receive sufficient support from the institution to enhance their professional skills and knowledge.	3.91	.831	Agree	High Job Satisfaction
3. The institution encourages and supports participation in relevant conferences, workshops, and seminars.	4.24	3.12	Agree	High Job Satisfaction
4. The institution makes sure that employees' professional development goals align with the institution's vision and mission.	4.03	.747	Agree	High Job Satisfaction
5. The institution assures employees the access to its resources and	3.97	.742	Agree	High Job Satisfaction

tools necessary for professional growth and development.				
6.The institution offers a variety of training programs that cater to employees' specific professional needs.	3.92	.798	Agree	High Job Satisfaction
7.The institution encourages employees to accept constructive feedback and guidance from supervisors/managers to improve professional performance.	3.97	.727	Agree	High Job Satisfaction
8.The institution recognizes and rewards employees who actively engage in professional development activities.	3.69	.890	Agree	High Job Satisfaction
9.The institution fosters a culture of continuous learning and growth among its employees.	3.93	.751	Agree	High Job Satisfaction
10. Overall, employees are satisfied with the opportunities for professional development provided by the institution.	3.89	.859	Agree	High Job Satisfaction
Over-all Mean	3.95	1.02	Agree	High Job Satisfaction

Legend: 4.51-5.00 Strongly Agree; 3.51-4.50; Agree; 2.51-3.50 Moderately Agree; 1.51-2.50 Disagree; 1.0-1.50 Strongly

Table 7 presents the level of job satisfaction of the employees in terms of opportunities for growth and development. As shown in the Table, employees obtained the highest mean score of $M = 4.24$ and $SD = 3.12$ for item number 3, "The institution encourages and supports participation in relevant conferences, workshops, and seminars," followed by item number 4, "The institution makes sure that employees' professional development goals align with the institution's vision and mission," with a mean score of $M = 4.03$ and $SD = 7.47$. On the other hand, students obtained the lowest mean score of $M = 3.69$, $SD = .890$ for item number 8, "The institution recognizes and rewards employees who actively engage in professional development activities," followed by item number 10, "Overall, employees are satisfied with the opportunities for professional development provided by the institution," with a mean score of $M = 3.89$, $SD = .859$. The data suggest that employees are highly satisfied with their jobs, as indicated by an average score of 3.95 and a standard deviation of 1.02. This implies that most responses fall within the "agree" range, indicating a generally positive sentiment towards their work. While there is some variation around the mean, the overall trend points towards significant job satisfaction among the employees. Specifically, employee's express satisfaction with opportunities for growth and development. This aligns with research indicating that career coaching and mentoring contribute to more effective collaboration and productivity among employees. Guidance and counseling further assist in clarifying individual goals and aligning them with the organization's overarching objectives. Moreover, the data underscores that the responsibility for the Career Development Program primarily lies within the Human Resources Department.

Similarly, career planning plays a crucial role in employee training and development by assisting them in identifying the necessary skills to meet future job requirements. Additionally, job rotation has been found to enhance employees' planning and organizational skills. Moreover, the study indicates that employees' training programs are aligned with their career development goals. The research also highlights that employees derive satisfaction from their work due to the opportunities for learning and growth within the organization. Furthermore, employees express a willingness to remain with the organization because of the favorable opportunities for career growth. The perceived effectiveness of the company's development program positively correlates with employee satisfaction with training and development. A higher level of satisfaction leads to greater agreement with factors influencing employee retention, as well as with career planning, training, and development initiatives. However, these findings contradict the results of Darko-Asumadu et al. (2018) and Osibanjo et al. (2019), who found a negative relationship between career advancement, job security, and organizational commitment.

Table 8. *Level of Job Satisfaction among the Employees in terms of Fair and Competitive Salary*

Indicators	Mean	SD	Description	Interpretation
1.The salary which the employees received is commensurate with my duties and responsibilities.	3.37	.949	Moderately Agree	Moderately High Job Satisfaction
2.Employee salary conforms to mandated wage law for workers.	3.76	.808	Agree	High Job Satisfaction
3.Basic salary accommodates to current standard of living.	3.21	1.01	Moderately Agree	Moderately High Job Satisfaction
4.Employee salary is sufficient for the expenses of their respective families.	3.13	1.01	Moderately Agree	Moderately High Job Satisfaction
5.Salary scale which includes standardization of position or line items, length of service, and Civil Service Eligibility.	3.22	.987	Moderately Agree	Moderately High Job Satisfaction
6.Management implementation and compliance with the provision of law on wage increases, maternity, paternity, and other benefits due to employees.	3.73	.861	Agree	High Job Satisfaction
7.Employees feel confident about the long-term job security in this institution partnered by its salary package.	3.42	.953	Moderately Agree	Moderately High Job Satisfaction
8.Employees are satisfied with the level of job security in this institution with the right compensation.	3.38	.973	Moderately Agree	Moderately High Job Satisfaction
9.The institution assure that employees are contented with the compensation and benefits receive in this	3.38	.984	Moderately Agree	Moderately High Job Satisfaction

institution.				
10.The institution offers competitive pay compared to similar organizations in the industry.	3.28	1.027	Moderately Agree	Moderately High Job Satisfaction
Over-all Mean	3.39	0.95	Moderately Agree	Moderately High Job Satisfaction

Legend: 4.51-5.00 Strongly Agree; 3.51-4.50; Agree; 2.51-3.50 Moderately Agree; 1.51-2.50 Disagree; 1.0-1.50 Strongly

Table 8 presents the level of job satisfaction of the employees in terms of a fair and competitive salary. As shown in the Table, employees obtained the highest mean score of $M = 3.76$ and $SD = .808$ for item number 2, "Employee salary conforms to mandated wage law for workers," followed by item number 6, "Management implementation and compliance with the provision of law on wage increases, maternity, paternity, and other benefits due to employees," with a mean score of $M = 3.73$ and $SD = .861$. On the other hand, students obtained the lowest mean score of $M = 3.13$, $SD = 1.01$ for item number 4, "Employee salary is sufficient for the expenses of their respective families," followed by item number 5, "Salary scale, which includes standardization of position or line items, length of service, and Civil Service Eligibility," with a mean score of $M = 3.22$, $SD = 0.987$. The overall mean is $M = 3.39$, $SD = .95$, described as moderately agree and interpreted as moderately high job satisfaction. The data revealed that the employees have a moderately high level of job satisfaction in terms of a fair and competitive salary.

This finding supports the claim of Salisu et al. (2015), who reported a significant positive correlation between compensation and job satisfaction and concluded that the participants participating in their study regarded rewards as one of the main contributors to their job satisfaction. The study reinforces the idea put forth by Adil et al. (2020) that academic employees play a critical role in private universities, not just in academic instruction but also in shaping the institution's reputation by nurturing exceptional graduates. Given the critical nature of academics' roles, factors such as compensation, promotion opportunities, job security, and job satisfaction emerge as key elements for retaining quality staff and ensuring future success in higher education institutions. As a result, this research aims to address the issue of compensation packages' impact on job satisfaction and employee retention in private sector universities in Jalalabad city, Afghanistan. It seeks to empirically examine the attitudes of employees within academic environments.

According to Unnamalai (2014), an assistant professor at BDU College in Kurumbalur, Perambalur, who conducted a study on the factors influencing the job satisfaction of faculty members in arts and science colleges in Tiruchirappalli, it is noted that despite having the world's third-largest educational system, only about 25% of students pursue higher education, and none of our universities are ranked among the top 100 globally. The data from the study revealed that 60% of faculty members experience lower pay and operate in a self-financing stream (Siddiqui, 2018). Salary is identified as a significant factor influencing job satisfaction, with key elements including compensation, working conditions, opportunities for advancement, and interpersonal relationships. Among these, earnings and the working environment are highlighted as the most crucial factors. The study suggests that providing financial support to universities and faculty could enhance academic performance, with a direct impact on the lives of students. It is emphasized that, for the benefit of future India and the well-being of professors, every management college should strive to improve faculty work satisfaction.

Organizations make great efforts to meet the needs of their workers because they recognize the value of happy workers and the long-term effects of an unhappy workforce. Researchers have paid close attention to job happiness, primarily focusing on workers in hospitals, enterprises, and other types of establishments. Nevertheless, not much research has been done to determine the variables linked to faculty members' work satisfaction in the higher education industry. According to several studies, the factors affecting work satisfaction were years of teaching experience, gender, pay, occupational stress, and organizational fairness. Leadership, management style, organizational culture, and job stress all have direct effects on job satisfaction. Furthermore, it was shown that there was a clear correlation between job performance and job happiness (Siddiqui, 2018).

Table 9. Summary of Job Satisfaction among the Employees

Sub-variables	Mean	SD	Description	Interpretation
Recognition and appreciation	3.78	0.96	Agree	High Job Satisfaction
Sense of autonomy and control	3.97	.662	Agree	High Job Satisfaction
Opportunities for growth and development	3.95	1.02	Agree	High Job Satisfaction
Fair and competitive salary	3.39	0.95	Moderately Agree	Moderately High Job Satisfaction
Over-all Mean	3.77	0.89	Agree	High Job Satisfaction

Legend: 4.51-5.00 Strongly Agree; 3.51-4.50; Agree; 2.51-3.50 Moderately Agree; 1.51-2.50 Disagree; 1.0-1.50 Strongly

Table 9 presents the summary of the mean scores for job satisfaction of the employees. As indicated in the Table, employees scored the highest mean of $M = 3.97$, with a standard deviation of $SD = 0.662$, for a sense of autonomy and control. Opportunities for growth and development obtained a mean score of $M = 3.95$, with a standard deviation of $SD = 1.02$.d by a mean score of $M = 3.95$, with a standard deviation of $SD = 1.02$, for opportunities for growth and development. Recognition and appreciation had a mean score of $M = 3.78$, with a standard deviation of $SD = 0.96$. Lastly, fair and competitive salary received the lowest mean score of $M = 3.39$, with a standard deviation of $SD = 0.95$. The overall mean score is reported as $M = 3.37$, with a standard deviation of $SD = 0.89$, indicating an "agree" response and suggesting high job satisfaction among employees. The data show a consistently high level of job satisfaction among the employees.

Maintaining physical fitness encompasses more than just physical well-being; it also entails nurturing a strong emotional quotient and

positive mental health. The evolving dynamics within organizational environments are anticipated to bring about fresh implications for the connection between mental health and job satisfaction (Cao et al., 2022). Moreover, as discussed by Law et al. in 2020, external competitive pressures impacting the organization can manifest as internal pressures for employees, potentially compromising their mental health. Given the recent changes in the organizational landscape and the emerging challenges confronting employees, there is a growing need to reassess the impact of mental health on job satisfaction. Exploring the mechanisms through which mental health can influence job satisfaction has become an urgent theoretical inquiry that demands immediate attention and investigation (Cao et al., 2022).

Problem 3. What is the level of commitment among the regular staff/employee?

Table 10. *Level of Commitment Among the Regular Employees*

<i>Indicators</i>	<i>Mean</i>	<i>SD</i>	<i>Description</i>	<i>Interpretation</i>
1.The institution is committed to deliver high levels of customer service.	3.98	.720	Agree	High Commitment
2.The institution assures employees to be equipped with necessary skills to provide good customer service.	3.95	.745	Agree	High Commitment
3.The institution leads employees to be committed to work and to take pride in one's work.	3.96	.715	Agree	High Commitment
4.The institution encourages employees to be committed to maintaining a high standard of quality in work.	4.01	.712	Agree	High Commitment
5.Employees are highly encouraged to conduct self-assessment regarding loyalty to the institution.	3.91	.730	Agree	High Commitment
6.The department encourages employees to be motivated to go above and beyond job requirements to contribute to the institution's success.	4.05	.699	Agree	High Commitment
7.The department has a great deal of personal meaning to its employees, which makes them feel comfortable when in the workplace.	3.94	.762	Agree	High Commitment
8.The department believes that commitment plays vital in an employee's experience.	4.04	.642	Agree	High Commitment
9.The most important things that happen in life involve work.	3.84	.828	Agree	High Commitment
10.An individual's life goals should be work oriented.	3.76	.865	Agree	High Commitment
11.Life is only worth living when people get absorbed in work.	3.55	1.00	Agree	High Commitment
12.The major satisfaction in my life comes from my job.	3.51	1.01	Agree	High Commitment
13.I would accept almost any type of job assignment in order to keep working for this institution	3.60	.958	Agree	High Commitment
14.I find that my values and the institution values are very similar.	3.80	.806	Agree	High Commitment
15.I understand how my job contributes to the institution's goals and objectives	4.06	.758	Agree	High Commitment
16.I am willing to put in a great deal of extra effort to help this institution be successful.	4.02	.764	Agree	High Commitment
17.It would take very little change in my present circumstances to make me to leave this institution.	3.79	.782	Agree	High Commitment
18.I am extremely glad that I chose to work here rather than one of the other jobs I was considering at the time I joined.	4.02	.751	Agree	High Commitment
19.Often, I find it difficult to agree with this institution policies on important matters relating to its employees.	3.61	.937	Agree	High Commitment
20.I really care about the fate of this institution.	4.01	.737	Agree	High Commitment
Over-all Mean	3.87	0.79	Agree	High Commitment

Legend: 4.51-5.00 Strongly Agree; 3.51-4.50; Agree; 2.51-3.50 Moderately Agree; 1.51-2.50 Disagree; 1.0-1.50 Strongly

Table 10 presents the level of commitment of the employees. As shown in the Table, employees obtained the highest mean score of $M = 4.06$ and $SD = .758$ for item number 15, "I understand how my job contributes to the institution's goals and objectives," followed by item number 6, "The department encourages employees to be motivated to go above and beyond job requirements to contribute to the institution's success," with a mean score of $M = 4.05$ and $SD = .699$, and item number 8, "The department believes that commitment plays a vital role in an employee's experience," with a mean score of $M = 4.04$ and $SD = .642$. On the other hand, students obtained the lowest mean score of $M = 3.51$ and $SD = 1.01$ for item number 12: "The major satisfaction in my life comes from my job," followed by item number 13: "I would accept almost any type of job assignment in order to keep working for this institution," with a mean score of $M = 3.60$ and $SD = .958$, and item number 19: "Often, I find it difficult to agree with this institution's policies on important matters relating to its employees," with a mean score of $M = 3.61$ and $SD = .937$. The overall mean score is reported as $M = 3.87$, with a standard deviation of $SD = 0.79$, indicating an "agree" response and suggesting high commitment among employees. The data reflect a consistently high level of commitment among the employees.

This finding supports the claim of Lumbantoruan (2015) that commitment can show an attitude of acceptance and a high sense of confidence in the values and goals of the company, fully encouraging employees to want to stay and stay in a company to achieve company goals. Employee commitment to the company is a crucial factor that can deter employees from leaving, as they feel a sense of responsibility to contribute to the achievement of organizational goals at their workplace (Firmananda, 2016).

Commitment encompasses a promise to fulfill obligations and demonstrate loyalty to something. It signifies an individual's allegiance

or devotion to a specific person, role, or organization, as outlined by Tolentino (2013). Soliven, as cited in Tolentino's work, portrays commitment as a sacred covenant that is essential for life itself. Organizational commitment, on the other hand, refers to an individual's attitude that fosters attachment and loyalty towards their work and/or the organization they belong to.

Problem 4. Is there a significant relationship between commitment among regular staff and employees, their mental health, and job satisfaction?

Table 11. *Significant Relationship between commitment among regular staff/ employees, Mental health, and Job satisfaction.*

Variable	N	R	P-Value	Interpretation
Long working hours	184	.586	.000	Significant
Personal Life	184	.704	.000	Significant
Mental Health	184	.686	.000	Significant
Recognition and appreciation	184	.596	.000	Significant
Sense of autonomy and control	184	.664	.000	Significant
Opportunities for growth and development	184	.659	.000	Significant
Fair and competitive salary	184	.599	.000	Significant
Job Satisfaction	184	.778	.000	Significant

Table 11 presents the significant relationship between the employees' commitment, mental health, and job satisfaction. As depicted in the Table, the variables long working hours ($p < .05$), personal life ($p < .05$), mental health ($p < .050$), recognition and appreciation ($p < .05$), sense of autonomy and control ($p < .05$), opportunities for growth and development ($p < .05$), fair and competitive salary ($p < .05$), and job satisfaction all have a statistically significant correlation to employees' level of commitment. Therefore, the hypothesis is rejected. This implies that if these eight variables increase, the employees' commitment to the university is likely to also increase.

Hedayat et al. (2018) concluded from their previous study that there exists a positive and statistically significant relationship between organizational commitment and job satisfaction. This finding is in line with similar research conducted by Sheykhzakaryaie and Atashzadeshrideh, Faghhi Farahmand and Zanjani, and Seo et al. Job satisfaction is defined as a crucial attitude, mindset, and assessment that individuals within an organization maintain regarding their job and the overall work environment. Hedayat et al. (2018) also supports this notion, noting a positive and significant relationship between organizational commitment and job satisfaction in their study. The regression coefficient suggests that organizational commitment explains 42.2% of the variance in job satisfaction.

Moreover, this finding supports the claim of Massora (2017) that in a company, employees have diverse interests and goals in deciding to join a company, with this regard regarding the commitments of employees. Employee commitment to the company is a crucial factor that can inhibit turnover and foster a sense of responsibility among employees to achieve organizational goals (Firmananda, 2016). Employees' commitment may also be explained as a strong association linking workers to their organization (Nzewi et al., 2017; Neyshabor & Rashidi, 2013).

Problem 5. Which of the variables, alone or in combination, predicts the commitment of the staff or employee?

Table 12. *Multiple Regression Analysis for Variables Singly or in combination Predict the Commitment of the staff/employees*

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Interpretation
	B	Std. Error	Beta			
(Constant)	.692	.200		3.464	.001	
Long working hours	-.044	.068	-.050	-.655	.514	Not Significant
Personal Life	.237	.070	.284	3.371	.001	Significant
Recognition and Appreciation	-.497	.345	-.615	-1.441	.151	Not Significant
Sense of autonomy and control	-.272	.354	-.264	-.770	.442	Not Significant
Opportunities for growth and development	-.436	.352	-.549	-1.239	.217	Not Significant
Fair and competitive salary	-.300	.311	-.419	-.966	.336	Not Significant
Job Satisfaction	2.140	1.353	2.099	1.582	.115	Not Significant
R=.806 R ² =.650 F=46.69 P=.000						

a. Dependent Variable: COM

Table 12 presents the results of the computation of multiple regression analysis for the variables that, singly or in combination, best predict employees' commitment. As depicted in the Table, the R value was .806, signifying a high positive relationship between the independent and dependent variables. The R² value of 0.650 implies that the predictor variables used in this study explained 65.0% of the variability of employees' commitment. The probability value of 0.000 ($F = 16.99$) indicates that there was a significant relationship between the employees' commitment and the predictor variables. Of the variables used to predict employees' commitment, long working hours ($p > .05$), recognition and appreciation ($p > .05$), sense of autonomy and control ($p > .05$), opportunities for growth and

development ($p > .05$), fair and competitive salary ($p > .05$), and job satisfaction ($p > .05$) statistically failed to predict employees' commitment.

Furthermore, the variable that best predicts employees' commitment is personal life ($p < .05$), with a beta weight value of $\beta = .284$. Therefore, the hypothesis in this area is rejected. The regression equation model of this study was $Y = .692 + (.237) X_1$.

Where:

Y' = Employees' Commitment

.692 is the B constant.

.237 = B_1

X_1 = Personal Life

The regression equation suggests that, in this study, employees' commitment was notably predicted solely by their personal lives. Regarding the direct impact of this predictor variable on employees' commitment, the findings indicate that for every one-point increase in personal life, there is a corresponding increase of 0.237 in employees' commitment. This finding is consistent with the findings of Hervie and Baffoe (2016), Mwangi et al. (2017), Rao (2017), and Nguru and Gichuhi (2018), who all discovered that there is a strong positive correlation between work-life balance and employee commitment in an organization. The findings of Mukanzi and Senaji (2017) supported this position by revealing that work-family conflict had a positive relationship with affective commitment (AC), continuance commitment (CC), and normative commitment (NC). Other studies have also shown that there is a connection between work-life policies and employees' commitment in terms of affective, continuance, and normative commitment (Farid et al., 2014; Diraviam, 2016; Mwangi et al., 2017; Arop et al., 2019).

Conclusion

The study's conclusion indicates that employees within the institution exhibit a high level of mental health concerning both long working hours and personal life. This suggests that regular employees at this institution maintain overall, good mental health.

For job satisfaction, using the following variables: recognition and appreciation, sense of autonomy and control, and opportunity for growth and development, describe as agreeable was interpreted as high job satisfaction. However, a fair and competitive salary, described as moderately agreeable and interpreted as moderately high job satisfaction, may imply that some of the employees are not satisfied with their salary. Employees' commitment is interpreted as high commitment, which means that the employees of this institution are very committed to their work regardless of their mental health status and job satisfaction.

There is a significant relationship between commitment among regular staff and employee mental health, job satisfaction, and commitment. And there is only one (1) variable, singly or in combination, predicting the commitment of the staff or employee, which is personal life. Prioritizing the mental health, job satisfaction, and commitment of academic regular staff and faculty is a crucial factor for the institution aspiring to achieve its goals and attain success. Empowering these individuals in these aspects contributes significantly to the overall effectiveness and achievement of institutional objectives.

The conclusions of this study summarized the points to put forward for future use.

The following recommendation is listed below: Employees' personal life and mental health can significantly influence their work performance and dedication. Therefore, it is essential to address concerns related to these matters by engaging with university administrators, the human resources department, department heads, and supervisors. Additionally, it is crucial to assess and address issues related to employee pay and benefits, as identified in the survey as crucial factors affecting their commitment to and satisfaction with their work. By addressing these concerns, the institution can foster a supportive and conducive work environment for its employees.

Since it is important for employees to improve both personally and professionally, the human resources department may recommend offering enhancement programs like training, seminars, and workshops. The recommendations could also encourage rest and other services that will assist staff members in lowering their stress levels and maintaining their motivation and productivity.

In order to encourage balancing work and family life, it is suggested that regulations pertaining to working hours and overtime compensation be reviewed. This is because social and familial ties have a big impact on one's physical and mental health, which in turn affects an employee's commitment and morale to the institution.

Similar findings may be taken into consideration in future studies to identify other elements influencing the mental health of employees. It is also strongly advised that future research focus on identifying which one can best support and foster employees' mental wellness. The findings of this study might be tested for validity or utilized as a guide for future research.

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