

Mediating Effect of Job Satisfaction on the Relationship Between Transformational Leadership and Organizational Commitment in Private Heis: An Explanatory Sequential Mixed Methods Study

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Abstract

This explanatory sequential mixed methods study aimed to explore the mediating effect of job satisfaction on the relationship between transformational leadership and organizational commitment in private higher education institutions (HEIs) in Region XI, Philippines. The respondents were college teachers from different provinces who participated in the survey in the quantitative phase. From these participants, few teachers were selected purposively for the qualitative phase, specifically during in-depth interviews (IDI) and focus group discussion (FGD). Data were collected through adapted questionnaires and an interview guide. The quantitative data were analyzed using Pearson-r, multiple regression analysis, and Sobel test. Meanwhile, the data gathered during the qualitative phase were analyzed using thematic analysis. Results revealed that transformational leadership is often evident in private HEIs in Region XI. College teachers were satisfied with their job, and organizational commitment is often observed among college teachers. Moreover, transformational leadership and job satisfaction have a significant positive relationship with organizational commitment. Similarly, transformational leadership has a significant positive relationship with job satisfaction. Sobel test denotes that the partial mediation facilitated by job satisfaction in the model is significant. In the qualitative phase of the study, the following essential themes emerged: corroborated commitment through shared vision; intensified commitment due to job stability and career growth; employee contentment driven by vision-based leadership; and leader-member workplace tandem emanating from meaningful work. The results imply that school leaders' plans to maintain work satisfaction are vital to deepening teachers' commitment, which is crucial to becoming efficient and effective.

Keywords: college teachers; job satisfaction; mediating effect; organizational commitment; transformational leadership