

The Relationship of Organizational Commitment, Job Satisfaction, and Perceived Organizational Support of Telecommuters in The National Capital Region

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ABSTRACT

Nowadays, telecommuting is being practiced by most companies that want to give their employees considerable independence over their work practices. This study aims to discover a model depicting the relationship of organizational commitment, job satisfaction, and perceived organizational support of telecommuters in the National Capital Region. Specifically, this study intends to know the perception of telecommuters in National Capital Region towards their organization's support to their employees, satisfaction with their jobs, and to recognize the effect of perceived organizational support towards the job satisfaction and commitment to the organization despite the work arrangement that they are in. 200 telecommuters in National Capital Region who may be part of industries such as business process outsourcing, financial companies, multimedia, information technology, and advertising, were requested to participate in the survey. AMOS ver. 25 was used to test the conceptual model of the study using Structural Equation Model (SEM). Furthermore, exploratory factor analysis was used to reveal underlying sub dimensions of the constructs. The results of the study clearly support the model, showing that perceived organizational support depicts positive effect towards the satisfaction of the telecommuters in their respective jobs, as well as the commitment of the telecommuters to their organization.

Keywords: Organizational Commitment; Job Satisfaction; Perceived Organizational Support; Telecommuters

1. INTRODUCTION

Telecommuting is now commonly used by workers who want to have considerable independence over their work practices. Some workers want to have more control over their work hours, and some do not want to travel to far places just to perform their tasks. Telecommuting provides more versatility to employees and also a chance to balance their work time and personal space (thebalancecareers.com, 2018). Also, according to

thebalancecareers.com (2018), telecommuting makes employees more focused on their tasks. Distracting elements of an office space are hindered and less distractions can lead to productivity which benefits both the employee and the organization. Thebalancecareers.com (2018) indicates that telecommuting has also downsides. Workers who do their work from their homes can be a problem too. You will not have the chance to mingle with your co-workers which can make you feel that you do not belong to the company. This feeling of isolation may lead workers to being unproductive. But like any other work arrangements, there will always be advantages and disadvantages.

This exploratory study aims to discover a model depicting the relationship of organizational support, job satisfaction, and perceived organizational support of telecommuters in National Capital Region. Specifically, this study intends to know the perception of telecommuters in the National Capital Region towards an organization's support to their employees, satisfaction with their jobs, and to recognize the effect of perceived organizational support towards the job satisfaction and commitment to the organization despite the work arrangement that they are in. Now that working from home or telecommuting is formally a law, this study may contribute to the knowledge of Human Resources Practitioners about telecommuting and may give them sufficient knowledge which may encourage them to give their future employees more option when it comes to their work arrangement.

2. THEORETICAL BACKGROUND

2.1 Theoretical Framework

Three theories will be applied in this research and shall act as the lens in which the research shall be viewed. First is the Herzberg's Motivator – Hygiene Theory, a paradigm that includes two factors: hygiene and motivators (Herzberg, 1959). Herzberg believed that the absence of hygiene factors can cause dissatisfaction on the part of the employee, but surprisingly, the presence of it does not result to increase in satisfaction. According to this theory, such factors are work environment, working conditions, salary and company policies, or specifically, those factors that you experience extrinsically. On the contrary, motivators are those factors which are intrinsic in nature or what the employees experience by doing the job itself. Some of these factors are responsibility, growth, recognition and achievement. Additionally, the absence of the aforementioned factors will not cause dissatisfaction. It should be clear that the opposite of satisfaction is no satisfaction and moreover, the opposite of dissatisfaction is taken as no dissatisfaction in the light of this theory. This theory is essential in this study by knowing the factors that can be beneficial in uplifting the job satisfaction of the respondents, which are the telecommuters. It can be also implied by knowing the factors to eliminate that can lead to job dissatisfaction.

Second theory, Abraham Maslow's Hierarchy of Needs (Maslow, 1943) is also considered in this study. This hierarchy is often exhibited by a pyramid which has five levels -- the lowest levels are comprised of the physiological needs or the so-called basic needs such as foods, water, air, and other things that are needed in order for a man to survive. On top of the physiological needs are the safety needs which consist of personal security, employment, resources, health, property and the like. The third one which is in

the middle of the pyramid are the belongingness and love needs which are composed of friendships, intimacy, family, sense of connection and others that include affection. Above the needs for love and belongingness are the esteem needs which include respect, self-esteem, status, prestige, recognition and such. On the very top of the pyramid, which is the most important of them all is a person's self-actualization -- the aspiration to become the most that can be. Maslow's hierarchy shows that people are more motivated when the needs from the lower levels are first met. The importance of this theory on job satisfaction and organizational commitment is its usefulness as a guide for those people in the managerial position in lifting their employees to become self-actualized for self-actualized employees are most likely to work at their greatest potential. Unlike employees who are not that self-actualized, they are most likely to perform not at their maximum potential.

Last among the theories cascaded is the Organizational Support Theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986). According to this theory, certain beliefs unfold on the part of the employee with regards to the degree to which organization values their contributions and cares about their wellbeing. These beliefs are developed to ascertain the organization's readiness to reward increased work effort, and in order to meet socioemotional needs such as esteem, approval and caring from other people at work. Moreover, the theory suggests that when perceived organizational support (POS) is high, employees have the tendency to reciprocate to the organization by helping the organization (Gouldner, 1960). The increase in perceived organizational support relies on different factors. These are the supervisors, or those people employees consider as the personification of the organization (Levinson, 1965), as well as the working conditions and fairness in the organization.

3. LITERATURE REVIEW

3.1 Job Satisfaction

According to Aziri (2008), job satisfaction represents a feeling that appears as a result of the perception that the job satisfies the material and psychological needs. It is also a collection of feelings and beliefs that people have about their current job (George, et al., 2008). Also, according to George (2008), each person's levels of degrees of job satisfaction can range from its utmost satisfaction to its extreme dissatisfaction.

An individual can achieve its utmost job satisfaction by considering a diverse set of factors that add value to an employee's job satisfaction. According to Kianto (2016), knowledge management processes in the work environment play a vital role in uplifting job satisfaction. They include knowledge sharing, knowledge retention, and knowledge codification. Contrary to that, Kianto (2016) also believed that knowledge creation and knowledge acquisition do not affect a person's job satisfaction. Wang, et al., (2017) stated that socialization tactics also heighten the track of declining job satisfaction among new hires. New employees might create higher attitudes in learning a new different set of skills during employment, and understanding new steps in training and development.

It is also found out that some human resource practices contribute to a person's job satisfaction (Petrescu and Simmons, 2008). A workplace with an ongoing learning can

lead to job satisfaction. A person satisfied can in turn, increase his effort and productivity that can benefit the organization. Arguably, trainings and education provided by the employer only have a small impact on employees for employees prefer on-the-job and on the spot trainings and mentoring. Another thing is, close supervision can be an essential factor in achieving job satisfaction as it can have a negative effect on job satisfaction for employees do not want to have the feeling of being in control (Petrescu, et. al., 2008). Employee involvement also has a positive effect in attaining job satisfaction for employees need a sense of belongingness to the organization.

As stated by Furnham, et al., 2008, personality and other demographic factors are significant in unleashing job satisfaction of an individual. As demonstrated by Kafetsios and Zampetakis (2008), it is understood that emotional intelligence is an important predictor and a great factor in obtaining job satisfaction. Religion also has an impact in promoting job satisfaction among employees. Noor and Arif (2011) said that the role of workplace spirituality varies among organizations. Some organizations value spirituality while others are not that responsive when it comes to spiritual needs. It is proven that spirituality contributes to the overall job satisfaction. However, factors such as age, job tenure and years working time are not significant in achieving job satisfaction. But all in all, demographic variables should not be underestimated.

Parvin and Kabir (2011), suggested that employers should focus on providing tactics and facilities that will heighten an employee's satisfaction. In the pharmaceutical sectors, it is believed that money, a fair salary and a good compensation are among the factors that make an employee satisfied with the job he has. A well-designed work environment can also help in achieving job satisfaction for employees can increase productivity and quality of work when working in a place that is desirable for them. A fair and equal treatment is also a factor because equal treatment can lead them to have positive work attitudes and this will result to job satisfaction. However, in an acute hospital setting, Hayes, et al. (2010) elaborated that managers, regardless of their levels, have an important role in bringing job satisfaction to their nurses. Nurse managers should make sure that subordinates maintain their nurse morale not only during shortage of staff but rather even in routine cases for it can increase satisfaction and decrease retention.

H1: The higher the perceived organizational support, the higher the job satisfaction.

3.2 Perceived Organizational Support

Eisenberg (1986) first defined perceived organizational support (POS) as the extent of perception that employees dispense towards their employer with regards to the concern and value that the employer provides in line with the employee's wellbeing and contribution. It can pertain to the willingness of the employer, that employees perceive, to offer help whenever an employee is in need of help and assistance, as well as compensating for the employee's endeavors in work. According to Levinson (1965), there occurs a personification of organization the moment an employee views actions of

an agent as actions of the organization itself, which is one of the key factors behind perceived organizational support.

Eisenberg (1986) further stated that the effect of perceived organizational support would result to numerous advantages, such as better performance and lower absenteeism. The key behind this is the exchange ideology which gives great emphasis on providing rewards in exchange for work and effort, which originates from the norm of reciprocity (Gouldner, 1960), which basically means that aid given to a certain person should be followed by action.

H2: The higher the perceived organizational support, the higher the organizational commitment.

3.3 Organizational Commitment

Allen and Meyer (1990) state that organizational commitment is described as the feeling of an employee's obligation to stay in the organization. Likewise, Porter et al. (1974) claims organizational commitment as the strength of individuals' identification with and involvement in a particular organization. Organizational commitment can take three forms or dimensions that are distinguished from each other, which are the affective commitment, continuance commitment, and lastly, the normative commitment. (Allen, N.J. & Meyer, J.P., 1996; Aubé, C., Rousseau, V., & Morin, E. M., 2007). Affective commitment refers to the emotional attachment of the employee, as well as the identification of the employee to the organization. Therefore, employees who manifest high level of affective commitment continue to work for an organization by reason of the desire to stay. Second is normative commitment, which refers to the obligation to stay and continuously work for the organization. Those employees who manifest a high level of normative commitment have the belief that they have the responsibility and duty to work for their employer. Last is the continuance commitment, which refers to the extent to which employees stay in consideration of the cost associated with leaving the organization. Employees who manifest a high level of continuance commitment choose to stay with the organization because the cost of leaving the organization is too high.

Meyer et al. (2002) defined organizational commitment as an individual's alignment with values and goals of organization, willingness to perform duties and to display efforts for organization.

Meyer et al. (2002) explained that affective commitment is an individual's emotional attachment with the organization. On the other hand, continuance commitment is defined as individual's attachment with the firm due to associated cost of leaving the organization while normative commitment results due to moral obligation of employees with the organization.

H3: Job satisfaction has a positive effect towards organizational commitment

3.4 Telecommuting

Telecommuting is work that occurs outside of a traditional work setting, with the aid of communications or computer technology remote work (Lautsch, 2017). It can be coined in different terms such as virtual work, or homework, telework, or distributed work. According to Wilton (2011), telecommuting is a kind of flexible work arrangement where employees work off site for a day or two, usually at their home or some location situated near their home (Telecommuting sites). Some companies apply this particular traditional setting to reap benefits such as better work family balance, reduced infrastructure cost and other societal benefits (Wilton 2011).

According to Lautsch and Kossek (2011), there are a lot of benefits that a telecommuter can have. All these benefits can cause an employee's performance to increase and employees' turnover intent to decrease. One reason is that employees have more control over the work that they have; they can set their own schedule when it comes to their personal matters - it includes their time for themselves and their families. Also, it can reduce costs on both sides of the employer and employee for the reason that traffic and transportation costs will no longer be a problem because they don't have to travel from their place to their office. They can work more than the time they are expected to and the fact that time is not a problem even though they are working for someone overseas can make these arrangements more effective if it is clear on the sides of both the employee and the supervisor. These factors lead to a higher job satisfaction of an employee who is a telecommuter.

The Hypothesized Model

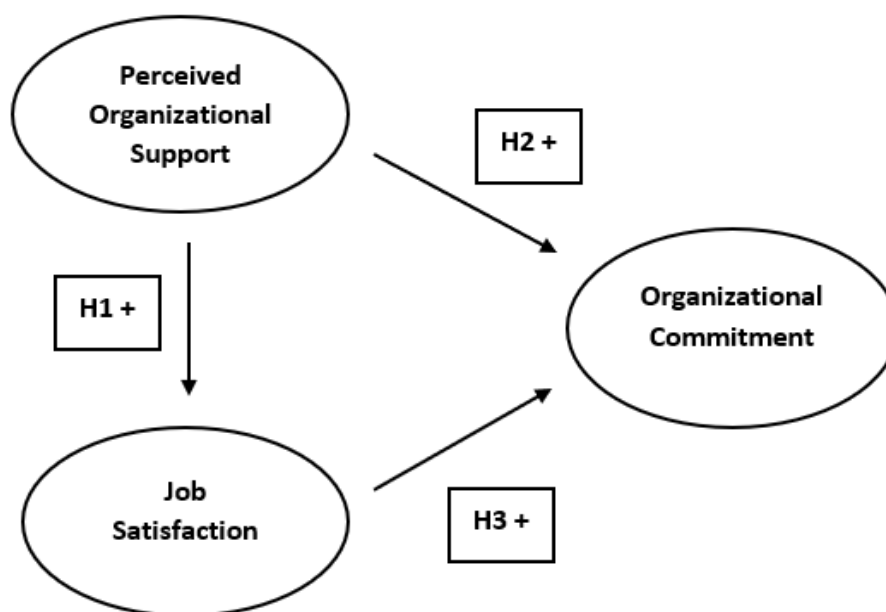


Figure 1. Hypothesized model of the relationship of organizational commitment, job satisfaction, and perceived organizational support of telecommuters in National Capital Region

4. METHOD

4.1 Design

This research underwent descriptive exploratory design and was formulated through quantitative means. Structural Equation Modeling (SEM) was used in finding relation among the variables necessary in this study. The data needed were collected through a questionnaire which was provided to the respective respondents through a link sent to their emails. The said questionnaire includes a series of questions which aim to measure the perceived organizational support, organizational commitment, and job satisfaction of telecommuters in National Capital Region.

4.2 Subjects and Study Sites

The researchers collected the respective samples from the National Capital Region by virtue of the fact that it would give great convenience as the researchers reside in the same area. A total of 200 respondents coming from different industries participated in this study.

The subjects of this research are the telecommuters in the National Capital Region which was chosen because almost all of the industries that practice telecommuting such as business process outsourcing, financial companies, multimedia arts, advertising and information technology are based in the National Capital Region.

4.3 Data Measures

The researchers used four (4) different survey questionnaires in conducting this study. First, a simple demographic questionnaire was created by the researchers consisting of the age, gender, educational attainment, company name, industry of company, and number of years in the company. Second, the short form of Minnesota Satisfaction Questionnaire (Weiss, et. al., 1967) was used to measure the job satisfaction of the respondents. Third, the researchers used the Organizational Commitment Questionnaire by Mowday, Steers and Porter (1979). Lastly, the Survey of Perceived Organizational Support (1984) was opted in this study. The questionnaires used was from open sources and the authors of the said questionnaires were properly acknowledged. The respondents answered the questionnaire through filling up a survey by means of Google Forms.

4.4 Data Collection Procedure and Ethical Consideration

The researchers gathered data from telecommuters specifically based in the National Capital Region. Respondents may come from different industries as long as they fall under the definition of a telecommuter. Telecommuter is defined as a work that occurs outside of traditional work setting, with the aid of communications or computer technology remote work (Lautsch, 2017). After securing permission from each organization, questionnaires were provided through a link of the electronic survey, or personally, whichever is preferred by the respondents. The respondents were given ample time to answer the questionnaire in order to ensure reliability in the information provided. The retrieved questionnaires will then be screened in order to get the questionnaires deemed usable.

The researchers prepared two (2) letters in order to prosper in the data gathering. The first one is a request letter with the sole purpose of getting the participation of the respondents in the aforementioned data gathering and enlightening them about the purpose of the same. Secondly, the researchers prepared a consent letter to assure that respondents' data will be given utmost diligence and confidentiality in the formation of this research. Likewise, the researchers have given the respondents the option to leave several fields unanswered, mainly in the demographic section of the questionnaire, such as name and company name.

4.5 Data Analysis

The researchers used descriptive statistics in order to summarize the demographic profile of the respondents. AMOS ver. 25 was used to test the conceptual model of the study using Structural Equation Model (SEM). Furthermore, exploratory factor analysis was used to reveal underlying sub dimensions of the constructs, with the aid of SPSS ver. 22.

5. RESULTS

Table 1

Demographic Profile of Telecommuters in National Capital Region (n=200)

	Profile	N	%
Age	20 - 29	90	45
	30 - 39	75	37.5
	40 - 49	31	15.5
	50 and above	4	2
Gender	Female	106	53
	Male	94	47
Education	Undergraduate	35	17.5
	College Graduate	141	70.5
	Master's Degree	23	11.5
	Doctorate Degree	1	0.5

	Profile	N	%
Number of years working for the company	Less than a year	59	29.5
	1 yr. to 1 yr. & 11 mons.	35	17.5
	2 yr. to 2 yrs. & 11 mons.	36	18
	3 yrs. to 3 yrs. & 11 mons.	18	9
	4 yrs. to 4 yrs. & 11 mons.	7	3.5
	5 yrs. or more	45	22.5

After data gathering was completed, a total of two hundred (200) respondents were attained. Out of the total number of respondents, forty-five percent (45%) fall under twenty (20) to twenty-nine years old (29), thirty-seven and a half percent (37.5%) fall under thirty (30) to thirty-nine years old (39), fifteen and a half percent (15.5%) fall under

forty (40) to forty-nine (49) years old, and two percent fall under fifty (50) years old and above. Fifty-three percent (53%) are females while forty-seven percent (47%) are males. Seventeen and a half percent (17.5%) are undergraduates, seventy and a half percent (70.5%) are college graduates, eleven and a half percent (11.5%) have master's degree, and less than one percent (0.5%) has a doctorate degree. As for the number of years working, twenty-nine and a half percent (29.5%) have been working for less than a year, seventeen and a half percent (17.5%) for one year up to one year and eleven (11) months, eighteen percent (18%) for two years up to two years and eleven (11) months, nine percent (9%) for three years up to three years and eleven (11) months, three and a half percent (3.5%) for four years up to four years and eleven (11) months, while the remaining twenty-two and a half percent (22.5%) have been working for five years or more.

Table 2.

E Model Fit and Quality Indices

Average path coefficient (APC)=0.530, P<0.001
Average R-squared (ARS)=0.595, P<0.001
Average adjusted R-squared (AARS)=0.592, P<0.001
Average block VIF (AVIF)=2.407, acceptable if ≤ 5 , ideally ≤ 3.3
Average full collinearity VIF (AFVIF)=2.694, acceptable if ≤ 5 , ideally ≤ 3.3
Tenenhaus GoF (GoF)=0.681, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36
Sympson's paradox ratio (SPR)=1.000, acceptable if ≥ 0.7 , ideally = 1
R-squared contribution ratio (RSCR)=1.000, acceptable if ≥ 0.9 , ideally = 1
Statistical suppression ratio (SSR)=1.000, acceptable if ≥ 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if ≥ 0.7

Indicated in Table 2 are the different global model fit indices that were used to assess the structural equation model. Average Path Coefficient (APC = 0.530, P<0.001), Average R-squared (ARS = 0.595, P<0.001) and Average adjusted R-squared (AARS = 0.592, P<0.001) were able to achieve values beyond the acceptable values indicated, showing that good model fit of the data. Average block VIF (AVIF = 2.407, acceptable if ≤ 5 , ideally ≤ 3.3) and Average full collinearity VIF (AFVIF = 2.694, acceptable if ≤ 5 , ideally ≤ 3.3) received acceptable values as well, with a value less than 3.3, indicating a good model fit. Tenenhaus GoF (GoF = 0.681, large ≥ 0.36) were able to generate values that falls above the large range, which also indicates a good model fit.

Additionally, Both Sympson's paradox ratio (SPR = 1.000, acceptable if ≥ 0.7 , ideally = 1) and R-squared contribution ratio (RSCR = 1.000, acceptable if ≥ 0.9 , ideally = 1) received values above the range as well, further supporting the model that was generated. Statistical suppression ratio (SSR = 1.000, acceptable if ≥ 0.7) and Nonlinear bivariate causality direction ratio (NLBCDR = 1.000, acceptable if ≥ 0.7) also reached above the average value which is 0.7, indicating a good model fit.

Exploratory Factor Analysis of the study constructs

To identify the underlying dimensions in each variable, factor analysis was instituted and applied on the 67 statements from the adopted questionnaires. Preceding this, Kaiser-Meyer-Olkin (KMO) Measure of Sample Adequacy was applied to test whether or not the data are sufficient for factor analysis to commence. Results subsequent to the application of KMO were found to be adequate which supported the application of factor analysis. As consequence, all items that did not reach the benchmark value of 0.40 for the factor loading, 1 for the eigenvalue, and 4% for the percent variance were discarded. Moreover, reliability coefficient (Cronbach Alpha) was computed to test the reliability for each of the factor dimensions, resulting to values ranging from 0.902 to 0.956, satisfying the bar set at 0.60 to be considered acceptable for this study.

Table 3

Exploratory Factor Analysis of Perceived Organizational Support

Perceived Organizational Support Dimensions	Factor Loading	Regression Weights	Eigen Value	% Variance
Career Support		0.292	13.767	45.888
My company cares about my general satisfaction at work.	0.774			
My company tries to make my job as interesting as possible.	0.73			
My supervisors are proud that I am a part of this organization.	0.723			
My company is willing to help me when I need a special favor.	0.659			
My company strongly considers my goals and values.	0.656			
My company wishes to give me the best possible job for which I am qualified.	0.608			

My company values my contribution to its well-being.	0.606			
My company cares about my opinions.	0.575			
Help is available from my company when I have a problem.	0.571			
My company would forgive an honest mistake on my part.	0.484			
My company would understand if I were unable to finish a task on time.	0.451			
My company takes pride in my accomplishments at work.	0.444			
My company would grant a reasonable request for a change in my working conditions.	0.383			
Personal Support		0.295	1.633	5.445
If given the opportunity, my company would take advantage of me.	0.681			
My company is unconcerned about paying me what I deserve.	0.675			
My company shows little concern for me.	0.597			
Even if I did the best job possible, my company would fail to notice.	0.581			
My company cares more about making a profit rather than my welfare.	0.572			
My company disregards my best interest when it makes decisions that affects me.	0.561			
My company fails to appreciate any extra effort from me.	0.507			
My company provides me little opportunity to move up the ranks.	0.454			
Psychological Support		0.281	1.364	4.546

My company would understand long absence due to my illness.	0.55			
My company would fail to understand my absence due to a personal problem.	0.477			
My company would ignore any complaints from me.	0.451			
It would only take a small decrease in my performance for my company wanting to replace me.	0.376			
Security Support		0.274	1.127	3.757
My company feels that anyone could perform my job as well as I do.	0.607			
If I were laid-off, my company would prefer to hire someone new rather than taking me back.	0.594			
My company feels that there is little to be gained in employing me for the rest of my career.	0.52			
If my company found a more efficient way to get my job done, they would replace me.	0.515			
My company feels that hiring me is a definite mistake.	0.425			

Cronbach Alpha = 0.956

Kaiser-Mayer Olkin Measure of Sampling Adequacy = 0.950 p-value = 0.000

The decision rules aforementioned resulted to the discarding 2 out of the 30 items in the measure of perceived organizational support, whereby four dimensions surfaced namely career support, personal support, psychological support, and security support, which are all arranged in the order of decreasing percent variance. The first dimension, career support, refers to the support received by an employee in relation to the improvement and progress of his job and how well the employee's behavior is tolerated. The second dimension, personal support, refers to the support received by an employee related to the interest, needs, and recognition of the employee. Furthermore, psychological support pertains to the support received by an employee in relation to his mental or emotional state, while security support is concerned with the extent to which employer gives importance to the employee's continuous stay in his/her current job.

Table 4
Exploratory Factor Analysis of Job Satisfaction

Job Satisfaction Dimensions	Factor Loading	Regression Weights	Eigen Value	% Variance
Environmental Satisfaction		0.366	10.227	51.137
The way my boss handles his/her workers.	0.831			
The competence of my supervisor in making decisions.	0.748			
The way company policies are put into practice.	0.652			
The praise I get for doing a good job.	0.614			
My pay and the amount of work I do.	0.562			
The way my job provides for steady employment.	0.554			
The chances for advancement on this job.	0.537			
The working conditions.	0.533			
The way my co-workers get along with each other.	0.359			
Conscientious Satisfaction		0.358	1.499	7.493
Being able to keep busy all the time.	0.694			
The chance to do different things from time to time.	0.655			
The chance to work alone on the job.	0.614			
The chance to be "somebody" in the community.	0.593			
The chance to do something that makes use of my abilities.	0.58			
The chance to do things for other people.	0.549			
The chance to tell people what to do.	0.52			
Being able to do things that don't go against	0.367			

my conscience.

Volitional Satisfaction		0.373	1.066	5.328
The chance to try my own methods of doing the job.	0.77			
The freedom to use my own judgment.	0.741			
The feeling of accomplishment I get from the job.	0.598			

Cronbach Alpha = 0.948

Kaiser-Mayer Olkin Measure of Sampling Adequacy = 0.924 p-value = 0.000

Concerning job satisfaction, three dimensions surfaced namely environmental satisfaction, conscientious satisfaction, and volitional satisfaction. 2 out of 31 items were removed from the measure, which are the statements “The way my co-workers get along with each other” and “Being able to do things that don't go against my conscience” as a result of factor analysis. Dimension 1, labeled as environmental satisfaction is the satisfaction felt by an employee coming from the overall surroundings that may affect work. On one hand, conscientious satisfaction is the satisfaction felt by an employee while engaging work and doing his functions and how they are connected. On the other hand, volitional Satisfaction is the satisfaction of an employee whenever he/she exercises a certain degree of control and judgement towards his/her work.

Table 5

Exploratory Factor Analysis of Organizational Commitment

Organizational Commitment Dimensions	Factor Loading	Regression Weights	Eigen Value	% Variance
Appreciative Commitment		0.581	6.818	48.703
I am proud to tell others that I am part of this organization.	0.831			
This organization really inspires me to do my very best that is reflected in my job performance.	0.829			

I am extremely glad that I chose this organization to work for over others that I was considering at the time I joined.	0.81		
I talk up this organization to my friends as a great organization to work for.	0.802		
For me, this is the best of all possible organizations for which to work.	0.744		
I really care about the fate of this organization.	0.738		
I find that my values and the organization's values are very similar.	0.689		
I would accept almost any type of job assignment in order to keep working for this organization.	0.602		
I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful.	0.557		
Deciding to work for this organization is a definite mistake on my part.	0.551		
Dynamic Commitment		0.581	1.693 12.093
There's little to be gained by sticking with this organization indefinitely.	0.725		
Often, I find it difficult to agree with the organization's policies on important matters relating to its employees.	0.602		
I feel very little loyalty to this organization.	0.547		
I could just as well be working for a different organization as long as the type of work is similar.	0.527		

Cronbach Alpha = 0.902

Kaiser-Meyer Olkin Measure of Sampling Adequacy = 0.918 p-value = 0.000

Organizational support yielded 2 dimensions only: *appreciative commitment* and *dynamic commitment*. Meanwhile, no reduction occurred for the items included in the

measure. The first dimension, labelled as appreciative commitment, pertains to the extent to which an employee is attached emotionally to an organization. The second dimension, labelled as dynamic commitment, is concerned with the positive attitude that an employee feels in working in the organization.

The emerging model

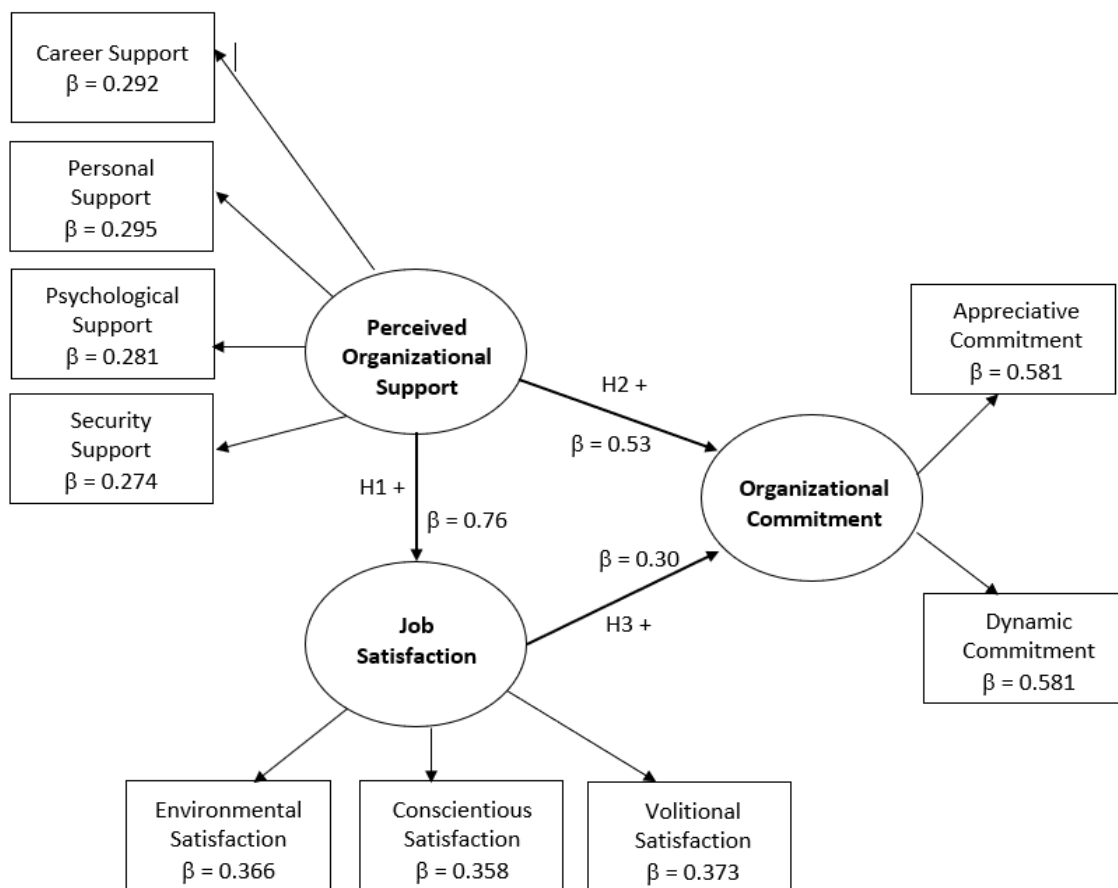


Figure 2. Emerging model of the causal relationships between perceived organizational support, job satisfaction, and organizational commitment of Telecommuters in National Capital Region

Shown in the above model are the relationship of each variable with their corresponding beta coefficient. On one hand, Hypothesis 1 and 2 proposed that perceived organizational support has a positive effect towards job satisfaction and organizational support. After regression analysis, values revealed that the perceived organizational support has a moderate effect towards job satisfaction (B coefficient = 0.76, $p < .01$) and organizational commitment (B coefficient = 0.53, $p < .01$) as well. On the other hand, Hypothesis 3 suggest that as job satisfaction increases, the more organizational commitment increases. Regression analysis values shows that job satisfaction has a moderate effect towards organizational commitment (B coefficient = 0.53, $p < .01$).

Moreover, job satisfaction received a coefficient of determination value of 0.58, indicating that 58% of the variation of job satisfaction is because of the changes in perceived organizational support, as shown in the model above. Organizational commitment received a coefficient of determination of 0.61, indicating that changes in perceived organizational support resulted to 61% of the variation of organizational commitment.

6. DISCUSSION

The sole purpose of this research is to come up with a model describing the relationship of organizational commitment, job satisfaction, and perceived organizational support of telecommuters in National Capital Region.

As hypothesized, the higher the perceived organizational support, the higher the job satisfaction. It was shown that it was proven positive. Employees become more satisfied with their job when they perceive the higher ups are providing them due support. This is in line with the study of Kurtessis, et. al. (2015) which states that whether an employee is a telecommuter or not, perceived organizational support still plays a part in playing a central role in an employee-organization relationship that has essential involvement for developing the well-being of employees.

Furthermore, we also hypothesized that the higher the perceived organizational support, the more an employee is committed to his/her organization. Results show that perceived organizational support has a moderate effect towards organizational commitment. This shows that an employee is more committed to his organization whenever he/she perceives that there is value/care given from the top management. This goes hand in hand with the study of Hunton and Norman (2010), which shows that it is vital for organizations to examine and monitor their policies that focus on escalating organizational commitment after implementing it, because employees who are motivated intrinsically to value their affiliation with the organization are more likely to stay with the company.

Lastly, our third hypothesis of higher job satisfaction that results to higher organizational commitment was also proven positive. Employees are more committed to their organization whenever they feel satisfied in their job. As supported by the study of Morganson, et. al., (2009), telecommuters may experience more job satisfaction rather than those who work in a traditional work setting. They experience less stress from traveling and less stress from co-workers than those who do not telecommute. They experience also the greatest amount of flexibility. Unlike in the study of Alexander et. al. (1987), face to face communication may lead to information overload which can also result in lower performance, thus, resulting to lower job satisfaction for telecommuters.

7. CONCLUSION

This research was propelled with the objective of developing a model that shall determine whether or not the increase in perceived organizational support will result to

telecommuters' satisfaction with their jobs and their better commitment to their organization. The results of the study clearly support the hypothesized model, showing that perceived organizational support has positive effect towards the satisfaction of the telecommuters in their respective jobs, as well as the commitment of the telecommuters to their organization.

It is apparent that despite the different work arrangements and lack of personal interaction due to being remotely located beyond the borders of the organization, telecommuters in the National Capital Region still manifest a positive perception of their organization's support. Organization nowadays should exert efforts to make the jobs of telecommuters much more interesting by giving them the chance to try their own methods, introducing different tasks from time to time that make them use their abilities. Managers in organization should prioritize the general satisfaction of the aforementioned employees by providing recognition and rewards that they deserve, as well giving a strong consideration of their goals and values to reap the rewards of better performance and lower absenteeism.

The findings of the study also proved that the greater the job satisfaction of the telecommuters in the National Capital Region, the stronger their commitment towards their organization. Organizations which employ telecommuters should take action in making jobs of telecommuters much more interesting by providing them a positive environment to work in and a chance for advancement, which is only in addition to the given perks of working as a telecommuter by providing a higher degree of autonomy in order to instill among telecommuters a better feeling of belongingness in the organization.

This exploratory study was conducted with limited respondents who are also based in a specific region in the Philippines and therefore the results of the study may not be applicable in other countries. Also, the constructs that were used in this study may have been used in other countries, as well as in other industries.

APPENDIX

Appendices 1-3: Available from the author(s) on request.

Appendix 4: Data Analysis

A. JOB SATISFACTION

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.924
Bartlett's Test of Sphericity	Approx. Chi-Square	2800.442
	df	190
	Sig.	0.000

Communalities		
	Initial	Extraction
JS1	.583	.545
JS2	.558	.468
JS3	.631	.589
JS4	.566	.518
JS5	.758	.813
JS6	.698	.645
JS7	.379	.293
JS8	.555	.509
JS9	.517	.487
JS10	.478	.436
JS11	.682	.621
JS12	.630	.601
JS13	.588	.528
JS14	.686	.617
JS15	.806	.801
JS16	.789	.779
JS17	.655	.605
JS18	.400	.333
JS19	.755	.763
JS20	.735	.693
Extraction Method: Principal Axis Factoring.		

Total Variance Explained									
Fac-tor	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.227	51.137	51.137	9.839	49.197	49.197	4.214	21.070	21.070
2	1.499	7.493	58.630	1.080	5.398	54.595	3.755	18.775	39.845
3	1.066	5.328	63.958	.724	3.621	58.216	3.674	18.371	58.216
4	.858	4.289	68.246						
5	.839	4.197	72.443						
6	.713	3.565	76.008						

7	.613	3.063	79.071						
8	.604	3.021	82.092						
9	.562	2.812	84.904						
10	.461	2.304	87.208						
11	.408	2.040	89.248						
12	.380	1.899	91.147						
13	.340	1.700	92.847						
14	.303	1.514	94.361						
15	.250	1.249	95.610						
16	.237	1.183	96.793						
17	.217	1.083	97.876						
18	.166	.830	98.706						
19	.149	.747	99.452						
20	.110	.548	100.000						
Extraction Method: Principal Axis Factoring.									

Factor Matrix ^a			
	Factor		
	1	2	3
JS19	.846	-.199	-.091
JS15	.833	-.017	-.326
JS20	.813	.078	-.161
JS16	.793	.031	-.387
JS14	.770	-.139	-.065
JS5	.770	-.358	.302
JS17	.757	-.157	-.086
JS12	.727	-.221	.153
JS11	.702	.336	-.125
JS3	.698	.281	.152
JS8	.690	-.174	.041
JS6	.677	-.337	.270
JS13	.661	-.287	-.095
JS4	.654	.299	.034
JS9	.648	.259	.005
JS10	.611	.250	-.001
JS2	.584	.255	.251

JS18	.576	-.027	-.019
JS1	.568	.326	.340
JS7	.534	.054	.071
Extraction Method: Principal Axis Factoring.			
a. 3 factors extracted. 7 iterations required.			

Rotated Factor Matrix^a			
	Factor		
	1	2	3
JS5	.831	.302	.176
JS6	.748	.252	.150
JS12	.652	.313	.279
JS19	.614	.292	.548
JS13	.562	.125	.443
JS8	.554	.279	.352
JS14	.537	.304	.486
JS17	.533	.275	.495
JS18	.359	.295	.342
JS1	.246	.694	.056
JS3	.283	.655	.283
JS2	.270	.614	.136
JS4	.199	.593	.356
JS11	.140	.580	.515
JS9	.212	.549	.374
JS10	.193	.520	.359
JS7	.312	.367	.248
JS16	.308	.302	.770
JS15	.389	.316	.741
JS20	.374	.443	.598
Extraction Method: Principal Axis Factoring.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 8 iterations.			

Factor Transformation Matrix			
Factor	1	2	3
1	.603	.559	.569

2	-.699	.714	.039
3	.384	.421	-.822
Extraction Method: Principal Axis Factoring.			
Rotation Method: Varimax with Kaiser Normalization.			

Reliability	
Reliability Statistics	
Cronbach's Alpha	N of Items
.948	20

A. ORGANIZATIONAL COMMITMENT

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.918
Bartlett's Test of Sphericity	Approx. Chi-Square	1613.797
	df	91
	Sig.	.000

Communalities		
	Initial	Extraction
OC1	.423	.312
OC2	.714	.715
OC3	.377	.351
OC4	.392	.363
OC5	.536	.527
OC6	.754	.756
OC7	.258	.292
OC8	.680	.713
OC10	.700	.712
OC11	.510	.612
OC12	.448	.461
OC13	.638	.615
OC14	.659	.662
OC15	.460	.461

Extraction Method: Principal Axis Factoring.

Total Variance Explained									
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.818	48.703	48.703	6.426	45.898	45.898	5.478	39.131	39.131
2	1.693	12.093	60.795	1.125	8.032	53.930	2.072	14.799	53.930
3	.961	6.862	67.657						
4	.728	5.203	72.860						
5	.641	4.577	77.437						
6	.516	3.685	81.122						
7	.501	3.580	84.702						
8	.446	3.183	87.886						
9	.414	2.954	90.840						
10	.358	2.560	93.399						
11	.262	1.872	95.271						
12	.251	1.791	97.062						
13	.240	1.715	98.777						
14	.171	1.223	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix ^a		
	Factor	
	1	2
OC6	.861	-.120
OC2	.840	-.098
OC10	.834	-.129
OC8	.818	-.208
OC14	.813	-.016
OC13	.781	-.072
OC5	.721	-.083
OC15	.667	.126
OC11	.573	.533
OC12	.538	.414

OC4	.533	-.281
OC1	.521	-.201
OC3	.438	.399
OC7	.116	.528
Extraction Method: Principal Axis Factoring.		
a. 2 factors extracted. 8 iterations required.		

Rotated Factor Matrix^a		
	Factor	
	1	2
OC6	.831	.255
OC8	.829	.157
OC10	.810	.236
OC2	.802	.266
OC14	.744	.329
OC13	.738	.265
OC5	.689	.229
OC4	.602	-.029
OC1	.557	.038
OC15	.551	.396
OC11	.294	.725
OC12	.312	.602
OC3	.228	.547
OC7	-.118	.527
Extraction Method: Principal Axis Factoring.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Factor Transformation Matrix		
Factor	1	2
1	.906	.423
2	-.423	.906
Extraction Method: Principal Axis Factoring.		
Rotation Method: Varimax with Kaiser Normalization.		

RELIABILITY
/VARIABLES=OC1 OC2 OC3 OC4 OC5 OC6 OC7 OC8 OC10 OC11 OC12 OC13 OC14 OC15
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

Reliability		
Notes		
Output Created	25-NOV-2017 15:33:27	
Comments		
Input	Data	D:\gee\HR 2018\CRG11 HR1\spss.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	200
	Matrix Input	
	Missing Value Handling	Definition of Missing
Cases Used		Statistics are based on all cases with valid data for all variables in the procedure.
Syntax	RELIABILITY /VARIABLES=OC1 OC2 OC3 OC4 OC5 OC6 OC7 OC8 OC10 OC11 OC12 OC13 OC14 OC15 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.	
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.06

Scale: ALL VARIABLES			
Case Processing Summary			
		N	%

Cases	Valid	200	100.0
	Excluded ^a	0	0.0
	Total	200	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.902	14

A. PERCEIVED ORGANIZATIONAL SUPPORT

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.950
Bartlett's Test of Sphericity	Approx. Chi-Square	3765.876
	df	435
	Sig.	0.000

Communalities		
	Initial	Extraction
POS1	.682	.604
POS2	.496	.433
POS4	.729	.673
POS5	.513	.505
POS6	.596	.541
POS7	.623	.623
POS8	.650	.570
POS9	.385	.342
POS10	.569	.528
POS11	.416	.351
POS12	.400	.337
POS13	.545	.550
POS14	.473	.373
POS15	.770	.761
POS16	.370	.324

POS17	.543	.562
POS18	.689	.614
POS19	.820	.816
POS20	.587	.564
POS21	.649	.594
POS23	.711	.648
POS24	.365	.337
POS25	.450	.373
POS26	.560	.543
POS27	.370	.344
POS28	.411	.419
POS29	.556	.578
POS30	.687	.637
POS31	.746	.691
POS32	.726	.777
Extraction Method: Principal Axis Factoring.		

Total Variance Explained									
Fac-tor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	13.767	45.888	45.888	13.343	44.475	44.475	5.980	19.934
2	1.633	5.445	51.333	1.174	3.914	48.389	4.648	15.492	35.426
3	1.364	4.546	55.879	.860	2.866	51.255	2.710	9.035	44.461
4	1.127	3.757	59.636	.636	2.119	53.373	2.674	8.912	53.373
5	.959	3.195	62.831						
6	.862	2.874	65.705						
7	.828	2.759	68.464						
8	.754	2.513	70.977						
9	.726	2.420	73.397						
10	.685	2.282	75.679						
11	.662	2.206	77.885						
12	.617	2.058	79.943						
13	.569	1.898	81.841						

14	.535	1.783	83.624						
15	.507	1.691	85.315						
16	.473	1.575	86.890						
17	.440	1.466	88.356						
18	.425	1.418	89.774						
19	.393	1.310	91.084						
20	.362	1.207	92.291						
21	.329	1.097	93.388						
22	.295	.982	94.370						
23	.277	.922	95.293						
24	.272	.905	96.198						
25	.257	.857	97.055						
26	.229	.764	97.818						
27	.201	.668	98.487						
28	.175	.582	99.069						
29	.156	.521	99.590						
30	.123	.410	100.000						
Extraction Method: Principal Axis Factoring.									

Factor Matrix ^a				
	Factor			
	1	2	3	4
POS15	.862	.078	-.106	.010
POS19	.841	-.283	-.073	-.150
POS23	.797	-.107	.015	.028
POS32	.782	-.228	.239	-.240
POS4	.771	-.231	-.158	-.009
POS31	.765	-.286	-.016	-.150
POS1	.758	-.143	.010	-.091
POS30	.758	-.214	-.065	.110
POS7	.749	.100	-.153	.169
POS8	.739	-.135	-.068	-.025
POS18	.733	-.218	-.072	-.155
POS21	.724	.222	-.142	-.019
POS6	.697	.117	-.024	.203
POS26	.678	.261	-.118	-.034

POS10	.652	.270	.153	-.082
POS29	.643	.182	-.341	-.118
POS17	.639	.219	.187	-.266
POS5	.628	-.042	.139	.299
POS13	.627	.271	.283	.054
POS20	.622	.283	-.302	-.072
POS2	.610	.064	-.206	.120
POS25	.601	-.092	.048	.019
POS14	.564	.211	-.072	.076
POS27	.527	-.192	.136	.104
POS12	.527	.167	.118	.132
POS16	.524	-.119	.115	.150
POS11	.506	-.247	.168	.081
POS9	.501	.041	.123	.273
POS24	.453	.151	.327	.047
POS28	.431	.290	.277	-.269
Extraction Method: Principal Axis Factoring.				
a. 4 factors extracted. 6 iterations required.				

Rotated Factor Matrix ^a				
	Factor			
	1	2	3	4
POS19	.774	.383	.165	.205
POS31	.730	.300	.155	.209
POS32	.723	.156	.179	.445
POS18	.659	.352	.123	.199
POS4	.656	.427	.229	.084
POS30	.608	.362	.358	.087
POS1	.606	.343	.220	.266
POS23	.575	.376	.341	.244
POS8	.571	.390	.242	.183
POS11	.484	.045	.312	.134
POS27	.451	.104	.333	.138
POS25	.444	.252	.267	.203
POS16	.383	.150	.369	.138
POS20	.197	.681	.103	.224

POS29	.295	.675	.051	.180
POS21	.295	.597	.240	.306
POS15	.482	.581	.323	.295
POS26	.242	.572	.221	.330
POS7	.355	.561	.396	.158
POS2	.305	.507	.278	.078
POS14	.180	.454	.280	.237
POS5	.356	.225	.550	.159
POS9	.221	.204	.477	.154
POS6	.304	.449	.451	.210
POS12	.179	.280	.376	.292
POS28	.128	.173	.064	.607
POS17	.309	.318	.114	.594
POS13	.187	.266	.417	.520
POS10	.234	.371	.266	.515
POS24	.168	.085	.347	.425
Extraction Method: Principal Axis Factoring.				
Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 7 iterations.				

Factor Transformation Matrix				
Factor	1	2	3	4
1	.631	.546	.401	.378
2	-.737	.454	.072	.496
3	.016	-.704	.352	.616
4	-.244	-.005	.843	-.480
Extraction Method: Principal Axis Factoring.				
Rotation Method: Varimax with Kaiser Normalization.				

Reliability	
Reliability Statistics	
Cronbach's Alpha	N of Items
.956	30

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