

Professional commitment, personal productivity and quality of work life among employees of maritime higher education institutions

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Abstract

This study assessed the professional commitment, determining the personal productivity, and assessing the quality of work life among employees which will serve as the basis for management development plan. It revealed that majority of the respondents were male faculty members, married, aged 51-60, with Bachelor's Degree, and has 1-5 years of service. In terms of professional commitment, respondents strongly agreed in terms of commitment to teaching profession/ admin position, while they agreed on the professional commitment in terms of commitment to teaching/ admin position and commitment to work team. Aside from this, the participants strongly agreed on group/team dynamics and management, while they generally agreed on compensation, motivational techniques, and work environment in terms of personal productivity of faculty members and admin personnel. On the quality of work life per se, most of the respondents strongly agreed in terms of administrative support and career assistance, relations with colleagues and embracement of school, decent and fair wages and benefits, healthy work environment, and opportunities at work. There was significant difference on Commitment to Teaching/ Admin Position when grouped according to sex since male are more committed than female; significant difference on motivational techniques and management when grouped according to designation were observed; lastly, results vary on Administrative Support and Career assistance, Relations with colleagues and embracement of school and Decent and fair wages and benefits. Moreover, there is a highly significant relationship among professional commitment, personal productivity and quality of work life. Lastly, an employee development plan was proposed to strengthen the professional commitment, personal productivity, and quality of work life among employees of Maritime Higher Education Institutions (MHEIs).

Keywords: professional commitment, personal productivity, quality of work life, employees, maritime institutions

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1. Introduction

Concerns related to academic staff attrition and retention have been raised by policymakers in several countries. Empirical data show that many teachers make the decision to quit the industry within the first five years of their careers, either to pursue another job or further their studies. This situation worries educational leaders, who are continuously searching for fresh approaches to motivate, manage, and retain teachers—especially those who are qualified and potential educators. Schools must be effectively administered as an institution to guarantee the efficient execution of educational programs (Fiftyana & Sawitri, 2018).

The organizational behavior literature has demonstrated that work and professional attitudes are related to teachers' intentions to pursue a career in education. One of the key elements in this situation is professional commitment. In conjunction with the person-organization fit theory, this field of study. According to cross-sectional studies, professional commitment is positively correlated with how well employees and organizations fit together (Perry et al., 2016). Professional commitment is a mental condition that reflects beliefs about a certain vocation. It exemplifies a bond in which the individual's ideas and ambitions gradually become integrated with the standards and norms of the profession, involvement in its growth and advancement, and loyalty to its members (Morrow & Wirth, 1989).

Additionally, the majority of the literary works on work productivity that were reviewed dealt with academic institutions (Nwinyokpugi et al., 2020) and the affects or effects of many variables, including team management, productivity measurements, and performance management. Productivity at work is crucial for offering dependable, high-quality services to various stakeholders. Giuliano et al. (2017) confirmed in a related study that corporate social responsibility (CSR) had certain advantages for productivity. Additionally, some workers simply enjoy multitasking; as a result, a study by Tetteh and Attiogbe (2019) discovered that juggling work and school results in less time for studying, which has a detrimental impact on academic performance.

A procedure in an organization that enables its members at all levels to actively and successfully participate in influencing the organizational environment, processes, and outcomes is known as quality of work life. The presence of a specific set of organizational conditions or practices is what is referred to as quality of work life. This concept typically states that democratic management methods, enhanced jobs for workers, dignity for workers, and safe working conditions all contribute to a high quality of work life. The term "quality of life" has become more frequently used in recent years to refer to certain environmental and humanistic elements that industrial productivity and economic expansion have neglected. The quality of the human experience at work has drawn attention in corporate organizations. Many businesses have also questioned their ability to survive in an increasingly cutthroat global marketplace. Due to these two issues, interest in potential changes to the nature of employment is growing. Many recent organizational experiments aim to increase employee satisfaction and productivity for the organization as a whole (Srivastava & Kanpur, 2014).

Professional commitment is a behavioral indicator of job performance, absenteeism, fluctuation, as well as professional satisfaction. A mindset that reflects the strength of the bond between a worker and an organization is what the concept of professional commitment denotes (Fakhri, 2020). The degree of a teacher's commitment to their career, their affiliation with an organization, and their sense of professional fulfillment all have a significant impact on the quality of their instruction. Teacher educators' professional commitment primarily entails inspiring teaching candidates to realistically instill the ideals of the teaching profession as well as doing their best to introduce them to the competencies they would require as teachers in schools. Similar findings have been made with performance reviews, which have been shown to have a significant detrimental impact on productivity.

Similar to the previous point, it was shown that worker education and skill levels play a significant role in increasing production. However, it appears that leadership has the greatest impact on productivity. In general, bad and unmotivating leadership tends to kill productivity. As it typically targets nine components, including the work environment, organizational culture and climate, relation and cooperation, training and development, reward and compensation, facilities, job satisfaction and job security, work autonomy, and resource adequacy, the quality of work life is frequently impacted if this occurs repeatedly (Srivastava & Chabra, 2012). According to Soupeez and Ridley (2017), maritime education institutions also pay attention to the teaching skills of teachers. Interdisciplinary pedagogy is designed to improve some of the most important areas of higher education and meet the growing needs of the maritime industry. This is the best way to improve students' academic studies, teach them skills that businesses want, and help them get jobs when they graduate..

The overall purpose of the study is to assess the level of professional commitment, determinants of personal productivity, methods contributory in identifying the quality of work life of faculty members and admin personnel on their respective Maritime Higher Education Institutions (MHEIs). The study will target to evaluate the strategies to further enhance their processes and services essential in the delivery of their instruction and completion of the administrative duties and responsibilities, respectively. Thus, the findings of this study may be used as a basis for the crafting of a more relevant and effective development plan which may be key factor in the enhancing the quality standards system of the institution.

Objective of the Study - This study assessed the professional commitment, determining the personal productivity, and assessing the quality of work life among teaching and non-teaching personnel. Specifically, it sought to describe the profile of the respondents in terms of designation, sex, age, civil status, educational attainment, and length of service; to identify the professional commitment of the respondents in terms of teaching profession/ admin position, teaching/ admin position, work team, and school; to assess the personal productivity of faculty members and admin personnel in terms of compensation, motivational techniques, work environment, management, and group or team dynamics; to determine the quality of work life of the respondents in terms of administrative support and career assistance, relations with colleagues and embracement of school, decent and fair wages and benefits, healthy work environment, and opportunities at work; and to test the significant relationship among professional commitment, personal productivity and quality of work life.

2. Methods

Research Design - The researcher utilized a descriptive - correlational method in gathering information about the research being studied. Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. This design is appropriate in the present study to assess the current situation in the setting wherein the occurrence of such condition may serve as input to the existing body of knowledge. Moreover, it employs correlations because relationships among the variables are investigated on, the difference of responses were tested and analyzed.

Participants of the Study - Respondents of the study were 210 maritime faculty members and administrative personnel in eight (8) Maritime Higher Education Institutions (MHEIs) in Region IV-A CALABARZON. For the selection criteria of the respondents: they should be faculty members or administrative personnel, with at least one year of work experience in a Maritime Higher Education Institution.

Data Gathering Instrument - The main instrument used in the study was composed of three questionnaires and a self-made one which covers the profile of the respondents. The first one is by Celep, and Yilmazturk,. in their paper entitled, The Relationship among Organizational Trust, Multidimensional Organizational Commitment and Perceived Organizational Support in Educational Organizations and a self-made one. The next questionnaire is adapted from the study of Laguador, (2017) Work-life balance and job performance among employees of a tertiary hospital in the Philippines. In terms of the quality of work life, the study of Shah (2011) entitled The Dimensionality of Teacher Collegiality and the Development of Teacher Collegiality Scale was

utilized. The researcher designed a self-structured questionnaire to get the profile of the respondents with respect to their designation, sex, age, civil status, educational attainment, and length of service.

Data Gathering Procedure - The questionnaire was administered by the researcher and explained the primary purpose of the study. Only those faculty members and administrative personnel who are willing to participate in the survey were given the questionnaire. It was sent through google form or handed over in printed copies. One and a half month was allotted for the instrument distribution. They were informed that the data gathered will be treated with strict confidentiality and will solely be used in the purpose of the present investigation.

Data Analysis - The data collected were encoded, classified and tabulated for analysis. The use of frequency and percentage distribution were utilized in interpreting the results in finding answers to most items mentioned in the profile of the respondents. Percentage distribution was also used for multiple answers regarding the results of the general, quality standard system, and management. The use of ranking system and mean average were employed to treat the data collected in this study, analysis score sheet for implementation, monitoring and evaluation to identity questionnaire were also done by following the prescribed formula and steps for that particular instrument. In testing the relationship among the variables, Pearson r correlation was applied.

Ethical Considerations - To observe highly confidential nature of the interviews, no particular names were mentioned in the report. The identity of the respondents were not revealed except for their designation, sex, age, civil status, educational attainment, and length of service. No personal opinion was given by the researcher, only information and results based on the data that were gathered. Respondents are assured that all information gathered will remain under full confidentiality and will solely be used for this research. No names of the respondent or their institution were included in this study due to ethical considerations.

3. Results and Discussion

Table 1 presents the demographic profile of the respondents. Majority of the respondents are faculty members with a frequency of 143 (68.4%) while there were only 64 (31.6%) admin personnel. In terms of sex, majority of the respondents were male with a frequency of 164 (78.5%) and female respondents were only 45 (21.5%). The maritime industry such as maritime education institution is mostly dominated by male due to the nature of job and this profession is preferred by men more as compared to women. Today, the maritime and related industries continue to be one of the most male dominated sectors, including education. The under-representation of women in the maritime industry has not significantly changed over the past 25 years (Ayilu et al., 2022).

In terms of age, majority of the respondents were 51-60 years with a frequency of 69 (33.0%) and 41-50 years old (32.1%) while respondents who were 61 years old and above were only 17 (8.1%). A study by Bao et al. (2021) revealed that there are differences among employees of various ages. When the level of professional recognition was poor, employees in all age groups between 25 and 40 were shown to consider leaving the industry more frequently. An individual's career is said to turn around at the age of 40, and this is also the best time for them to progress to the higher position. After the age of 40, employees often continue to work in a very steady position. However, there is a good chance that they will leave before turning 40, and there is also a good chance that this absence will be protracted. Employees between the ages of 31 and 35 are the most unstable due to a multitude of circumstances.

Table 1

Percentage Distribution of the Respondents Profile

Designation	Frequency	Percentage %
Faculty Member	143	68.4
Admin Personnel	66	31.6

Sex		
Male	164	78.5
Female	45	21.5
Age		
21-30 years old	26	12.4
31-40 years old	30	14.4
41-50 years old	67	32.1
51-60 years old	69	33.0
61 years old and above	17	8.1
Civil Status		
Single	65	31.1
Married	139	66.5
Widowed	5	2.4
Educational Attainment		
Bachelor's Degree	115	55.0
Master's Degree	81	38.8
Doctorate Degree	13	6.2
Length of Service		
1-5 years	92	44.0
6-10 years	35	16.7
10-15 years	40	19.1
16-20 years	18	8.6
More than 20 years	24	11.5

In terms of civil status, majority of the respondents were married with a frequency of 139 (66.5%), while there were 5 (2.4%) widowed respondents. Bachelor's degree holder respondents were 115 (55.0 %) and only 13 (6.2%) continued for doctorate degree. Also, most respondents have been in service for 1-5 years (44.0) while only 18 (8.6%) respondents have spent 16-20 years in the profession. Employees prefer a position that is necessary for their advancement. A challenging road exists for job progression, though. People may deal with contract-based (temporary) employment on the one hand while yet having hopes for progression. Neither the employer nor the employee is typically required to remain with the same company. Despite this challenge, many people commonly continue to spend the rest of their lives living and working. This lifetime employment may last the whole of a person's employment, although it usually does not follow the standard trajectory that characterizes a career (Baum-Talmor, 2021).

Table 2

Summary Table on Professional Commitment

Indicators	Weighted Mean	Verbal Interpretation	Rank
Commitment to Teaching Profession/ Admin Position	3.58	Strongly Agree	1
Commitment to Teaching/ Admin Position	3.47	Agree	2
Commitment to Work Team	3.44	Agree	3
Composite Mean	3.50	Strongly Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 2 presents summary on professional commitment. The composite mean of 3.50 shows that respondents strongly agree in general. Commitment to teaching profession/ admin position obtained the highest weighted mean of 3.58 and was verbally interpreted as strongly agree. A healthy partnership is built on commitment, just like any other kind of relationship. Employees are more likely to be content and effective when they are dedicated to their jobs and the company they work for. Employees that are dedicated take responsibility for their work and represent the organization both within and outside the walls of the workplace. They are less likely to look for a job, less likely to fall victim to recruiters who target passive individuals, and more likely to pursue advancements and promotions.

For certain workers, context-specific aspects at work—such as pay, security, supervision, encouraging coworkers, corporate policy, working conditions, perks, promotions, and fair rewards—are very important. Others may be more interested in job content aspects including career progression, difficult tasks, professional

development, praise and recognition, and the actual work. Employees are loyal to their jobs due to compensation and a lack of alternatives, claim Mahmood et al. (2021). Additionally, organizational commitment is a predictor of workplace characteristics such as employee churn, hierarchical citizenship behavior, and employment performance. Employee commitment and job happiness are positively correlated; if employees are content at their jobs, they are dedicated to the organization.

On the other hand, commitment to work team obtained the lowest mean of 3.50 and verbally interpreted as agree. High levels of employee engagement and work dedication are associated with high levels of employee satisfaction in an organization. Superior business performance leads to higher profitability, productivity, employee retention, and an overall improvement in the working environment for the employees. Teams need commitment because it can motivate members to consistently provide their best work. An employee can be inspired to improve their contributions for the benefit of the team and their own career growth if they are interested and committed to their work. When everyone on a team is invested in the project, they may use their individual talents and viewpoints to produce excellent results. In connection with this, Rusdi and Wibowo (2022) brought out the benefit of team mindfulness on commitment. The good impact of team mindfulness on team commitment is then strengthened when there is strong team respect involvement. Low levels of team respect undermine the beneficial effects of team mindfulness on team commitment.

Table 3

Summary Table on Personal Productivity

Indicators	Weighted Mean	Verbal Interpretation	Rank
Compensation	3.36	Agree	4
Motivational Techniques	3.32	Agree	5
Work Environment	3.49	Agree	3
Management	3.50	Strongly Agree	2
Group/Team Dynamics	3.63	Strongly Agree	1
Composite Mean	3.46	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 3 presents the summary table on personal productivity. The composite mean of 3.46 shows that respondents agree in general. Group/team dynamics obtained the highest weighted mean of 3.63 followed by management with 3.50, both verbally interpreted as strongly agree.

This demonstrates how addressing group dynamics can result in better job outputs, client happiness, and a higher bottom line because group work is essential to organizations. Group dynamics can enhance workplace diversity and cultural involvement while advancing organizational progress in significant and pertinent ways. Each individual member of a group working toward a common objective will perform well and meet the objectives set by the group when there is a positive dynamic present. Ineffective group dynamics can have a detrimental impact on performance, which can harm the project or collective purpose. Effective group dynamics are critical to any business' success. Teamwork is essential for attaining the organization's goals and objectives, yet it has been undervalued, which has led to low productivity. Group dynamics and collaboration are less effective when there is miscommunication, poor or ineffective communication, and a lack of cooperation among some team members. As a result, group dynamics are favorably correlated with organizational productivity, according to Aishwarya and Karuna (2020). Additionally, Oyefusi (2022) demonstrated that if the firm's principles are not well communicated, especially to the new members of the organization with varied temperaments, cultures, statuses, and religious views, employee well-being might impair productivity and performance. Additionally, organizational behavior can be shaped by leadership style and personality, which may have a favorable or bad impact on performance inside the firm.

Finally, motivational techniques obtained the lowest weighted mean of 3.32 and was verbally interpreted as agree. This demonstrates that using employee motivation strategies improves effective work behavior and produces better financial returns. A culture of innovation is fostered by rewarding and providing other incentives for employees. Employees want to challenge themselves when they feel valued and encouraged by their

employer. As a result, since it fosters progress, the significance of motivation in the workplace should never be understated. Additionally, supervisors that understand the advantages that inspire their personnel frequently see the highest outcomes.

The type of motivation provided to employees in a business has a significant impact on employees' performance, according to Sandhu et al. (2017). This is consistent with equity theory, which emphasizes that workers typically perform better when their compensation is fair. Motivation has a significant role in managerial tasks. It plays a crucial role in the management process. An organization's most valuable asset is believed to be a motivated workforce, as they significantly contribute to the maintenance and expansion of the company's business operations. Management can use motivation as a useful tool to energize their team. Employee efficiency, productivity, and willingness to work are all improved by motivation. At any workplace, motivation is a crucial component. If employees are not appropriately motivated, they won't feel satisfied with their jobs, which will ultimately result in a decline in their efficacy and productivity (Pujari, 2021).

Table 4

Summary Table on Quality of Work Life

Indicators	Weighted Mean	Verbal Interpretation	Rank
Administrative Support and Career assistance	3.71	Strongly Agree	1
Relations with colleagues and embracement of school	3.67	Strongly Agree	3
Decent and fair wages and benefits	3.55	Strongly Agree	5
Healthy work environment	3.64	Strongly Agree	4
Opportunities at work	3.68	Strongly Agree	2
Composite Mean	3.65	Strongly Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 4 presents the summary of quality of work life. The composite mean of 3.65 shows that respondents strongly agree on all indicators. Administrative Support and Career Assistance obtained the highest weighted mean of 3.71 while decent fair wages and benefits obtained the lowest weighted mean of 3.55.

Employee workplace performance is influenced by a number of variables that have an impact on employees' health, routines, surroundings, well-being, and quality of work life (QWL). According to Panday et al. (2018), QWL encompasses four key axes: a safe work environment, occupational health care, adequate working time, and an acceptable salary. QWL is linked to job satisfaction, motivation, productivity, health, job security, safety, and well-being. The idea encompasses the influence of the workplace on job satisfaction, contentment in non-work life domains, satisfaction with overall life, personal happiness, and subjective well-being, as initially stated by Sirgy et al. (2001). Additionally, raising employee QWL will increase production for the company, and higher productivity will reinforce QWL (Sattar et al., 2018).

The manager's favorable attitude improves administrative support, which raises employee commitment because it makes quitting the work more expensive (Khalid, 2020). Employees' efforts to attain work-life balance can be significantly impacted by managers that exhibit flexible attitudes and compassion for their team members' obligations to their families and their careers (Talukder et al., 2018). These supervisors provide both practical and emotional support to ease the burden of work-related responsibilities (Choi, 2020). Employees' impressions of a balance between their job and personal (life) responsibilities are spread by managers' support for work-life initiatives (Mas-Machuca et al., 2016). Indeed, managerial assistance is regarded as an essential workplace tool that helps employees achieve a better work-life balance (Greenhaus et al., 2012), including perceived reduced role conflict, specifically reduced WFC (Talukder et al., 2018).

To be able to boost employee performance, management needs to pay attention to the salary element and the quality of working life. Gunawan and Amalia (2018) discovered a considerable detrimental impact on employee performance wages. Another finding is that intrinsic motivation (quality of working life) is more potent than extrinsic motivation (pay), and that the negative effects of wages that are mitigated by the quality of work life are caused by intrinsic motivation. The pay variable is somewhat moderated by the quality of work life.

Table 5*Relationship Between Professional Commitment and Personal Productivity*

Commitment to Teaching Profession/ Admin Position	r-value	p-value	Interpretation
Compensation	.519**	0.000	Highly Significant
Motivational Techniques	.331**	0.000	Highly Significant
Work Environment	.352**	0.000	Highly Significant
Management	.453**	0.000	Highly Significant
Group/Team Dynamics	.449**	0.000	Highly Significant
Commitment to Teaching/ Admin Position			
Compensation	.484**	0.000	Highly Significant
Motivational Techniques	.482**	0.000	Highly Significant
Work Environment	.315**	0.000	Highly Significant
Management	.397**	0.000	Highly Significant
Group/Team Dynamics	.449**	0.000	Highly Significant
Commitment to Work Team			
Compensation	.509**	0.000	Highly Significant
Motivational Techniques	.465**	0.000	Highly Significant
Work Environment	.557**	0.000	Highly Significant
Management	.409**	0.000	Highly Significant
Group/Team Dynamics	.465**	0.000	Highly Significant

Legend: Significant at p-value < 0.05

Table 5 displays the association between professional commitment and personal productivity. It was noticed that the computed r-values indicates as moderate direct correlation and the resulted p-values were all less than the alpha level of 0.05. This implies that there is a strong connection between them and that their productivity increases with their level of professional commitment. Employees will often provide their best effort to the tasks that are allocated to them when they are motivated to work. Every business should prioritize employee satisfaction because it can result in the business growing successfully. An employee who is motivated is ebullient, focused, and takes pride in their work. They work swiftly, take initiative, and want to do a good job for both themselves and the business. A healthy partnership is built on commitment, just like any other kind of relationship. Employees are more likely to be content and effective when they are dedicated to their jobs and the company they work for. Employees that are dedicated take responsibility for their work and represent the organization both within and outside the walls of the workplace. They are less likely to look for a job, less likely to fall victim to recruiters who target passive individuals, and more likely to pursue advancements and promotions.

For certain workers, context-specific aspects at work—such as pay, security, supervision, encouraging coworkers, corporate policy, working conditions, perks, promotions, and fair rewards—are very important. Others may be more interested in job content aspects including career progression, difficult tasks, professional development, praise and recognition, and the actual work. Employees are loyal to their jobs due to compensation and a lack of alternatives, claim Mahmood et al. (2021). Additionally, organizational commitment is a predictor of workplace characteristics such employee churn, hierarchical citizenship behavior, and employment performance. Employee commitment and job happiness are positively correlated; if employees are content at their jobs, they are dedicated to the organization.

There is a connection between office atmosphere and employee productivity. The behavioral aspects of the working environment affect productivity more than the physical aspects alone. Employee satisfaction with the entire work environment promotes productivity (Massoudi & Hamdi, 2017). According to a study by Akintayo (2012), the working environment has a big impact on employees' morale. Additionally, there is a strong correlation between reported worker productivity and the workplace environment. Accordingly, it is advised that employees be given a working environment that includes organizational support programs, training, and development, a substantial welfare package, and a favorable socio-political environment. The type of motivation provided to employees in a business has a significant impact on employees' performance, according to Sandhu et al. (2017). This is consistent with equity theory, which emphasizes that workers typically perform better when their compensation is fair. Motivation has a significant role in managerial tasks. It plays a crucial role in the

management process. An organization's most valuable asset is believed to be a motivated workforce, as they significantly contribute to the maintenance and expansion of the company's business operations. Management can use motivation as a useful tool to energize their team. Employee efficiency, productivity, and willingness to work are all improved by motivation. At any workplace, motivation is a crucial component. If employees are not appropriately motivated, they won't feel satisfied with their jobs, which ultimately results in a decline in their efficacy and productivity (Pujari, 2021).

Table 6

Relationship Between Professional Commitment and Quality of Work

Commitment to Teaching Profession/ Admin Position	r-value	p-value	Interpretation
Administrative Support and Career assistance	.346**	0.000	Highly Significant
Relations with colleagues and embracement of school	.452**	0.000	Highly Significant
Decent and fair wages and benefits	.545**	0.000	Highly Significant
Healthy work environment	.544**	0.000	Highly Significant
Opportunities at work	.387**	0.000	Highly Significant
Commitment to Teaching/ Admin Position			
Administrative Support and Career assistance	.286**	0.000	Highly Significant
Relations with colleagues and embracement of school	.362**	0.000	Highly Significant
Decent and fair wages and benefits	.511**	0.000	Highly Significant
Healthy work environment	.524**	0.000	Highly Significant
Opportunities at work	.305**	0.000	Highly Significant
Commitment to Work Team			
Administrative Support and Career assistance	.319**	0.000	Highly Significant
Relations with colleagues and embracement of school	.476**	0.000	Highly Significant
Decent and fair wages and benefits	.567**	0.000	Highly Significant
Healthy work environment	.581**	0.000	Highly Significant
Opportunities at work	.498**	0.000	Highly Significant

Legend: Significant at p-value < 0.05

Table 6 presents the association between professional commitment and quality of work life. It was noticed that the computed r-values indicates as moderate direct correlation and the resulted p-values were all less than the alpha level of 0.05. This means that there was significant relationship exists and implies that the more that they are committed professionally, the better is their quality of life. Teams need commitment because it can motivate members to consistently provide their best work. An employee can be inspired to improve their contributions for the benefit of the team and their own career growth if they are interested and committed to their work. When everyone on a team is invested in the project, they may use their individual talents and viewpoints to produce excellent results.

Though living in a joyful sense of stability is no longer possible due to the dynamically changing workplace, there are now fewer people with the necessary abilities to be motivated by a professional commitment. The observation of reality reveals that many people who are currently employed nevertheless like devoting their time and effort to their organizations in order to feel secure. In terms of QWL, workers' perceptions of their ability to contribute to organizational performance are positively impacted by feeling their supervisors' support through listening to and acting upon their concerns, feeling integrated into a positive work environment, and feeling respected both as individuals and as professionals. Thus, the idea encompasses how the workplace affects happiness at work, happiness in non-work-related areas of life, happiness in general, and subjective well-being. Additionally, raising productivity will strengthen QWL while raising productivity will benefit employees' QWL and the firm as a whole.

Professional commitment is the employee's desire to comply with professional goals and values and an expectation that they will perform their professional roles effectively, whereas the concept of commitment expresses participation, commitment, passion, excitement, self-giving, energy, and focused effort (Schaufeli & Bakker, 2010). The effort that individuals put out while performing their jobs is directly correlated with their professional commitment. As a result, professional devotion has a big impact on how well employees do at work (Turhan, et al, 2012). Teachers' professional commitment level affects their performance, just like it does for other workers. Professional commitment is a mental condition that reflects beliefs about a certain vocation. It

exemplifies a tie wherein the individual's ideas and ambitions gradually become integrated with the standards and norms of the profession, involvement in its growth and advancement, and loyalty to its members (Morrow & Wirth, 1989). A strong inner passion to practice the profession itself may be the determining factor (Lam, 2011). Professional dedication in the teaching field has gotten more, but still insufficient, attention (Chesnut & Cullen, 2014; Klassen et al., 2013). These studies looked at teacher commitment as one overall outcome and found links between it and career satisfaction, teacher efficacy, principal leadership, involvement in school decision-making, professional development, collegial relationships, student behavior, and retention.

Table 7 shows the association between personal productivity and quality of work life. It was noticed that the computed r-values indicates as strong direct correlation and the resulted p-values were all less than the alpha level of 0.05. This means that there was significant relationship exists and implies that the more that the more they are productive, the better is their quality of life. With no widely acknowledged definition, QWL is regarded as a multi-dimensional construct. Because of this ambiguous description, it is difficult to measure its parameters precisely. Job satisfaction is not one of the results of QWL, which is how QWL differs from it. The key correlations between QWL and other factors include job satisfaction, motivation, productivity, health, job security, safety, and well-being.

Safety at work, Occupational Health Care, Appropriate Working Time, and Fitting Salary are the four main components of QWL. Sirgy (2001) defined QWL as the relationship between the workplace and a person's happiness, subjective well-being, and contentment with their employment, non-work life, and total life satisfaction. The social climate inside the workplace, the connection between work and personal life, the precise duties they carry out, and the work environment are all elements that have an impact on employees' quality of life (QWL) (Nanjundeswaraswamy and Swamy, (2013). In order to ensure the health of the employee, safe and healthy working circumstances must be provided. It is anticipated that QWL would boost employee motivation, which will improve output and performance. Therefore, a good QWL will result from a work environment that can meet the individual demands of the employee (Hackman & Oldham, 1974).

Table 7*Relationship Between Personal Productivity and Quality of Work*

Compensation	r-value	p-value	Interpretation
Administrative Support and Career assistance	.653**	0.000	Highly Significant
Relations with colleagues and embracement of school	.650**	0.000	Highly Significant
Decent and fair wages and benefits	.789**	0.000	Highly Significant
Healthy work environment	.757**	0.000	Highly Significant
Opportunities at work	.534**	0.000	Highly Significant
Motivational Techniques			
Administrative Support and Career assistance	.637**	0.000	Highly Significant
Relations with colleagues and embracement of school	.602**	0.000	Highly Significant
Decent and fair wages and benefits	.777**	0.000	Highly Significant
Healthy work environment	.736**	0.000	Highly Significant
Opportunities at work	.461**	0.000	Highly Significant
Work Environment			
Administrative Support and Career assistance	.721**	0.000	Highly Significant
Relations with colleagues and embracement of school	.804**	0.000	Highly Significant
Decent and fair wages and benefits	.652**	0.000	Highly Significant
Healthy work environment	.738**	0.000	Highly Significant
Opportunities at work	.512**	0.000	Highly Significant
Management			
Administrative Support and Career assistance	.888**	0.000	Highly Significant
Relations with colleagues and embracement of school	.897**	0.000	Highly Significant
Decent and fair wages and benefits	.920**	0.000	Highly Significant
Healthy work environment	.938**	0.000	Highly Significant
Opportunities at work	.493**	0.000	Highly Significant
Group or Team Dynamics			
Administrative Support and Career assistance	.943**	0.000	Highly Significant
Relations with colleagues and embracement of school	.912**	0.000	Highly Significant
Decent and fair wages and benefits	.925**	0.000	Highly Significant
Healthy work environment	.957**	0.000	Highly Significant
Opportunities at work	.615**	0.000	Highly Significant

Legend: Significant at p-value < 0.05

The efficiency level, which indicates the time required to complete a specific task, is reflected in the productivity of personnel. Employees who are more productive at work complete tasks more quickly and effectively, saving time and money, as opposed to those who are less productive at work who take longer to complete tasks. Adeinat and Kassim (2019) found that employee satisfaction, loyalty, and productivity all have an impact on service quality, whether it is provided internally or externally. The relationship between employee loyalty and satisfaction was found to be mediated by employee productivity. Sales per employee and value added by each employee inside the organization were used by Yu and Park (2006) to measure employee productivity. In short, employee dedication, contentment, wellbeing, and engagement all have a big impact on how productive employees are (Adeina and Kassim, 2019; Sharma et al., 2016; Lee et al., 2017).

Productivity is seen as a crucial component for an organization's success because it drives advancements in worker performance. The definitions of work environment, organizational culture, and leadership style were examined by Almaamari and Alaswad in 2021. Each component has a variety of sub-factors, and each sub-factor affects employee productivity in a unique way. To clarify, different leadership philosophies affect productivity in various ways. For instance, a democratic leadership style might help workers work more productively. Additionally, it was shown that certain aspects of culture, such as creative level, had an impact on productivity. All of the factors that affect the workplace have an impact on employees' productivity.

4. Conclusions and Recommendations

Majority of the respondents were male faculty members, married, aged 51-60, with Bachelor's Degree, and has 1-5 years of service. Respondents strongly agreed on the professional commitment in terms of commitment to teaching profession/ admin position, while they agreed on the professional commitment in terms of commitment to teaching/ admin position and commitment to work team. The participants strongly agreed on group/team dynamics and management, while they generally agreed on compensation, motivational techniques, and work environment in terms of personal productivity of faculty members and admin personnel. Most of the respondents strongly agreed on quality of work life of faculty and admin personnel in terms of administrative support and career assistance, relations with colleagues and embracement of school, decent and fair wages and benefits, healthy work environment, and opportunities at work. There is a highly significant relationship among professional commitment, personal productivity and quality of work life.

Colleges may implement programs to promote employee work-life balance which covers training programs, teambuilding activities, business course trainings, as well as environmental and community involvement regularly. Maritime Higher Education Institutions (MHEIs) may administer interactive and innovative lectures and seminars which are essential in establishing a vibrant atmosphere promoting teaching methodologies, social relations, leadership, and work productivity. MHEIs, through the Human Resources Management and Development Office, may consider providing electronic copies of the Employee Manual and contract which would be available for guidance and reference anytime. Shipping companies may accept faculty members for the conduct of faculty immersion onboard the vessels for their upskilling and retooling towards the latest trends and practices. Future researchers may consider this research paper as a point of reference, source of information, or further continue this research in a more in-depth approach.

5. References

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