

# Job Satisfaction and Job Performance of Employees of Ziga Memorial Hospital Tabaco City

Authored by: Veloso, Geronimo J, III.

Edited by: Sadueste, Abigail B.

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**Abstract:-** The study was conducted to determine the job performance and satisfaction of the permanent employees of Ziga Memorial Hospital in Tabaco City. Specifically, this answered the following problems: 1. Socio-demographic profile of the respondents in terms of: a. Gender b. Civil Status c. Position d. Years in Service e. religion f. Department; 2. Level of satisfaction along: a. motivational factor b. hygiene factors; 3. The job performance of the permanent employees of the Ziga Memorial District Hospital along with: a. administrative b. ancillary c. nursing d. medical; 4. The problems encountered by the employees along: a. motivational factor b. hygiene factor, 5. Policy measures may be proposed to enhance the service delivery system of Ziga Memorial Hospital. The respondents of this study were the 67 permanent employees of the hospital which belong to the four departments namely: administrative, ancillary, medical and nursing. To validate the data on the Job performance of the employees, there were 30 patients rated the respondents who had been confined for at least three days and capable of accomplishing the questionnaires. This research employed a descriptive research which was supported by a questionnaire-checklist as the main data-gathering tool. The study utilized the Herberg Two-Factor Theory as the main theory which guided the conceptualization and conduct of the research. This theory was supported by the Maslow's Hierarchy of Needs and Alderfers' E-R-G Model. A research-structured questionnaire checklist was used as the main data gathering tool. This provided information in answer to the problems stated. To assess the job performance, their ratings in the official performance evaluation system for the years 2009,2010 and 2011 were taken. The clients' satisfaction rating form was used by the 30 patients to evaluate the respondents' job performance. The findings of the study revealed that: in terms of Level of satisfaction in motivational factors, the rating was average level with 3.10 as described percentage. In terms of Hygiene factors, it shows that the respondents were rated as averagely satisfied with an overall rating of 3.05; for the job performance of the employees at ZMDH, almost all of the respondents got a very satisfactory ratings from year 2009-2011. For the problems encountered by the employees through motivational factor, the highest rate was that the efforts as competent workers were never appreciated, lack of motivations from superiors to excel in their job, there was also a minimal scope for developing new ideas, and few opportunities to attend

seminars and trainings. Along with hygiene factors, the employees considered discrimination in the implementation of hospital rules and policies, inadequate materials and technical resources for their job.

## I. INTRODUCTION

Job satisfaction is a topic of wide interest to many people including those who work in organizations as well as those who study them. It is the most frequently studied concept in organizational behavior research. Every human being has certain needs which he feels must be met by the organization in which he belongs and the workplace where he is a part of. Such needs can be due to his social, economic, cultural and political orientations such are varied in nature. In case his needs are completely or largely ignored, his behavior will be odd and he will feel frustrated and dismayed. Since human needs to go on increasing the satisfaction of one need gives rise to another need. So, it is an ongoing process and accordingly, human behavior is found odd at one time and reasonable at another time. Hospitals are primarily the social institutions designed to cater to the health needs of the community. They are manned by medical, paramedical and non-medical personnel whose team of work results in the attainment of their goals and objectives. Thus, it is of prime importance that they must find job satisfaction in their work. This serves as motivation towards exemplary performance. Ziga Memorial District Hospital in Albay Province is forty-four (44) years old now. The provincial government unit headed by the Provincial Governor employs human resources to cater to the delivery of basic services to its people. The efficient and effective delivery of these services is a primary objective of the incumbent provincial government officials. It is not, however, entirely the function of the provincial administration, since the private sector and a number of non-government organizations play a key role in ensuring its continuity by which these services are provided to the people. Government employees have varying degrees of intelligence, attitudes, aptitudes and abilities. They also differ in physical characteristics and in their goals. Some government jobs are simple while others are technical or complex. Certain jobs require specialized training and skills of some kind. The provincial government unit cannot expect quality service if the employees are unfit for their jobs. Since its devolution, it finds hard to maintain their operation, a situation which threatens its survival. It is beset with numerous survival problems, therefore the effectiveness and efficiency of the delivery of their health

care services are affected. On the other hand, the employees assigned to jobs maybe qualified and capable but if they are not provided with the proper climate and good working conditions such as incentives and other motivations to do a good job, the organization may not get the maximum quality of performance that these employees are capable of. The maintenance of an effective work force requires sound personnel policies and programs involving job satisfaction, training, development, satisfactory compensation and many other human considerations.'

## II. REVIEW OF RELATED LITERATURES

### ➤ *Job Satisfaction*

Soguilon (2023) examined the relationships between job satisfaction, work environment, and nurses' inclination to leave their positions during pandemic. He stated that there is a strong positive correlation between nurses' work environment and job satisfaction. Furthermore, there is a moderate negative correlation between job satisfaction and nurses' intention to leave. Moreover, there is a weak negative correlation on the relationship between the level of nurses' work environment and nurses' intention to leave. The statement was after the result which identifies that work environment of nurses and job satisfaction are strongly positively correlated, with a correlation value ( $r$ ) of 0.744. The correlation coefficient ( $r$ ) -0.463 also shows a moderately unfavorable relationship between work satisfaction and nurses' desire to leave. Additionally, there is a somewhat negative association ( $r = -0.358$ ) between the quality of the working environment for nurses and their desire to quit.

Smith (2022) conducted a study to investigate the connections between nurses' desire to leave their jobs in Australian small rural hospitals, practice environment, burnout, and job satisfaction. A four-point Likert scale was used to gauge job satisfaction. In order to investigate the determinants of work satisfaction, multiple linear regression was used to examine variables related to community satisfaction, practice environment, burnout, and desire to quit. General job satisfaction was high, with the majority of nurses reporting being somewhat ( $n = 146$ , 38.1%) or extremely ( $n = 107$ , 27.9%) happy with their present position. The most important indicators of job satisfaction were emotional tiredness, nurse management aptitude, nursing leadership, and nursing support.

The study of Samson (2022) utilized the Lynch formula to identify the respondents in this cross-sectional survey. The combined Moral Distress Questionnaire by Sedaghati and the Multidimensional Work Motivation Scale by Gagne were administered in this study using Google Forms. Frequency, percentage, mean, and standard deviation were used in descriptive statistics. The t-test and Pearson's  $r$  were used for inference. Results: Pearson calculated  $r$  (371) = -0.35,  $p$  0.001 for the connection between moral discomfort and work satisfaction. The t-test yielded the following results:  $t$  (371) = 1.90,  $p$  = 0.59 for the distinction in the respondents' levels of moral distress according to their location of employment. Regarding the disparity in

respondents' job satisfaction levels according to where they worked, the t-test yielded a result of  $t$  (371) = 1.51,  $p$  = 0.13. As conclusion to his study, he affirmed that Filipino nurses, both locally and overseas, are not sure if they are satisfied with their job or not. Even if the respondents are employed locally or overseas, their moral distress level and job satisfaction do not vary. Finally, their job satisfaction is influenced by their experience of moral distress.

According to Hong Lu (2019), In order to enhance patients' impressions of the quality of treatment and to guarantee a sufficient nursing workforce, it is essential to raise nurses' job happiness. It is possible to establish successful methods to solve the nurse shortage and improve patient care with the help of the indirect links and predictors of job happiness, which contribute to a more thorough knowledge of the complex phenomena of job satisfaction. As they have conducted the study for the Job satisfaction among hospital nurses, the study revealed that the 59 papers that made up the entire review were included. Numerous research studies that produced ambiguous results have identified the relationship between job satisfaction and the likelihood of absenteeism and turnover as well as the factors that influence job satisfaction, including working shift and leadership, job performance, organizational commitment, effort, and reward style. The work environment, structural empowerment, organizational commitment, professional commitment, job stress, patient satisfaction, patient-nurse ratios, social capital, evidence-based practice, and ethnic background all have a strong correlation with hospital nurses' job satisfaction. The job satisfaction of nurses has been found to be mediated by a number of different mediating or moderating routes.

Arian (2018) stated that the effectiveness and performance of nursing schools are significantly impacted by the work satisfaction of nurse educators. To improve their work and eventually produce effective students and nurses, nurse educators must be able to identify the elements impacting their job satisfaction. In his study, it was noted that employment satisfaction is described as an organizational behavior based on the individual's function and level of efficiency in the company (Snarr and Krochalk, 1996). Job satisfaction is the subjective perception of one's employment. Two broad ideas are included into the elements determining job satisfaction and motivation, including content theories and process theories. Content theories focus on the substance of producing job satisfaction and motivation, while process theories address its method.

### ➤ *Job Performance*

Qaralleh, (2023) in his study emphasized that job performance has an impact on everyone—individuals, groups, and organizations. The organization has several difficulties, such as poor work performance globally and in Jordan. The purpose of the current study is to learn more about how job resources impact a hospital physician's performance and how work satisfaction functions as a mediator between these interactions. In his study, it revealed that in contrast to task importance, which was shown to be negligible, the study indicated that five fundamental job

resources—skill diversity, task identity, performance feedback, autonomy, and job security—have a strong positive link with job satisfaction. Job satisfaction served as a mediator since it was shown that job resources had a substantial indirect effect with job performance.

Al Wali (2023) in his study aims to examine the association between creative work behavior and professional performance among doctors working in public hospitals in Iraq. Additionally, it measures how dynamic personnel talents affect creative workplace behavior. It also looks at how creative work practices might mediate the connection between people' job performance and their dynamic potential. As result of his study, it shows that physicians' job performance in Iraq's public hospitals is positively correlated with creative work behavior. Additionally, it demonstrates that individuals' dynamic talents have a significant role in determining innovative work behavior. This study also demonstrates that the association between dynamic capacities and job performance among physicians in Iraq's public hospitals is positively mediated by creative work behavior.

The aim of Meixuan Li's (2023) study was to investigate the relationship between nurses' job burnout and their perception of high-performance work systems (P-HPWS), as well as to identify the mediation role of regulatory emotional self-efficacy (RES). A cross-sectional study on working nurses was carried out in 5 hospitals in Lanzhou, China, from November 2019 to January 2020. 1266 nurses in all were looked into. We gathered data on demographics, high performance work systems, job burnout, and RES. Correlation analysis, multiple linear regression analysis, and a test of mediated moderation were used to statistically analyse the data. Job burnout and the P-HPWS had a strong negative correlation ( $P < 0.01$ ). The impression of HPWS and job fatigue were interacted with by the RES in a mediated manner. The findings confirm the crucial part played by P-HPWS in the reduction of job burnout, and the hospital may enhance its management by putting HPWS into practice and perfecting it.

Lim's (2022) study highlighted that self-efficacy, fatigue and job performance of psychiatric nurses have been impacted by the extraordinary spread of infectious illnesses, such as the COVID-19 pandemic, in mental wards. We carried out a study to find out how burnout affected the link between psychiatric nurses' self-efficacy and work performance. Materials and Methods: Data from 186 nurses working in psychiatric wards were gathered for COVID-19 using validated and structured questionnaires. Using the SPSS 26.0 program, the data were analyzed using descriptive statistics, Pearson's correlation coefficient, and a number of multiple linear regression analyses based on Baron and Kenny's technique. Results: Self-efficacy and job performance showed a positive link ( $r = 0.75$ ,  $p < 0.001$ ) but a negative correlation ( $r = 0.11$ ,  $p = 0.150$ ) with burnout. Burnout and self-efficacy had a negative correlation ( $r = 0.22$ ,  $p < 0.002$ ). Self-efficacy and work performance were significantly moderated by burnout among psychiatric nurses ( $r = 0.11$ ,  $p = 0.024$ ). These results point to the need to

reduce burnout, boost self-efficacy in psychiatric nurses, and improve work performance as a foundation for developing future medical staffing strategies.

Adetola (2022) pointed that along with having a major impact on learning and other cognitive processes like perception, motivation has an overall negative impact on an individual's performance in an organizational context. The purpose of this study was to determine how work motivation affected healthcare practitioners' performance on the job at University College Hospitals in Ibadan, Oyo state. Additionally, it aims to assess the degree of job performance and motivation of employees. The researcher employed multistage sample approaches and questionnaires with Likert scales to collect data from 120 employees in order to achieve this goal. Both descriptive statistics (mean and standard deviation) and inferential statistics (correlation and regression) were used to analyze the data. According to the findings of the descriptive statistics, the employee work performance at the university college hospital in Ibadan, Oyo state, has been underwhelming. All of the motivating components under consideration are positively correlated with employee work performance, according to the findings of inferential statistics. This conclusion indicates that employee empowerment practices are more strongly related to and have an effect on employee job performance than all the motivating elements under consideration. As a result, management at University College Hospitals in Ibadan, Oyo state were urged to use more employee empowerment as a motivating factor in the workplace.

### III. RESEARCH DESIGN AND METHODOLOGY

The study is purely a descriptive research design which utilize a questionnaire-checklist as the data gathering tool. Aquino mentioned that a descriptive design in research is used to describe, observe and document the aspects of a situation as it naturally occurs, sometimes to serve as a starting point of hypotheses generation or theory development. It seeks to discover a new fact and provides a factual, descriptive picture of the situation. It involves an interpretation of the meaning or significance what is described. Polit and Bech on the other hand asserted that this type of research describes and integrates what is and reveals conditions and relationships that exist and do not exist, practices that prevail and do not prevail, beliefs or point of view and situations that are held and not held, procedures that are going on or otherwise, effects that are being felt or trends that are developing. This research work is descriptive in the sense that it intended to present a profile of the respondents in terms of their gender, civil status, position, years in service, religion, and department. Their job performance is based on their annual evaluation rating while the job satisfaction was scaled along the hygiene and motivation factors. Furthermore, the problems identified by the employees as well as the policy measures to the proposed constitute the descriptive nature of the study.

#### IV. SUMMARY

The study primarily aimed to determine the job performance and the level of satisfaction of the employees of Ziga Memorial District Hospital (ZMDH). A total of 67 personnel who are on permanent status were taken as respondents. These employees were classified into four departments, namely; 27 administrative employees, 7 medical service, 25 nursing service, and 8 employees from auxiliary department. The following statement of the problem was employed in the study; 1. What is the socio-demographic profile of the respondents in terms of a. gender, b. civil status, c. position, d. years in service, e. religion, f. department? 2. What is their level of satisfaction along; a. motivational factors, b. hygiene factors? 3. What is the job performance of the permanent employees of the Ziga Memorial District Hospital (ZMDH) along with; a. administrative, b. ancillary, c. nursing, d. medical? 4. What are the problems encountered by the employees along; a. motivational factors, b. hygiene factors? 5. What policy measures may be proposed to enhance the service delivery system of the Ziga Memorial District Hospital (ZMDH)?

The study utilized descriptive type of research. Aside from the questionnaire as the main data-gathering instrument, documentary analysis was also resorted to specifically deal with regards to the job performance of the respondents. Their performance evaluation ratings were taken as bases for this. The investigation was grounded by Herzberg's Motivation-Hygiene Theory. As the main theory, this guided the researcher in the conceptualization of the sub-problems and in the structuring of the research tool. Maslow's Hierarchy of Needs and Alderfer's ERG Model serves as supporting theories.

Data gathering was done personally by the researcher. A two-week time frame was allotted to conduct the survey and obtained a 100% retrieval. Simple descriptive statistics were employed in the analysis and interpretation of the data specifically frequency distribution, percentage, ranking and weighted mean.

#### V. ANALYSIS AND FINDINGS

##### ➤ *Level of Satisfaction*

The respondents' level of job satisfaction was related to the motivational and hygiene factors by Herzberg. They were rated based on a structured scale.

##### ➤ *Motivational Scale*

Along with Recognition in motivational scale, the description given was average level with weighted mean of 3.10. Along with Sense of Achievement, the general weighted mean was 3.17 which denotes as high level. For the Growth and Promotional Activities, obtained weighted mean was 3.43 which denotes as high-level rating.

##### ➤ *Hygiene Factors*

In terms of Salary and Fringed Benefit, the respondents were averagely satisfied with the weighted mean of 3.03. While for the Company Policies the level obtained an average satisfaction with 3.21 weighted mean. For the Physical Working Condition, it was resulted with high rating with a weighted mean of 3.06. Lastly, for the hygiene factors in terms of interpersonal relations, it was resulted a high-level rating with 3.40 weighted mean.

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