



Elisa R. Ochoa Memorial Maternity and General Hospital Employee Satisfaction: Inputs For Quality Assurance Initiatives 2015

Dimples A. Camporedondo

M.D.

CARAGA STATE UNIVERSITY SCHOOL OF MEDICINE

ABSTRACT :

Employee satisfaction, especially among health workers, is a key element in determining whether or not an organization is able to fulfill its mission, realize its vision and move its values from theory to reality. This assessment was conceived to serve as an avenue to express the workers' expectations with regards to their well-being and efficiency. Moreover, this study intended to generate inputs for policy formulations that would be geared towards upgrading systems to adequately meet quality assurance requirements. Instrument for investigation was MC 26 Item questionnaire. Direct interviews were done with and questionnaires were handed to 81 out of 102 regular employees of Elisa R. Ochoa Memorial Maternity and General Hospital (EROM-MGH. Results: 71% Females and 28.4% males were polled, mean age of 40+/- 15 years; 51% are married; mean length of service 15 +/- 10 years; Nature of Job distributed from among eleven departments was randomized and resulted to 32% from the nursing service and 22% from administration that occupy the bigger number; Job retention plan located 50% who planned to continue working in the hospital until retirement. Conclusion: The moderately high level of manifestations of satisfying and limiting conditions in the workplace is indicative of a working atmosphere that is, to some degree, lukewarm of the needs and capabilities of the employees. The level of job satisfaction of the employees which falls on the middle scale gives room for opportunities for the employment of step-up strategies in the whole human resource management system

I. Introduction

Job satisfaction is one of the most important elements at work. It is a situation where people feel happy, valued and appreciated; that they treasure their job so much and they are so dedicated to it (Pressler and Majju, 2000). This usually happens when expectation matches with work such that workers don't find any reason of leaving their job.

If workers find pleasure with their respective jobs, they have confidence and trust with the company, they jive with their co-workers, they have growth opportunities, and there is no stress and pressure with their job. Satisfaction at work thus becomes the very essential building block for productive outputs (Rooth, 2001).

Job satisfaction reflects employees' overall assessment of their job through emotions, behaviors, and attitudes about their work experience. Satisfaction with one's job has theoretical and practical utility linked to important job outcomes, such as attitudinal variables, absenteeism, employee turnover, and job performance. With people being happy with their jobs and the workplace, much is attained, both for the worker and the agency.

Much had been documented about productivity and job satisfaction which results could have successfully permeated in many workplaces. Sadly, there are still many agencies whose workers cry for attention of their basic needs which are usually taken for granted, especially if these needs imply some costs on the part of the agency's logistics.

At a particular scenario, the researcher found it imperative to determine the level of job satisfaction among the health workers at Elisa R Ochoa Memorial Maternity and General Hospital (EROM MGH) as one of the parameters for productivity and quality of work. This assessment was conceived to serve as an avenue to express the workers' expectations with regards to their well-being and efficiency. Moreover, this study intended to generate inputs for policy formulation that would be geared towards upgrading systems and quality assurance requirements.

II. Theoretical and Conceptual Framework

This study rests on the different motivation theories which explain the drive for meaningful pursuits in life. Abraham Maslow (1954) attempted to synthesize a large body of research related to human motivation. He posited a hierarchy of human needs based on two groupings: deficiency needs and growth needs. Within the deficiency needs, each lower need must be met before moving to the next higher level. Once each of these needs has been satisfied, if at some future time a deficiency is detected, the individual will act to remove the deficiency.

The Attribution theory (Weiner, 1992) emphasizes the idea that workers are strongly motivated by the pleasant outcome of being able to feel good about themselves. More specifically, work motivation and job satisfaction have been identified as key factors of health worker retention and turnover in low- and middle-income countries (Willis-Shattuck, 2008). Motivation has been described as a set of psychological and transactional processes:

psychological, because it gives behaviour purpose and direction; transactional, because it is the result of the interactions between individuals and their work environment (Franco, et. al., 2004).

Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who does not value that facet.

On the basis of the above mentioned theories and underpinnings, the study proceeded as illustrated in Figure 1. As Maslow (1954) had posited, there are basic needs of man that motivates him to work. Hence, the study looked into the degree at which the needs of the health workers were met and how these had affected the productivity of the worker and the agency as a whole. The analysis of the data also examined differentiating factors of the level of job performance of the workers as they are grouped into profile variables of age, sex, marital status, length of service, nature of the job and job retention plan. Another aspect that the study investigated the perceptions of the workers about their present job in relation to their satisfying experiences / conditions as well as their perceptions of the limitations of the working conditions.

The study intended finally to come up with some inputs for policy formulation that will serve to improve the working climate and, consequently, the productivity of the whole working force of EROM MGH.

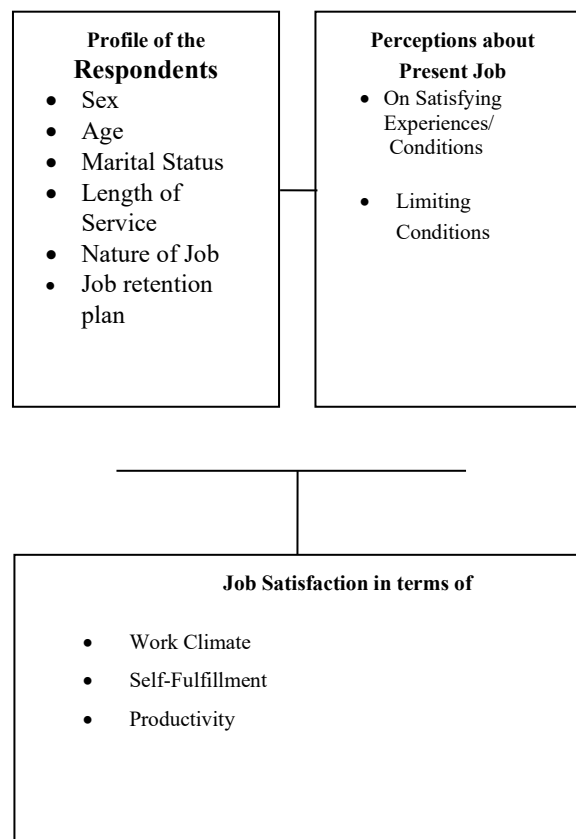


Fig.1. The Schematic Diagram of the Study

III. Review of Literature and Studies

Job satisfaction in health care workers has a great impact on quality, effectiveness and work efficiency and at the same time on health-care costs. Besides its importance for patients and health care system as a whole, professional satisfaction in health care workers is directly connected with absence from work, human relations and organization of work (Visser, et.al, 2003). Many experts believe that one of the best ways to maintain satisfaction is to make workers feel like part of a family or team (Ellis, 2003). Holding office events, such as parties or group outings, can help build close bonds among employees. Many companies also participate in team-building retreats that are designed to strengthen the working relationships in a non-work related setting. Camping trips, paintball wars and guided backpacking trips are versions of this type of team-building strategy, with which many employers have found success.

Job satisfaction is a frequently studied motivational outcome in health systems research. Due to its relation to performance and turnover, it is of concern to researchers and health service managers alike (Sari and Judge, 2004). As Lu *et al.* (2012) have pointed out, job satisfaction depends both on the nature of the job and on the expectations health workers have of what their job should provide, and is thus the effective orientation that employees have towards their work. Job satisfaction can be measured globally or in a multi-faceted way, with the former approach being used when the interest is

on overall attitude toward the job, and the latter when specific aspects of job dissatisfaction are evaluated (Coomber and Barriball, 2007) Important facets of job satisfaction having been identified in previous research include salary and benefits, career development, in-service training, work relationships, management, work environment, recognition and supervision (Agyepong, et. al., 2004)

In a lot of countries, job satisfaction survey is regularly conducted, and by monitoring obtained data it is possible to notice omissions in organization of work. Dragana et.al.(2007) conducted a pilot cross-sectional study in the Clinical Center Nis from February to June 2007. Interviews of physicians and nurses were conducted by the Faculty of Medicine students. 770 health care workers (209 male, 561 female) were polled, mean age 40.65 ± 9.82 years. Most of the participants thought that their work was interesting and stimulating, but that they worked too hard. The health care workers were not satisfied with their influence on the work organization, as well as on the working environment conditions. More than half of participants had very good experiences with teamwork.

Another study in China on factors associated with job satisfaction of health workers revealed that stress and burnout were important predictors of intrinsic and extrinsic job satisfactions (Ge, et. al., 2011).

IV. Objectives of the Study

This study primarily intended to determine the level of job satisfaction among the health workers at Elisa R Ochoa Memorial Maternity and General Hospital. Specifically, it aimed to: 1) describe the profile of the respondents in terms of sex, age, marital status, length of service, nature of the job, and job retention plan; 2) determine the perceptions of the respondents about the present job along satisfying experiences /conditions, as well as limiting conditions; 3) determine the level of job satisfaction in terms of work climate, self-fulfillment, and productivity; 4) determine significant difference in the levels of job satisfaction across profile variable groupings; 5) determine significant association between the employees' perceptions of the present job and their level of job satisfaction and 6) generate policy recommendations on the basis of the findings of the study.

V. Methodology

This study utilized the descriptive research design. Specifically, it utilized the comparative and correlative methods to compare levels of job satisfaction across profile variable groupings and determine significant associations between the worker's perceptions of the present job and the level of job satisfaction.

Eighty-one (81) respondents were randomly chosen from the total population of 102— regular employees of Elisa R. Ochoa Memorial Maternity and General Hospital (EROMMGH). Randomization of samples was gathered from the software (Raosoft 2004). The relievers and volunteer workers were excluded from the sample space in consideration of their tenure status. The instrument used was a Multiple Choice questionnaire and was subjected to validation by three experts and was pilot tested to 30 respondents from another hospital the Holy Child Colleges of Butuan last January 2015 and the final copy of the instrument consisted of 26 items each of which had a vernacular version to facilitate the data gathering procedure were handed to the eightyone (81) randomized regular employees of EROM-MGH last March 2015. Instructions were given to the respondents of the study and a human resource employee was instructed to help facilitate those employees who had difficulties in understanding the questions.

VII. Results and Discussion

The findings of the study are presented as follows:

1. The profile of employees in terms of gender, age, marital status, length of service, nature of job, job retention plan

The data on the sex profile (Fig. 1) of the respondents reveal that the majority of them were females. It comes naturally with maternity hospitals which are dominated by female employees.

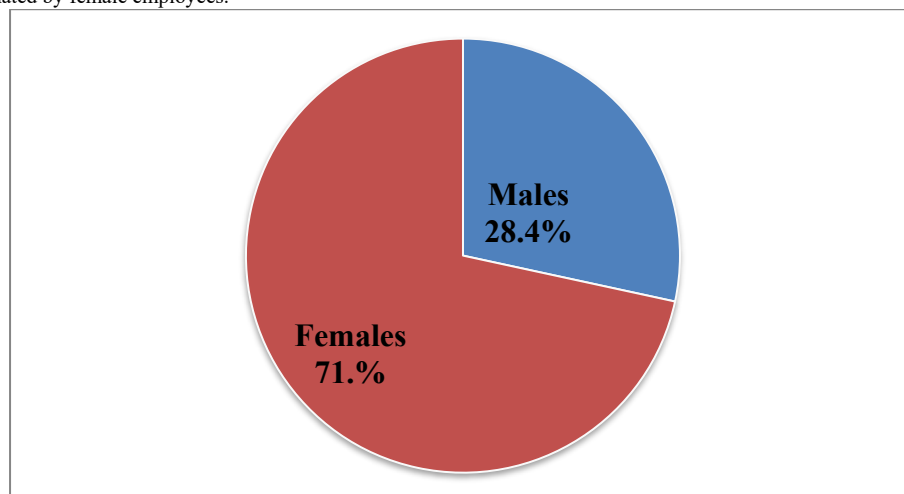


Fig. 1. Profile of the Employees in terms of Sex

The age profile of the respondents (Fig. 2) locate those at 26-30 years old in the biggest slice of the pie while the younger ones, aged 18-25 years old are only very few; almost one-half of the respondents are more than 30 years old but less than 50 years old; about a fourth of the respondents are those who are at least 51 years old.

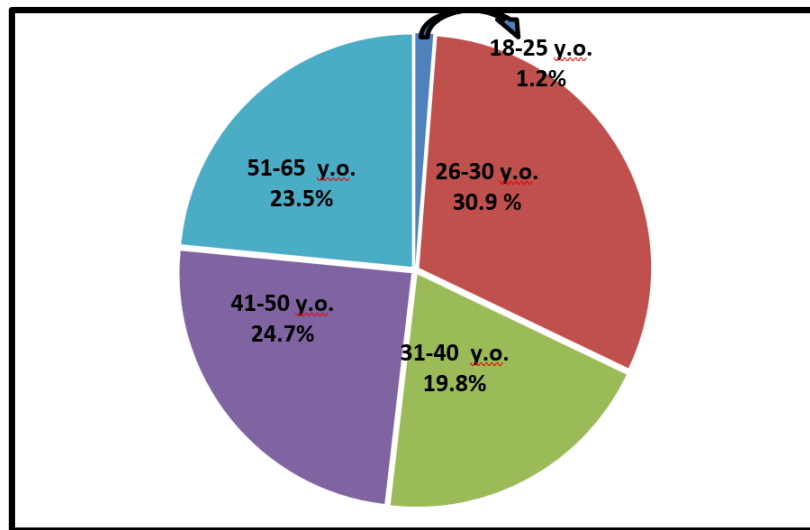


Fig. 2. Profile of the Employees in terms of Age

Data also disclosed (Fig. 3) that there are more married employees than the single ones. This finding is indicative of the varied family responsibilities that the employees are coping with. Hence their employment in the hospital a very important means of survival.

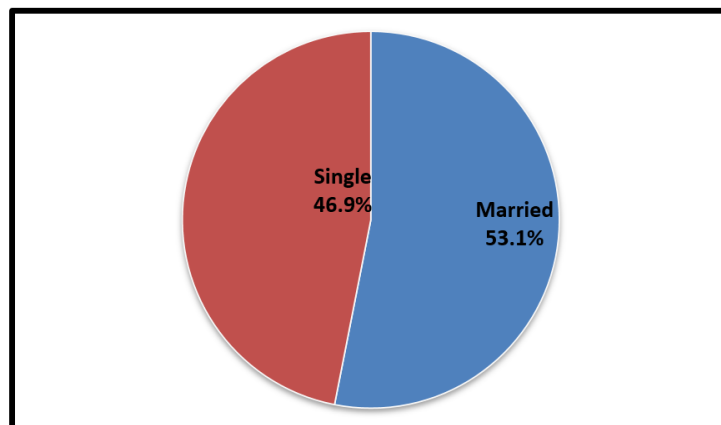


Fig. 3. Profile of the Employees in terms of Marital Status

Figure 4 shows that about 40% of the employees had been in the service for at least 20 years; about 50% of the respondents had 6-15 years of hospital work; about 10% of these respondents had served EROM-MGH for at least 5 years.

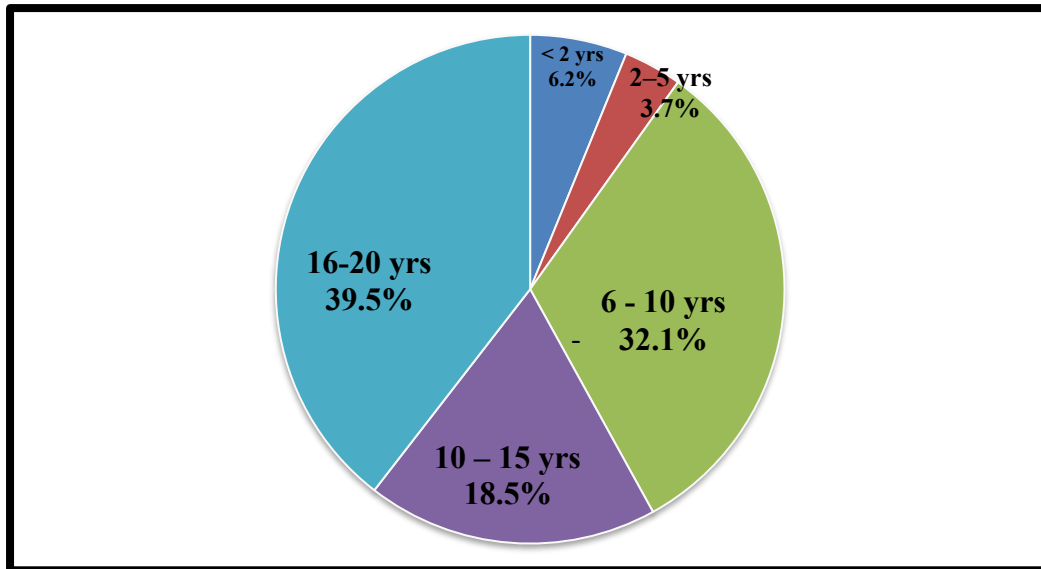


Fig. 4. Profile of the Employees in terms of Length of Service

The figure that follows (Fig. 5) shows a fair distribution of respondents from among the eleven (11) departments of EROM-MGH. The respondents from the nursing service (32%) and the administration (22%) occupies the bigger number of the total sample size. These departments are also dominated by female employees.

Other departments are fairly represented according to the number of employees therein.

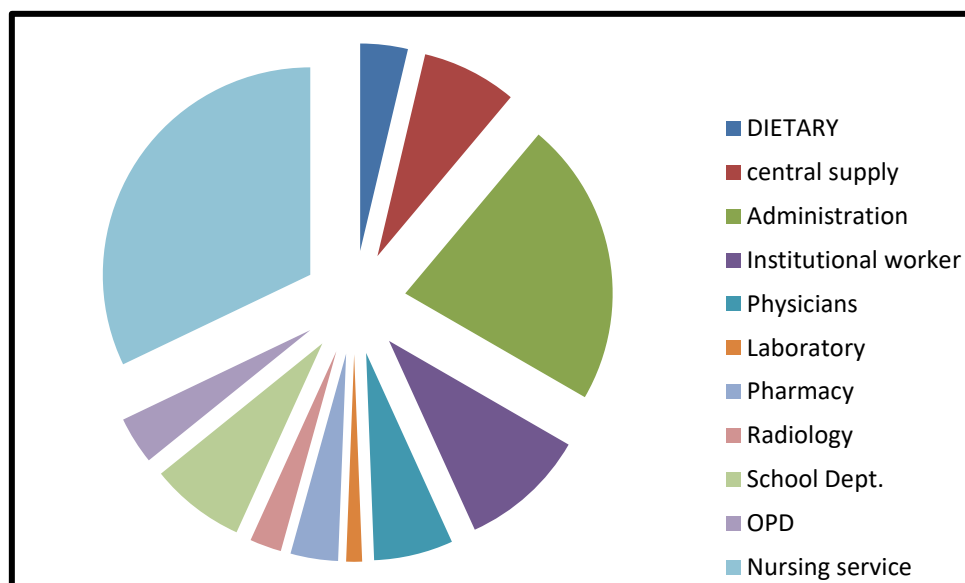


Fig. 5. Profile of the Employees in terms of Nature of Job

The data on the job retention plan (Fig. 6) of the respondents locate almost 50% of them who planned to continue working in the hospital until retirement; more than 25% planned to move to another workplace in at most ten years; about 20% had indefinite plans for a workplace. Some old employees commented that even if they have actually retired from employment, they came back because they love their job and it is the only means they can be useful in supporting their families.

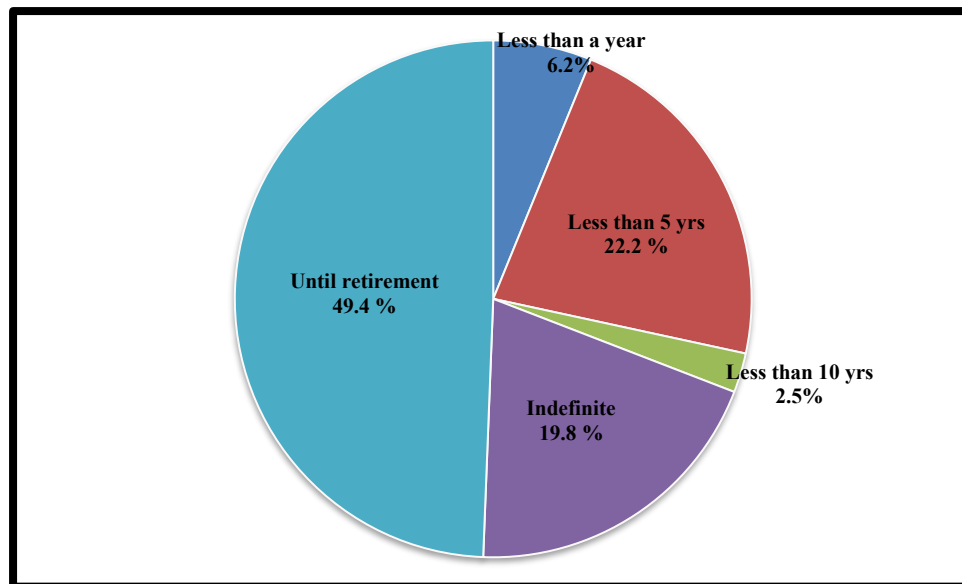


Fig. 6. Profile of the Employees in terms of Job Retention Plan

2. To determine the perception of the employees about their job in terms of satisfying experiences/conditions, limiting conditions, and their level of job satisfaction.

The data on the employees' perceptions of the level of manifestation of satisfying conditions in the workplace indicate a high degree of manifestation of the feeling of accomplishment ($w_m=3.43$) which could be attributed to a high degree of awards giving practices in the workplace ($w_m= 3.57$) and bonuses for a particular job done ($w_m=3.72$).

On the other hand, the actual personal praise a respondent gets from a job ($w_m=3.20$) and the satisfying pay for the work done ($w_m=2.96$) practices are yet wanting considering that the mean responses occupy the scale value equivalent to the middle scale equivalent to Uncertain.

The overall mean response sums up to a moderately high level of manifestation of satisfying experiences in the workplace. Many experts believe that one of the best ways to maintain satisfaction is to make workers feel like part of a family or team (Ellis, 2003). Also, employees want cooperative relations with management, but want some measure of independence and protection of that independence. Management resistance to sharing power is the primary reason for their lack of influence (Powell, 2001).

Table1. Level of Manifestation of Satisfying Experiences in the Workplace as Perceived by the Respondents

Indicators	Wtd Mean	Verbal Description	Interpretation
1. My pay and the amount of work I do. (<i>sa sweldo batok sa trabaho nga akong gibuhay</i>)	2.96	Uncertain	Moderately High
2. The praise I get for doing a good job (<i>sa pag hatag og pagdayeg sa ako kung adunay mayo nga nabuhay</i>)	3.20	Uncertain	Moderately High
3. The feeling of accomplishment I get from the job. (<i>ang pamati nga adunay kalampusan sa pagpanarbaho</i>)	3.43	Agree	High
21A. The awards and appreciations given to me during events or gatherings (<i>Mga pag dayig sa ako sa panahong adunay mga panagtigum</i>)	3.57	Agree	High
21B. The bonuses I received for a job (<i>Mga pahalipay nga akong nadawat sa pagpanarbaho</i>)	3.72	Agree	High
Overall Weighted Mean	3.38	Uncertain	Moderately High

Legend : 1.00-1.79 – Strongly disagree/Very Low; 1.80-2.59 – Disagree/Low;
2.60-3.39- Uncertain/Moderately High; 3.40-4.19 – Agree/High;

4.20-5.00 –strongly Agree/ Very High

Table 2 shows the responses of the employees on the level of manifestation of limiting conditions in the workplace. These are the situations or experiences that seemed to hinder the personal growth of the employee and which affect his/her job satisfaction level.

It can be gleaned from the Table that the employees perceived to have encountered a high level of manifestation of the chance to do something that makes use of their abilities (wm=3.46) and being able to do things that don't go against their conscience (wm=3.41). It can also be noted that the mean values belong to the lower limit of that scale indicating that there are many who have yet to remember an instance to have experienced the same.

The data also reveal that the employees are not sure if the hospital had been limiting on the following: the way the hospital treats them as an employee (wm=3.20) as in giving them the chance to be able to try own methods of doing the job (wm= 3.38) . These situations also do not provide them the security of their tenure in service (wm=3.31).

These are alarming findings considering that research findings disclose that if employees are unhappy or dissatisfied, despite their best efforts, it is difficult for them to conceal this factor when interacting with patients and other staff members (Powell, 2001). Moreover, a research report by the Society for Human Resource Management (SHRM,2012) revealed that opportunities to use skills and abilities were the top concern among employees, and in most cases, this aspect ranked among the top two very important aspects of job satisfaction, regardless of employees' tenure, age, gender or organization staff size.

This finding further implies that there are many employees of the hospital who need to get the "feel" of being a person capable of growth and development, regardless of the nature of their job. With the researcher's observation these data would assume quality benefits on appealing changes and a tool to face issues on how to improve and upgrade systems being run in the institution.

Table2. Level of Manifestation of Limiting Conditions in the Workplace as Perceived by the Respondents

Indicators	Wtd Mean	Verbal Description	Interpretation
1.The way Hospital handles/treats me as an employee (<i>ang pamaagi sa ospital sa pagtratar sa mga empleyado</i>)	3.20	Uncertain	Moderately High
7..The chance to try my own methods of doing the job (<i>ang higayon masuwayan ang kaugalingon pamaagi sa pagbuhat sa trabaho</i>)	3.38	Uncertain	Moderately High
8.The chance to do something that makes use of my abilities (<i>ang higayon nga mubuhay og butang nga maggamit ang akong abilidad</i>)	3.46	Very Satisfied	High
12.Being able to do things that don't go against my conscience (<i>makabuhay og butang nga dili supak sa akong konsensya</i>)	3.41	Very Satisfied	High
13.The way my job provides for steady employment (<i>nga ang akong trabaho nag hatag og kasiguruhan</i>)	3.31	Uncertain	Moderately High
Overall Weighted Mean	3.35	Uncertain	Moderately High

Legend : 1.00-1.79 – Strongly disagree/Very Low; 1.80-2.59 – Disagree/Low;

2.60-3.39- Uncertain/Moderately High; 3.40-4.19 – Agree/High;

4.20-5.00 –strongly Agree/ Very High

3.What is the level of job satisfaction of the respondents in terms of Work Climate, Self-Fulfillment, and Productivity?

The level of job satisfaction of the employees was determined by looking at three parameters: work climate, self-fulfillment and productivity. These are the most important facets in the performance of one's job.

Table 3 shows that in terms of work climate, there is a high level of satisfaction among the workers on the way they get along with each other (wm=3.46). All other indicators were given responses that are equivalent to the middle scale or moderately high level. It is worth noting that the lowest weighted mean of 3.02 was given to the item "the way my supervisor/boss handles his/her workers. This is followed by a very near mean value of 3.07 for "the working conditions and environment".

The overall weighted mean response that is equivalent to moderately high level of job satisfaction in terms of work climate is indicative of a working atmosphere that needs to be leveled up to adequately meet the needs of the employees. On this perception model, the ways and means on leveling up the standards and improvement in handling the employees should be regarded as serious matter.

This finding agrees with the findings of Dieleman(2003) which revealed that the main discouraging factors in job performance were related to low salaries and difficult working conditions. Thus it was recommended that to provide good quality health care services, it is important to develop strategies influencing staff motivation for better performance.

Table 3. Level of Job Satisfaction in Terms of Work Climate

Indicators	Wtd Mean	Verbal Description	Interpretation
11. The competence of my superior... (<i>sa abilidad sa tig-dumala ...</i>)	3.11	Satisfied	Moderately High
14.The way the hospital policies are put into practice. (<i>ang pag tuman sa mga balaod nga maay gipa tuman</i>)	3.28	Satisfied	Moderately High
15..The way my supervisor/boss handles his/her workers (<i>ang pamaagi sa pag trabaho sa mga taas og posisyon</i>)	3.02	Satisfied	Moderately High
16..The way my co-workers get along with each other (<i>kung unsang pamaagi ang akong kaubanan ...</i>)	3.46	Very Satisfied	High
19.The working conditions and environment (<i>and palibot sa trabahuan....</i>)	3.07	Satisfied	Moderately High
Overall Weighted Mean	3.19	Satisfied	Moderately High

Legend : 1.00-1.79 – Not Satisfied/Very Low; 1.80-2.59 – Somewhat Satisfied/Low;

2.60-3.39- Satisfied/Moderately High; 3.40-4.19 – Very Satisfied/High;

4.20-5.00 –Extremely Satisfied/ Very High

When asked about the level of their job satisfaction in terms of self-fulfillment, the respondents perceived to have a high level of self-fulfillment for being able to work alone on a job(wm=3.54) . All other indicators were given mean responses that are equivalent to moderately high level of job satisfaction.

The overall weighted mean response that is equivalent to moderately high level of satisfaction indicates that the employees still have desires for self-fulfillment that are not adequately met as they perform their respective jobs.

This finding agrees with Harter, et.al.(2010) *whose research findings disclosed that perceptions of work conditions have proven to be important to the well-being of workers.* Indeed, aside from the financial aspects of work, the self-esteem and self-fulfillment of the employees are very significant factors to be considered by employers.

Table 4. Level of Job Satisfaction in Terms of Self-Fulfillment

Indicators	Wtd Mean	Verbal Description	Interpretation
2. The chance to work alone on the job. (<i>ang higayon sa pagtrabaho nga mag-inusara</i>)	3.54	Very Satisfied	High
4.The chance to be “somebody” in the hospital community (<i>ang higayon nga mahimong “kinsa” o inila sapalibot sa ospital</i>)	3.04	Satisfied	Moderately High
3.The chance to tell people what to do. (<i>ang higayon nga maka mando o storya sa ubang tao unsay buhaton</i>)	3.22	Satisfied	Moderately High
6.The freedom to use my own judgment (<i>adunay kagawasan sa pag gamit sa akong kaugalingon pag husga</i>)	3.10	Satisfied	Moderately High
21C. The chance when my boss recognizes that I have done a good job correctly (<i>kung ang akong amo ilhon nga akong gibuhay nga trabaho sakto</i>)	3.91	Satisfied	Moderately High
Overall Weighted Mean	3.36	Satisfied	Moderately High

Legend : 1.00-1.79 – Not Satisfied/Very Low; 1.80-2.59 – Somewhat Satisfied/Low;

2.60-3.39- Satisfied/Moderately High; 3.40-4.19 – Very Satisfied/High

4.20-5.00 –Extremely Satisfied/ Very High

Table 5 shows the responses of the employees on the indicators of job satisfaction in terms of productivity. The employees perceived that they are very satisfied with how they are given the chance to do things for other people (wm=3.40); as well as the chances for advancement on their job (wm= 3.11). They also perceived to have a high level of satisfaction with the chances to have done more than what is expected of them (wm=3.86). Notwithstanding that they are kept busy all the time (wm= 3.22) they also took chances of doing different things from time to time (wm=3.19).

These findings imply that most of the employees are engaged workers who find satisfaction in doing good at their assignments regardless of some limiting conditions in the workplace.

Table 5. Level of Job Satisfaction in Terms of Productivity

Indicators	Wtd Mean	Verbal Description	Interpretation
3.The chance to do different things from time to time. (ang higayon nga mabuhay ang laing butang matag karon og unya)	3.19	Satisfied	Moderately High
5.The chance to do things for other people (ang higayon nga makabuhay og uban butang para sa ubang tao)	3.40	Very Satisfied	High
9.The chances for advancement on this job (ang higayon nga sa pag-uswag sa pagpanarbaho) (promosyon)	3.11	Satisfied	High
10.Being able to keep busy all the time (sa pagka busy sa trabaho)	3.22	Satisfied	Moderately High
21D.Having done more than what is expected of me (naka buhat ako og trabaho nga sobra sa gi dahum sa akoo.)	3.86	Strongly Agree	High
Overall Weighted Mean	3.36	Satisfied	Moderately High

Legend : 1.00-1.79 – Not Satisfied/Very Low; 1.80-2.59 – Somewhat Satisfied/Low;
2.60-3.39- Satisfied/Moderately High; 3.40-4.19 – Very Satisfied/High
4.20-5.00 –Extremely Satisfied/ Very High

Table 6 summarizes the overall level of job satisfaction of the EROM-MGH employees. The data clearly shows a consistent level of satisfaction in each of the parameters considered in the study. Thus, it can be said that the hospital employees generally perceived to have a moderately high level of job satisfaction.

This finding provides a wide range of implications, particularly on the management aspects of the human resources in the said hospital. This is in consideration of the perceptions of the employees as regards the satisfying and limiting conditions in the workplace.

Table 6. Summary Table for Level of Job Satisfaction

Indicators	Wtd Mean	Verbal Description	Interpretation
Work Climate	3.19	Satisfied	Moderately High
Self-Fulfillment	3.36	Satisfied	Moderately High
Productivity	3.36	Satisfied	Moderately High
Overall Weighted Mean	3.30	Satisfied	Moderately High

Legend : 1.00-1.79 – Not Satisfied/Very Low; 1.80-2.59 – Somewhat Satisfied/Low;
2.60-3.39- Satisfied/Moderately High; 3.40-4.19 – Very Satisfied/High
4.20-5.00 –Extremely Satisfied/ Very High

4.How do the levels of job satisfaction significantly differ across profile variable groupings?

The t-test was utilized to determine significant difference in the levels of job satisfaction when the respondents are grouped according to sex and marital status. Table 7 shows that the levels of job satisfaction between male and female employees did not differ significantly; married and single employees have almost similar levels of job satisfaction. This is evidenced by the t-values of 1.385 and 0.222 for sex and marital status groupings, respectively.

This finding implies that both the male and female employees perceived to have comparable experiences in their workplace as well as opportunities or avenues for self-fulfillment and productivity. This also implies that any intervention or enhancement program that may be afforded for the employees may be planned with no difficulty of accommodating gender issues.

Table 7. T-test of Significant Difference in Levels of Job Satisfaction

Variable Grouping	Mean Difference	t	Sig.	Decision	Interpretation
Sex	0.215	1.385	0.170	Do not reject H ₀	Not significant
Marital Status	0.031	0.222	0.825	Do not reject H ₀	Not significant

Table 8 shows the result of the Kruskal Wallis test which was employed to determine if there was significant difference in the levels of job satisfaction when the respondents were grouped according to age, experience and job retention plan. The data indicate that the profile variables did not come out as differentiating factors in the levels of job satisfaction of the EROM-MGH employees. Thus the null hypothesis is not rejected.

Table 8. Kruskal Wallis Test of Significant Difference in Levels of Job Performance

Variable Grouping	df	H	Sig.	Decision	Interpretation
Age	4	3.445	0.486	Do not reject H ₀	Not significant
Experience	4	4.477	0.345	Do not reject H ₀	Not significant
Job retention plan	4	6.086	0.193	Do not reject H ₀	Not significant

5. Is there a significant association between the perceptions of the present job and the level of job satisfaction?

The correlation analysis was employed in order to determine significant association between the employees' perceptions of the conditions in the workplace and the level of their job satisfaction. Results in Table 9 show that the perceptions of the satisfying experiences ($r=0.639$) and limiting conditions ($r=0.794$) have very significant association with the level of job satisfaction of the EROM-MGH employees. This is evidenced by the significance values which are within the 0.01 level, very much higher than the 0.05 level set for significance. Thus the null hypothesis is rejected.

Further analysis shows that about 41% of the level of job satisfaction of the employees is attributed to the satisfying conditions while about 63% are attributed to limiting conditions. Thus the moderately high level of job satisfaction is associated more to limiting conditions than to the satisfying experiences of the employees.

This finding implies that if the limiting conditions were diminished, then there is a tendency for the level of job satisfaction to raise to higher levels, which in turn, will raise performance levels.

Similar findings were uncovered from the research of Dieleman (2003) which disclosed that the main motivating factors for health workers were appreciation by managers, colleagues and the community, a stable job and income and training. The main discouraging factors were related to low salaries and difficult working conditions.

Table 9. Association Analysis Between Perceptions of the Conditions in the Workplace and level of Job Satisfaction

Conditions in the Workplace	r	r ²	Sig.	Decision	Interpretation
Satisfying Experiences	0.639**	0.408	0.000	Reject H ₀	Significant
Limiting Conditions	0.794**	0.630	0.000	Reject H ₀	Significant

**significant at $\alpha=0.01$

VIII. On the basis of the findings of the study, what policy recommendations may be formulated?

The findings of the study generated many implications which will call for a thorough examination of the satisfying and limiting conditions in the workplace. In the following matrix, salient findings that need to be addressed are presented and some recommendations are forwarded accordingly.

Findings	Recommendations
A. Satisfying Experiences	
The pay does and the amount of work done	Revisit and reapply the pay system according to labor law
Very few instances of praises given for doing a good job	Rewards and bonuses for excellent workers
B. Limiting Conditions	Do team building activities to feel sense of belongingness
The way Hospital handles/treats an employee	
The chance to try own methods of doing the job	Methods that do not deviate the standard operating procedure of hospital policies.
.The way my job provides for steady employment	Constant evaluation and conduct trainings/seminars for advancement of skills
C. Work Climate	
The competence of the superior in making decisions	Biases in decision making may be eliminated though conduct of seminars to superiors
The way the hospital policies are put into practice	Fair and just application of policies to everybody

The way the supervisor/boss handles his/her workers	Favoritism and biases be controlled by way of seminars, evaluation, assessment of employee-employer relationship, healthy dialogue for both parties
The working conditions and environment	Standard structure/facilities be given
The chances for advancement on the job	Availability of scholarships, academic/or technical trainings

IX. Conclusions

In the light of the findings of the study, the following conclusions are deduced:

The majority of the EROM-MGH employees are married women who are of appropriate working age and had served in the hospital for a considerable length of time. These health workers are employed for a living hence they serve even beyond retirement.

The moderately high level of manifestations of satisfying and limiting conditions in the workplace is indicative of a working atmosphere that is, to some degree, lukewarm of the needs and capabilities of the employees.

The level of job satisfaction of the employees which falls on the middle scale provides very relevant inputs for consideration of the hospital administrators in the development of improvement strategies of the whole human resource management system

The significant association between employees' perceptions of the working conditions and their level of job satisfaction strongly confirms and validates the motivation and job satisfaction theories that should be a guiding model for the smooth operation of the EROM-MGH

X Recommendations

On the basis of the findings of the study, the following recommendations are forwarded:

1. Periodic assessment of employees' work conditions may be pursued to maintain, if not raise, the good performance of the employees.
2. Recommendations presented in the aspects of satisfying and limiting conditions as well as work conditions may be considered by the administration as inputs for employee enhancement programs.

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