

JOB PERFORMANCE AND JOB SATISFACTION AMONG EMPLOYEES OF A HOSPITAL: BASIS FOR A PERSONNEL DEVELOPMENT PROGRAM

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The study determined the degree of employees' job performance, satisfaction, and dissatisfaction in a hospital that can serve as the basis for personnel development program. The level of employees' job satisfaction, as measured by motivators as satisfiers, was also determined in terms of achievement, recognition, work itself, responsibility, promotion and growth. Furthermore, the extent of employees' job satisfaction measured by hygiene was also determined in terms of compensation, relationship with peers, relationship with supervisors, company policy, work environment, status, and job security. Universal sampling was employed for participant selection. Results showed that indicators under job satisfaction measured by motivators and hygiene were described to be fairly satisfied, except compensation, which was described as least satisfied. In contrast, indicators under job performance were described to be highly satisfied. Furthermore, significant relationships existed between job satisfaction as measured by motivators and job satisfaction measured by hygiene with job performance. There was no significant difference between job satisfaction as measured by motivators, job satisfaction measured by hygiene with job performance when the respondents were grouped according to age and length of service. When grouped according to work assignment, a significant difference in job satisfaction measured by motivators and hygiene existed but no significant difference in job performance was noted. Based on gender, there was no significant difference in job satisfaction as measured by motivators and hygiene, but there was a significant difference in job performance. The study recommends that the management utilize the results to address job satisfaction, job performance improvement, and turnover elimination issues.

Introduction

Werther and Danis (1985) reported that there often is a positive relationship between high satisfaction and improved performance, but most results are not significant. There are many satisfied workers who are not high producers. Satisfaction by itself is not a strong motivator but it may maintain employees so that they are more receptive to a motivational environment when it is provided. This connection probably accounts for the relationship often found between satisfaction and performance. Furthermore, individual characteristics also affect job satisfaction. Those with high negative effectivity are more likely to be dissatisfied with their jobs (Nelson & Quick, 2006).

Job performance is defined as the quality and quantity of work expected from an employee, while job satisfaction is a complex construct and often measured as a global attitude of an employee towards his job. An employee's level of satisfaction varies with specific aspects of the job. The five aspects of job satisfaction are: satisfaction with work attribute, which includes nature of work, autonomy, and responsibility; rewards, defined as pay, promotion and recognition; other people, which includes supervisors and co-workers or peers; organizational context, which includes policies, procedures and working conditions; and self or individual difference, which includes internal motivation and moral values (Leopoldo, 2002).

Likewise, the government regulating bodies such as the Philippine Health Insurance Corporation (PhilHealth) and Department of Health (DOH) also play a role in job performance evaluation of both private and government hospitals. The PhilHealth, which is the government regulating body of hospitals in partnership with the DOH, had mandated that all hospitals in the Philippines should implement the Benchmarking Program. One of the items in patient care is the implementation of a performance improvement program. This means that there should be a continuous and systematic upgrading of performance target from previously accepted minimal

standards, and management should adopt a policy advocating continuous quality improvement in all levels of the organization.

A study on factors affecting job performance of employees should be undertaken to address the above concerns. In addition, some employees of the hospital have been lost to competition due to factors like work compensation, although this may not be the sole cause of employees' turnover. According to Fisher, Schrenfeldt, and Shaw (2003), there are two variables that cause employees to quit their jobs: 1) external factors, which include employees' perception of external job opportunities available to them, unemployment rate; and 2) internal factors, which include employees' attitude or perception with respect to the current job. When they perceive that the organization treats them unfairly, poor relationship with supervisors, job requirements are conflicting, unclear or stressful, or if opportunities for growth, development and promotion are lacking, they would leave. A well-compensated employee is a satisfied employee and a very productive one. If they feel that they were not well compensated, it also follows that they would be dissatisfied and as a result, their job performance would be affected and eventually would seek work from elsewhere.

According to Katcher (2002), seven out of 10 employees do not believe that there is a clear relationship between pay and job performance. Most of them believed that their performance is above average and they feel that they are not adequately paid compared to those doing similar work and therefore their pay is not far with their job performance. They also feel that there are poor performers in their organization who are earning as much if not more than they earn, therefore, "if the lazy so and so" is still there, that means they are underpaying me for my job. Employees want to be paid commensurate to the quality of their job performance. To do so requires a constructed pay program, commitment from supervisors, well-orchestrated communication to employees about their pay.

Kinzl, Knotzer, Traweger, Lederer, Heidegger, and Benzer (2004) reported that a high level of job satisfaction in the workplace for anesthetists correlates positively with interesting work demands and the opportunity to contribute skills and ideas. To improve job satisfaction, more attention should be paid to improving working conditions, including control over decision making and allowing anesthetists to have a say in their own work, and work schedule. Furthermore, according to Knight (2004), in order for hospitals to prevent employees from leaving, it has basically two options: 1) decrease the influence of dissatisfiers by trying to eliminate them, or 2) sway the balance towards satisfaction by increasing the quantity and quality of the satisfiers. Salaries should be the first to be addressed. With adequate salaries, current employees may be less inclined to leave their jobs. Another area, which administrators should consider to address employees' dissatisfaction and turnover, is finding ways to increase the staff's autonomy while on the job. Supervisors can consider allowing them to make many of the decisions and choices traditionally handled by management. Things like allowing the staff to make their own call and clinical rotation schedules may help provide some sense of ownership. Allowing the staff some time away from their routine duties to work on their self-directed projects (like research or professional writing) might add to their feeling of autonomy and self-worth, and at the same time, indirectly benefit the department and the institute.

The fast turnover of employees and staff in considerable numbers in a hospital had prompted this study. From the above literature, reasons for employees leaving their job are because of job dissatisfaction and reasons for them to stay are because of job satisfaction. Since job satisfaction/dissatisfaction seems to be correlated with job performance, it is of importance to find out what other factors influence job satisfaction and dissatisfaction.

Theoretical/ Conceptual Framework

The study is based on the motivation-hygiene theory of Frederick Herzberg in 1959 and Abraham Maslow's hierarchy of needs. Motivation-hygiene theory claims that factors causing

job satisfaction were different from that causing job dissatisfaction. He called the satisfiers, motivators and hygiene factors as dissatisfiers. According to Zulueta and de Lara (2002), hygiene/maintenance factors are related to the environment surrounding a job. When they are present, there is no motivation, when absent, there is dissatisfaction. Motivator factors are aspects of work related to job satisfaction but not to dissatisfaction.

According to the motivator-hygiene factors, people are influenced by two factors: (1) satisfaction, which is the result of motivator factors, which increases satisfaction; and (2) dissatisfaction, which primarily is the result of hygiene factors. These factors, if absent or inadequate, cause dissatisfaction (Zulueta & de Lara, 2002). Motivator factors include achievement, recognition, work itself, responsibility, promotion, and growth. Hygiene factors consider pay, company policy, relationship with co-workers, relationship with supervisors, physical environment, status and job security. Herzberg's theory further shows that since the factors causing satisfaction are different from those causing dissatisfaction, the two cannot be considered as opposites. The opposite of satisfaction is not dissatisfaction, but no satisfaction, while the opposite of dissatisfaction is no dissatisfaction.

Abraham Maslow said there are two (2) distinct human needs. First is the physiological need that can be satisfied by money. Second is psychological, which is for achievement and growth. Maslow claims that much of human behavior is devoted to gratifying needs. He designed a hierarchy that show the levels of human needs of which physiological survival needs are the most basic, followed by needs for safety, and belongingness. Beyond these are higher needs for esteem and the highest of all, for self-actualization (Fireman, Sims, & Yiannas, 2005).

The Conceptual framework presented in this study consists of three (3) variables namely: independent variables, dependent variables, and moderator variables. The independent variables in the study are: compensation, relationship with supervisors, relationship with peers, company policy, physical environment, achievement, recognition, work itself, responsibility, promotion and growth. The dependent variables are quality of work, quantity of work, customer care and competence. These variables are inter-correlated. However, these two variables can be affected by the moderator variables: age, length of service, work assignment and gender.

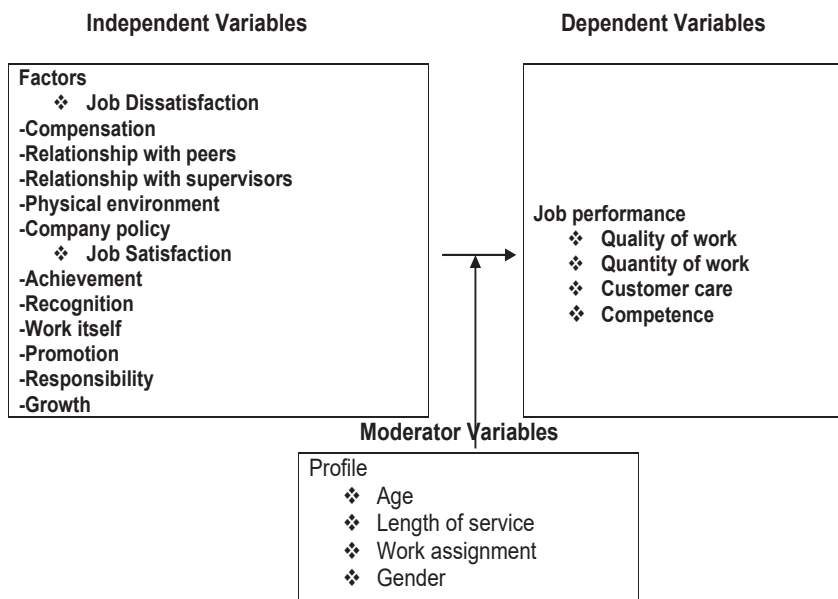


Figure 1. Conceptual Model: Factors Affecting Job Performance of Employees.

Methods

The study employed descriptive-correlation research design, which determined degree of relationship between compensation, relationship with peers, relationship with supervisors, physical environment, company policy, and job performance among employees at a hospital. It also determined degree of relationship between achievement, recognition, work itself, responsibility, promotion, growth and job performance among the employees.

The study was conducted at a PhilHealth accredited tertiary hospital with a bed capacity of 110, owned and managed by a group of doctors in partnership with a diocese. Pertinent permits for research conduct were obtained prior to actual data gathering including permission from the hospital administrators, and orientation of target research participants. Research participants were regular employees of the hospital, which included resident physicians, nursing service staff, administrative staff, midwives, laboratory personnel, pharmacy personnel, dietary personnel and the janitorial service staff. There were 184 participants selected using universal sampling (Table 1).

Table 1. Hospital employees distribution.

Respondents	Population	Research Sample	%
Resident Physicians	7	7	4
Administrative Personnel	32	32	17
Nursing Staff	50	50	27
Midwives	21	21	11
Laboratory Personnel	15	15	8
Pharmacy Personnel	10	10	5
Janitorial Personnel	30	30	16
Radiology Personnel	8	8	4
Dietary Personnel	11	11	6
<i>Total</i>	<i>184</i>	<i>184</i>	<i>100</i>

The researcher-made tool (with Cronbach's alpha score of 0.81) used to gather the data had three parts: Part I established the profile of the participants, Part II established the factors affecting job performance and Part III determined the performance. The indicators for job satisfaction were compensation, relationship with peers, relationship with supervisors, physical environment, and company policy. The job dissatisfaction indicators include achievement, recognition, work itself, promotion, responsibility, and growth. For job performance: quality and quantity of work, customer care, and competence were included. A 5-point Lickert scale was used to interpret responses (Table 2). Relationship between employees' job performance and job satisfaction was measured using Pearson's Product Moment Correlation.

Table 2. Scale and Interval of the Measures of Responses

Point Estimate	Interval Estimate	Description
1	1.00-1.50	Not Satisfied
2	1.51-2.50	Least Satisfied
3	2.51-3.50	Fairly Satisfied
4	3.51-4.50	Highly Satisfied
5	4.51-5.00	Very Highly Satisfied

Results and Discussions

Employees' Level of Job Satisfaction

The level of job satisfaction of employees measured by hygiene as dissatisfiers showed that relationship with peers had the highest mean whereas compensation is given the lowest rating (Table 3). In terms of job satisfaction as measured by motivators, responsibility had the highest mean whereas growth had the least mean (Table 4).

Table 3. Level of Job Satisfaction of Employees as measured by Hygiene as Dissatisfiers.

Variables	Mean	SD	Description
Job Satisfaction	2.94	0.63	FS ^a
Compensation	2.50	0.92	LS ^b
Relationship with peers	3.23	1.08	FS ^a
Relationship with supervisor	3.19	0.86	FS ^a
Physical environment	2.78	0.92	FS ^a
Company policy	2.98	0.83	FS ^a

^aFS-Fairly Satisfied; ^bLS-Least Satisfied

Table 4. Level of Job Satisfaction of Employees as measured by Motivators as Satisfiers.

Variables	Mean	SD	Description
Job satisfaction	2.97	0.58	FS ^a
Achievement	3.17	0.85	FS ^a
Recognition	2.79	0.95	FS ^a
Work itself	3.07	0.93	FS ^a
Responsibility	3.22	0.96	FS ^a
Growth	2.62	0.92	FS ^a

^aFS-Fairly Satisfied

Table 5 presents the level of job performance of the employees. Among the variables, customer care has the highest mean while quantity of work has the lowest rating.

Table 5. Level of Job Performance of Employees.

Variables	Mean	SD	Description
Job performance	3.60	0.53	HS ^a
Quantity of work	3.46	0.95	FS ^b
Quality of work	3.56	0.93	HS ^a
Customer care	3.79	0.95	HS ^a
Competence	3.60	0.92	HS ^a

^aHS-Highly Satisfied; ^bFS-Fairly Satisfied

Relationship between employees' job performance and job satisfaction

Results reveal in Table 6 that the *r* value between job satisfaction as measured by motivators as satisfiers and job performance is 0.523 with a *p* value of 0.000 indicating a significant relationship between job satisfaction as measured by motivators as satisfiers and job performance. The *r* value between job satisfaction as measured by hygiene as dissatisfiers and job performance is 0.640 with a *p* value of 0.000, which suggests a significant relationship between job satisfaction as measured by hygiene as dissatisfiers and job performance.

Table 6. Test on the Significance in the Relationship between Job Performance and Job Satisfaction as Measured by Motivators as Satisfiers, Job Satisfaction as Measured by Hygiene as Dissatisfiers.

Variables	<i>r</i> value	<i>p</i> value
Job Satisfaction as Measured by Moderators as Satisfiers	.523 ^a	.000
Job Satisfaction as Measured by Hygiene as Dissatisfiers	.640 ^a	.000

^asignificant at $\alpha=0.05$

Table 7 presents the differences in the job satisfaction as measured by motivators as satisfiers, and hygiene as dissatisfiers, and job performance when respondents were grouped according to profile. However, when participants were grouped into age and length of service, no significant difference in job performance satisfaction was obtained. A significant difference in job satisfaction was accounted for when participants were grouped according to their work assignment. There is no significant difference in job performance when participants are grouped according to work assignment was noted. When grouped according to gender, no significant difference in job satisfaction is obtained but a significant difference in job performance is noted.

Table 7. Test on the Significant Difference in the Job Satisfaction as measured by Motivators as Satisfiers, Job Satisfaction as measured by Hygiene as Dissatisfiers and Job Performance when participants are grouped according to profile.

When participants are grouped according to profile					
Variables	Profile	Groups	N	Mean	p value
Job Satisfaction as Measured by Motivator	Age	19-29	64	2.91	0.299
		30-40	37	3.09	
		41-50	15	2.84	
		Total	116	2.96	
Job Satisfaction as Measured by Hygiene	Age	19-29	62	2.98	0.396
		30-40	37	3.13	
		41-50	15	2.97	
		Total	114	3.03	
Job Performance	Age	19-29	62	3.72	0.200
		30-40	37	3.81	
		41-50	15	3.48	
		Total	114	3.72	
Job Satisfaction as Measured by Motivators	Length of Service	1-5	90	2.89	0.129
		6-10	19	3.18	
		11-above	8	3.14	
		Total	117	2.96	
Job Satisfaction as Measured by Hygiene	Length of Service	1-5	88	2.98	0.386
		6-10	19	3.15	
		11-above	8	3.18	
		Total	115	3.02	
Job Performance	Length of Service	1-5	88	3.7	0.742
		6-10	19	3.15	
		11-above	8	3.18	
		Total	115	3.02	
Job Satisfaction as Measured by					

Motivators	Work Assignment	Doctors	2	3.16	0.025 ^a
		Admin	23	3.13	
		Nurses	29	2.80	
		Midwives	15	3.09	
		MedTech	5	3.63	
		Pharmacy	5	2.72	
		PharmAide	3	2.79	
		RadTech	4	3.63	
		FoodServer	4	2.58	
		Janitor	23	2.80	
		Total	113	2.97	
Job Satisfaction as Measured by Hygiene	Work Assignment	Doctors	2	3.54	.028 ^a
		Admin	23	3.53	
		Nurses	28	3.01	
		Midwives	15	3.07	
		MedTech	4	3.77	
		Pharmacy	5	2.63	
		PharmAide	3	3.72	
		RadTech	4	3.41	
		FoodServer	4	2.79	
		Janitor	23	2.79	
		Total	111	3.03	
Job Performance	Work Assignment	Doctors	2	3.08	.122
		Admin	23	3.86	
		Nurses	28	3.71	
		Midwives	15	3.89	
		MedTech	4	4.22	
		Pharmacy	5	3.69	
		PharmAide	3	3.52	
		RadTech	4	4.06	
		FoodServer	4	3.44	
		Janitor	23	3.41	
		Total	111	3.72	
Job Satisfaction as Measured by Motivators	Gender	Male	39	2.90	.316
		Female	77	3.02	
Job Satisfaction as Measured by Hygiene	Gender	Male	38	2.99	.550
		Female	76	3.06	
Job Performance	Gender	Male	38	3.58	.042 ^a
		Female	76	3.81	

^asignificant at $\alpha=0.05$

The hospital personnel were relatively young with more than half of the employees, (55%) belonging to the 19 – 29 age group. This was advantageous to the hospital considering that this was the most productive age group. A small fraction (1%) belonged to the golden age group, and the rest to the 30 – 50 years old age group. Most of them (77%) had been in their position for less than 10 years, while a small number (6%) had been with the hospital since its birth. There was a significant relationship between job satisfaction as measured by hygiene as dissatisfiers and job performance. This was further articulated by the participants in rating the different variables under job satisfaction as measured by hygiene as dissatisfiers as fairly satisfactory except for compensation, of which they were least satisfied.

The majority of the workforce (27%) came from the nursing service. The administration department composed of 17 percent of the employees; janitorial service was 16 percent while the doctors comprised 3.8 percent. Majority of the employees were female (69%). The registered nurses who worked in private psychiatric hospitals were fairly satisfied with their jobs. However, relative to most employees, from housekeepers to psychiatrists, registered nurses reported the lowest levels of job satisfaction.

The participants were fairly satisfied with the company policy. They felt that company policy is seemingly too strict and that the management was always looking out for or trying to find fault with how they were doing in their jobs. A feeling of resentment seemed to exist as even the slightest mistake was dealt with an IR or incident report. Employee satisfaction occurs when companies treat their employees well in a way that exceeds their expectations (Williams, 2008). Workplace support was the most important factor affecting job satisfaction.

The relationship with supervisors was another major factor affecting job satisfaction. The participants articulated that since the supervisors are the frontliners in implementing company policy, they thought that supervisors are part of the company policy. They also thought that the supervisors were not fair in implementing policies. Nnadi, (1997) reported that supervisors can also be a factor in job satisfaction. Employees may be more satisfied when supervisors are fair to everyone. Poor relationship with their supervisor is often the reason employees quit their job. If an employee has a good relationship with their supervisor, loyalty to a supervisor may help combat any lack of commitment to the institution itself. Knowing this, institutions must provide an environment where effective managers can develop and flourish (Knight, 2004).

Ranking third as dissatisfier was the physical environment. Participants commented that there were no adequate accommodations for those who were on duty, especially during the graveyard shift. It was also relayed that the medical technologists were the only ones afforded adequate and suitable quarters. Office space was also not adequate, according to some respondents.

Participants seemed to be least satisfied with compensation. The employees felt that compared to compensations offered by neighboring hospitals, they were not paid fairly nor given a fair raise. This was a feedback given by an employee during the exit interview conducted by the Human Resources Department in 2007. They were also not clarified about how the company's pay structure works. The degree of influence money exerts on employees varied from one individual to another. A salesperson's perception of fairness in the company's compensation program affected job satisfaction of salespeople (Turner & Brown, 2004). Individuals who believed they were not well compensated would be unhappy working for anyone (Nnadi, 1997). One of the challenges posed by compensation was that employees often did not understand how the pay structure works within their organizations.

Among the fairly satisfied aspects of job dissatisfaction, it was with the relationship with peers that the participants gave the highest score. There was also no significant difference in job satisfaction as measured by hygiene as dissatisfiers when participants were grouped according to age, length of service and gender. However, when respondents were grouped according to work assignment, there was a significant difference in job satisfaction as measured by hygiene as dissatisfiers. The relationship between job performance and job satisfaction as measured by motivators as satisfiers was significant. As to the level of satisfaction, the participants were fairly satisfied with achievement, recognition, work itself, responsibility and growth. Achievement, of which the participants were only fairly satisfied, ranked the highest among the satisfiers. The participants felt that they have not achieved something during their stay at the hospital. Their achievements have not been appreciated by the organization and no opportunities for personal growth were given to them. Majority expressed the lack of training opportunities and lack of room for advancement and self-actualization. Individuals at all levels of the organization wanted to be recognized for their achievements on the job. Their successes

need not be monumental before they are given recognition, but praises should be sincere. It is a useful gesture to notice employees doing something well and acknowledging their good work immediately. There was no significant difference when participants were grouped according to age, length of service and gender. However, there was a significant difference when participants were grouped according to work assignment. In terms of job satisfaction measured by hygiene as dissatisfiers, the medical technologists were the most satisfied, followed by the pharmacy aides, doctors, administrative personnel, radiology technicians, midwives, nurses, food servers and janitors, and pharmacists.

The perception of the participants on their level of job performance was interpreted as highly satisfied in all four aspects, namely: quality of care, quantity of care, customer care and competence. There was no significant difference in job performance when participants were grouped according to age, length of service and work assignment. However, there was a significant difference in job performance when participants were grouped according to gender. Females seemed to perform better than males. Competency was a key factor in human resources management in terms of building a capable organization. The goal of management is to create an effective job performance. To be able to achieve this, it has to fulfill three factors; individual competency, job's demand, and organizational environment.

Conclusions and Recommendations

The results showed job satisfaction as measured by motivators as satisfiers and hygiene as dissatisfiers affected job performance of employees in the hospital. There was a significant relationship between job satisfaction as measured by motivators as satisfiers and job performance and there was also a significant relationship between job satisfaction as measured by hygiene as dissatisfiers and job performance. Job satisfaction as measured by motivators as satisfiers and job satisfaction as measured by hygiene as dissatisfiers were also affected when participants were grouped according to work assignment. Job performance was also affected when participants were grouped according to gender. Findings of the study suggested that the hospital management should address the issues that caused job satisfaction and dissatisfaction to improve job performance. The validity and effectiveness of the current staff/employee's compensation package must be reviewed to determine needed changes and to ensure fair compensation to employees. The administration may consider creating a committee to review the staff compensation system and make recommendations for modifications and changes. Activities that could build collaborative relationships among the staff, employees and stockholders such as team building seminars and the like may also be contemplated by the administration while keeping communication lines between supervisors and employees open. One way of addressing this is to increase opportunities for interaction among employees during staff meetings and other activities. Quarters should be provided for the staff within the hospital premises. Management must inculcate into the minds of the employees the importance of proper policy implementation; as well as seek employees' perception of current policies through discussions, meetings and interviews. Management should install a reward system for employees as a motivator for better job performance. The organization must create new ways to keep employees satisfied at all levels. Surveys should be conducted to determine what was causing employees dissatisfaction and steps that were taken when the root cause was discovered. The administrators should place employees in positions that would utilize and maximize their talents and set clear, achievable goals and standards for each job. The administrators have to ensure that employees know the goals and ideals of the organization. Individuals should also receive regular, timely feedback on their performance and challenge them without being too complicated as it might paralyze their professional growth. Employees are more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks to feel they "own" the

result. As individuals mature in their jobs, the corporation must provide opportunities for added responsibilities. Finally, it is recommended that a job performance tool be designed and used as an evaluation tool to replace the existing performance evaluation tool of the hospital.

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