

## **JOB SATISFACTION AND INTENTION TO STAY AMONG HEALTH WORKERS IN SELECTED GOVERNMENT HOSPITAL IN OCCIDENTAL MINDORO**

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### **ABSTRACT**

This study was conducted to determine the relationship between the job satisfaction and intention to stay among health workers in selected public hospital in Occidental Mindoro. A total of 227 health workers participated in the study. The data gathered were analyzed using descriptive statistics such as mean and Spearman rho rank correlation coefficient. The demographic profile of the respondents exhibited majority of the women, aged between 30-39, with college degree, married, earning between P22, 001-P43,000, had been working for less than 5 years, working 12-13 hours and have 6 hours of sleep. The findings showed that the overall level of job satisfaction among health workers are "satisfied" and among its components in MSQ. The results indicated a very low intention to leave and moderately intention to stay. There is a negative correlation between the level of job satisfaction and intention to stay among the health workers in selected public hospital in Occidental Mindoro.

Keywords: *job satisfaction, intention-to-stay, health workers, government hospitals*

## INTRODUCTION

The shortage of health workers has been a major problem worldwide today because of its potential effects on healthcare. The attempt to fill the require positions leads to increase competition in the recruitment and retention of health workers globally. Considering this increase global competition, it is important to determine and understand the factors that influence recruitment and retention of the healthcare workforce. It is especially crucial for a source country like the Philippines (Legaspi, 2019). Health workers play an important role in protecting others, alleviating suffering, and saving lives. Unless medical staffs are safe, no country, hospital, or clinic can guarantee the safety of patients. Infections among health workers can lead to layoffs when they are most needed. This health crisis highlights the extent to which protecting health workers is the key to ensuring the normal functioning of health care systems and society (Pappa et al., 2020). These are well known stressors of work context that can be identify as psychosocial factors of work. Therefore, studies have been report the presence of psychiatric symptoms in a population without mental illnesses, such as depression, anxiety, post-traumatic stress and aggravation in those suffering from mental illness. It is evident that poor working environment has serious psychosocial effects on health workers as they are directly link to the working conditions (Carbajal, 2020).

Base on the 2015 census of population, there are nearly half a million or to be exact 488,800 health professionals in the Philippines. It is estimated that less than one percent of all employed Filipinos living in the Philippines are working as health professionals. Among all health professionals in the country, the majority are nurses (59%), about 1 in 9 is medical doctors (12%), and 1 in 10, a midwife (11%). In addition, Philippine hospitals are understaffed. According to a national survey released in 2018, three out of four local administrative units lack health care workers. The average ratio of health workers to the population in the Philippines is 1 in 5,000. However, in geographically isolated areas it is between 1 and 20,000 (University of the Philippines Population Institute and Demographic Research and Development Foundation, Inc., 2020).

Job satisfaction is a recognized factor that influences the decision of health workers to stay in their current workplace (Al Hamdan et al., 2017). Structural factors contributing to burnout among Filipino nurses, such as low salaries, delayed benefits, understaffing, overwork, and job insecurity (Alibudbud, 2023). However, is this generalization applicable to Filipino nurses who were reportedly satisfied with their job but still sought opportunities elsewhere and especially abroad? It has also been suggested to look into and compare the job satisfaction and turnover intention of public and private hospitals (Legaspi, 2019). Health workers in the Philippines are struggling to care for patients or quit this line of a profession that results in understaff (Alibudbud, 2022).

Up to the knowledge of the researcher, there is no recorded study done in in selected public hospital in Occidental Mindoro about the level of job satisfaction and intention to stay of health professionals. Therefore, conducting this study will be able to give evidence on the pooled prevalence as well as major factors of job satisfaction among health professionals. The aim of this systematic review shall determine the pooled prevalence of job satisfaction of health professionals in public facilities. Furthermore, the findings of this study will be used as

input to policymakers in the job satisfaction of health professionals in in selected public hospital in Occidental Mindoro.

## **MATERIALS AND METHODS**

### Research Design

A cross-sectional survey design was employed in this investigation. The researchers collected the data needed for the study at one point in time to give a snapshot picture (Connelly, 2016) of the job satisfaction and intention to stay of health workers.

### Study Site

This study was conducted in selected public hospitals in Occidental Mindoro such as San Jose District Hospital, Occidental Mindoro Provincial Hospital, and San Sebastian District Hospital. According to the list of regulated health facilities in the region of MIMAROPA as provided by the DOH Center for Health Development, there are only three (3) government-owned, all classified as level 1 hospitals in Occidental Mindoro. Only one (1) of which is located in Sablayan, namely the San Sebastian District Hospital. The other two are situated in Mamburao and San Jose which are the Occidental Mindoro Provincial Hospital and the San Jose District Hospital, respectively. Currently, the only access of the residents to basic healthcare services are those provided by their sole district hospital - a level 1 hospital - capable only of accommodating patients who need minor assistance and supervision and not those requiring critical care for there are no intensive care units (ICU) under this type aside from clinical laboratories, ambulance, and blood service facilities. Residents whose medical concerns require critical care and serious attention are left with no other choice but to travel from far- flung areas to hospitals located in the developed towns which are approximately 70 to 80 kilometers or four to five hours away from their place of origin.

### Respondents of the Study

The respondents of this study were the 227 health workers of identified government hospital in Occidental Mindoro. The researchers used Raosoft formula in determining the number of sample through conveniently available pool of respondents. It is the most commonly used sampling technique as it is incredibly prompt, uncomplicated, and economical. In this case, all health workers that are readily available are part of the sample.

### Research Instrument

The demographic questionnaire was used to generate the information needed to the study. The researchers used the demographic profile and Minnesota Satisfaction Questionnaire – Short Form (Weiss et al., 1967). The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure an employee's satisfaction with his or her job. The MSQ provides more specific information on the aspects of a job that an individual find rewarding than do more general measures of job satisfaction. The MSQ is also useful in exploring client vocational needs, in counseling follow-up studies, and in generating information about the reinforces in jobs. The MSQ can be administered to groups or to individuals, and is appropriate for use with individuals who can read at the fifth grade level or higher. All three forms are gender neutral. Instructions for the administration of the MSQ are given in the booklet. This form consists of 20 items from the long-form MSQ that best represent each of the 20 scales. Factor analysis of the 20 items resulted in two factors--Intrinsic

and extrinsic satisfaction. Scores on these two factors plus a general satisfaction score may be obtained. The short-form MSQ uses the same response categories used in the 1977 long form. Normative data for the three scales for six selected occupations are in the manual. The MSQ employs a five-point Likert scale with responses ranging from (1) "very dissatisfied," (2) "dissatisfied," (3) "neutral," (4) "satisfied," to (5) "very satisfied." MSQ-SF has its internal consistency of  $\alpha=0.77$ .

### Data Collection

Data for this study were collected from May to October 2023. Permission was first obtained from the Human Resource Office of a selected public hospital in Occidental Mindoro to access employee records and numbers. Once approved, the researchers proceeded with recruitment and personally distributed self-administered questionnaires. Informed consent was obtained, and participants were reminded they could contact the researcher for any questions regarding the study. Respondents were allowed to take the questionnaires home and were asked to return them within seven days. Extensions were granted upon request. Contact details were provided for retrieval coordination, and a maximum of one month was allotted for data collection at each institution.

### Ethical Consideration

Participants were informed of the study's purpose and their right to refuse participation, with assurances of confidentiality through the use of unique codes. No harm or mistreatment occurred during the study. Informed consent was obtained, allowing the distribution of online questionnaires based on respondents' availability, and participation was voluntary with the option to withdraw at any time.

### Data Analysis

Data collected were entered in Microsoft Excel and were analyzed with SPSS for descriptive and inferential statistics. Descriptive statistics used included percentages and frequencies for demographic profile. Weighted mean was computed for job satisfaction and intention to leave/stay of the respondents. Spearman rho rank correlation coefficient was utilized to test the relationships between the samples' job satisfaction to and intention to leave/stay of the respondents. Fisher's t test was utilized to determine the significance of correlations. A p value of equal to or less than .05 was considered statistically significant.

## RESULTS

### Profile of the Health Workers in a Public Hospital in Occidental Mindoro

Out of 227, the health workers responded in the study mostly aged 30-39 (40.5%), the workforce is largely female (73.6%) and diverse in education, with many college graduates (54.2%). Most are married (61.2%) and earn between P22,001 - P43,000 (53.7%), suggesting a middle-income range. Many have 5 years or less experience (45.8%), indicating a relatively young or high turnover workforce. Most work in regular wards (47.1%), focusing on general patient care. They typically work long hours (67.4% for 12-13 hours), possibly indicating a demanding environment. Concerningly, a significant portion sleep  $\leq 6$  hours daily (51.9%), potentially affecting well-being (Table 1).

Table 1. Profile of the respondents (n = 227).

PROFILE	FREQUENCY	PERCENTAGE
<b>Age</b>		
21 – 29 years old	46	20.3
30 – 39 years old	92	40.5
40 – 49 years old	49	21.6
50 – 59 years old	26	11.5
60 – 69 years old	14	6.2
<b>Sex</b>		
Male	60	26.4
Female	167	73.6
<b>Highest Educational Attainment</b>		
Graduate school	4	1.8
Professional degree holder	36	15.8
College graduate	123	54.2
Vocational graduate	63	27.8
High school graduate	1	0.4
<b>Marital Status</b>		
Married	139	61.2
Single	85	37.4
Widowed	3	1.3
<b>Average Monthly Salary</b>		
P10,000 and below	52	22.9
P10,001 - P22,000	36	15.9
P22,001 - P43,000	122	53.7
P43,001 - P76,000	17	7.5
<b>Length of Service</b>		
5 years or less	104	45.8
6 - 9 years	64	28.2
10 - 14 years	27	11.5
15 - 19 years	6	2.6
20 - 24 years	2	0.9
25 - 29 years	11	4.8
30 years and above	14	6.2
<b>Area of Assignment</b>		
Emergency room	46	20.3
Operating room	35	15.4
Outpatient department	39	17.2
Regular ward	107	47.1
<b>Average Work Duration</b>		
8 – 9 hours	42	18.6
10 – 11 hours	0	0
12 – 13 hours	153	67.4
> 13 hours	32	14

Daily Sleep Duration		
≤4 hours	19	8.4
5 hours	18	7.9
6 hours	99	43.6
7 hours	58	25.6
≥ 8 hours	33	14.5

### Level of Job Satisfaction of the Health Workers in Selected Government Hospitals in Occidental Mindoro

The results shows that the respondents are satisfied (mean = 3.55 ± 0.804) in their workplace. Further, in each component MSQ, it shows that the respondents are intrinsically (mean = 3.56 ± 0.832), extrinsically (mean = 3.54 ± 0.839), and generally (mean = 3.53± 0.961) satisfied with their workplace (Table 2).

Table 2. Level of job satisfaction of the health workers in selected government hospitals in Occidental Mindoro.

JOB SATISFACTION	MEAN	SD
<b>Intrinsic Factors</b>		
1. Being able to keep busy all the time.	3.56	0.96
2. Chance to work alone on the job.	3.63	0.98
3. Having he chance to do different things from time to time.	3.46	1.20
4. Chance to be "somebody" in the community.	3.44	1.22
5. Being able to do things that don't go against my conscience.	3.46	1.05
6. The way my job provides for steady employment.	3.50	1.20
7. Chance to do things for other people.	3.87	1.08
8. Chance to tell people what to do.	3.52	1.22
9. Chance to do something that makes use of my abilities.	3.61	1.21
10. Freedom to use my own judgment.	3.51	1.09
11. Chance to try my own methods of doing the job.	3.53	1.09
12. The feeling of accomplishment I get from the job.	3.63	1.17
Weighted mean	3.56	0.83
<b>Extrinsic Factors</b>		
1. The way my boss handles his/her workers.	3.61	1.03
2. Competence of my supervisor in making decisions.	3.70	1.01
3. The way company policies are put into practice.	3.59	0.99
4. My pay and the amount of work I do.	3.56	1.14
5. Chances for advancement on this job.	3.41	1.11
6. The praise I get for doing a good job.	3.36	1.11
Weighted mean	3.54	0.84
<b>General Satisfaction</b>		
1. The working conditions	3.56	1.06
2. The way my co-workers get along with each other	3.51	1.12
Weighted mean	3.53	0.961
<b>OVERALL SATISFACTION</b>	3.54	0.804

Legend: very satisfied: 4.2-5.00; satisfied: 3.4-4.19; neutral: 2.6-3.39; dissatisfied: 1.8-2.59; very dissatisfied: 1.0-1.79.

### Degree of Intention to Stay in their Job of the Health Workers in Selected Government Hospitals in Occidental Mindoro

The result shows that the respondents have a very low intention to leave (mean = 1.75 ± 0.804) and a moderate intention to stay (mean = 3.07 ± 0.694). However, the respondents are uncertain (mean = 2.00 ± 1.16) to stay in their workplace when there is any circumstance or chance to happen (Table 3).

Table 3. Degree of intention to stay in their job of the health workers in selected government hospitals in Occidental Mindoro.

INTENTION TO LEAVE/STAY	MEAN	SD
Intention to Leave		
1. I would like to leave my present employer	1.72	0.912
2. I plan to leave my present employer as soon as possible	1.78	0.925
Overall Intention to Leave	1.75	0.859
Intention to Stay		
1. I plan to stay with my employer as long as possible	4.14	1.15
2. Under no circumstances will I voluntarily leave my present employer	2.00	1.16
Overall Intention to Stay	3.07	0.694

Legend: highly intended: 4.2-5.00; moderately intended: 3.4-4.19; uncertain: 2.6-3.39; low intended: 1.8-2.59; very low intended: 1.0-1.79.

### Relationship Between the Level of Job Satisfaction of Health and the Degree of Intention to Stay in Selected Government Hospitals in Occidental Mindoro

Result shows that there is a weak negative correlation between job satisfaction and intention to leave ( $r = -0.25, p > 0.01$ ) of the respondents in their current workplace. It means that if the respondents are satisfied with their workplace, they do not have the intent to leave their workplace. On the other hand, job satisfaction is not correlated to their intention to stay (Table 4).

Table 4. Correlation between job satisfaction and intention to stay.

Job Satisfaction	Intention to Leave		Intention to Stay	
	r	p value	r	p value
Intrinsic Factor	-0.22	0.001	0.00	0.998
Extrinsic Factor	-0.27	>0.001	0.14	0.828
General	-0.20	0.002	0.009	0.891
Overall Satisfaction	-0.25	>0.001	0.008	0.904

## DISCUSSION

The study examined various demographics of healthcare workers, revealing a predominant age group of 30-39, a majority of females, and a diverse educational background, with many being college graduates. Most were married and earned middle-income salaries. A significant proportion had relatively short work experience, possibly indicating a young

workforce or high turnover. They mainly worked in regular wards, often enduring long shifts, with a concerning portion reporting insufficient sleep. Smith et al. (2023) conducted a survey among healthcare workers to gauge their job satisfaction levels and the contributing factors. The findings revealed a satisfaction among healthcare workers with both intrinsic and extrinsic factors, echoing the conclusions drawn by Geleto et al. (2015), who studied health workers in selected government hospitals in the Harari region of eastern Ethiopia and found a general satisfaction with their jobs. The overall high job satisfaction among healthcare providers, including nurses and physicians, was notably linked to factors such as salary, working environment, and workload.

Overall, they expressed satisfaction with their workplace, both intrinsically and extrinsically. While they showed low intent to leave, there was uncertainty about staying if circumstances changed. Interestingly, job satisfaction was weakly negatively correlated with the intention to leave, suggesting that higher satisfaction reduces the desire to leave, though it doesn't influence the intention to stay.

These results align with Olaniyan et al.'s (2019) study, which indicated that health workers were disinclined to leave their current employers, and with Kim and Cho's (2016) findings, suggesting a tendency among healthcare staff to remain with their present employers rather than seeking better opportunities elsewhere. Interestingly, our study also revealed a degree of ambivalence among health workers regarding staying in their current workplace when presented with alternative opportunities. This sentiment is mirrored in the research of Sapar and Oducado (2021) in mixed government and public hospitals, where a significant proportion of healthcare workers, particularly nurses, expressed uncertainty about their commitment to their current workplace. Similarly, Filipino nurses in a study conducted in the province of Samar (Labrague et al., 2017) demonstrated indecision about staying or leaving their organizations.

However, while Kim et al. (2021) found that healthcare providers in Zambia were generally satisfied with their jobs, they exhibited a lower intention to stay despite a comparatively better health system than Uganda. This contrasts with the findings of Babalola and Awasum (2021) in selected hospitals in Kenya, where healthcare workers expressed an intention to continue working in their current positions due to job satisfaction. These varying perspectives underscore the complex interplay of factors influencing healthcare workers' job satisfaction and retention across different contexts.

This research has several limitations. Firstly, it was conducted exclusively among nurses and midwives in three mid-level hospitals in the Philippines. Therefore, caution should be exercised when applying the findings broadly. Furthermore, our study's cross-sectional design prevents us from establishing causal relationships between variables or tracking changes over time, potentially leading to biased results. The ongoing pandemic may also influence nurses' job satisfaction and turnover intentions differently. Additionally, relying on self-administered questionnaires introduces the possibility of self-reporting bias and social desirability. Despite these limitations, our research has contributed to a deeper understanding of nurses' job satisfaction and commitment to remaining in local healthcare settings.

## CONCLUSION

The study found that healthcare workers expressed overall satisfaction with their workplace, including intrinsic and extrinsic factors. Despite this satisfaction, there was a degree of uncertainty about staying if circumstances changed, indicating a need for further exploration into factors influencing retention. Interestingly, while job satisfaction was weakly negatively correlated with the intention to leave, it did not significantly impact the intention to stay. Given the positive overall satisfaction and specific components of workplace satisfaction, continue efforts to enhance workplace conditions. Regularly assess and address intrinsic and extrinsic factors to sustain a positive work environment.

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