

Job Satisfaction and Retention of Medical Technology Graduates of Liceo de Cagayan University

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ABSTRACT

This research paper is based on theoretical considerations, a model was proposed linking the employee job satisfaction and retention constructs. The purpose of this research is to elaborate the key factors which improved for the satisfaction of the employees i.e. workplace environment, pay, recognition, promotion, supervision and influence of co-workers. These factors help to make the policies effective and through this effectiveness, efficiency takes place in the management process. Results suggest that employees are satisfied by a good Compensation, Job Content, opportunity for promotion, good working relationships with colleagues and supervisor. According to the results there is positive relationship between job satisfaction and employee retention. Through this survey we find a strong positive relationship between team work and all other factors.

Keywords: Employees Job Satisfaction, Retention, Graduates employment

INTRODUCTION

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. (according to Parvin, 2011). Also when employees are satisfied they stay. Research has demonstrated the importance of job satisfaction to an organization in terms of its positive relationship with individual performance, productivity, employee relations, physical and mental health and life satisfaction (A. Kebriaei & M.S. Moteghedhi, 2016).

The application of job satisfaction in the workplace is a difficult concept to grasp due to its individualistic and situational nature. What one employee desires from work, another may not. For instance, one employee may put salary in high regard, while another may find autonomy the most important. Unfortunately, one aspect alone will most likely not effect an employee's job satisfaction (Shankar Achintya Lahiri, 2016).

The employer is responsible for retaining the best employees for this will define the performance of the organization. Since high turnover among employees has bad consequences for the organizations (Huang et al., 2006). As an explanation for that the employees who leave the organization take their good knowledge with them, so the company needs to invest time, money, and other resources in the newly hired employees in order to train them to be able to perform their duties and responsibilities.

According to Maren Hogan (2015), Retention in the workplace is in a predicament — the revolving door is circulating faster, and the organizations struggling with this are on the lookout for a solution. Employee Retention refers to the techniques employed by the management to help the employees stay with the organization for a longer period of time. Employee retention strategies go a long way in motivating the employees so that they stick to the organization for the maximum time and contribute effectively. Sincere efforts must be taken to ensure growth and learning for the employees in their current assignments and for them to enjoy their work.

Hospitals and college administrators have become interested in and concerned by the increase in baby boomers retiring from the clinical laboratory science (CLS) profession (Kaplan & Burgess, 2011). Colleges and hospitals will have to

address the drastic shortage of CLS professionals in a timely manner to ensure patients' scope of care is not affected. According to Malone (2011), the increase in retirement of baby boomers makes it evident that a shortage exists. Laboratory directors are struggling to fill CLS positions, and current efforts to overcome the shortage are underway.

Employee retention has become a major concern for corporate in the current scenario. Individuals once being trained have a tendency to move to other organizations for better prospects. Lucrative salary, comfortable timings, better ambience, growth prospects are some of the factors which prompt an employee to look for a change. Whenever a talented employee expresses his willingness to move on, it is the responsibility of the management and the human resource team to intervene immediately and find out the exact reasons leading to the decision (Hogan, 2015).

As observed by the researcher, one of the major problems in the health care system in the Philippines is the retention of Medical Laboratory professionals in different institution and this is not peculiar in this country. Every year, different schools offering Medical Technology/ Laboratory Science are producing graduates that can supposedly suffice the needs of our health care system. This paper analyses job satisfaction and retention of current employed Medical Laboratory professionals who graduated from Liceo de Cagayan University College of Medical Laboratory Science, as an outcome variables which the College wanted to seek of their graduates are satisfied by their job they are having right now which intend them to stay, and to examine the extent to which factors affecting Medical Laboratory professionals' retention in their respective workplace.

FRAMEWORK

The study is based on the following concepts and principles: There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/ requirements). The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment (Parvin, 2011).

According to Robbins and Judge (2008), Job satisfaction is a multi-layered behavior that depicts a professional's reactions and feelings towards his/her job. This is epitomized in medical care provision where a health care worker's satisfaction influence their performance and satisfaction and resultantly, compliance among their patients (Haas & Cook, 2000). This is obvious that job satisfaction can be measured by conducive working environment, institutional factors and the social side of the workers in which they can perform in better way (Kekana & du Rand, 2007).

Factors found to contribute to the shortage of laboratory personnel include the rising number of older individuals in the population, cuts in CLS programs, and lack of appeal or awareness of CLS programs among students (Crowley, 2012). The increase in the number of older individual's means not only that large numbers of baby boomers currently occupying these positions are retiring, but also that as the older adult population grows, a group with greater health-related complications will increase and the number of allied health professionals and clinicians needed to provide health care services will rise.

Further, in describing successful career exploration strategies, workers who expressed high levels of job satisfaction cited exposure to role models, career awareness, and communication of the profession, vicarious learning, and previous work experience as helpful factors (Tudge & Winterhoff, 2010).

Employee job satisfaction is the fulfillment, gratification, and enjoyment that come from work. It is not just the money or the fringe benefits, but the feelings employees receive from the work itself. The most used research definition of job satisfaction is by Locke who defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Implicit in Locke's definition is the importance of both effect, or feeling, and cognition, or thinking. When we think, we have feelings about what we think. In another way, it is defined simply as how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Job Satisfaction, 2010).

The ability to produce, the quality of the work, the opportunity to learn and express creativity, the sense of pride in their profession, the recognition for a job well done, the ability to work well in a team, the social satisfaction derived from relationships at work, the opportunity to experienced personal growth and the rewards from a physically supportive work environment, and autonomy are all factors that impact job satisfaction (Shader, Broome, Broom, West, & Nash, 2001).

Work satisfaction is comprised of intrinsic and extrinsic factors. Intrinsic factors are those internally derived and include personal achievement, sense of accomplishment, and prestige. Extrinsic factors are those derived from factors in the practice environment and include pay and benefits, working conditions, and resources (Job Satisfaction, 2010).

To study job satisfaction many theorists have been identified. Edwin A. Locke's range of affect theory 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/are not 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. (Locke, 1976).

Another well-known job satisfaction theory is the dispositional theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

Frederick Herzberg's two-factor theory (a.k.a. motivator hygiene theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors—motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example, achievement in work, recognition, and promotion opportunities.

Hackman and Oldham proposed the job characteristics model, which is widely used as a framework to study how particular job characteristics impact job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced

meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. The most common way of measurement of job satisfaction is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities in the work itself, and coworkers (2010).

Nature of works as Medical Technology graduates

A graduate of Medical Laboratory Science are employed in the following jobs: Medical Technologist - Refers to a holder of a Bachelor of Science Degree in Medical Technology (Medical Laboratory Science) or Public Health who is duly registered with the Professional Regulation Commission and is qualified to practice Medical Technology.

A Medical Laboratory Technician - Refers to a person certified and registered with the Board as qualified to assist a medical technologist in the practice of Medical Technology as defined under Republic Act No. 5527. The Board shall discontinue the registration of medical laboratory technicians under Republic Act No. 5527 upon the effectivity of this Act. Provided, that Medical laboratory technicians registered under Republic Act No. 5527 shall maintain their status as registered medical laboratory technicians. Provided, further, that a registered medical technologist occupying the position of a medical laboratory technician shall be rendered an appropriate position and be reclassified as a medical technologist.

Phlebotomist - Refers to a holder of a Bachelor of Science Degree in Medical Technology (Medical Laboratory Science) and who has passed an examination for Phlebotomy given by the Board of Medical Technology of the Professional Regulation Commission. Provided, that a registered medical technologist automatically qualifies as a Phlebotomist. A phlebotomist is qualified to perform, blood specimen collection and to follow proper procedures of identification, preservation and transport of specimen.

OBJECTIVES OF THE STUDY

The study seek to answer the following objectives: (1) determine the profile of the graduates in terms of gender, nature of job, place of work, salary, and length of service; (2) what are the factors affecting the Licean Medical Technology graduates in terms of job satisfaction; (3) What factors which improves the retention level of Licean Medical Technology graduates.

METHODS

The current research is descriptive in its nature. Descriptive research can be explained as describing something, some phenomenon or any particular situation. Descriptive researches are those researches that describe the existing situations instead of interpreting and making judgments (Creswell, 1994). This was conducted at the different institutions and agencies where the medical laboratory science graduates are employed. The researcher has used both the primary and the secondary data for the purpose of this study. Secondary data were collected from available books, publications, research studies, articles and websites. Questionnaires are mailed and hand carried to the target respondent who is working outside the City where the researcher originated for collecting information regarding job satisfaction and retention. After collecting all necessary data, data have been analyzed and tabulated descriptively. And, this tabulated information used to identify the factors perceived job satisfaction and retention level of the employees.

The researcher assured the respondents that strict confidentiality would be observed and their identities would not be divulged.

RESULTS AND DISCUSSION

A total of 66 Medical Technologists, all graduates from Liceo de Cagayan University were the respondents of this study. The frequency distribution of the Medical Technologists according to demographics and work-related variables is shown in Table 1.

Table 1

Profile and frequency distribution of respondents (n=66)

		Frequency	Percent
Gender	Male	17	25.8
	Female	49	74.2
Length of Service	0-12	66	100.0
	13-22	0	0.0
	23-24	0	0.0
	25-26	0	0.0
	More than 36	0	0.0
Salary	5,000-10,000	17	25.8
	10,001-15,000	29	43.9
	20,000-25,000	14	21.2
	25,001-30,000	4	6.1
	35,001-40,000	1	1.5
	others	1	1.5
Place of Work	Private	49	74.2
	Government	16	24.2
	NGO	1	1.5
Employment Status	Full Time Regular	51	77.3
	Full Time Probationary	9	13.6
	Part Time	1	1.5
	Others	5	7.6
Nature of Job	Business	6	9.1
	Government Service	10	15.2
	Teaching	1	1.5
	Primary Hospital	7	10.6
	Secondary Hospital	4	6.1
	Tertiary Hospital	28	42.4
	Others	10	15.2

As shown in Table 1, the frequency distributions of respondents 52.8% were male while 74.2% were female. In general, there are more females than males who participate in the study as a Licean MedTech graduates from 2011. Overall, one hundred percent (100%) of all respondents reported they were member of the organization with the average of 1-12 years. In terms of Salary, the results show that 43.9% of the dominant respondents received ranging from 10,000-15,000 and 1.5% of the respondent earned as high as 35,000 to 40,000 Php

(PESO) Philippine money.

The highest reported percentages of respondents working on private organization/hospital (74.2%), followed closely by respondents in the government (24.2%) and Non-Governmental Organization (NGO) (1.5%), most of the respondents were Full time regular (77.3%) and full time probationary (13.6%), few reports the lowest percentages of part time status.

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to relate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Questioners ask yes or no questions. As show in table 2 the descriptive statistics job satisfaction factors that influence Licean medical technology graduates.

In terms of level on work conditions of Licean MedTech graduates, the study found that 61 respondent's perceived atmosphere to be "Routine" and "Good", About 58-60 respondents perceived the work conditions to be "Respected", "Useful" and "Challenging" respectively (Table 2), Looking at the mean responses of the participant, we can see that work conditions influence job satisfaction.

In terms of level on pay back of Licean MedTech graduates, the study found that 46 respondents perceived pay to be "Income adequate for normal expenses", 34 of the respondents perceived the pay and promotion to be "Satisfactory profit sharing" and 28 respondents perceived pay and promotion to be "Barely live on income". So with the 46 respondents perceived that promotion give them a chance to be "Good opportunity for advancement", 35 respondents affirmed that on "Promotion on Ability", and 28 respondents evaluated that it is a "Good chance for promotion". As the results of the study revealed, we can see that pay and promotion gives influences job satisfaction in current organization in which they are employed.

Table 2

Descriptive statistics for job satisfaction in the aspect of, (n=66)

Factors	Items	Frequency for Yes response	Percentage
Work	Routine	61	92.42
	Good	61	92.42
	Respected	60	90.91
	Useful	59	89.39
	Challenging	58	87.88
Pay	Income adequate for normal expenses	49	74.24
	Satisfactory profit sharing	34	51.52
	Barely live on income	28	42.42
Promotion	Good opportunity for advancement	46	69.70
	Promotion on ability	35	53.03
	Opportunity somewhat limited	33	50.00
	Good chance for promotion	28	42.42
Supervisor	Regular promotion	26	39.39
	Knows job well	55	83.33
	Intelligent	51	77.27
	Up-to-date	49	74.24
	Around when needed	47	71.21
Co-Workers	Asks my advice	46	69.70
	Smart	60	90.91
	Active	60	90.91
	Intelligent	59	89.39
	Responsible	56	84.85
	Fast	53	80.30

In terms of level on relationship with immediate supervisor in the organization they are currently connected, the study found that 55 respondents perceived relationship with immediate supervisor to be “Knows job well” 51 respondents perceived relationship with immediate supervisor as “Intelligent”, while 49 respondents perceived relationship with immediate supervisor as “up-to date”. 47 respondents rated relationship with immediate supervisor as “around when needed” and 46 rated it as they were “Asks my advice”. According to the results of the study also shows that relationship with immediate supervisor influences job satisfaction in their workplace.

In terms of level on relationship with co-workers in the workplace they are employed, the study found that 60 respondents perceived relationship with co-workers to be “Smart”, 60 respondents perceived the relationship with co-workers to be “Active” and 59 respondents “Intelligent”. Also 56 respondents evaluate its significant the relationship with co-workers “Responsible” and 53 respondents were “Fast”. According to results of their perceptions, we can see that relationship with co-workers influences job satisfaction for the Licean MedTech graduate.

Based on the results, we are able to see that work conditions, fairness, promotion, and pay, are key factors affecting Licean MedTech graduates-employees’ job satisfaction. Money is a good motivator, actually all employees’ work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. We can increase the employee salary and compensation to motivate the employee, the good pay back can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance.

CONCLUSIONS

The relationship between employee retention and job satisfaction at work has been one of the most researched areas in the field of management in relation to different professions. As Licean Medical Technology graduates perceived job satisfaction can improve service quality and increase employee satisfaction and stay longer in the organization. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction. A good work environment and good work conditions can increase employee job satisfaction also receive equal treatment with respect to pay or promotion. If hospitals and laboratory type organization or business create a fair competitive environment, like fair treatment, fair compensation, fair work hours, these will improve employee job attitudes; fairness can also motivate employees to be hard working. To conclude, findings of the study illustrate that job satisfaction improves employee retention. Job satisfaction is a reliable and relevant predictor of employee retention. When employers engage in practices that support good working relationships and benefits, job satisfaction improves because workers tend to believe that the company is using their skills and appreciating their service and commitment. In turn, higher job satisfaction generally results in higher levels of employee retention.

RECOMMENDATIONS

From the findings of the study the following are recommended:

1. An important need for designing an intervention program that considers organizational factors;
2. Create favorable condition for the institution by building a good, interpersonal environment within the institution, in order to create good work condition;
3. Improving the retention of laboratory professionals should encompass a more structured strategy for human resource management at health facility level;
4. Provide guarantees of medical care or retirement support; and
5. Provide training opportunities and other continuing education to deepen their knowledge and get specialized in a field they like most.

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